**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**

**SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS**

**"APPROVED"**

Deputy Rector

(vice-rector for scientific and pedagogical work)

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K. R. Nemashkalo

***Personnel management and organizational behavior***

**syllabus of the academic discipline**

|  |  |
| --- | --- |
| Field of knowledge | ***07 Management and administration*** |
| Specialty | ***073 Management*** |
| Educational level | ***first (master's)*** |
| Educational program | ***Business administration*** |

|  |  |
| --- | --- |
| Type of discipline | ***base*** |
| Language of instruction, teaching and assessment | ***english*** |

Head of Management and

Business Department Tetyana LEPEYKO

Kharkiv

**2022**

APPROVED

at a meeting of the Department of Management and Business

Protocol № 1 of August 29, 2022

Compiled by:

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**Sheet of renewal and re-approval**

**syllabus of the academic discipline**

|  |  |  |  |
| --- | --- | --- | --- |
| Academic year | Date of the department meeting – developer of the syllabus | Protocol number | Sign of the Head of the department |
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**Abstract of the educational discipline**

**PERSONNEL MANAGEMENT AND ORGANIZATIONAL BEHAVIOR**- a system of knowledge and methods for the formation of professional, personal and business qualities of future professionals in the field of personnel management and organizational behavior.

**The purpose of the discipline:**is to form students' fundamental knowledge of the theory and practice of personnel management and organizational behavior and relevant professional competencies that ensure the formation of socially responsible behavior of its subjects (institutions).

**Characteristics of educational discipline**

|  |  |  |
| --- | --- | --- |
| Course | **1** | |
| Semester | **1** | |
| Number of ECTS credits | **4** | |
| Classroom classes | **lectures** | **14** |
| **seminar, practical** | **16** |
| Individual work |  | **90** |
| Form of final control | **exam** | |

**Structural and logical scheme of studying the discipline:**

|  |  |
| --- | --- |
| **Previous disciplines** | **The following disciplines** |
| Management | Start-up project management |
| Human resource management | Cross-cultural management |
| Making and implementing management decisions | Development management |
| Business ethics |  |

**Competences and learning outcomes in the discipline:**

|  |  |
| --- | --- |
| **Competences** | **Learning outcomes** |
| SC5. Ability to create and organize effective communications in the management process; | PH7. Organize and carry out effective communication within the team, with representatives of various professional groups and in the international context |
| SC6. Ability to form leadership qualities and demonstrate them in the process of managing people; | PH10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems |
| SC8. Ability to use psychological technology to work with  staff. | PH14. Apply and create comprehensive management technologies, methods and tools for effective and efficient business management in  risk conditions. |
| SC9. Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation; | PH6. Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of applicable law, ethical considerations and social responsibility; |

**The program of the educational discipline**

**Content module 1. Personnel management technology**

**Topic 1. Technology of personnel management of the organization.**Recruitment policy. Internal and external sources of involvement of personnel. Their advantages and disadvantages. Selection of sources of hiring staff. Recruitment objectives. Personnel recruitment and placement planning. Ways to improve the selection and placement of personnel. The need for staff evaluation as a selection tool. The concept of business valuation. Documentation and information support of the business evaluation process. Classification of business valuation indicators. The concept of professional orientation. Goals and objectives of career guidance. Principles of labor organization that affect the process of staff adaptation. Information support of the adaptation management process. Basic principles and directions of personnel use in the organization: reduction of the share of manual labor, rationalization of jobs, labor discipline, etc. The concept of staff release. Similarities and differences between the concepts of "liberation" and "liberation".

**Topic 2. Technology of personnel management development of the organization.**Goals and objectives of social development of the organization. the essence of social planning. The purpose of training, retraining and advanced training of the organization's staff. Organizational structure and functions of personnel training units. Principles, methods, forms and types of education. The essence of personnel certification. The main goals and objectives of certification. The concept of career, career advancement. Types of business careers. The essence of professional development of staff. Problems of personnel reserve. The essence of personnel reserve management.

**Topic 3. Evaluation of the effectiveness of the personnel management system of the organization.**The main criteria for assessing the effectiveness of personnel management units. Relationship of criteria with the most important areas of personnel services. Characteristics of economic and social efficiency of personnel management improvement. Analysis of existing approaches to measuring the economic and social efficiency of personnel management.

**Content module 2. Theoretical aspects of organizational behavior**

**Topic 4. Conceptual foundations of organizational behavior.**Organizational systems. Organizational unit. Organizational behavior. Object of organizational behavior. Levels of behavioral problems. The main problems of organizational behavior. Organizing forces of organizational behavior: subordinate and coordinating. Management concepts: scientific management; administrative management; management from the standpoint of psychology and human relations; management from the standpoint of behavioral science.

**Topic 5. Power and leadership in the organization of personnel management.**Power. Leadership. Leadership. Types of leaders. Qualities of a leader and manager, their main features. Leadership styles.Types of approaches to the study of leadership. Concepts of leadership: theories based on the analysis of leadership qualities; concepts of leadership behavior; concepts of situational leadership; path-goal leadership model ”; the concept of attributive leadership; the concept of charismatic leadership; leadership concept for change.

Topic 6. Effective leadership of subordinates. Approaches to requirements for managers: American, English, French, Japanese, Polish. Rules of motivation: self-regulation, verbal and nonverbal behavior. Model of leader's interaction with informal Homans groups. Factors influencing the effectiveness of informal groups. Powers, their types and limits. Delegation of powers.

**Topic 7. Communication and conflict management in the organization.**Management information. Communications, their types. Elements of information exchange. Principles of effective communication. Communication barriers. Conflict. Objective and subjective causes of conflicts. Types of conflicting personalities. Difficult leaders. General recommendations for resolving conflicts between the leader and subordinates. Behavioral styles in a conflict situation.

**Teaching and instruction methods**

The system of assessment of formed competencies in students takes into account the types of classes, which according to the curriculum of the discipline include lectures, seminars, practical classes, as well as independent work. Assessment of the formed competencies of students is carried out according to the accumulative 100-point system. In accordance with the Provisional Regulation "On the procedure for assessing the learning outcomes of students on the cumulative point-rating system" S. Kuznets KhNUE,

**Assessment system of learning outcomes**

Control measures include:

current control carried out during the semester during lectures, practical, seminar classes and is estimated by the amount of points scored (maximum amount - 60 points; the minimum amount that allows a student to take the exam - 35 points);

final / semester control, which is conducted in the form of a semester exam, according to the schedule of the educational process.

The procedure for conducting current assessment of students' knowledge. Assessment of student knowledge during seminars and practical classes and individual tasks is carried out according to the following criteria:

understanding and ability to apply modern scientific views on the essence of self-management, the main functions and methods of personnel management, the essence of strategic and operational human resource management, the principles of building an effective personnel management system,

ability to combine theory with practice in planning the personal work of the manager: to analyze the use of their own time, to analyze the strengths and weaknesses of the style of their own work, to determine the impact of the chosen incentive system on staff efficiency; effectively set priorities, apply different methods of planning the needs of the company in staff, analyze the quality of the staff of the organization, conduct periodic evaluation of staff in the organization, form their own goals;

the ability to compile basic documents governing the activities of employees, to determine the impact of the chosen system of incentives on staff efficiency, to use according to the situation methods of selection and selection of personnel for vacant positions, to analyze the problems that arise; plan professional training of staff and manage the business career of employees;

The general criteria for assessing extracurricular independent work of students are: depth and strength of knowledge, level of thinking, ability to systematize knowledge on individual topics, ability to draw sound conclusions, mastery of categorical apparatus, skills and techniques of practical tasks, ability to find necessary information, carry out its systematization and processing, self-realization in practical and seminar classes.

**Final control of**knowledge and competencies of students in the discipline is carried out on the basis of a semester exam, the task of which is to test students' understanding of the program material in general, logic and relationships between individual sections, ability to creatively use accumulated knowledge, ability to formulate their attitude to a particular problem. disciplines, etc.

The examination ticket covers the program of the discipline and provides for the determination of the level of knowledge and the degree of mastery of competencies by students.

Each exam ticket consists of test tasks related to the stereotypical type and 2 practical situations (diagnostic and heuristic tasks), which involve solving typical professional tasks of the specialist in the workplace and allow diagnosing the level of theoretical training of the student and his competence in the discipline.

The result of the semester exam is evaluated in points (maximum number - 40 points, minimum number of credits - 25 points) and is affixed in the appropriate column of the examination "Information of performance".

A student should be **considered certified**if the sum of points obtained from the final / semester test is equal to or exceeds 60. The minimum possible number of points for current and modular control during the semester is 35 and the minimum possible number of points scored in the exam is 25.

The final grade in the discipline is calculated taking into account the points obtained during the exam and the points obtained during the current control of the accumulative system. The total result in points for the semester is: "60 or more points - credited", "59 or less points - not credited" and is entered in the test "Statement of success" of the discipline.

**Distribution of points by weeks**

*(indicate the means of assessment according to the technological map)*

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Content module topics** | | | **Lectures** | **Practical training** | **Tasks by topics** | **Presentations** | **Control works** | **Total by topic** |
| **Content module 1.** | **Topic 1** | 1 week | 1 | - | - | - | - | 1 |
| 2 week | 1 | 1 | - | 5 | - | 7 |
| **Topic 2** | 3 week | - | - | - | - | - | - |
| 4 week | 1 | 1 | 4 | - | - | 6 |
| 5 week | - | - | - | - | - | - |
| 6 week | 1 | 1 | - | - | 6 | 8 |
| **Topic 3** | 7 week | - | - | - | - | - | - |
| 8 week | 1 | 1 | - | 5 | - | 7 |
| 9 week | - | - | - | - |  | - |
| **Content module 2.** | 10 week | 1 | 1 | 4 | - | - | 6 |
| **Topic 4** | 11 week | - | - | - | - | - | - |
| 12 week | 1 | 1 | 4 | - | - | 6 |
| **Topic 5** | 13 week | - | - | - | - | - | - |
| 14 week | - | 1 | 4 | - | - | 5 |
| **Topic 6** | 15 week | - | - | - | - | - | - |
| 16 week | - | 1 | - | - | 13 | 14 |
| 17 week | - | - | - | - | - | - |
| **Exam** | |  |  |  |  | 40 | 40 |
| **Total** | | | **7** | **8** | **16** | **10** | **59** | **100** |

**Assessment scale: national and ECTS**

|  |  |  |  |
| --- | --- | --- | --- |
| The sum of points for all types of educational activities | Rating  ECTS | Score on a national scale | |
| for exam, course project (work), practice | for pass |
| 90 - 100 | A | perfectly | passed |
| 82 - 89 | B | fine |
| 74 - 81 | C |
| 64 - 73 | D | satisfactorily |
| 60 - 63 | E |
| 35 - 59 | FX | unsatisfactorily | not passed |
| 1 - 34 | F |

Recommended books and resources

**Main:**

1. Armstrong M. The practice of human resource management: A textbook for students studying in the programs "Master of Business Administration" / M. Armstrong; English under ed. S.K. Mordovina. - 8th ed. - K.: Znannya, 2014. - 831 p.

2. Баєва О.В. Основи менеджменту: практикум: Навч. посібник / О.В. Баєва, Н.І. Новальська, Л.О. Згалат-Лозинська. – К.: Центр учбової літератури, 2017. – 524 с.

3. Керівництво організацією: навч. посіб. / О. Є. Кузьмін, Н. Т. Мала, О. Г. Мельник, І. С. Проник. – Львів : Вид-во нац. ун-ту "Львівськаполітехніка", 2018. – 244 с.

4. Малменз Л. Менеджмент и организационное поведение: Учеб.-практ. пособ. Пер с англ. – Х: Фолио, 2003. – 1037 с.

5. Элвессон М. Организационная культура. – Х.: Гуманитраный центр, 2005. – 458 с.

**Additional:**

 6. Lepeyko T. Introduction to the Specialty : textbook / T. Lepeyko. – Kharkiv : KhNEU, 2018. – 172p.

7. Лепейко Т. І. Організаційна поведінка : навчальний посібник / Т. І. Лепейко, С. В. Лукашев, О. М. Миронова. – Х. : Вид. ХНЕУ, 2016. – 156 с.

8. Карамушка Л. М. Психологія організаційної культури (на матеріалі промислових підприємств) : навч. посібн. 2е видання / Л. М. Карамушка, І. І. Сняданко. – К. ; Львів : Край, 2019. – 220 с.

**Information resources in Internet:**

9. Site of the free encyclopedia Wikipedia [Electronic resource]. Access mode: [http://ru.wikipedia.org/wiki](https://translate.google.com/translate?hl=ru&prev=_t&sl=uk&tl=en&u=http://www.vak.org.ua/index.htm) 

10. Site of the magazine of the intellectual elite "Personnel" [Electronic resource]. Access mode: [http://www.personal.in.ua/](https://translate.google.com/translate?hl=ru&prev=_t&sl=uk&tl=en&u=http://www.personal.in.ua/) 

11. Project "Trainings in Ukraine" [Electronic resource]. - Access mode: http://www.training.com.ua.

12. Site of PNS KhNEU named after S. Kuznets [Electronic resource]. - Access mode: https://pns.hneu.edu.ua/course/view.php?id=9247.