I Syllabus

1. General information on the course	
Full course name	Personnel management in international business
Full official name of a higher education institution	Sumy State University
Full name of a structural unit	Education and Research Institute for Business Technologies "UABS". Department of International Economic Relations
Author	Iryna D'yakonova, Professor, Doctor of Economics, Department of International Economic Relations
Cycle/higher education level	the second (master's) level of higher education, NQF - level 8, QF-LLL - level 7, FQ-EHEA - second cycle
Semester	16 weeks
Credit value	The volume of the course is 5 ECTS credits, 150 hours, including 32 hours are contact hours (16 hours of lectures, 16 hours of practical work), 118 hours are self-study work
Language(s)	Ukrainian, English
2. Place in the study programme	
Relation to curriculum	Selective Course for International Business Program, speciality 292 International Economic Relations
Prerequisites	Required knowledge of basics of management
Additional requirements	There are no additional conditions

Restrictions	There are no restrictions

3. Aims of the course

The aims of the course is to provide students with a system of specialist knowledge of theory, practice, methodology of human resource management, as well as the skills of owning the tools used to effectively implement the functions of the personnel management system, and modelling behavioural situations.

4. Contents

Topic 1. Organization staff as an object of management
The concept of the staff of the organization and its characteristics. The subject, method and content of the discipline "Personnel Management", its place among the disciplines. The emergence and development of a scientific approach to personnel management. "Mechanistic approach" to the management of a person of the classical school of management ("Taylorism", "Administrative science" by A. Fayol). Behavioral School of Management (Hawthorne Studies by E. Mayo, Theories of "X" and "In" by D.Mak Gregor and others). A Comparative Analysis of American and Japanese Approaches to Personnel Management (U. Ouchy's Theory Z). Creating a "Ukrainian" approach to HR management (real and ideal). The main theories of the theory of "human capital". Traditional and alternative approaches to determining the components of human capital. Features of the modern conception of human resources management.

Topic 2. Methodology of personnel management
Personnel management system, its characteristics and elements. The main subsystems of personnel management. Basic functions of personnel management. Principles of formation and development of personnel management system. The concept of two-sided responsibility for human resources management. System of methods of personnel management. The concept of organizational culture and its effectiveness of staff. Types of organizational cultures. The main characteristics of a particular organizational culture (Harris and Mora classification). Classification of organizational cultures. Signs of a strong organizational culture. Methods of formation and organizational culture.

Topic 3. Resource provision of personnel management
Legal framework of personnel management. Scientific and methodological support for staff management. Personnel management information base. Information support for the personnel management system (external machine and internal machine). Material and technical support of the personnel management system. Classification of technical means of information of the personnel management service. Staffing of the personnel management system. Qualitative characteristics of modern HP managers. Determination of the quantitative composition of the personnel management service.

Topic 4. Staff planning and formation
The essence, goals, objectives of personnel planning. Main directions and stages of staff planning. Methods of forecasting personnel needs. Technology analysis of work. Job description, its structure, rules of assembly and functions in determining the qualitative need for personnel, the main sections. Job specification, professionogram, competency map - their assignments and practice in different countries. Internal and external sources of recruitment. Elements of professional selection of personnel. The main components of the resume. Methods of evaluation of candidates for re-

cruitment and selection: document analysis, screening, psychological testing, etc. Types of qualifying interviews. Psychological aspects of recruitment. Rules of Conduct at Interview. Manage the process of adapting new employees.

Topic 5. Staff development
Personnel Development in Organizations: Managing Continuous Development Based on Abilities. Basic methods of training employees. Advantages and disadvantages of training in the workplace and at work. Learning strategy. Personnel development planning. Major mistakes in the organization of staff training. Features of vocational training in the developed countries of the world (for example, Japan, USA, Germany, etc.). Delegation of authority. Coaching as a new tool for staff training and development.

Topic 6. Staff shifting
Types of labor displacement: professional, qualification, territorial, in-house and labor career. Relationships between labor displacement and labor mobility. Indicators of career prospects. Preparation of personnel reserve. Drawing up a career plan. The concept of staff release. Types of staff release and methods of its regulation. Forms and methods of fluidity analysis. Development of measures to reduce staff turnover. The program of stabilization of labor collective. The dismissal procedure and risk management in dealing with the dismissed personnel. Psychological aspects of worker dismissal problems. The value of the "final interview". Costs associated with dismissal of staff. Alternatives to downsizing. Outplacement procedure and its role in modern personnel management.

Topic 7. Working time management and staff evaluation
Working hours, its structure. Legislative regulation of working time and rest time. Internal labor regulations as a means of regulating working time. Flexible operating modes. Variability of work. Rationalization of modes of work and rest. Organization of accounting of the use of working time. Methods for studying the efficiency and use of working time. The place and role of the evaluation function in the personnel management system. Management tasks requiring staff appraisal: hiring and selection, organization of activities, performance control, staff development, pay and remuneration. Organization and procedures of staff evaluation. Types and systems of assessment. Certification in the personnel evaluation system, its organization and carrying out. Methods of personnel evaluation: document analysis, observation, interviews, questioning, prehistory, psychological testing, game procedures, etc. Expert evaluation of professionally significant business and personal qualities.

Topic 8. Personnel motivation and stimulation
Motivation as an internal and external regulation of human behavior. Mechanism of motivation of labor activity. Modern Theories of Motivation: Content Theories (Maslow's Hierarchy of Needs, Maschow's ERG Theory, Hertzberg Two-Factor Theory) and Process Theory (S. Adams' Justice, B. Skinner's Theory of Motivation, D. Makor's Theory of Motivation, Theory , Lawler-Porter motivation model). Compensation package and its components. Basic principles of creating a premium system. "Non-traditional" compensation methods: competency fees, commissions, group incentive systems. Forms and pay systems in Ukraine. State regulation of wages. Non-economic methods of motivation and their impact on the person. Conditions for effective use of non-economic incentives. Changing priorities for stimulating human life.

5. Intended learning outcomes of the course

After successful study of the course, the student will be able to:	
LO1.	To know the theoretical basics and basic elements of the personnel management system, forms and methods of involvement, professional selection and recruitment; psychological aspects of personnel work; technology of complex employee assessment, modern methods of assessment.
LO2.	Be able to formulate and solve management problems based on modern concepts of human resource management. Possess the technology of number determination, recruitment, promotion and career, staff motivation, contract termination.
LO3.	To analyze and draw up job descriptions, analyze resumes of candidates for the vacant position. to have the skills to prepare and conduct staff interviews. Identify and apply the best methods and techniques for working with staff, taking into account the specifics of a particular organization and the qualitative composition of its employees
LO4.	To use modern methods of motivation of labor activity of personnel. To research and apply modern methods of personnel assessment in practical work. Be able to manage conflict situations.

6. Role of the course in the achievement of programme learning outcomes

7. Teaching and learning activities

7.1 Types of training

Lectures (L) and seminars (S) are the types of training in the discipline:

Topic 1. Organization staff as management object
L 1. Organization staff as management object
S 1. Organization staff as management object. Preparation of job description. Organizing and conducting a screening interview.

Topic 2. Methodology of personnel management
L 2. Methodology of personnel management.
S 2. Personnel management methodology.

Topic 3. Resource management of personnel management
L 3. Resource management of personnel management.
S 3. Resource management of personnel management.

Topic 4. Personnel planning and formation
L 4. Planning and formation of personnel.
S 4. Features of planning and formation of personnel.
S 5. Role-play "Disciplinary Conversation".

Topic 5. Staff development
L 5. Staff development.

S 6. Staff development.

Topic 6. Staff movement
L 6. Staff movement.
S 7. Role Play Organizing and Conducting a Final Interview

Topic 7. Working time management and staff assessment
L 7. Working time management and staff evaluation
S 8. Working time management and staff evaluation
S 9. Evaluating the cost-effectiveness of HRM projects.

Topic 8. Personnel motivation and stimulation
L 9. Motivation and stimulation of staff.
S 11. Motivation and stimulation of personnel.

7.2 Learning activities

1. Preparation for lectures.
2. Preparation for the test or survey on the topic of the practical training.
3. Presentations on selected topics.
4. Conducting business games.
5. Writing test work.

8. Teaching methods

Discipline involves learning through:
      1. traditional and problematic lectures;
      2. practical training;
      3. group work in the form of business games.

Lectures provide students with theoretical and methodological bases of human resource management, which is the basis for independent education of higher education applicants (PH 1, PH 2, PH 3, PH 4). Practical classes provide students with the opportunity to apply theoretical knowledge in practice (PH 1, PH 2, PH 3, PH 4). Independent learning will be facilitated by preparation for lectures and practical classes.

9. Methods and criteria for assessment

9.1. Assessment criteria

Rating scale ECTS	Definition	Four-point national rating scale	Rating point rating scale
A	Excellent execution with only a small number of errors	5 (Exellent)	$90 \leq RD \leq 100$
B	Above average with a few errors	4 (Good)	$82 \leq RD < 89$
C	In general, the correct handling of a number of errors		$74 \leq RD < 81$

	D	Not bad, but with many drawbacks	3 (Satisfactorily)	$64 \leq RD < 73$
	E	The performance meets the minimum criteria		$60 \leq RD < 63$
	FX	Reassembly possible	2 (Unsatisfactorily)	$35 \leq RD < 59$
	F	A repeat course in the discipline is required		$RD < 34$

9.2 Formative assessment

The discipline provides the following methods of current formative assessment:
FAM 1. Interviews and oral testing;
FAM 2. Testing;
FAM 3. Discussion of Presentations;
FAM 4. Analysis and discussion of case studies.

9.3 Summative assessment

Assessment during the semester is conducted in the form of oral and written surveys, verification of presentations, analytical work. All work must be done independently.
The student's grade is formed as follows:
1. Work on lectures - only 10 points.
2. Performing current control work - only 15 points.
3. Completing complex written module control - only 20 points.
4. Writing in the form of an abstract - only 10 points.
5. Completing the tasks of a business game - only 30 points.
6. Work on practical classes - only 15 points.

10. Learning resources

10.1 Material and technical support	The educational process requires the use of multimedia, video and sound reproduction, projection equipment (TS1); computers, computer networks and systems (TS2); library funds (TS3).

10.2 Information and methodical support	Main references:
	1. Human Resource Management: HR for People Managers (online course) // https://www.coursera.org/specializations/human-resource-management.
	2. Preparing to Manage Human Resources (online course) // https://www.coursera.org/learn/managing-human-resources.

| | 3. Архипова, Н.И. Основы управления персоналом: краткий курс : учебное пособие / Н.И. Архипова, О.Л. Седова. -Москва: Проспект, 2016. -229 с.-URL: http://biblioclub.ru/index.php?page=book&id=4436662 4. Митрофанова, Е.А. Управление персоналом: теория и практика. Компетентностный подход в управлении персоналом : учебно-практическое пособие / Е.А. Митрофанова, В.Г. Коновалова, О.Л. Белова ; под ред. А.Я. Кибанова. -Москва : Проспект, 2014. -67 с.-URL: http://biblioclub.ru/index.php?page=book&id=2521199 Additional References: 1. Адизес Ц.К. Идеальный руководитель: Почему им нельзя стать и что из этого следует. Пер. с англ. –М.: Альпина Бизнес Букс, 2008. 262с.–URL: http://biblioclub.ru/index.php?page=book&id=2793762 2. Власов Е. Ключевые компетенции HR-менеджера: что делает и что не делает HR [Электрон. ресурс]. Режим доступа: http://hrm.ru/kljuchevye-kompetencii-hr-menedzhera-chto-delaet-i-chto-ne-delaet-hr 3. Володина Н. Как разработать модели компетенций? [Электрон. ресурс]. Режим доступа:https://www.kadrovik.ru/-kadrovik_ru-/Model_kompetencii.pdf 4. Самолов Ю. Компетенции эффективного руководителя [Электрон. ресурс]. Режим доступа: http://hr-portal.ru/article/kompetencii-effektivnogo-rukovoditelya 5. Толопило А.С. Компетенции руководителя: критерии эффективности. [Электрон. ресурс]. Режим доступа: http://www.kaus-group.ru/knowledge/300-articles/material/839/ |