

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
NATIONAL AVIATION UNIVERSITY**

Faculty of Transport, Management and Logistics
Air Transportation Management Department

AGREED

vice Dean of the Faculty of the Transport,
Management and Logistics

Tetiana MOSTENSKA

«06» 09 2023

APPROVED

Vice-Rector for Academics

Anatoliy POLUKHIN

«06» 09 2023



Quality Management System
COURSE TRAINING PROGRAM

on

«Modern Methods of Strategic Personnel 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)	Lectures	Practicals	Lab. classes	Self-Study	HW/CGP	TP/CP	Semester Grade
Fulltime:	2	120/4	18	-	18	84	-	-	Graded Test Is



Index CM-7-275/23-3.6

QMS NAU CTP 19.01-01-2023



	Quality Management System. Course Training Program «Modern Methods of Strategic Personnel Management in the Transport Industry »	Document Code	QMS NAU CTP 19.01-01-2023 page 2 of 9
--	---	------------------	---

Course Training Program on «Modern Methods of Strategic Personnel Management in the Transport Industry» is developed on the basis of the Educational Professional Program «Air Transportation Management», Master Curriculum and Extended Master Curriculum №CM-7-275-1/23, №ECM-7-275-1/23 for Speciality 275 «Transport Technologies», Specialization 275.04 «Air Transport Technologies» and corresponding normative documents.

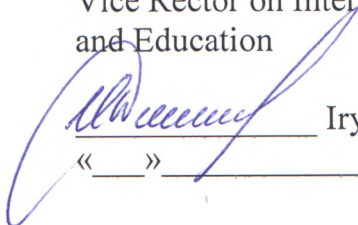
Developed by:

Guarantor of Educational and Professional Program  Andriy GONCHARENKO
An Associate Professor of the Air Transportation Management Department  Tamara DEREVIANKO


Discussed and approved by the Graduate Department for Speciality 275 «Air Transport Technologies», Specialization 275.04 «Air Transport Technologies» and Educational and Professional Program «Air Transportation Management» - Air Transportation Management Department, Minutes № 14 of «05» 03 2023.

Guarantor of Educational and Professional Program  Andriy GONCHARENKO
Head of the Department  Dmytro SHEVCHUK

Vice Rector on International Collaboration and Education


 Iryna ZARUBINSKA
« » 2023

Document level – 3b
The Planned term between revisions – 1 year
Master copy

	Quality Management System. Course Training Program «Modern Methods of Strategic Personnel Management in the Transport Industry »	Document Code	QMS NAU CTP 19.01-01-2023
		page 3 of 9	

CONTENTS

Introduction	4
1. Explanatory notes	4
1.1. Place, aim, objectives of the subject	4
1.2. Results of mastering the training course	4
1.3. Competencies of mastering the training course	4
1.4. Interdisciplinary connections	5
2. Course training program on the subject.....	5
2.1. The subject content.....	5
2.2. Modular structuring and integrated requirements for each module.....	5
2.3. Training schedule of the subject.....	6
3. Basic concepts of guidance on the subject	7
3.1. Teaching methods.....	7
3.2. List of references (basic and additional)	7
3.3. Internet resources	8
4. Rating system of knowledge and skills assessment	8

	Quality Management System. Course Training Program «Modern Methods of Strategic Personnel Management in the Transport Industry »	Document Code	QMS NAU CTP 19.01-01-2023
		page 4 of 9	

INTRODUCTION

Course Training Program on «Modern Methods of Strategic Personnel 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, objectives, tasks of the subject.

This discipline is a component of the theoretical basis of knowledge and skills for the study of technological disciplines for training in the field of transportation.

The purpose of the discipline is to form students' theoretical knowledge and practical skills of using world experience in personnel management, based on unique quantitative assessments and the relationship of the strategy of transport companies with key indicators of efficiency (success) of functional units and individual workers.

The objectives of the discipline are:


- mastering modern technologies of forming a quantitative strategy of enterprises on the basis of a balanced scorecard;
- formation of practical skills for the formation of key indicators of efficiency (success) and their cascading by levels of management of the transport enterprise;
- mastering fair methods of staff motivation, based on quantitative job evaluations and key performance indicators of transport workers.

1.2. Learning outcomes the subject makes it possible to achieve.

- Search for the necessary information in the scientific and technical literature, databases, other sources, analyze and objectively evaluate information in the field of transport systems and technologies and related cross-sectoral issues;
- Freely discuss in state and foreign languages issues of professional activity, projects and research in the field of transport systems and technologies orally and in writing;
- Make effective decisions in the field of transport systems and technologies, taking into account technical, social, economic and legal aspects, generate and compare alternatives, assess the necessary resources and constraints, analyze risks;
- Communicate their knowledge, decisions and the basis for their adoption to specialists and nonspecialists in a clear and unambiguous form;
- Ensure the safety of people and the environment during professional activities and projects in the field of transport systems and technologies;
- Manage complex technological and production processes of transport systems and technologies, including unpredictable ones and those that require new strategic approaches;
- Organize the work of staff, ensure their professional development and objective evaluation.

1.3. Competences the subject makes it possible to acquire.

- Ability to motivate people and move towards a common goal;
- Ability to communicate with representatives of other professional groups of different levels (experts from other fields of knowledge / types of economic activity);

	Quality Management System. Course Training Program «Modern Methods of Strategic Personnel Management in the Transport Industry »	Document Code	QMS NAU CTP 19.01-01-2023 page 5 of 9
--	---	------------------	---

- Ability to evaluate and ensure the quality of work performed;
- Ability to generate new ideas (creativity);
- Ability to research and manage the operation of transport systems and technologies;
- Ability to formulate, analyze technological, technical, economic and financial problems in air transport, which may be related to both commercial practice and transport operations;

Ability to apply modeling and optimization methods to study and improve the efficiency of air transport systems and their management processes.

1.4. Interdisciplinary connections.

This discipline is based on knowledge of such disciplines as "Methodology of applied research in the field of transport technologies (by type)", "Project management in the transport industry", "Management in integrated transport systems" and is the basis for further disciplines, namely: " Freight forwarding activities ", " Engineering support of air transportation ", " Mathematical methods of modeling and optimization of transport systems and processes ".

2. ACADEMIC CURRICULUM OF THE SUBJECT

2.1. The subject content.

The educational material of the discipline is structured on a modular principle and consists of one educational module, namely:

- training module № 1 "**Conceptual models of strategic personnel management of transport enterprises**", 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. Modular structuring and integrated requirements for each module.

Module № 1 "Conceptual models of strategic personnel management of transport enterprises"


Integrated requirements of module №1:

To know modern technologies of formation of quantitative strategy of enterprises on the basis of a balanced system of indicators; methods of staff motivation, which are based on quantitative assessments of positions and key performance indicators of employees of transport enterprises;

Be able to form practical skills for the formation of key indicators of efficiency (success) and cascading them according to the levels of management of the transport company.

Topic 1. Conceptual approaches to personnel management.

The role of staff in the efficiency of enterprises and organizations. Goals and objectives of personnel management of enterprises. Resource approach to the personnel of enterprises. Process approach to personnel management of enterprises. Approach to personnel as an intellectual asset of enterprises. Investors in People program. Development of personnel management systems in accordance with the needs of society. Legal regulation of personnel activity of transport enterprises.

	Quality Management System. Course Training Program «Modern Methods of Strategic Personnel Management in the Transport Industry »	Document Code	QMS NAU CTP 19.01-01-2023
		page 6 of 9	

Topic 2. Dynamics of personnel management functions.

Characteristics of the main functions of the personnel management system of enterprises. The relationship between the functions of the personnel management system of enterprises and its personnel strategy. Personnel mission of enterprises. Personnel policy as a tool for implementing personnel strategy. Tools for implementing personnel policy.

Topic 3. Legal support of personnel services of enterprises. Personnel record keeping of domestic enterprises.

Objectives of legal support of personnel services of enterprises. Acts of state regulation of the personnel management system of enterprises. Acts of local regulation of labor relations between the enterprise and its employees.

Topic 4. Organizational structures of the personnel management service of transport enterprises.

The relationship between personnel strategy, personnel policy and the organizational structure of the personnel management system. Display of organizational structures. The influence of enterprise size on its organizational structure of personnel management.

Corporate culture as a component of the personnel management system of a transport enterprise. Efficiency of organizational structures of personnel management and corporate culture of transport enterprises.

Topic 5. Balanced system of indicators of the transport enterprise. Component of training and development of personnel of the transport enterprise. Business processes of personnel management.

Modern methods of quantitative assessment of enterprise strategy. Vision and strategy of the transport company. Key indicators of a balanced system. Indicators of the component of training and staff development. Personalized and generalizing indicators. Anticipatory nature of indicators of training and development of personnel in relation to indicators of operational and financial activity of transport enterprises.

Topic 6. Key indicators of a balanced system of indicators and their cascading by levels of hierarchy. Quantitative determination of the value of an employee of a transport company.

Key indicators as an enterprise strategy. Cascading key metrics by hierarchy level and by causation. Qualimetry as a basis for measuring the quality (value) of multicriteria objects. Criteria for determining the quality of workers of the air transport company. Integrated employee value indicator.

Topic 7. Quantitative determination of the value of positions for the transport company. Competency matrices. Formation of a fair motivational mechanism of the transport enterprise in the grade system of job evaluation.

Methods for determining the value of positions. Competencies of positions. The value of competencies and positions. Competence groups. Compliance of tangible and intangible incentives with key performance indicators of transport company employees. The influence of the value of the worker on the level of his wages.

Topic 8. Quantitative assessment of the image of the transport company in the labor markets.

Labor markets of transport and airlines. Components of the image of the transport company in the labor markets. Quantitative assessment and research of the image of transport enterprises. Forecasting labor markets of transport enterprises

	Quality Management System. Course Training Program «Modern Methods of Strategic Personnel Management in the Transport Industry »	Document Code	QMS NAU CTP 19.01-01-2023
		page 7 of 9	

2.3. Training schedule of the subject.

№	Theme (thematic section)	Total, hours			
		Total	Lectures	Labs	Self-study
1	2	3	4	5	6
Module №1 «Conceptual models of strategic personnel management of transport enterprises»					
1.	Conceptual approaches to personnel management	2 semester			
1		13	2	2	9
1.	Dynamics of personnel management functions	13	2	2	9
2					
1.	Psychological features of the personLegal support of personnel services	13	2	2	9
3	of enterprises. Personnel record keeping of domestic enterprises				
1.	Organizational structures of the personnel management service of	13	2	2	9
4	transport enterprises				
1.	Balanced system of indicators of the transport enterprise. Component of	13		2	9
5	training and development of personnel of the transport enterprise.		2		
1.	Business processes of personnel management				
6	Key indicators of a balanced system of indicators and their cascading by	14	2	2	10
	levels of hierarchy. Quantitative determination of the value of an em- ployee of a transport company				
1.	Quantitative determination of the value of positions for the transport	13	2	2	9
7	company. Competency matrices. Formation of a fair motivational mech- anism of the transport enterprise in the grade system of job evaluation				
1.	Quantitative assessment of the image of the transport company in the la- bor markets	16	2 2	2	10
8					
1.	Module Test №1	12	-	2	10
9					
Total by the module №1		120	18	18	84
Total by the subject		120	18	18	84

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 Gerhart, B. 2017. Horizontal and vertical fit in human resource systems. In Ostroff, C., Judge, T. A. (Eds.), Perspectives on organizational fit: 317-348. New York: Erlbaum.

3.2. 2 Ahmad, S., Schroeder, R. G. 2018. The impact of human resource management practices on operational performance: Recognizing country and industry differences. Journal of Operations Management, 21: 19-43.

3.2.3 Chen, S.-J. 2017. Human resource strategy and unionization: Evidence from Taiwan. International Journal of Human Resource Management, 18: 1116-1131.

3.2.41. Управління персоналом : навч. посібник для вузів / М.Д. Виноградський [та ін.] ; Київський економічний ін-т менеджменту . - К. : Центр навчальної літератури, 2016. - 500 с.

3.2.5. Лук'янихін, В. О. Менеджмент персоналу: навч. посібник для вузів / В.О. Лук'янихін. - Суми : Університетська книга, 2015. - 590 с.

Additional Literature

3.2.3. Дерев'янка Т.А., Данілова Т.Г. Використання оцінки персоналу в системі навчання робітників сфери туризму / Матеріали міжнародної науково-практичної конференції «Рекреаційний потенціал Прикарпаття», І-Ф, 2018. - С. 133 - 139.

3.3. Internet Information resource

3.3.1. Adizes I. Training "Creating a team". - Electronic resource. - http://www.h-c-dev.ru/srd/url_7_2.html

3.3.2. Adizes I. Video lecture "Type of worker" Dead Stump " http://www.h-c-dev.ru/srd/url_9_2.html

3.3.3. Adizes I. Video lecture "Who is a leader". http://www.h-c-dev.ru/srd/url_4_2.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.

Table 4.1

	Maximum Grade Values	
Kind of Academic Work	Module №1	
	2semester	
Carrying out labs	(10points x 8)	80 (total)
For admission to complete module test №1, a student must receive not less than	48 points	
Module test №1		
Total for the Module №1	100	
Total for the subject	100	

4.8. The Total Semester Grade is entered into the Examination Register and into a student's record book in grades, National Scale grades, and ECTS Scale grades.

4.9. The Total Semester Grade is entered into a student's record book, for example: **92/Ex/A, 87/Good/B, 79/Good/C, 68/Sat/D, 65/Sat/E**, etc.

4.10. The Total Grade for completing and defending of the Term Paper is entered into a student's record book, for example: **92/Ex/A, 87/Good/B, 79/Good/C, 68/Sat/D, 65/Sat/E**, etc.

4.11. 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

(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				