

NATIONAL AVIATION UNIVERSITY
FACULTY OF TRANSPORT, MANAGEMENT AND LOGISTICS
Department of management of foreign economic activity of enterprises

**Guidelines for the preparation of the student
to independent classes**

with the discipline of "HR-management"

for students 5 course

073 "Management"

(the code and name direction (specialty) training)

Developed

Considered and approved by the

at a meeting of the Department of MZEDP

(full name of Department)

Protocol № ____ of _____, 20 __ y.

The head of the _____ Kirilenko O.M.

Module № 1 "Fundamentals of personnel management of organization"

Topic

Human resource management system in general management organizations.

Plan

1. Human resource management system in management of organizations.
2. Trends in human resource management of successful companies.
3. Systems approach to management of staff of the organization.
4. Stages of historical development of human resource management.
5. Analysis of modern concepts and theories of human resource management.

References

1. Balabanova L.V. Personnel Management: teaching aid / L.V. Balabanova, O.V. Sardak. - K.: PH «Professional», 2006.
2. Zhukovska V.M. Personnel Management. Workshop: teaching aid / V.M. Zhukovska, Yi.P. Mykolaichuk. - K.: Kyiv National University of Trade and Economics, 2008. - 293 p.
3. Mykhailova L.I. Personnel Management: teaching aid/MES.– Kyiv: Centre of educational literature, 2007.– 248p.
4. Savelieva V.S. Personnel Management: teaching aid/ V.S. Savelieva, Yeskov O.L. - K. : PH «Professional», 2005. - 336 p.
5. Khmil F.I. Personnel Management: textbook/ F.I. Khmil. - K.: Academvydav, 2006. - 606 p.

Contents

Value orientation of the personnel and their classification of the orientation staff on corporate culture. The features and the role of staff in achieving the competitiveness of modern organizations.

Human resource management as a specific function of management. Contents of the concepts of "human resources", "staff", "frames." System approach to the

management of the organization. Basic elements(subsystem) personnel management
general model human resource management.

Analysis of modern concepts and theories of management. Value and Contents
of the concepts of "personnel management", "human resources management". The
stages of historical development human resource management. Features of human
resource management in foreign companies: opportunities to use experience.

Topic: "Human Resource Management as a social system"

Plan

1. Human Resource Management as a social system.
2. Typical personality traits associated with his/her behavior in an organization.
3. The concept of personality. Value orientations of employee. Classification of personnel by category and their characteristics.
4. The number and structure of the staff. Requirements for professional qualification of employees. Expertise and competence of the employee.

References

1. Beliatskyi N.P. Human Resource Management (HRM): teaching aid. – Minsk: FU Ainform, 2006. – 320p.
2. Vynohradskyi M.D., Vynohradska A.M., Shkanova O.M. Organization of Managerial Labor: teaching aid/ MES; Kyiv Economic Institute of Management – Kyiv: Kondor, 2010. – 413p.
3. Dobrozorova O.V., Osadchuk I.V. Organization of Managerial Labor: teaching aid/ MES. – Kyiv: Kondor, 2009. – 502p.
4. Kovalenko M.A., Hruznov I.I., Sukhomlyn L.Ye. Management of Enterprise Employees' Labor Activity: teaching aid/ MES. – Kherson: Oldi-plus, 2006. – 288p.
5. Krushelnytska O.V., Melnychuk D.P. Personnel Management: teaching aid/ MES – 2nd ed., remastered and supplemented – Kyiv: Kondor, 2006. – 308p.

Contents

Staff as subject and object management. Characteristics of the personnel of the organization. "Individual", "Personality". The classification signs of personnel by category. Workers and employees.

Types of social groups: activities for the duration of its existence.

Structure of personnel: personnel, organizational, social, role playing.

Social structure of personnel: by age, gender, experience, level of education.
Number of staff: regulatory, staffing, the actual composition of the staff.
Categories of workers as part of listed number.

Requirements for professional qualification level of employees. The concept of position, occupation, qualification.

Competence of the employee. Types of competencies. Professional competence and professional suitability.

Topic: HR Policy and HR Strategy of organization.

PLAN

1. HR policy and HR strategy of organization. The concept and importance of personnel policy in the organization.
2. Classification of types of personnel policy by the main features.
3. The content of personnel policies at different stages of life cycle of the organization. The essence of strategy of human resource management.
4. Main types of HR strategy. Interconnection of the development strategy of organization, HR strategy and HR policy.

References

1. Balabanova L.V. Personnel Management: teaching aid / L.V. Balabanova, O.V. Sardak. - K.: PH «Professional», 2006.
2. Zhukovska V.M. Personnel Management. Workshop :teachingaid / V.M. Zhukovska, Yi.P. Mykolaichuk. - K.: Kyiv National University of Trade and Economics, 2008. - 293 p.
3. Myhaylova L.I. Personnel Management: teaching aid / MES. – Kyiv: Centre of educational literature, 2007. – 248p.

Contents

The team as a social group. The principles of the formation of the team. Stages of the development team. Signs of the team: the unity of purpose, its destitution, organizational and territorial unity. Man as a person with needs, motives, values, relations.

Formal and informal group. Taking into account the social structure in the formation of the team. The role of the Manager of the personnel in the formation team. The specificity of women's groups. Leadership as a Manager in the management of human resources

Corporate culture in the system of personnel management. The formation of corporate culture: values and traditions.

Topic: Organization and functions of HR.

Plan

1. Organization and functions of HR. Purpose and role of HR in modern organizations.
2. The main functions and responsibilities of personnel department.
3. Roles and functions of HR manager in the organization of personnel department.

References

1. Belyatskyi N.P. Human Resource Management (HRM): teaching aid. – Minsk: FUAinform, 2006. – 320p.
2. Vynohradskyi M.D., Vynohradska A.M., Shkanova O.M. Organization of Managerial Labor: teaching aid/ MES; Kyiv Economic Institute of Management. – Kyiv: Kondor, 2010. – 413p.
3. Dobrozorova O.V., Osadchuk I.V. Organization of Managerial Labor: teaching aid/ MES. – Kyiv: Kondor, 2009. – 502p.

Contents

The essence and the stage of the cohesion of the team. The features of human resource management on the stages of development. Groups of closely knit, dissected and disconnected. Factors that affect the cohesion of the team. The role of communication in management personnel.

Socio-psychological features of staff as object management. Psychological compatibility of employees in organizations. Requirements for qualities of employees and managers of modern organizations. Psychological personality traits, requirements for him as a leader.

The specificity of the process management in multinational organizations.

The essence and values of social development. Content, the stages of project development, approval and implementation of social development. The

documentary. Methods of gathering social media. Characteristic of the basic sections: improving working conditions, ensuring high living standards and enhance cultural and household conditions of employees, development of local government, etc. The functions and powers of the labour groups.

Topic: Human resource planning in organizations.

Plan

1. Human resource planning in organizations. Concept of workforce planning. Purpose and objectives of staff planning at the facility.
2. Types of planning.
3. The concept of personnel marketing and its functions.
4. Methods for determining the staffing needs of the enterprise.
5. Characteristics of human resource planning methods. Planning staff by job categories.

References

1. Belyatskyi N.P. Human Resource Management (HRM): teaching aid. – Minsk: FU Ainform, 2006.–320p.
2. Vynohradskyi M.D., Vynohradska A.M., Shkanova O.M. Organization of Managerial Labor: teaching aid/ MES; Kyiv Economic Institute of Management. –Kyiv: Kondor, 2010.– 413p.
3. Dobrozorova O.V., Osadchuk I.V. Organization of Managerial Labor: teaching aid/ MES. – Kyiv: Kondor, 2009.– 502p.

Contents

Concepts and values of modern personnel policy organizations. The main structural components of the human resources policy factors influence on the formation of personnel policy.

Strategy of personnel management relationship. The development strategy of the organization, strategy, personnel management and personnel policy. The content of personnel policy at different stages of the life cycle of the organization.

Development and implementation of personnel policy in the conceptual personnel documents. The legal framework for the implementation of modern human resources policy (and controversy). Role of the state in the

implementation of the human resources policy. The effect of style manuals for personnel policy. A discussion of the differences of the principles of personnel policy in the conditions of market system of management.

Topic: Organizing the recruitment and selection of staff.

Plan

1. Organizing recruitment and selection of staff.
2. Content of the process of recruitment and hiring of employees. Main sources of information about job vacancies.
3. Determination of vacancies. Formation of requirements for applicants.

References

1. Balabanova L.V. Personnel Management: teaching aid / L.V. Balabanova, O.V. Sardak. - K.: PH «Professional», 2006.
2. Zhukovska V.M. Personnel Management. Workshop :teachingaid / V.M. Zhukovska, Yi.P. Mykolaichuk. - K.: Kyiv National University of Trade and Economics, 2008. - 293 p.
3. Mykhailova L.I. Personnel Management: teaching aid/MES.– Kyiv: Centre of educational literature, 2007.– 248p.
4. Savelieva V.S. Personnel Management: teaching aid/ V.S. Savelieva, Yeskov O.L. - K. : PH «Professional», 2005. - 336 p.
5. Khmil F.I. Personnel Management: textbook/ F.I. Khmil. - K.: Academvydav, 2006. - 606 p.

Contents

Purpose and role of modern service personnel in the organization. Status, problems and development trends of personnel services.

Types of services. The main functions and responsibilities personnel services. Status, organizational construction and principles the distribution of powers. Relationship of personnel services with other units of the organization. The reorganization of the work of the human resources Service Manager's role in dealing with personnel. The planning process work with the staff. Types and selection methods of main planning activities and the role of the manager in managing the human

resources of the organization. Requirements for business, professional and personal traits of the manager the human resources service.

Informational support service staff. Automated programs from legal regulation of personnel management. Organization of accounting and reporting on staff working with documents for your personal structure. Measures to the protection and security of personnel information.

Тема : Organizing the recruitment and selection of staff.

PLAN

1. Involving staff. Role of recruitment agencies.
2. Orientation and models and methods of selecting employees. Criteria for selection of employees.
3. General procedures for hiring staff in organizations. Types of interviews.
4. Analysis and evaluation of individual differences of applicants, their comparison.

References

1. Jukovska V. M. Personnel management. Workshop : tutorial / V. M. Jukovska, I. P. Mykolaychuk. - K.: Kyiv. nat. trading-economical university 2008. - 293 p.
2. Mykhaylova L. I. Personnel management: tutorial / MON.– Kyiv: The centre of educational literature, 2007.– 248p.

Contents

Recruitment. Main sources of information about vacancies. The definition of vacancies. Formation of requirements for the candidates. Professiogramme: the employee model and the posts model. The qualification card and the map of competences.

The involvement of the personnel: creating a database of qualified candidates for selection. Description of the sources of attracting candidates. The role of recruitment agencies. Staff leasing.

Professional orientation and vocational work. Methods and forms of career guidance. Career guidance: the essence and the task, organization of work. Methods of management of career guidance for employees. Foreign experience.

Models and methods of selection of employees. Criteria of selection of employees. General recruitment procedures in organizations.

Professional staff selection. Stages of selection of the personnel. The primary selection. The technique of holding a telephone conversation about employment. Questioning. Rules for conducting interviews with representatives of various management levels of the organization. Types of job interviews. Information about the candidate. Interview with the headmaster. Analysis and assessment of individual differences candidates, their comparison. Test. A hiring decision.

Labor adaptation: primary and secondary. The entry and an integration. A leadership and educational role of the supervisor and the manager of staff. Instruction. Mentoring. The speed of employment adjustment and the factors that predetermine it.

Тема :Organizing the recruitment and selection of staff.

PLAN

1. Working adaptation and its types.
2. Employment rate adaptation and factors that contribute.
3. Steering and educational role of the manager and HR manager.

References

1. Mykhaylova L. I. Personnel management: tutorial / MON.– Kyiv: The centre of educational literature, 2007.– 248p.

Contents

The concept of workforce planning. The purpose and the task of planning staff. The essence of strategic planning of human resources. Factors that affect on the determination of staffing requirements.

Planning the number of staff by categories: basic and additional needs of the staff.

The content of the concepts of job, position, profession, specialty. An analysis of internal and external sources of the future needs of the staff. Forecasting of the qualitative and quantitative needs of the staff. The major competencies of the staff.

Features of the foreign experience planning needs of the staff.

Module № 2 "Formation of collective and management of human resource development"

1

Тема :Formation of collective organization

PLAN

1. Formation of collective of organization. Team as a social group.
2. Signs of the team. Features of team and its variants in the organization. Role of a manager and HR manager in the formation of team. Signs of the team.
3. Role of a manager and HR manager in the formation of team. Signs of the team.
4. Principles and process steps in the creation of the team. Formal and informal structure of the workforce.

References

1. Belatskiyy N. P. Human resource management (HRM): textbook – Minsk: FUA inform, 2006. – 320p.
2. Vynogradskyy M. D., Vynogradska A. M., Shkanova O. M. The labour organization of a manager: tutorial/ MON; The economic institute of management of Kyiv. – Kyiv: Kondor, 2010. – 413p.
3. Dobrozorova O. V., Osadchuk I. V. The labour organization of a manager: tutorial/ MON. – Kyiv: Kondor, 2009. – 502p.

Contents

Collective as a social group. Principles of formation of a collective. Stages of development of a collective. Signs of a collective: unity of purpose, conditional isolation, organizational and territorial unity. A human as a person with needs, motives, values, relationships.

Formal and informal groups. Taking into account the social structure of staff in the formation of a collective. The role of the HR Manager in the formation of a collective. Specifics of women's collectives. Leadership qualities of the supervisor in personnel management.

Corporate culture in the system of personnel management. The formation of corporate culture: the values and traditions of a collective.

Comparative characteristics of different methods of evaluating the performance of staff.

Тема : Solidarity and social development team.

PLAN

1. Solidarity and social development of team.
2. Team cohesion: nature and stage. Teams united, fragmented and disconnected.
3. Factors affecting the cohesion of the team. Team and collective: similar and different.

References

1. Belatskyy N. P. Human resource management (HRM): textbook– Minsk: FU Ainform, 2006.–320p.
2. Dobrozorova O. V., Osadchuk I. V. The labour organization of a manager: tutorial/ MON. – Kyiv: Kondor, 2009.– 502p.

Contents

Social partners in an organization: the employer and employees. The interests of the employer and employees: the commonality and difference, the probability of occurrence and exacerbation of conflict.

Social partnership as a way of balancing interests of employer and employees.

Public organization. Role of the trade union organization in the representation of interests of employees..

Collective agreement as the main way of strengthening social partnership. The parties of the collective agreement. The content of the

collective agreement. Collective negotiations, conclusion and registration of the agreement. The period of validity of the collective agreement and monitoring its implementation. Social responsibility of the manager to the society, the collective and the individual employee.

Tema : Evaluation of staff in the organization.

PLAN

1. Social and psychological characteristics of the team as an object control.
2. Psychological compatibility of team members and factors causing it.
3. Social role of the individual. Essence and importance of the social group

References

1. Belatsky N. P. Human resource management (HRM): textbook– Minsk: FU Ainform, 2006.–320p.
2. Vynogradsky M. D., Vynogradska A. M., Shkanova O. M. The labour organization of a manager: tutorial/ MON; The economic institute of management of Kyiv. – Kyiv: Kondor, 2010.– 413p.

3. Dobrozorova O. V., Osadchuk I. V. The labour organization of a manager: tutorial/ MON. – Kyiv: Kondor, 2009.– 502p.

Contents

Professional development of staff. Identification and analysis of personnel needs, the Concept of the working career and promotion. Psychological analysis of the individual employee. Planning and managing service careers of employees.. Career models: vertical and horizontal. The factors that determine the direction and speed career. The creation of appropriate conditions for growth. Methods of social and moral impact on staff. Humanization of work, involvement in governance.

Training of the personnel. Investing into people and their effectiveness. Professional training, training and retraining. Postgraduate and additional education. Internship. A multilevel analysis of the education system and prospects for professional growth in Ukraine. Self-

education, self-development, self-improvement. Managing mobility. Needs analysis and evaluation of the plan for staff development..

Тема : Managing development and movement of human resource.

PLAN

1. Evaluation of staff in the organization. Evaluation of staff in modern organizations.
2. Essence and types of personnel evaluation purposes. Criteria and methods for evaluating staff. Basic principles of effective business evaluation of staff. Methods for evaluating managers.
3. Criteria for evaluation and types of business leaders. Performance evaluation of different categories of managers.
4. The main criteria of evaluation of specialists. Staff attestation. Organization and procedure for certification of personnel. Using the results of human resource certification.

References

1. Belatskyy N. P. Human resource management (HRM): textbook– Minsk: FU Ainform, 2006.–320p.
2. VynogradskyyM. D., VynogradskaA. M., ShkanovaO. M.The labour organization of a manager: tutorial/ MON; The economic institute of management of Kyiv. – Kyiv: Kondor, 2010.– 413p.
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Contents

An objective need for an assessment of the personnel in modern organizations. The essence and types of personnel evaluation. Criteria and methods of personnel evaluation. Information sources..

The assessment of quality of different categories of staff. Evaluation of individual contribution. Assessment of workers and employees: the qualifications, performance and employee morale, quality of work, compliance with safety regulations, etc.

Expert assessment: the level of skills, creativity, ingenuity, initiative, executive and labour discipline.

Assessment of managers: the level of skills, responsibility, risk-taking, organizational skills, management style, initiative, performance of subordinate employees.

Certification of personnel. Kinds of certifications. The purpose and content of the certification commission. The content of certification for different categories of staff. Organization of certification of personnel. Avoiding subjectivity, the holistic approach. Documentary support certification. Use the results of personnel evaluations.

5

Тема : Managing the release of staff.

PLAN

1. Managing personnel development and movement. General and professional development.
2. Essence and tasks of professional development of staff. Identifying and analysis of needs of the staff.
3. Training. Program training. Concept of working careers and career growth. Models of career.
4. Management of mobility of personnel. Planning and preparation of human resource reserve.

References

1. Vynogradskyy M. D., Vynogradska A. M., Shkanova O. M. The labour organization of a manager: tutorial/ MON; The economic institute of management of Kyiv. – Kyiv: Kondor, 2010.– 413p.
2. Dobrozorova O. V., Osadchuk I. V. The labour organization of a manager: tutorial/ MON. – Kyiv: Kondor, 2009.– 502p.

Contents

Rotation of personnel as a form of movement and increasing qualifications workers. Moving, relocation to another job, work.

Planning and preparation of the reserve. The formation of an internal reserve. Identifying employees with leadership potential. Features of preparation of a reserve of administrative shots. Successor. The doubler. The balance of staff positions.

Тема :Social partnership in the organization.

PLAN

- 1.Social partnership in the organization. Social partnership as a means of reconciling the interests of employers and employees.
- 2.The mechanism of functioning of the system of social partnership.
3. Collective agreement as a means of strengthening social partnership.
Regulation of industrial relations in the organization.

References

1. Belatskyy N. P. Human resource management (HRM): textbook– Minsk: FU Ainform, 2006.–320p.
2. VynogradskyyM. D., VynogradskaA. M., ShkanovaO. M.The labour organization of a manager: tutorial/ MON; The economic institute of management of Kyiv. – Kyiv: Kondor, 2010.– 413p.
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Public organization. Role of the trade union organization in the representation of interests of employees..

Collective agreement as the main way of strengthening social partnership. The parties of the collective agreement. The content of the collective agreement. Collective negotiations, conclusion and registration of the agreement. The period of validity of the collective agreement and monitoring its implementation. Social responsibility of the manager to the society, the collective and the individual employee.

Тема : The effectiveness of human resource management.

PLAN

1. Effectiveness of human resource management. The system of economic, social, and organizational performance management of staff. Performance measures of HR management.
2. A comprehensive evaluation of the effectiveness of HR management.
3. The interdependence of enterprise efficiency and staff performance. Performance evaluation of HR department effectiveness.

References

1. Belatsky N. P. Human resource management (HRM): textbook– Minsk: FU Ainform, 2006.–320p.
2. Vynogradskyy M. D., Vynogradska A. M., Shkanova O. M. The labour organization of a manager: tutorial/ MON; The economic institute of management of Kyiv. – Kyiv: Kondor, 2010.– 413p.
3. Dobrozorova O. V., Osadchuk I. V. The labour organization of a manager: tutorial/ MON. – Kyiv: Kondor, 2009.– 502p.

Contents

The efficiency of the staff: the essence and approaches. Methods of assessing effectiveness. Methods of assessing the quality and results of work.

The interdependence of the effectiveness from the work of a company's staff.
Effectiveness criteria. Social and economic efficiency of the staff.

Point method of evaluation of effectiveness of personnel: theory, content and application.

Comprehensive assessment of managerial work: the essence, principles of application.

The average labor force participation rate: the essence, calculation, advantages and disadvantages in application.

Comparative characteristics of different methods of evaluating the performance of staff.