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MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
NATIONAL AVIATION UNIVERSITY
Faculty of Transport, Management and Logistics
Air Transportation Management Department

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Dean of Faculty of Transport,
Management and Logistics


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«29» 06 2021

APPROVED
Vice-Rector for Academic Affairs


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«25» 06 2021



Quality Management System
COURSE TRAINING PROGRAM

on

«Human Resource Management in the Transport Industry»

Educational Professional Program: «Air Transportation Management»

Field of study: 27 «Transport»

Speciality: 275 «Air Transport Technologies»

Specialization: 275.04 «Air Transport Technologies»

Training Form	Semester	Total (hours/credits ECTS)	Lectures	Practicals	Lab. classes	Self-Study	HW/CGP	TP/CP	Semester Grade
Full-time	3	120/4	17	34	–	69	–	–	Graded Test 3s

Index: CB-7-275-1/21-3.1

QMS NAU CTP 19.01–01–2021



Quality Management System.
Course Training Program
on
«Human Resource Management in the Transport
Industry»

Document
Code

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2021

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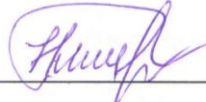
Course Training Program on «Human Resource Management in the Transport Industry» is developed on the basis of Educational Professional Program «Air Transportation Management», Bachelor Curriculum and Bachelor Extended Curriculum №CB-7-275-1/21, №ECB-7-275-1/21 for Speciality 275 «Air Transport Technologies», Specialization 275.04 «Air Transport Technologies» and corresponding normative documents.

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INTRODUCTION

Course Training Program on «Human Resource Management in the Transport Industry» is developed based on the "Methodical guidance for the subject course training program", approved by the order № 249/од, of 29.04.2021 and corresponding normative documents.

1. EXPLANATORY NOTES

1.1. Place, goals of the subject.

The subject is an integral part of knowledge and skills for the study of technological disciplines for the training of specialists in the field of transportation organization.

The aim of the subject is to ensure a sufficient level of competence of specialists for the transport industry in human resource management in enterprises, airports and airlines, the study of the main tasks of personnel management in transport.

The tasks of the subject are:


- consideration of basic concepts of human resources management;
- substantiation of methodological principles of human resources management;
- acquaintance with the types of personnel policy of the organization;
- formation of skills for the development and implementation of personnel policy of the enterprise, ensuring the purposeful use of personnel of the organization;
- consideration of the basics of human resource planning and application of modern methods of personnel needs planning;
- acquaintance with the criteria for selection of employees;
- substantiation of methods of recruitment and selection of employees;
- acquaintance with the process of organization of recruitment and selection of personnel in specific conditions;
- consideration of methods and ways of integrating the employee into the team;
- study of modern methods of motivation and stimulation of work;
- acquaintance with the main tools of staff development, forms of professional training and retraining of employees;
- study the impact of corporate culture on the activities of the enterprise;
- acquaintance with modern methods of personnel evaluation.

1.2. Planned results.

- pass and conduct a job interview;
- write a professional resume;
- effectively recruit and select the necessary employees;
- effectively use the human factor in transport;
- plan human resource needs;
- analyze the workplace;
- effectively plan your own career;
- evaluate the performance of staff;
- resolve conflict situations in the team;
- work in a team;
- use foreign experience in human resource management.

1.3. Outcome Competencies.

- Ability to take into account the human factor in transport technologies;
- Ability to critically analyze and solve practical problems in the field of air transport and related industries to ensure timely decisions, taking into account technical, regulatory, commercial, political, social and environmental constraints;
- Ability to use professional knowledge and practical skills of technology, organization and management of air passenger traffic to solve engineering problems in production.

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1.4. Interdisciplinary Links.

The subject is based on following subjects, as: "Human factor in aviation", "General course of transport", "Fundamentals of the theory of transport processes and systems" and is the basis for studying further disciplines, namely: "Fundamentals of transport enterprises", "Management quality, risks and audit of airlines.

2. SUBJECT PROGRAM

2.1. Subject content.

Training material is structured according to module principle and consists of **one educational module, Module № 1 "Fundamentals of human resources management in the transport industry"**, which is a logically complete, relatively independent, integral part of the discipline, the mastering of which involves a modular test and analysis of its results.

2.2. Module Structure and each module integrated requirements.

Module № 1 "Fundamentals of human resources management in the transport industry"


Integrated requirements of module №1:

Know:

- basic concepts of human resource management;
- human resources management system in the transport sector;
- personnel management as a social system;
- personnel policy of the organization;
- the necessary information on the concept of human resource planning in the transport sector;
- factors influencing human resource planning;
- methods and stages of planning;
- the necessary information on the selection criteria;
- methods of recruitment and selection of employees;
- methods and ways of integrating the employee into the team;
- the concept of work schedule;
- types of management strategies, implementation of strategies;
- necessary information on motivation and stimulation of civil aviation workers;
- basic tools for staff development;
- forms of professional training and retraining of employees;
- management of labor relations in the team;
- the impact of corporate culture on aviation security;
- foreign experience in human resources management.

be able:

- plan the human resources of the enterprise, airline;
- implement strategic personnel management plans;
- apply human resource management strategies;
- effectively select the necessary employees;
- draw up an effective work schedule for employees;
- effectively manage aviation personnel of lower levels;
- effectively use the human factor in transport;
- independently use professional literature on human resources management in solving real practical problems;
- plan the human resources needs of the airline;
- to analyze the workplace;
- recruit and select the necessary employees;
- make an effective work schedule;

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- apply human resource management strategies;
- implement methods of employee integration into the team;
- evaluate the performance of staff;
- to resolve conflict situations in the team;
- effectively use the human factor in transport;
- use foreign experience in human resource management.

Topic 1. Basic concepts of human resource management. Features of modern human resource management. The main goals, functions, tasks of human resources management. Basic principles of human resources management system in modern conditions.

Basic concepts of human resource management: the concept of paternalism, classical theories of human resource management, the concept of human relations, the concept of human resources. Personnel management as a function of organization management. Personnel management methods. Personnel as an object and a subject of management. Personnel structure of the organization of the enterprises of aviation branch (on an example of airlines). Employee competence.

Topic 2. Personnel policy of the organization. Objectives of personnel policy of the organization. Principles of personnel policy of the organization. The system of factors that determine the personnel policy of the organization. Directions of personnel policy of the organization. Types of personnel policy of the organization: passive, reactive, preventive, active. Open and closed personnel policy. Comparative characteristics of open and closed personnel policy. The structure of the modern human resources department of the airline.

Topic 3. Organization of recruitment and selection of personnel. The procedure for hiring an employee. Professiogram. Characteristics of modern sources of staff involvement. Internal sources of staff involvement: internal competition, combination of professions, rotation. External sources of recruitment: private agencies (consulting, outsourcing, recruitment), the state employment fund, the Internet, job fairs, visits to free economic zones, the media. Advantages and disadvantages of involving staff from internal and external sources.


Personnel selection criteria (qualification card, competence card). Methods of personnel selection. Employment agreement (contract). Differences and similar features of the employment contract and the contract. Job instruction. Interview. Resume and autobiography. Recruitment and selection of employees in the aviation industry (aircraft crew).

Topic 4. Integration of a new employee in the organization. The essence of the integration of a new employee. The economic meaning of the concept of "adaptation". Directions of personnel adaptation in the organization: primary and secondary. Production (professional, psychophysiological, socio-psychological, organizational-administrative, economic and sanitary-hygienic adaptation) and non-production (economic, adaptation when communicating with colleagues outside working hours, adaptation to forms of recreation) adaptation.

Goals and objectives of labor adaptation. Management of the process of labor adaptation. Adaptation rules for employees. Realization of creative and physical labor potential of employees. Socio-psychological adaptation of aviation personnel.

Topic 5. Motivation of human resources in the organization. Motivation of work efficiency and personnel management. Economic motivation. The process of motivation. The main factors influencing the process of motivation formation. Motivation theories: meaningful, procedural and modern. Foreign experience in motivating aviation personnel.

Topic 6. The role and importance of corporate culture. Conflicts. Corporate culture and its impact on the personnel management process. Levels of corporate culture. Conflict, its structure and causes. Conflict management: subjects, types and classification. The impact of corporate culture on aviation security. Features of corporate culture in foreign airlines.

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Topic 7. Human resources development management. The concept of career and promotion. Stages, stages and career models. Training, professional training, retraining and advanced training of staff. Formation of personnel reserve.

Topic 8. Evaluation of staff activities. Modern methods of personnel evaluation. The essence and types of certification. Criteria and methods of evaluation of employees and managers of the aviation industry.

2.3. Thematic Plan.

№	Theme (thematic section)	Total, hours			
		Total	Lectures	Practicals	Self-study
1	2	3	4	5	6
Module № 1 «Fundamentals of Human Resources Management in the Transport Industry»					
		1 semester			
1.1	Basic concepts of human resource management.	14	2	2 2	8
1.2	Personnel policy of the organization	14	2	2 2	8
1.3	Organization of recruitment and selection of personnel	14	2	2 2	8
1.4	Integration of a new employee in the organization	14	2	2 2	8
1.5	Motivation of human resources in the organization	13	2	2 2	7
1.6	Conflicts	13	2	2 2	7
1.7	The role and importance of corporate culture.	13	2	2 2	7
1.8	Human resource development management	15	2 1	2 2	8
1.9	Module Test №1	10	-	2	8
Total by the module №1		120	17	34	69
Total by the subject		120	17	34	69

3. BASIC CONCEPTS OF GUIDANCE ON THE SUBJECT

3.1. Teaching methods

The following teaching methods of subject guidance are


- explanatory and illustrative method;
- method of problem presentation;
- reproductive method;
- research method.

The implementation of these methods are carried out during lectures, demonstrations, self-study, work with the educational material, analysis of transport technologies issues.

3.2. List of references (basic and additional)

Basic literature

3.2.1. Кадровий менеджмент: Навчальний посібник / З.М. Пушкар, Б.Т. Пушкар. – Тернопіль: Осадца Ю.В., 2017. – 210 с.

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3.2.2. Маркова С. В. Управління персоналом: навчально-методичний посібник для студентів освітньо-кваліфікаційного рівня «бакалавр» / С. В. Маркова, О.М. Олійник. – Запоріжжя: ЗНУ, 2013. – 80 с.

3.2.3. Мороз О. С. Управління людськими ресурсами: навчальний посібник/ МОН України, Запорізька державна інженерна академія. – Запоріжжя: ЗДІА, 2015. – 324 с.

3.2.4. Петрова І. Л. Стратегічне управління людськими ресурсами: навчальний посібник/ МОН МС України, Київський національний економічний університетім. Вадима Гетьмана. – Київ: КНЕУ, 2013. – 466 с.

3.2.5. Руденко О. М., Штурхецький С. В., Шершньова О. В., Філіпова Н. В. HR-менеджмент у публічному управлінні: навчальний посібник/ МОН України, Чернігівський національний технологічний ун-т. – Київ: Кондор, 2016. – 124 с.

3.2.6. Ситник Н. І. Управління персоналом : Навч. посіб. / Н. І. Ситник. – К. : Фірма «ІНКОС», 2009. – 472 с.

3.2.7. Управління людськими ресурсами: практикум / уклад. Н.М. Передерій – К. : НАУ, 2021. – 76 с.

Additional Literature

3.2.8. Балабанова Л. В. Управління персоналом : Підручник / Л. В. Балабанова, О. В. Сардак. – К. : Центр учбової літератури, 2011. – 468 с.

3.2.9. Бондаренко О.М. Управління персоналом / Бондаренко О.М., Козак В.І. – Одеса, 2012, 80 с.

3.2.10. Віханський О. І. Управління персоналом сучасної організації /О. І. Віханський. – М.: Проспект, 2011. – 528 с.

3.2.11. Доценко Н. В. Методи управління людськими ресурсами при формуванні команд мультипроектів та програм : монографія / Н. В. Доценко, Л. Ю. Сабадош, І. В. Чумаченко; ред.: І. В. Чумаченко; Харків. нац. ун-т міськ. госп-ва ім. О.М. Бекетова. - Харків, 2015. - 201 с.

3.2.12. Дуракова І.Б. Управління персоналом /І.Б.Дуракова. – М.: Проспект, 2010. – 569 с.

3.2.13. Колот А. М. Мотивація, стимулювання й оцінка персоналу; навч. посібник.- К.: КНЕУ, 2008. - 312с.

3.2.14. Морушко О. О. Кадровий менеджмент : навч. посіб. / О. О. Морушко; Нац. ун-т «Львів. Політехніка». - Львів, 2014. - 173 с.

3.2.15. Назарчук Т. В. Менеджмент організацій [Текст]: Навчальний посібник. / Т. В. Назарчук, О. М. Косіюк – К.: «Центр учбової літератури», 2015. – 560 с.

3.2.16. Рульєв В.А. Управління персоналом: Навч. посіб / В. А. Рульєв, С. О. Гуткевич, Т. Л. Мостенська. - К. : КОНДОР, 2012. - 324 с.М.: ИНФРА-М, 2004. – 976 с.

3.2.17. Шкільняк М.М., Овсянюк-Бердадіна О.Ф., Крисько Ж.Л., Демків І.О. Менеджмент: Навчальний посібник. – Тернопіль: Крок, 2017. – 252 с.

3.2.18. Яцун Л. М. Управління персоналом : навч. посіб. / Л. М. Яцун, В. М. Селютін, О. В. Ольшанський . - Харків, 2013. - 416 с.

3.3. Internet Information resource

3.3.1. How to write a resume: sample 2020 [Electronic resource]. - Access mode: <https://www.work.ua/articles/resume/1888/>

3.3.2. Algorithm for writing an autobiography [Electronic resource]. - Access mode: http://lutsk-ntu.com.ua/sites/default/files/zrazok_avtobiografiyi.pdf

3.3.3. Interview [Electronic resource]. - Access mode: <https://vet.edu.ua/index.php/vipusniku/pratsevlashtuvannia-2/spivbesida.html>

4. RATING SYSTEM OF KNOWLEDGE AND SKILLS ASSESSMENT

4.1. Assessment of certain kinds of student academic work is carried out in accordance with table 4.1.


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Table 4.1

Kind of Academic Work	Maximum Grade Values
1 semester	
Module № 1 «Introduction into Major»	
Kind of Academic Work	Points
carrying out practicals and theoretical material (106 x 8)	80 (total)
<i>For admission to complete module test №1, a student must receive not less than</i>	<i>48 points</i>
Module test №1	20
Total by the module №1	100
Total by the subject	100

The credit rating is determined (in points and in a National Scale) based on the results of all types of academic work during the semester.

4.2. Completed types of educational work are credited to the student, if he received a positive rating for them.

4.3. The sum of rating assessments received by the student for certain types of completed academic work is the current modular rating assessment, which is recorded in the module control.

4.4. The final modular rating obtained by the student based on the results of the course defense and defense in points, on the national scale and ECTS scale is entered in the module control, as well as in the study card, individual student curriculum and Diploma Supplement, for example, as follows: **92 / Excellent / A, 87 / Good / B, 79 / Good / C, 68 / Sat./D, 65 / Sat./E, etc.**

4.5. The final semester rating is converted into a grade on the national scale and the ECTS scale.

4.6. The final semester rating in points, on the national scale and the ECTS scale is entered in the test report, study card and individual curriculum of the student (record book), for example, as follows: **92 / Excellent / A, 87 / Good / B, 79 / Good / C, 68 / Sat./D, 65 / Sat./E, etc.**

4.7. The Total Grade for the subject is equal to the average grade from Total Semester Grades with its further transformation into national scale and ECTS system.

The Total Grade is recorded to the Diploma Appendix



(Ф 03.02 – 01)

АРКУШ ПОШИРЕННЯ ДОКУМЕНТА

№ прим.	Куди передано (підрозділ)	Дата видачі	П.І.Б. отримувача	Підпис отримувача	Примітки
	УНІТМ	03.11.21	Швабська Т.І.		

(Ф 03.02 – 02)

АРКУШ ОЗНАЙОМЛЕННЯ З ДОКУМЕНТОМ

№ пор.	Прізвище, ім'я, по батькові	Підпис ознайомленої особи	Дата ознайомлення	Примітки

(Ф 03.02 – 04)

АРКУШ РЕЄСТРАЦІЇ РЕВІЗІЇ

№ пор.	Прізвище, ім'я, по батькові	Дата ревізії	Підпис	Висновок щодо адекватності

(Ф 03.02 – 03)

АРКУШ ОБЛІКУ ЗМІН

№ зміни	№ листа (сторінки)				Підпис особи, яка внесла зміну	Дата внесення зміни	Дата введення зміни
	Зміненого	Заміненого	Нового	Анульованого			

(Ф 03.02 – 32)

УЗГОДЖЕННЯ ЗМІН

	Підпис	Ініціали, прізвище	Посада	Дата
Розробник				
Узгоджено				
Узгоджено				
Узгоджено				