



Syllabus Course Program



Methodology and methods of work with personnel

Specialty

054 - sociology

Institute

ESI of Social and Humanitarian Technologies

Educational program

Sociological support of economic activity

Department

Sociology and public administration (305))

Level of education

Master's level

Course type

Special (professional), Mandatory

Semester

1

Language of instruction

English, Ukrainian

Lecturers and course developers



Developer: Ihor Petrovych Rushchenko

, Ihor.Rushchenko@kpi.edu.ua

Doctor of sociological sciences, professor. Work experience - 42 years.

Author of 195 scientific and scientific-methodological works, including six individual monographs and textbooks.

Course developer: Sociology of personality and deviant behavior, HR and organizational security, Sociology of economic crime, Fundamentals of media literacy and information warfare



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Doctor of Sciences in Public Administration, Professor, Professor, Professor of Department of sociology and public administration, National Technical University «Kharkiv Polytechnic Institute», Kharkiv (NTU "KhPI").

Author of over 200 scientific and educational-methodical publications.

Leading lecturer for courses such as "State and Regional Governance," "Administrative Management," and "Public Relations."

[More about the lecturer on the department's website.](#)

<http://web.kpi.kharkov.ua/sp/professors-ko-vikladats-kij-sklad>

General information

Summary

Studying the course is aimed at familiarizing students with the main stages of the development of personnel management, theories of personnel management, and the main functions assigned to the personnel management service. As a result of studying the course, students should acquire the ability to perform the basic professional functions of an HR manager

Course objectives and goals

.To form in students a system of knowledge and skills in the field of HR activities adequate to modern concepts of personnel management in organizations

Format of classes

.Lectures, practical classes, independent work, consultations, course work. The final control is an exam

Competencies

GC03. Ability to communicate with representatives of other professional groups of different levels (with experts in other fields of knowledge / types of economic activities).

GC06. Ability to make well-substantiated decisions.

GC07. Ability to motivate people and proceed towards the common goal.

SC03. Ability to design and fulfill sociologic research, to develop and substantiate their methodology.

SC08. Ability to cooperate with European and Euro-Atlantic institutions.

SC09. Ability to organize work on employee's motivation at organizations in economic branches

Learning outcomes

PR01. To analyze social phenomena and processes using empirical data and present-day concepts and theories in sociology.

PR02. To perform diagnostics and interpretation of social problems of Ukrainian society and the global community, of the causes for their arising and their consequences.

PR03. To develop and implement social and interdisciplinary projects with accounting for social, economic, legal, environmental, and other aspects of social life.

PR04. To apply scientific knowledge, sociological and statistical methods, digital technologies, specialized software for solving complex tasks in sociology and conterminal knowledge areas.

PR07. To solve ethical dilemmas in accordance with the norms of a sociologist's ethics and human values.

PR09. To plan and carry out scientific research in the field of sociology, to analyze its outcomes and substantiate the conclusions.

PR10. To develop applied projects in employees motivating at organizations of economic branches

Student workload

.The total volume of the discipline is 150 hours. (5 ECTS credits): lectures – 32 hours, practical classes – 32 hours, independent work – 86 hours.

Course prerequisites

Sociology of organizations, sociology of management.

Features of the course, teaching and learning methods, and technologies

The discipline is taught with the help of multimedia tools, with the use of project-based individual and team work. In practical classes, a project approach is used, independent development of a graphic organizational structure of an enterprise or institution and a structured interview program with a candidate for the organization are planned.

Program of the course

Topics of the lectures

Topic 1. The science of personnel management and the profession of an HR manager.

The organization as a system, the main subsystems of the organization, the main types of management activities in organizations. Relevance of the science of personnel management, stages of its development, specific features.

The profession of an HR manager, personnel services in the structure of a modern enterprise.

Topic 2. The history of the development of the science of personnel management.

Historical conditions of the emergence of the science of personnel management and stages of development. Basic concepts and approaches to personnel management in science.

Topic 3. Development of the science of personnel management in post-industrial society.

Production and man in postmodern conditions. New requirements for personnel and personnel management. Changing paradigms of personnel management. Technocratic paradigm – Anthropological paradigm – Humanistic paradigm.

Topic 4. Systemic interpretation of the organization and management activity.

Concept of management system and interpretation of the organization as a management system. Basic concepts of the management system: management subjects, management object, management cycle, purpose and subject of management, management mechanisms, management methods and technologies. Types of organizational and management structures: line structure, line-functional structure, line-staff structure, divisional structure, network structure.

Topic 5. Management and managers in organizations (subjects of personnel management).

Power and hierarchy in organizations. The pyramid of managers in organizations. Management styles and their effectiveness in organizations of various types. Methods and tools of influence on management objects. Specifics of administration. Technologies of organizational influence on personnel. Technologies of regulatory influence. Economic mechanisms of personnel management. Management through competition among employees. Social and psychological methods of personnel management.

Topic 6. The personnel of the organization as an object of personnel management.

Personnel management as a type of social management. Limitations or boundaries of personnel management. Main indicators (characteristics) of personnel, personnel structure.

Topic 7. Personnel policy and development of the personnel strategy of the organization.

The essence of personnel policy. Entities determining the content of personnel policy. Types of personnel policy: passive, reactive, preventive, active. Typology according to staffing principles: open personnel policy, closed personnel policy. Personnel strategy as the implementation of personnel policy, main types of personnel strategies.

Topic 8. Personnel planning and planning of activities of the SMP.

The plan as a guiding document in the activities of the SMP. Structure of the plan, sections of the plan and procedure for its approval. Terms of implementation of the plan. Personnel planning. Personnel planning methodology. Basic methods of personnel planning.

Topic 9. Research and analytical activity of SMP.

Professional analysis and development of professional profiles. Concept of personnel audit. The main goals and objects of personnel audit. Scientific research in labor teams. The role of a sociologist in research. Main areas (topics) of research.

Topic 10. Methods of recruiting applicants to join the organization.

Personnel selection as a leading task of the SMP. The main stages of assembly, sources. The concept of recruitment of applicants, subjects that carry out recruitment of candidates. Traditional and innovative approaches to recruiting applicants.

Topic 11. Candidates selection methods.

The concept of candidates selection, tasks and selection criteria. Organization of the candidates selection procedure. Selection methods used by HR managers, typology of candidates selection methods, their advantages and limitations. Comparative characteristics of the main selection methods.

Topic 12. Adaptation of personnel to work in the organization. Management of labor motivation of the organization's employees.

Adaptation as a general regularity of entry into the organization of a new member.
Primary and secondary adaptation. Forms, varieties, adaptation strategies.
Determination of adaptation criteria.
Adaptation programming. Stages of adaptation. Assessment of adaptation results and management decision-making.
The process of labor motivation: basic concepts and theories.
Management of labor motivation of the organization's employees. Motivational profile of staff, motivational types of employees. Principles of stimulation.

Topic 13. Organization of team development and professional career management.

Concept of professional (business) career, types of business career, stages, driving forces of career.
Business career as an object of management. Administrative career SMP port, activities of personnel service and HR managers to SMP port horizontal and vertical mobility of personnel.
Personnel development as a set of organizational and economic measures in the field of training and retraining of employees, stimulation of creativity, creation of conditions for self-development. Areas of personnel training, forms of training.
Completion of career in the organization. Concepts of "liberation" and "liberation". Release forms, a system of personnel release measures, stages of measures, modern personnel release technologies.

Topic 14. Evaluation and certification of personnel.

The practical need for personnel evaluation and certification procedures.
Basic concepts of the evaluation process: evaluation goals, evaluation subjects, evaluation objects (personnel categories), evaluation subject, evaluation criteria, evaluation methods, evaluation technologies.
Principles of assessment. Methods and technologies of personnel evaluation.

Topic 15. Management of the social and psychological climate.

Development of organizational and corporate cultures.

Concepts and criteria for measuring the social and psychological climate in the team.
Conflict management in the workforce. Concept of organizational and corporate culture, ways of its development. Corporate symbols, traditions, collective identification. The role of HR managers in their creation and SMP port

Topics of the workshops

Topic 1. The science of personnel management and the profession of an HR manager.

The main subsystems of the production-type organization: production subsystem, economic and financial activity, sales subsystem (marketing component), personnel subsystem.
The main stages and specific features of the development of the science of personnel management.
Evolution of the professional group of personnel managers in the 20th century.
and the development of the functions they perform in organizations.

Topic 2. The history of the development of the science of personnel management.

Empirical methods of leading people in the ancient world and traditional society.
The emergence of the science of personnel management at the turn of the 19th and 20th centuries.

Topic 3. Development of the science of personnel management in post-industrial society.

Production and man in postmodern conditions.
The essence of the scientific and technical revolution and radical changes in the labor sphere.
The evolution of concepts reflecting the social component of production: "workforce" - "personnel of the enterprise" - "personnel" - "human resources".
Basic principles of human resources management.

Topic 4. Systemic interpretation of the organization and management activity.

Organization as a complex system. Concept of management system and interpretation of the organization as a management system. Polystructurality of the organization as a management system,

taking into account the objects, goals and tasks of management activities.

Subjects of personnel management in organizations: top management, line managers, HR managers (SMP).

Topic 5. Management and managers in organizations (subjects of personnel management).

Bureaucratic layer in organizations. M. Weber on the role of bureaucrats in organizations.

The main functions performed by managers in organizations.

Conditions under which hierarchy is formed in organizations. Rules of career growth of managers.

Management styles and their effectiveness in organizations of various types.

Topic 6. The personnel of the organization as an object of personnel management.

Hierarchy of concepts: "management" - "social management" - "personnel management" -

"work with personnel" - "work with separate categories, groups of people in organizations."

The main indicators (characteristics) of personnel affecting the effectiveness of management activities.

The task of HR managers is to study the structure of the team.

Topic 7. Personnel policy and development of the personnel strategy of the organization.

Personnel analytics as a complex intellectual function of working with personnel.

Directions and methods of analytical activity of echars. Structure of analytical activity.

Personnel strategy as the implementation of personnel policy for a certain period of time,

taking into account the prospects of the company's development.

Topic 8. Personnel planning and planning of activities of the SMP.

The plan of personnel measures as a practical implementation of personnel policy and strategy.

Personnel planning. Personnel planning methodology.

Personnel marketing as an attempt to attract marketing ideas and technologies to the field of personnel work and personnel planning.

Topic 9. Research and analytical activity of SMP.

Professional analysis and development of professional profiles. Concept of professionogram.

Use of professional profiles in work with personnel. Professional profile as a document: structure. Concept of personnel audit. The main goals and objects of personnel audit. Involvement of third-

party organizations and specialists for personnel audit. Scientific research in labor teams. The role of a

sociologist in research. Main directions (topics) of research.

Topic 10. Methods of recruiting applicants to join the organization.

Personnel selection as a leading task of the SMP. The concept of recruitment of applicants.

Economic and financial aspects of the recruitment campaign. Entities recruiting candidates.

Traditional and innovative approaches to recruiting applicants.

Topic 11. Candidates selection methods.

The concept of candidates selection. "Ideal" and "optimal" candidates for joining the organization.

Tasks and selection criteria.

Topic 12. Adaptation of personnel to work in the organization.

Management of labor motivation of the organization's employees.

The essence of the problem of adaptation in the workforce and at the workplace.

Adaptation from the point of view of the new member of the organization and the organization itself. Forms,

varieties, adaptation strategies. "Latent period", adaptation in the selection process and evaluation of a

new employee according to the criteria of adaptation prospects. Special categories of employees.

Internship and probationary institutes. Selection of persons who have passed the probationary period.

Staff placement. Adaptation of work to the employee:

organization of workplaces in accordance with the requirements of ergonomics;

flexible regulation of the rhythm and duration of working hours; construction of the structure of the organization (subdivision)

and the distribution of labor functions and specific tasks based on the personal characteristics and abilities of employees; individualization of the incentives system.

Topic 13. Organization of team development and professional career management.

The main functions of personnel management for team development and professional career management. Administrative career support, activities of the personnel service and HR manager to support horizontal and vertical personnel mobility. Document flow accompanying a business career as a function of SMP. Administration of internal movement of personnel in organizations.

Topic 14. Evaluation and certification of personnel.

The content of the concepts of "assessment" and "attestation". Personnel evaluation as a social technology. Basic concepts of the evaluation process: evaluation goals, evaluation subjects, evaluation objects (personnel categories), evaluation subject, evaluation criteria, evaluation methods, evaluation technologies.

Topic 15. Management of the social and psychological climate.

Development of organizational and corporate cultures.

Defining the socio-

psychological climate as the relatively stable psychological mood of its members dominating the team.

Continuum of socio-psychological climate. The dynamics of team development and the tasks of the SMP regarding the integration of the team and the maintenance of a non-

problematic social and psychological climate. Concept of organizational and corporate culture.

Elements that make up organizational and corporate culture.

The team principle of work and ways of creating teams

Topics of the laboratory classes

Laboratory work is not provided.

Self-study

.Independent work includes the preparation of individual and collective projects, the development of individual tasks from a graphic representation of the organizational structure of an enterprise or institution, and the creation of a structured interview program with a candidate for the organization. Testing takes place during practical classes. Independent familiarization with the latest literature on the discipline is also provided, the results of which are presented in the form of an essay or essay and are discussed during practical classes.

Course materials and recommended reading

1	1 Balabanova L. Personnel management: training. manual / L. Balabanova, O. Sardak; Ministry of Education and Science of Ukraine, DonDUET named after M. Tugan-Baranovskiy. - K.: Professional, 2006. - 511 p.
2	Vynogradskiy M.D. Personnel management: training. manual / M. D. Vinogradskiy, A. M. Vinogradskaya, O. M. Shkanova. - K.: Center for Educational Literature, 2017. - 502 p.
3	Krushelnyska O. Personnel management: education. manual / O. Krushelnyska, D. Melnychuk. - K.: Condor, 2005. - 304 p.
4	Nikyforenko V. G. Personnel management: training. manual / V. G. Nikyforenko. - Odesa: Atlant, 2013 - 275 p
5	Work with the personnel of organizations: training. manual / edited by Prof. I.P. Ruschenko - Kh.: Fort, 2013. - 460 p
6	.Bazariv T. Yu. Personnel management in crisis conditions / T. Yu. Bazariv, P. V. Malinovskiy. - K.: Lybid, 2016. - 250 p.
7	F. Khmil. Personnel management: textbook / F. Khmil. - K.: Akademydav, 2006. - 487 p.
8	8 Personnel management in the institutional economy: materials of II Vseukr. of science practice conf. student, aspir. and minor scientists with international participation on April 28, 2021. - Kyiv KPI n. Igor Sikorskyi, 2021. - 209 c.
9	Sydorenko A. O. Modern methods of personnel management of the enterprise [Electronic document] / A. O. Sydorenko, V. V. Chorniy // Actual problems of economics and management: coll. of science works - 2020. - No. 14. - Access mode:

	http://ape.fmm.kpi.ua/article/view/193078
10	Savchenko V. A. Management of personnel development: training. manual - Kyiv: KNEU, 2012. - 351 p.
11	Personnel management: education. study guide higher education closing / [Matrosov O. D., Dyuzhev V. G., Matrosova V. O., Pogorelov I. M. and others]. - Kh.: NTU "KhPI", 2016. - 248 p.
12	Murashko M. I. Personnel management: aev. manual 3rd ed., ed. and additional - K.: Znannia, KOO, 2018. - 435 p.
13	Shchokin H. V. Theory and practice of personnel management: training - method. manual / H. V. Shtokin. - K., 2014. - 256 p

Supporting literature

14	Volkova O. V. The labor market. Study guide / O. Volkova. - K.: Center of educational literature, 2007. - 624 p.
15	Danyuk V. Personnel administration: training. manual / V. Danyuk, L. Kulakovska. - K.: Karavela, 2006. - 239 p.
16	Dorofienko V. V. Personnel management: Graphical modeling: [learning method. manual] / V. V. Dorofienko, Yu. M. Komar, S. Yu. Komar, V. I. Tokareva; Under general ed. S.F. Povazhny. - Donetsk: DonDUU. - 2008. - 266 p.
17	Personnel documentation / O. Chihintseva, V. Matveeva, V. Kuznetsova and others. - Kind. 11th, revised and supplemented. - Kh.: Factor, 2013. - 576 p.
18	Karpenko S. V. Personnel management: education. manual for distance learning / S. V. Karpenko, O. A. Karpenko. - K.: "Ukraine" University, 2007. 273 p.
19	Kolot A. M. Personnel motivation: a textbook / A. M. Kolot. - K.: KNEU, 2002. 345 p.
20	I. O. Krivorot'ko Study of foreign experience of personnel motivation for use in Ukrainian conditions / I. O. Krivorot'ko // State and Regions. – Ser.: Economy and entrepreneurship. – 2013. – No. 2 (71). – pp. 151–154.
21	Kolpakov V. Personnel marketing: Study guide for students. among. and higher education institutions/ V. Kolpakov; Interregional Academy of Personnel Management. - K.: MAUP, 2006. - 405 p
22	Corporate culture: Study guide. - K.: Center of Educational Literature, 2003. - 403 p.
23	Malinovskiy P. V. Personnel evaluation methods / P. V. Malinovskiy // Company personnel. - 2017. – No. 8.
24	Personnel management: Training manual/ V. M. Danyuk, V. M. Petyukh, S. O. Tsymbalyuk, etc.; In general ed. V. M. Danyuk, V. M. Petyukha; Ministry of Education and Science of Ukraine, KNEU. - K.: KNEU, 2005. - 398 p
25	Personality in social organizations: educational and methodological manual for students of specialty 054 "Sociology" / K. A. Agalarova, T. M. Baidak, M. V. Biryukova, etc.; under the editorship I. P. Rushchenko, K. A. Agalarova. - Kharkiv: NTU "KhPI", 2020. - p. 163
26	Mykhailova L.I. Personnel management: education. manual / Mykhaylova L. I. – K.: Center of Educational Literature, 2007. – 248 p.
27	Shanidze N. O. Sociology of conflict [Electronic document] / N. O. Shanidze // "Sociological studies" Study guide for disciplines of free choice / Nats. technical University "Kharkiv Polytechnic Institute". - Electron. text. data. – Kharkiv, 2021. – P. 246 – 270. – Access mode: URL: http://repository.kpi.kharkov.ua/handle/KhPI-Press/54897
28	I.P. Rushchenko General sociology: a textbook / I.P. Rushchenko. - Kh.: Publishing House of the National Academy of Sciences, 2004. - 524 p.
29	Sociology and psychology: Education. manual / Under the editorship Y.F. Pachkovsky. - K.: Karavela, 2009. - 760 p.
30	Organizational Behavior: human Behavior at work / John W. Newstrom, Ph.D., University of Minnesota Duluth, (2013) - 14 Editions, p. 554.
31	Tracy B. How to hire and retain good employees / B. Tracy. - K.: Popuri LLC, 2013. - 112 p
32	Fedulova L. I. Management of organizations: Textbook / L. I. Fedulova. - K.: Lybid, 2017. - 448 p.
33	Khygyr B. Yu. Non-traditional methods of personnel selection and evaluation / B. Yu. Khygyr

// Personnel management. – 2016. – No. 4. – C. 48.

34 Yu. A. Kormyshkin Effective personnel management tools in local self-government bodies / Yu. A. Kormyshkin, V. V. Umanska

35 Yastremska O.M. Organizational assurance of the quality of work of managers of industrial enterprises: monograph. Kh.: Khneu, 2016. – 328 p.

36 Robert I. Wakefield, "Effective Public Relations in the Multinational Organization," in Robert L. Heath, ed., Handbook of Public Relations (Thousand Oaks, CA: Sage, 2001), p. 642.

Assessment and grading

Criteria for assessment of student performance, and the final score structure

.100% of the assessment result consists of final control - 20% and current control - 80%.
 Final control - a written exam followed by an oral answer - 20%.
 The current control consists of the assessment of answers in the practical session - 60% (15*4), preparation of an individual task - 20% (2*10)

Grading scale

Total points	National	ECTS
90-100	Excellent	A
82-89	Good	B
75-81	Good	C
64-74	Satisfactory	D
60-63	Satisfactory	E
35-59	Unsatisfactory (requires additional learning)	FX
1-34	Unsatisfactory (requires repetition of the course)	F

Norms of academic integrity and course policy

The student must adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI": to demonstrate discipline, good manners, kindness, honesty, and responsibility. Conflict situations should be openly discussed in academic groups with a lecturer, and if it is impossible to resolve the conflict, they should be brought to the attention of the Institute's management.

Regulatory and legal documents related to the implementation of the principles of academic integrity at NTU "KhPI" are available on the website: <http://blogs.kpi.kharkov.ua/v2/nv/akademichna-dobrochesnist/>

Approval

Approved by

Date, signature

Head of Department
Volodymyr MOROZ

30/06/2023

Date, signature

Guarantor OP
Yuriy Kalagin

30/06/2023