

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL
SCIENCES OF UKRAINE**

Department of Management named after Prof. J. S. Zavadskyi



“CONFIRMED”

Dean of the Faculty of Agrarian
Management

Anatolii OSTAPCHUK

« 30 » May 2023

“APPROVED”

at the meeting of Department of
Management named after Prof.

J. S. Zavadskyi

Protocol № 8 dated «22» May

Head of Department

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“REVIEWED”

Program Coordinator “Marketing”

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**PROGRAM OF THE COURSE
MANAGEMENT OF HUMAN RESOURCES**

Specialization 075 Marketing

Educational Program “Marketing”

Faculty (Institute) of Agrarian Management

Developer: the Associate Professor of the Department of Management named after
Prof. J. S. Zavadskyi, PhD of Economic Sciences, Associate Professor
Drahnieva N. I.

Kyiv – 2023 p.

1. Description of the course

"Management of Human Resources"

Field of knowledge, specialization, educational program, educational degree		
Educational and qualification level	Bachelor	
Specialty	075 Marketing	
Educational-professional program	Marketing	
Characteristics of the course		
View	normative	
Total number of hours	90	
Number of credits ECTS	3	
Number semantic modules	2	
Course project (work) (if available in curriculum)	-	
Form of control	Exam	
Descriptions of the course for full-time and distance learning		
	full-time education	correspondence form of training
Year of preparation	4	-
Semester	7	-
Lectures	15 hrs.	-
Practical works	30 hrs.	-
Laboratory classes	-	-
Independent work	45 hrs.	-
Individual tasks	-	-
Number of weekly hours for full-time students: classroom	3 hrs.	

2. The purpose, objectives, and competencies of the course "Management of Human Resources"

The purpose of studying the academic discipline is to form a set of theoretical knowledge and practical skills for future professionals in the formation and implementation of personnel policy in modern organizations, rational selection of employees for positions and forming an effective workforce, evaluation and development of employees, and purposeful use of their potential.

The task of studying the discipline is to provide students with knowledge on the formation of personnel policy and personnel management system of the organization; management of social development of the workforce; application of modern approaches to determining the need for staff, organization of recruitment and selection of employees for positions and the formation of a successful team; evaluation and professional development of employees, as well as purposeful use of their potential.

Acquisition of competencies:

Integrative competency (IC): Ability to solve complex specialized tasks and practical problems in the field of marketing activities or in the learning process, which involves the application of appropriate theories and methods and is characterized by complexity and uncertainty of conditions.

General competencies (GC):

GC 4. Ability to learn and master modern knowledge.

GC 5. Determination and perseverance in relation to the tasks tasks and assumed responsibilities.

GC 6. Knowledge and understanding of the subject area and understanding professional activity.

GC 9. Skills of using information and communication technologies.

Professional (special) competencies (PC):

PC 3. Ability to use theoretical provisions marketing for interpretation and forecasting of phenomena and processes in the marketing environment.

PC 9. Ability to use marketing tools in innovative activity.

PC 14. Ability to suggest feature improvements marketing activity.

Program learning outcomes (PLO) of the educational programme:

PLO 5. Identify and analyze key characteristics marketing systems of different levels, as well as features behavior of their subjects.

PLO 6. Determine the functional areas of marketing activities of the market entity and their interrelationships in the system management, to calculate the relevant indicators, which characterize the effectiveness of such activities.

PLO 7. Use digital information and communication technologies, as well as software products, necessary for the proper implementation of marketing activity and practical application of marketing tools

PLO 9. Assess the risks of marketing activities activities, set the level of uncertainty marketing environment when adopting managerial ones solutions.

3. The program and structure of the course «Management of Human Resources»

CONTENT MODULE 1.

HUMAN RESOURCES MANAGEMENT SYSTEM OF THE ORGANIZATION

Topic 1. Human resources management in organization management system

The role and importance of human resources management as a science. The system of labour sciences and personnel. Person as a subject and object of personnel management. Orientation of staff on corporate culture. Features and role of staff in achieving competitiveness of modern organizations. Problems and trends in human resources management of successful companies.

Personnel management as a specific function of management. The content of the concepts "human resources", "personnel", "labour potential". A systematic approach to personnel management of the organization. Principles and methods of personnel management. The main elements (subsystems) of personnel management. Functions of the personnel management system.

Stages of historical development of personnel management. Analysis of modern concepts and theories of personnel management. Content of the concepts "personnel management", "human resources management". Peculiarities of personnel management in foreign companies: opportunities to use experience.

Topic 2. Management of Human Resources as a social system

Peculiarities of a person are related to the behaviour in the organizations. The concept of personality. Employee value orientation. Person, individual and personality. Individual and individuality: common and different staff. Individual and group. Characteristics of human personality. Interaction of individual and group. Classification of personnel by categories and its characteristics: production staff (workers) and management staff (employees), the content of the functions performed and the main categories in organizations of various fields.

The main characteristics of the personnel of the organization. Number and structure of personnel of the organization. Normative, actual accounting and average number of employees of the organization. Personnel structure: organizational, social, staff, role, functional.

Correlation and content of the concepts "profession", "specialty", "qualification", "position". Requirements for the professional qualification level of employees. Competence and competencies of the employee. Types of competencies and their levels. Professional competence and professional suitability.

Topic 3. Personnel policy and strategy of personnel management of the organization

The concept and importance of personnel policy in the organization. Factors influencing the formation of personnel policy and the conditions of its

implementation. Classification of types of personnel policy by main features. The content of personnel policy at different stages of the life cycle of the organization.

Stages of development (projection) of personnel policy and their content: rationing, programming and monitoring of personnel. Development and implementation of personnel policy in conceptual personnel documents. Legal basis for the implementation of modern personnel policy.

The essence of personnel management strategy. The main types of personnel strategy. Relationship between organizational development strategy, personnel management strategy and personnel policy. Mechanism for developing and implementing a personnel management strategy. Forecasting in work with personnel as a basis for developing a personnel strategy.

Topic 4. Personnel planning in organizations

The concept of personnel planning. The purpose and objectives of planning work with staff in the organization. Types of planning: strategic, tactical, operational (current). Factors influencing the determination of staffing needs. The concept of staff marketing and its functions. Sources of coverage of the organization's staffing needs.

Methods for determining the organization's staffing needs. Staff planning by job category: basic and additional staffing needs. Analysis of internal and external sources to cover future staffing needs. Ways of rationing resources.

Operational plan for working with staff in the organization. Individual plan of the employee. Structure of personnel information.

Topic 5. Organization of recruitment and selection of personnel

The content of the process of recruitment and employment. The main sources of information about vacancies. Identification of vacancies. Formation of requirements to applicants. Professiogram: employee model and position model. Recruitment: creation of a database of qualified candidates for selection. Characteristics of sources of candidates. The role of recruitment agencies.

Vocational guidance and career guidance work. Methods and forms of professional orientation. Career guidance: essence and tasks, organization of work. Methods of managing career guidance of employees. Foreign experience.

Models and methods of employee selection. Criteria for selecting employees.

General procedures for hiring personnel in organizations. Stages of personnel selection. Professional selection of personnel. Primary selection. Technique of conducting a telephone conversation about employment. Questionnaire. Recruitment testing. Physiognomic analysis. The relationship of morphological features with the mental characteristics of the individual. Handwriting examination. Rules for conducting interviews with representatives of different levels of government. Types of interviews. Interview stages. Common mistakes in the interview. Information about the candidate. Interview with the head of the department. Analysis and evaluation of individual differences of applicants, their comparison. Trial. Hiring decision. Optimization of the number of employees.

Labour adaptation and its types: organizational, socio-psychological, professional, psychophysiological. Primary and secondary adaptation. Entry and integration. The speed of labour adaptation and the factors that determine it. Leading and educational role of the head and manager of personnel. Briefing. Mentoring.

Topic 6. Organization activities and functions of Human resources department

The purpose and role of modern personnel services in the organization. Status, problems and trends in human resources development. The main functions and responsibilities of personnel services. Status, organizational structure and principles of distribution of powers between employees of personnel services.

Roles and functions of the personnel manager in the organization of the personnel service. Requirements for business, professional and personal traits of the personnel manager.

Information and methodological support of personnel service. Automated personnel management programs. The main regulatory documents in the organization of personnel services. Organization of personnel accounting and reporting. Measures for the protection and security of personnel information in the organization.

CONTENT MODULE 2. EFFECTIVE PERSONNEL MANAGEMENT OF THE ORGANIZATION

Topic 7. Formation the team of the organization

The team as a social group. Characteristics of the team: unity of purpose, conditional separation, organizational and territorial unity. Functions of the team and its varieties in the organization. The role of the head and manager of personnel in the formation of the team. Types of structures of the labor collective: functional, professional qualification, socio-demographic, age, socio-psychological, socio-class.

The team as the highest form of internal organization of the group. Signs of the team. Principles and stages of the process of creating a workforce. The role of corporate culture in the formation of the organization: norms, values, traditions. Formal and informal structure of the team. Types of formal groups in the organization. Factors of formation of informal groups and the main signs of their existence. Varieties of small groups in personnel management. Factors of effective work of the group. Specifics of women's groups. Models of human-environment interaction. Problems and ways to establish human-organizational interaction. Approaches to designing the interaction of man and organization. Training at the entrance to the organization.

Topic 8. Cohesion and social development of the team

Team cohesion: essence and stages. Features of personnel management at the stages of team development. Teams are united, dismembered and separated. Factors influencing team cohesion. The concept of teamwork and teamwork in personnel management.

Socio-psychological features of the team as an object of management. Psychological compatibility of team members and the factors that determine it. Social roles of the individual. Requirements for the psychological qualities of employees and leaders of modern organizations. Methods of studying the socio-psychological climate in the team. Socionics as a new scientific approach to the study of individual psychological characteristics of man. Socionic types. Extroverts and introverts. Rationalists and irrationalists. Relationships between representatives of different sociotypes, intertype relationships.

The essence and importance of social development of the team. Content, stages of project development, approval and implementation of the social development plan. Characteristics of the main sections and documentary display. Methods of collecting social information.

Topic 9. Personnel evaluation in the organization

Personnel evaluation in a modern organization. The essence and types of staff evaluation by objectives. Criteria and methods of personnel evaluation. Qualitative, quantitative and combined methods of business evaluation of employees of the organization.

Basic principles of effective business evaluation of employees. Evaluating the quality of work of different categories of staff. Methods of evaluating management staff: by business qualities, by the complexity of the functions performed, by the results and objectives of the activity.

Criteria and types of business evaluation of managers: evaluation of the results of primary and secondary activities, evaluation of team behavior, performance of team management functions and evaluation of the results of subordinates. Indicators for evaluating different categories of managerial positions.

The main criteria for evaluating specialists: skill level, creativity and ingenuity, initiative, performance and labor discipline. Evaluation of workers and employees: level of qualification, executive and labor discipline, quality performance, compliance with safety rules, etc.

Personnel certification: essence and types. Content of the attestation commission. Organization and procedure for personnel certification. Content of certification for different categories of personnel. Documentary support of certification. Use of personnel certification results.

Topic 10. Management of development and movement of personnel in the organization

General and professional personnel development. The essence and objectives of professional development of staff. Identifying and analyzing personnel needs. Personnel training. Personnel training programs. Components of adult education

according to the legislation of Ukraine (postgraduate education, professional training of employees, retraining and/or advanced training courses, continuing professional development, any other components provided by law, proposed by the subject of educational activity or self-determined). Types of postgraduate education according to the legislation of Ukraine (specialization, retraining, advanced training, internship). Continuing education and its main types: formal, non-formal and informal (self-education) learning.

The concept of career ladder and career growth. Employee career planning and management. Career models. Horizontal, vertical and centric career. Factors determining career direction and speed. Creating the right conditions for the career growth of employees.

Personnel mobility management. Needs analysis and personnel development plan assessment. Planning and preparation of personnel reserve. Formation of the list of personnel reserves by categories of personnel. Features of training reserve management. Staff rotation as a form of movement and training of employees. Relocation, transfer to another position, work. Combining professions.

Types of personnel innovations. Innovative potential of the employee.

Topic 11. Management of personnel release process.

Reasons and factors for dismissal. Release procedure. Social and industrial criteria for selecting employees for dismissal. Social guarantees. Features of retirement as a form of dismissal. The concept and meaning of absenteeism. Personnel turnover management and the factors that determine it. Personnel turnover rates. Typical violations of labor and executive discipline, the reasons for their occurrence. Accidents. Disciplinary influence. Development of measures to regulate staff turnover.

Management of the quality of working life of employees of the organization. Personnel safety management: safety and health of employees in the organization. Preventive and anti-epidemic measures in personnel management in the organization.

Topic 12. Social partnership in the organization

Social partnership as a means of reconciling the interests of employer and employees. The mechanism of functioning of the social partnership system: functions and tasks, legal framework. Interests of the employer and employees: commonality and disagreement, the likelihood and occurrence of conflicts. Conflict management.

Collective agreement as a means of strengthening social partnership. Parties and content of the collective agreement. The procedure for concluding and registering a collective agreement. The term of the collective agreement and control over its implementation.

Regulation of social and labor relations in the organization. Public organizations. The role of trade union organization in representing the interests of employees.

Topic 13. Effectiveness of personnel management

The system of economic, social and organizational indicators of personnel management: essence and content. Criteria for the effectiveness of personnel management. Comprehensive assessment of the effectiveness of personnel management: the essence, advantages and disadvantages of the application. Methods of evaluating the effectiveness of staff performance.

Interdependence of the efficiency of the enterprise and the results of staff work. Indicators for evaluating the effectiveness of personnel management units. Staff cost efficiency. The role of personnel audit and personnel consulting in improving the efficiency of personnel management.

Structure of the course «Management of Human Resources»

Names of semantic modules and themes	Amount of hours											
	Daily form						Correspondence form					
	total	including					total	including				
		1	p	lab	ind	i.w.		1	p	lab	ind	i.w.
1	2	3	4	5	6	7	8	9	10	11	12	13
CONTENT MODULE 2. THE GENERAL THEORY OF MANAGEMENT												
1. Personnel management in the management system of organizations	9	1	2			6						
2. Personnel management as a social system	9	1	2			6						
3. Personnel policy and strategy of personnel management of the organization	9	1	2			6						
4. Personnel planning in organizations	11	1	3			7						
5. Organization of recruitment and selection of personnel	13	2	5			6						
6. Organization activities and functions of personnel services	9	1	2			6						
Total for semantic module 2	60	7	16			37						
CONTENT MODULE 2. MANAGEMENT FUNCTIONS												
7. Formation the team of the organization	9	1	2			6						
8. Cohesion and social development of the team	6	1	2			6						
9. Personnel evaluation in the organization	10	2	2			6						
10. Management of development and movement of personnel in the organization	8	1	2			5						
11. Management of personnel release process	8	1	2			5						
12. Social partnership in the organization	8	1	2			5						
13. Effectiveness of personnel management	8	1	2			5						
Total for semantic module 2	60	8	14			38						
Total hours	120	15	30			75						

4. Topics of seminars

№	Title of topic	Number of hours
1	Personnel management in the management system of organizations	2
2	Management of Human Resources as a social system	2

3	Personnel policy and strategy of personnel management of the organization	2
4	Personnel planning in organizations	-
5	Organization of recruitment and selection of personnel	2
6	Organization activities and functions of personnel services	1
7	Formation the team of the organization	1
8	Cohesion and social development of the team	-
9	Personnel evaluation in the organization	-
10	Management of development and movement of personnel in the organization	1
11	Management of personnel release process	-
12	Social partnership in the organization	2
13	Effectiveness of personnel management	1
	Total hours	14

5. Topics of practical lessons

№	Title of topic	Number of hours
1	Personnel management in the management system of organizations	-
2	Management of Human Resources as a social system	-
3	Personnel policy and strategy of personnel management of the organization	-
4	Personnel planning in organizations	3
5	Organization of recruitment and selection of personnel	3
6	Organization activities and functions of personnel services	1
7	Formation the team of the organization	1
8	Cohesion and social development of the team	2
9	Personnel evaluation in the organization	2
10	Management of development and movement of personnel in the organization	1
11	Management of personnel release process	2
12	Social partnership in the organization	-
13	Effectiveness of personnel management	1
	Total hours	16

6. Topics of laboratory lessons

are not provided the curriculum

№	Title of topic	Number of hours
1		
2		
...		

7. Independent work topics

№	Topic title	Number of hours
1	Personnel management in the management system of organizations	6
2	Management of Human Resources as a social system	6
3	Personnel policy and strategy of personnel management of the organization	6
4	Personnel planning in organizations	7
5	Organization of recruitment and selection of personnel	6
6	Organization activities and functions of personnel services	6
7	Formation the team of the organization	6
8	Cohesion and social development of the team	6
9	Personnel evaluation in the organization	6
10	Management of development and movement of personnel in the organization	7
11	Management of personnel release process	7
12	Social partnership in the organization	7
13	Effectiveness of personnel management	7
	Total hours	75

8. Samples of control questions, tests for assessing the level of knowledge acquisition by students.

Control questions, sets of tests to determine the level of knowledge acquisition by students.

1. What are the basic concepts that characterize personnel management?
2. Describe the methods of personnel management.
3. What subsystems does the personnel management system include?
4. What models of personnel management do you know?
5. How have the functions of personnel management changed in accordance with the stages of development of organizations?
6. Describe the concepts of "staff", "personnel", "human resources", "labor resources", "labor force".
7. What is the main contribution of foreign scientists in the development of personnel management?
8. What is the difference between the Japanese style of personnel management from the American?
9. What are the main characteristics of personality?
10. What are the characteristics of the individual associated with his behavior in the enterprise?
11. What is the staff structure of the enterprise?
12. What are the requirements for the professional qualification level of employees?
13. What is the competence of the employee?
14. What is meant by competence management?
15. Discover the essence of the competency approach.
16. Explain the concept of "core (or key) competencies"?

17. What are the key competences for lifelong learning (Recommendation 2018/0008 (NLE) of the European Parliament and the Council (EU))?
18. What are the main types of competence?
19. Discover the essence of digital competence.
20. Discover the essence of the digital workplace.
21. Discover the essence of the model of competencies.
22. What are the goals of forming competency models in organizations?
23. Discover the essence of personnel policy of the organization.
24. What factors determine the personnel policy of the enterprise?
25. What are the main types of personnel policy?
26. What are the stages of personnel policy development?
27. What is the essence of personnel management strategy?
28. How does the content of personnel policy affect the stage of the life cycle of the enterprise?
29. What is the relationship of personnel policy with the development strategy of the enterprise?
30. What is meant by personnel planning?
31. What are the components of enterprise personnel planning?
32. What are the goals and objectives of personnel planning of the organization?
33. What factors affect the organization's need for human resources?
34. What are the main stages of planning the need for staff?
35. What are the types of planning work with the staff of the enterprise?
36. What are the methods of determining the needs of the company in staff?
37. Discover the essence of personnel selection.
38. What are the main stages of selection of candidates for positions in the organization?
39. What are the main sources of recruitment, their advantages and disadvantages?
40. What information should be contained in the advertisement for the vacancy?
41. What are the main methods of finding staff?
42. What are the main stages of personnel selection in the organization?
43. What are the technologies for collecting and analyzing information about candidates for vacant positions?
44. What is a resume? What information should it contain?
45. What information is analyzed when studying the resume of a candidate for a vacant position?
46. Explain the essence of the questionnaire.
47. Describe the types of previous interview.
48. What are the types and kinds of interviews?
49. What are the stages of interviews with candidates for vacant positions?
50. What are the non-traditional methods of evaluating candidates for a vacant position?
51. What are the stages of employment?

52. What documents are submitted for employment?
53. What are the restrictions on future work, responsibilities for a particular position?
54. What is an employment contract?
55. What are the mandatory and additional terms of the employment contract?
56. What is the term of an employment contract under current law?
57. What are the probationary periods for employment in accordance with applicable law?
58. Discover the essence of adaptation of employees. What are its goals?
59. What are the stages of the adaptation procedure?
60. What are the main functions of modern personnel services in the organization?
61. What factors affect the structure of the personnel service?
62. What are the sections of the provision on personnel service?
63. Describe the model of human resources manager of the enterprise?
64. What are the features of personnel records management?
65. Explain the concept of "social group", "team".
66. What are the characteristics of the group?
67. What is the classification of teams?
68. What are the main stages of team development?
69. What is the main role of the head and manager of personnel in the formation of the team?
70. What is the difference between a formal and an informal group?
71. Features of informal groups?
72. What factors influence the creation of informal groups and the main features of their existence?
73. What is the role of corporate culture in forming the team of the organization?
74. What is meant by cohesion of the workforce?
75. What are the necessary conditions for the formation of a cohesive group?
76. What are the stages of forming a cohesive group?
77. What factors affect the cohesion of the team?
78. What are the production roles of employees in the team?
79. Explain the concept of "team".
80. What are the main differences between groups and teams?
81. Discover the essence of team building.
82. What are the stages of team building?
83. What are the conditions necessary for the formation of a cohesive team?
84. What are the general characteristics of high-performance teams?
85. Explain the essence of the concept of "personnel evaluation".
86. What are the main tasks of evaluating the work of the organization's staff?
87. What are the types of business valuation of enterprise personnel?
88. What are the main areas of personnel evaluation?
89. What are the objectives of performance appraisal?
90. What are the principles of employee evaluation?

91. What are the stages of the process of evaluating the work of staff?
92. What are the criteria for staff evaluation?
93. What are the methods of personnel evaluation?
94. Explain the essence of certification of employees.
95. What are the stages of certification of employees?
96. Discover the essence of Performance Management as a technology for evaluating the effectiveness of staff performance.
97. Discover the essence of the Assessment Center technology and its application in assessing the activities of employees of the organization.
98. Discover the essence of technology for evaluating the performance of employees by the method of Hay Group.
99. Discover the essence of the concept of "professional development".
100. What are the goals and principles of public policy in the field of professional development of employees?
101. Discover the essence of continuing education.
102. What are the components of adult education according to the legislation of Ukraine?
103. What are the types of postgraduate education according to the legislation of Ukraine?
104. Discover the essence of continuous professional development.
105. Who manages the professional development of employees?
106. What factors affect the need for professional development of staff?
107. What does the professional development management system include?
108. Explain the essence of the concept of "vocational training".
109. Discover the essence of formal and informal vocational training.
110. Who is covered by the vocational training system?
111. What are the forms of professional training of employees?
112. What are the stages of vocational training?
113. What are the principles of vocational training?
114. What are the methods of vocational training?
115. What are the advantages and disadvantages of on-the-job and off-the-job training methods?
116. Explain the essence of the concept of "career".
117. What are the types, directions and models of business career?
118. What does the career planning and development process involve?
119. What is the personnel reserve?
120. What are the stages of formation of the personnel reserve?
121. Describe the work with the personnel reserve.
122. What is meant by the dismissal and dismissal of staff?
123. What are the types of staff redundancies?
124. What are the mechanisms and methods of non-directive staff reductions?
125. What are the stages of the procedure for dismissal of an employee on their own initiative?
126. What are the main reasons for staff turnover in the enterprise?

127. What groups of factors affect the formation and change of working conditions?
128. What is meant by social partnership?
129. What are the principles on which social partnership should operate at the organizational level?
130. What is the role of social partnership in reconciling the interests of employer and employees?
131. What is a collective agreement?
132. What is social and labor relations?
133. What is the task of assessing the effectiveness of personnel management?
134. What is the content of assessing the overall effectiveness of personnel management of the enterprise?
135. What are the main methods of evaluating the performance of managers?
136. What are the main criteria for assessing the effectiveness of personnel management?
137. What are the indicators of evaluation of human resources?

Tests to determine the level of knowledge acquisition by students

1. Promotion, change of skills, abilities, qualifications, remuneration related to the activities of the employee - is _____.
2. The type of career during which the ascent to the highest level of the structural hierarchy takes place is _____.
3. The process of forming new professional skills and knowledge in employees of the organization is _____.
4. Subjective, conscious judgments of the employee about his future work, ways of self-expression and job satisfaction - this is _____.
5. A candidate for a vacant position is invited to solve one or more problems. Both the result itself and the methods by which the candidate solves problems are evaluated - this is _____.
6. Methods of professional training of staff in the workplace - this is _____.
7. Methods of training staff outside the workplace - this is _____.
8. Transferring an employee from one job (position) to another to obtain additional professional qualifications, expanding experience - this is a method of training _____.
9. A special program of actions, built on the degree of their complexity, expanding the amount of knowledge and increasing complexity - is a method of training staff _____.
10. During life, the employee rises in the hierarchy with the gradual growth of his potential, knowledge, experience and skills. At a certain stage, the employee holds the highest position for him and tries to stay in it for a long time. And then - retirement. This is a _____ career model.

11. At the end of a certain period of work - the employee undergoes a comprehensive assessment, based on the results of which a decision is made on promotion, transfer or demotion. This is a ___ career model.

12. At the end of a certain period of work - the employee undergoes a comprehensive assessment, based on the results of which a decision is made on promotion, transfer or demotion. This is a _____ career model.

13. The conversation with the candidate for the vacant position revolves around the facts of his life, which makes it possible to determine what the candidate has already done in his life, and on this basis to predict how he will work in the position he is applying for is _____.

14. What definition reveals the essence of the concept of "personnel management":

1) the process of planning, selection, training, evaluation and lifelong learning, aimed at the rational use of employees and increase the efficiency of the organization;

2) the process of direct transfer of new professional skills or knowledge to employees of the organization;

3) the process of forming new professional skills and knowledge in employees of the organization;

4) promotion, change of skills, abilities, qualifications, remuneration related to the activities of the employee.

15. A staff selection interview is

1) exchange of information between the representative of the organization and the candidate for the vacant position;

2) the process of establishing the interaction of man and organization, when the employee is selected to perform a particular job;

3) the process of direct transfer of new professional skills or knowledge to employees of the organization;

4) there is no correct answer.

16. The career phenomenon can be described as:

1) successful promotion in the field of social, official, scientific and other activities both vertically and horizontally within their profession;

2) horizontal promotion, change of skills, abilities, qualifications, remuneration related to the activities of the employee;

3) the process of acquiring new knowledge, skills, abilities by the employee using various methods;

4) successful promotion in the field of social, official, scientific and other activities vertically within their profession.

17. Type of career, which involves moving to another functional area of activity or performing a certain job role at the same level:

1) horizontal career;

2) career internally;

3) career vertical;

4) there is no correct answer.

18. Name the main areas in which the internal career.

- 1) vertical, horizontal, centrifugal;
 - 2) situational, vertical, horizontal;
 - 3) situational, vertical, criterion;
 - 4) there is no correct answer.
19. Permanent staff of skilled employees of enterprises:
- 1) staff;
 - 2) labor resources;
 - 3) staff;
 - 4) there is no correct answer.
20. The staff of the enterprise is divided into:
- 1) workers and employees;
 - 2) specialists and technical executors;
 - 3) employees and specialists;
 - 4) technical executors and managers.
21. Personnel planning does not include:
- 1) career planning of staff;
 - 2) staff cost planning;
 - 3) planning of labor adaptation;
 - 4) planning of personal characteristics.
22. Methods of personnel evaluation do not include:
- 1) graphical rating scale;
 - 2) 360 ° certification;
 - 3) administrative methods;
 - 4) the method of critical situations.
23. Professional development includes:
- 1) professional training, training of employees, career development;
 - 2) professional training, preparation of the reserve of employees, retraining;
 - 3) preparation of the reserve of employees, retraining, motivation;
 - 4) retraining, motivation, professional training.
24. What category is characterized by the following definition: a stable association of people striving for a common goal, characterized by group cohesion?
- 1) employees of the management staff;
 - 2) team;
 - 3) subdivision;
 - 4) personnel of the enterprise.
25. Which document regulates the organization and mode of work of staff?
- 1) rules of internal labor regulations;
 - 2) collective agreement;
 - 3) regulations on the structural unit;
 - 4) operational plan for work with staff.
26. Employment contract should not include?
- 1) place of work;
 - 2) labor functions;
 - 3) salary and additional benefits;
 - 4) terms and cost of professional training.

27. What is labor adaptation?

1) it is a mutual adaptation of the employee and the enterprise, based on the gradual work of the employee in the new professional, social and organizational and economic working conditions;

2) determining the rating and status of the employee in the organization;

3) activities carried out for the purpose of dismissing staff or transferring employees to a higher position;

4) there is no correct answer.

28. Which of the following definitions characterizes the concept of "staff"?

1) a set of permanent and temporary workers, representatives of skilled and unskilled labor;

2) a set of workers who actually exist as a community in a certain space and time;

3) managers and employees who perform functions where mental work predominates;

4) association of citizens for joint activities on social or socio-psychological characteristics.

29. For each characteristic of the employee is compared with others who work with him - this is the method:

1) pairwise comparison;

2) alternative ranking;

3) graphic scale of grades;

4) forced distribution.

30. Business valuation of staff is:

1) determining the level of qualification of the employee;

2) the process of identifying the quality characteristics of staff to the requirements of the position or workplace;

3) the process of identifying the number of employees in the number of jobs in the organization;

4) determining the level of professionalism of employees in the field of organization.

9. Teaching methods

Teaching methods are ways of joint activities and communication between teachers and graduates, providing positive motivation to learn, mastering the system of professional knowledge, skills and abilities, forming a scientific worldview, development of cognitive forces, culture of mental work of future professionals.

The following teaching methods are used during the educational process:

Depending on the source of knowledge: verbal (explanation, conversation, discussion, dialogue); visual (demonstration, illustration); practical (problem solving, business games).

By the nature of cognitive activity: explanatory-visual problem statement; partial search and research methods.

By place in educational activities:

- methods of organization and implementation of educational activities that combine verbal, visual and practical methods; reproductive and problem-searching; methods of educational work under the guidance of a teacher and methods of independent work of higher education students;

- methods of stimulating and motivating educational work, including cognitive games, educational discussions, role situations;

- methods of control and self-control over educational activities: methods of oral, written control; individual and frontal, thematic and systematic control.

In the process of teaching the discipline to intensify the educational and cognitive activities of higher education seekers provides for the use of the following educational technologies:

- work in small groups allows to structure practical seminars on the form and content, creates opportunities for participation of each student in higher education in the work on the topic of the lesson, provides the formation of personal qualities and experience of social communication;

- *seminars-discussions* involve the exchange of views and views of participants on this topic, as well as develop thinking, help to form views and beliefs, the ability to formulate opinions and express them, learn to evaluate other people's suggestions, critically approach their own views;

- *brainstorming* - a method of solving urgent problems, the essence of which is to express as many ideas in a limited period of time, discuss and select them;

- *case method* - a method of analysis of specific situations, which allows to bring the learning process closer to the real practical activities of specialists and involves consideration of industrial, managerial and other situations, complex conflicts, problematic situations, incidents in the study of educational material;

- *presentations* - speeches to the audience, used to present certain achievements, results of the group, a report on the implementation of individual tasks, briefings, demonstrations;

- *didactic games* - a method of imitation (imitation, reflection) of managerial decisions in various situations according to the rules already developed or formed by the participants, is implemented through independent solution of higher education students, given the lack of necessary knowledge when there is a need to master new content or look for new connections in already learned material;

- *banks of visual support* help to intensify the creative perception of the content of the discipline with the help of clarity.

9. Forms of assessment

The main forms of training during the study of the discipline "Management of Human Resources" are lectures, seminars (practical) classes, consultations, independent work of higher education.

According to the above forms of organization of training, the forms of control of mastering the program are: self-control, writing modular tests, essays, individual practical tasks and exams for the period of study of the discipline.

The control measures carried out at the university determine the compliance of the level of knowledge, skills and abilities acquired by students with the requirements of normative documents on higher education and ensure timely adjustment of the educational process.

According to the "Regulations on examinations and assessments at the National University of Life and Environment Science of Ukraine", approved by the Academic Council of the National University of Life and Environment Science of Ukraine on April 26, 2023, protocol No. 10, the types of knowledge control of higher education students are current control, intermediate and final attestation. Ongoing control is carried out during practical, laboratory and seminar classes and aims to check the level of readiness of higher education students to perform specific work.

Intermediate certification is carried out after studying the program material of each content module. The teaching material of the disciplines taught during one semester - autumn or spring, is divided by lecturers into two or three content modules.

Intermediate attestation should determine the level of knowledge of higher education students from the program material of the content module (rating assessment from the content module), obtained during all types of classes and independent work.

Forms and methods of intermediate certification, mastering the program material of the content module are developed by the lecturer of the discipline and approved by the department in the form of testing, written tests, colloquium, experimental results, which can be evaluated numerically, calculation or calculation work, etc.

The mastering of the content material of the content module by a higher education student is considered successful if his / her rating is not less than 60 points on a 100-point scale.

The level of knowledge of higher education students obtained through non-formal education programs (Article 8, paragraph 3 of the Law of Ukraine "On Education") must be confirmed by relevant documents (eg, learning English - certificates B1 and above; training courses BAS (Business Automation Software)) - SAB certificate (union of business automators); training on the courses of the Cisco Network Academy–Cisco industry certificate; training on the training of appraisers on expert monetary valuation of land - qualification certificate, etc.).

The presence of supporting documents is the basis for enrollment in a separate laboratory work, topic of lecture or practical lesson, content module or all educational material of the discipline, if the program of non-formal education corresponds to the work program of the discipline.

The decision on enrollment of knowledge acquired in non-formal education programs is made by the lecturer of the discipline together with the head of the department.

Enrollment in all academic material of the discipline does not exempt the applicant from higher education from taking the exam in this discipline.

The rating of the applicant for higher education in educational work is rounded to an integer.

The academic work rating may be affected by the additional work rating and the penalty rating.

The rating for additional work is added to the rating for training and may not exceed 20 points. It is determined by the lecturer and is provided to higher education students by the decision of the department for work that is not provided for in the curriculum, but contributes to improving their knowledge of the discipline.

The maximum number of points (20) is given to the applicant for higher education for:

- receiving a diploma of the first degree of the winner of the student scientific conference of the educational-scientific institute or faculty (college) in the corresponding discipline;
- receiving the diploma of the winner (I, II or III place) of the II stage of the All-Ukrainian Student Olympiad in the discipline or specialty (direction of training) in the current academic year;
- receiving a diploma (I, II or III degree) of the winner of the All-Ukrainian competition of student research papers in the relevant discipline in the current academic year;
- authorship (co-authorship) in the submitted application for an invention or received a patent of Ukraine in the relevant discipline;
- authorship (co-authorship) in a published scientific article in the relevant discipline;
- production of a personal training stand, model, device, appliance; development of a computer program (provided that this is used in the educational process in the teaching of the discipline).

Penalty rating does not exceed 5 points and is deducted from the rating of educational work. It is determined by the lecturer and is introduced by the decision of the department for students of higher education who untimely mastered the materials of content modules, did not follow the work schedule, missed classes and more.

Final certification includes semester and state certification of applicants for higher education.

Semester certification is conducted in the form of a semester exam or semester test in a particular discipline.

Semester exam (hereinafter - the exam) - is a form of final certification of mastering higher education theoretical and practical material in the discipline for the semester.

Semester test (hereinafter - test) is a form of final certification, which consists in assessing the mastering of higher education theoretical and practical material (performed certain types of work in practical, seminar or laboratory classes and during independent work) in the discipline for the semester.

Differentiated test is a form of certification that allows you to assess the implementation and mastery of higher education program training or industrial practice, preparation and defence of course work (project).

Applicants for higher education are required to take exams and tests in accordance with the requirements of the working curriculum within the timeframe

provided by the schedule of the educational process. The content of exams and tests is determined by the working curricula of disciplines.

10. Description of institutional grading system

The assessment of the knowledge of a higher education student takes place on a 100-point scale and is translated into national assessments according to the table. 1 "Regulations on examinations and credits at the National University of Life and Environment Science of Ukraine", approved by the Academic Council of the National University of Life and Environment Science of Ukraine on April 26, 2023, protocol No. 10. according to the table. 1.

Rating of the applicant of higher education, points	Evaluation results on national exams, tests
	Exam
90-100	excellent
74-89	good
60-73	satisfactorily
0-59	fail

For determination of the rating of the student (listener) from mastering to the discipline R_{course} (100 points) obtained ranking in certification (30 points) added to the rating of student (listener) for Academic work R_{ed} (70 points): $R_{\text{course}} = R_{\text{ed}} + R_{\text{at}}$

12. Methodical maintenance

eLearning course, located on the academic portal: <http://elearn.nubip.edu.ua/course/view.php?id=953>

13. Recommended Literature

Main

1. Principles of management. 2019. URL: <https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/PrinciplesofManagement-OP.pdf>
2. Karam Pal Management Concepts and Organizational Behaviour. URL: <http://www.ddegjust.ac.in/studymaterial/mcom/mc-101.pdf>
3. Coleman Patterson Management Briefs Management and Leadership Theory Made Simple. 2010.
4. Peter F. Drucker The Effective Executive: The Definitive Guide to Getting the Right Things Done. Harper Business; Revised edition. 2006. 208 p.
5. Dorling Kindersley Essential Manager: Leadership. 2015.
6. James Burrow, Brad Kleindl, Kenneth Everard Business principles and management. Thomson. 2008. 736 p.

Additional

1. Kenneth Blanchard Ph.D., Spencer Johnson M.D. The One Minute Manager. 2001. 354 p.
2. John Maxwell The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You. 2017. 338 p.
3. Daniel Goleman Leadership: The Power of Emotional Intelligence. 2011. 78 p.
4. Балановська Т.І., Гоголя О.П., Драгнєва Н.І., Драмарецька К.П., Троян А.В. Управління персоналом: навчальний посібник. 2-ге вид. Київ: ЦП «КОМПРИНТ», 2018. 417 с.
5. Балановська Т.І., Михайліченко М.В., Троян А.В. Сучасні технології управління персоналом: навчальний посібник. Київ: ФОП Ямчинський О.В., 2020. 466 с.
6. Балановська Т.І., Гоголя О.П., Троян А.В. Словник-довідник з управління персоналом. Київ: ЦП «Компринт», 2017. 516 с.
7. Методичні вказівки до вивчення дисципліни «Управління персоналом» для підготовки фахівців ОС «Бакалавр» напряму підготовки «Менеджмент»/ Т.І. Балановська, О.П. Гоголя, Н.І. Драгнєва, К.П. Драмарецька, А.В. Троян. Київ: ЦП «КОМПРИНТ», 2016. 202 с.

14. Information resources

1. Харчишина О. В. Концепція організаційної культури підприємств: ретроспективний аналіз та перспективи практичного застосування. URL: <http://eprints.zu.edu.ua/8420/1/Вісник%20ДАУ%20%2020072.pdf>
2. A Study of Business Process Reengineering by Kevin Lam. URL: http://www.doc.ic.ac.uk/~nd/surprise_95/journal/vol2/tmkl/article2.html.
3. An Introductory Guide by Peter Carter URL: <http://www.teamtechnology.co.uk/business-process-reengineering.html>.
4. Mastering Strategy: Management. URL: <https://resources.saylor.org/wwwresources/archived/site/textbooks/Mastering%20Strategic%20Management.pdf>
5. Gilbreth L.M. The psychology of management. The Macmillan Company. 1921. URL: <https://www.gutenberg.org/files/16256/16256-h/16256-h.htm>.