Syllabus

Management of Personnel

Bachelor's Degree
Field of Knowledge – 07 "Management and administration"
Specialty - 073 "Management"

Year: 3, Semester: 5
Number of credits: 5 Teaching language: English

Course Instructor

Ph D, Batryn Natalia

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Course Description

Effective management is closely linked to the interaction of many people, which combines the planning and coordination of their joint activities. The purpose of studying the discipline "Management of Personnel" is to develop skills for individual-psychological development of the individuals, their motivation, effective vertical and horizontal communications, interpersonal relationships, trends in organizational development and reactions to changes. It forms the following competencies: to know the essence of the basic concepts and categories of organizational behavior; techniques for using basic behavioral management tools in the workplace; characteristics of the influence of various factors on the behavior of people in the organization; basic tools for managing behavior at the individual, group and organizational levels; be able to develop a motivational mechanism of managerial activity in the organization; mechanism of formation of functional behavior of employees of the organization; choose an effective leadership style; use modern tools in managing people's behavior in the organization; coordinate interaction between management bodies, intergroup dynamics, manage conflicts; staff activities; exchange of information, knowledge between divisions, groups, individuals in the organization. The knowledge and skills acquired in the study of discipline can be implemented in management and executive activity in any sphere of national economy.

Course Structure

Hours (l/p)	Theme	Outcomes	Tasks
4/4	**Theme 1**. Content of the discipline " Management of Personnel". Connection with other disciplines. Concept of personnel management, basic definitions and characteristics.	Know the essence of the basic concepts and categories of personnel management; techniques for using basic behavioral management tools.	Tests, group discussion, situational tasks, case studies.
4/4	**Theme 2.** Basics of personnel management. Management functions. leadership Methods and styles of personnel management. The image of the manager. Personal traits of the manager. Communication with staff. Methods of manipulative influence.	Know and apply basic tools for managing people's behavior at the individual, group and organizational levels.	Tests, situational tasks, case studies, group presentations.

4/4	**Theme 3**. Problems of personnel management. Conflicts. Conflict management. Power, control, resistance. Power and influence. Power and forms of control.	Use modern tools in managing people's behavior in the organization; coordinate interaction between management bodies, organizational units, conflict solving.	Tests, situational tasks, case studies.
4/4	**Theme 4.** Innovations and changes. Changes and stress. Management of stressful situations. Organizational development and change. Implementation of innovations within the organization.	Be able to develop innovation mechanism of managerial activity in the organization; mechanism of formation of functional behavior of employees of the organization.	Tests, situational tasks, case studies, group presentations.
4/4	**Theme 5.** Formation of the personnel of the organization. Personnel planning. Analysis of the required work. Compilation of the employee's job description. Methods of attracting potential candidates. Formation of the team.	To plan personal development and career of employees in the organization; to form a system of adaptation and development of personnel in the organization.	Tests, group discussion, situational tasks, case studies.
4/4	**Theme 6.** Paying employees. Regulation of wages. Guarantees and compensations. Surcharges and allowances. Rewarding employees.	Monitor the effectiveness and efficiency of employees payment.	Tests, group discussion, situational tasks, case studies.
2/2	**Theme 7.** Labor legislation on personnel. Employment contract. Contractual form of employment contract. Hiring procedure. Transfer to another job.	Be able to manage and process employment in organization according to labor legislation.	Tests, group discussion, situational tasks, case studies.
2/2	**Theme 8.** Personnel development. Strategic and tactical aspects of personnel development. Concept of professional development. Professional diagnostics.	Monitor the effectiveness and efficiency of personnel development and professional diagnostics.	Tests, group, discussion, situational tasks, case studies.

Learning Recourses

1. Batryn N. , Verhun L. Use of online role-play/case-study method in students' leadership skills development. Збірник наукових праць «Педагогічні науки». Херсон: Херсонський державний університет. 2021, № 96. – С 98-105.
http://www.ps.journal.kspu.edu/index.php/ps/article/view/4469/3943
2. Batryn Natalia. Wartime leadership in the context of organizational change theories. International Science Journal of Management, Economics and Finance. Vol. 1, No. 1, 2023.
3. Батрин Н.В. Управління персоналом: навчальний посібник для студентів 1-го рівня (бакалаврів). Тернопіль: ЗУНУ. 2022. – 108 с. http://library.wunu.edu.ua/index.php/uk/nmkd?start=1530
4. Батрин Н.В. Конспект лекцій для проведення лекційних занять з дисципліни *Управління персоналом* для студентів 1-го ступеня (бакалаврів). Тернопіль: ЗУНУ, 2022. – 38 с. http://library.wunu.edu.ua/index.php/uk/nmkd?start=1530
5. Батрин Н.В. Методичні рекомендації для організації самостійної роботи студентів з дисципліни *Управління персоналом* для студентів 1-го ступеня (бакалаврів). Тернопіль: ЗУНУ, 2022. – 14 с. http://library.wunu.edu.ua/index.php/uk/nmkd?start=1530
6. Boxall, P. F., Purcell, J., & Wright, P. (2018). The oxford handbook of human resource management. Oxford University Press.
7. Huemann, M. (2020). Human resource management in the project-oriented organization: Towards a viable system for project personnel. Routledge. https://doi.org/10.4324/9781315587462
8. Itani, S. (2017). The ideological evolution of human resource management: A critical look into HRM research and practices. Emerald Publishing.

9. Mozhayeva, T. P., Simkin, A. Z., Sorokina, E. I., & Proskurin, A. S. (2019). Management of personnel risks in the organisation quality management system. IOP Conference Series. Materials Science and Engineering, 537(4), 42061. https://doi.org/10.1088/1757-899X/537/4/042061
10. Personnel Management, Office of. (2018). Funk & Wagnalls New World Encyclopedia, 1.

Grading Policies

Deadline policies: Late assignments and Modules are graded with the permission of the Dean, if there are valid reasons (e.g. illness).

Academic Integrity Policy: All written assignments are screened for plagiarism and allowed for protection with correct text borrowings of no more than 20%. Write-offs during tests and exams are prohibited (including using mobile devices). Mobile devices may only be used during online testing.

Attendance Policy: Attendance is a mandatory component of the grade for which points are earned. For valid reasons (such as illness, international internship), training may be provided on-line, in agreement with the course leader.

Course requirements include the following major independent measures of learners' competency.

Credit module 1	Credit module 2	Credit module 3	Credit module 4
20%	20%	20%	40%
1. Participation in classes:4 topics of 10 points each. 2. Written paper - max. 60 points.	3. Participation in classes:4 topics of 10 points each. Written paper - max. 60 points.	1. Preparation of CPIT - max. 40 points. 2. CPIT defense - max. 20 points. 3. Participation in trainings - max. 40 points.	1. Tests (5 tests - 5 points) - max. 25 points. 2. Theoretical question - max. 25 points. 3. Case study - max. 50 points.

Final course grade:

ECTS		
A	90-100	excellent
B	85-89	good
C	75-84	good
D	65-74	satisfactory
E	60-64	satisfactory
FX	35-59	failed (with an opportunity to retest)
F	1-34	failed (with no opportunity to retest)