

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

ЗАТВЕРДЖЕНО

на засіданні кафедри
міжнародних економічних відносин
Протокол № 1 від 28.08.2023 р.

ПОГОДЖЕНО

Проректор з навчально-методичної роботи



Каріна НЕМАШКАЛО

УПРАВЛІННЯ ПЕРСОНАЛОМ МІЖНАРОДНОЇ КОМПАНІЇ

робоча програма навчальної дисципліни (РПНД)

Галузь знань **29 "Міжнародні відносини"**
Спеціальність **292 "Міжнародні економічні відносини"**
Освітній рівень **перший (бакалаврський)**
Освітня програма **"Міжнародний бізнес"**

Статус дисципліни **вибіркова**
Мова викладання, навчання та оцінювання **англійська**

Розробники:
к.е.н., доцент

Олександр МІШИН

к.е.н., викладач

Роман ШКРЕБЕНЬ

Завідувач кафедри
міжнародних економічних
відносин

Ірина ОТЕНКО

Гарант програми

Наталія ПАРХОМЕНКО

Харків
2023

INTRODUCTION

Human resources management in an international company is an essential element of the international company's management system. Human resources management in international companies has specific features both in terms of recruitment, hiring, adaptation, evaluation, and in performing the functions of motivation, development and dismissal of personnel. In the international business environment, it is important to study the principles and methods of human resources management in an international company, since personnel is the main resource of any company. The use of the latest forms and methods of personnel management has a positive impact not only on the efficiency of personnel use, but also on the overall performance of an international company. In this regard, the study of the discipline "Human Resource Management of an International Company" is a prerequisite for the training of highly qualified bachelors in international business.

The purpose of the discipline: mastering modern methods, tools for selection, adaptation, evaluation, motivation, staff development and practical skills of organizing human resources management in an international company.

The objectives of the discipline are to provide students with knowledge, skills and abilities:

- understand the peculiarities of human resources management in international companies;

- carry out personnel planning and develop personnel policy of an international company;

- have tools for recruitment, development, motivation, and evaluation of personnel;

- analyze the effectiveness of human resources management in an international company.

The object of the discipline is: the process of personnel management in an international company.

The subject of the discipline is: modern tools and methods of personnel management used in international companies.

The learning outcomes and competencies formed by the course are defined in table 1.

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO 4	SC 17
LO 6	GC 11
LO 7	GC 8
	SC 16
LO8	SC 3
LO 25	SC 4

LO 4 Systematize and organize the information received on processes and phenomena in the world economy; assess and explain the impact of endogenous and exogenous factors on them; formulate conclusions and develop recommendations taking into account the peculiarities of the national and international environment.

LO 6 Plan, organize, motivate, evaluate and improve the effectiveness of collective labor, carry out research in a group led by a leader, taking into account the requirements and characteristics of the present in conditions of limited time.

LO 7 Apply the acquired theoretical knowledge to solve practical problems and meaningfully interpret the results obtained.

LO8 Understand, identify and describe new phenomena, processes and trends in global development, mechanisms and tools for implementing economic policy and world integration/disintegration processes, including Euro-Atlantic integration.

LO 25 To present the results of the study on the basis of which, recommendations and measures for adaptation to changes in the international environment are developed.

SC 3 Ability to identify features of the functioning of the environment of international economic relations and models of economic development.

SC 4 Ability to justify the peculiarities of the implementation of forms of international economic relations at the mega, macro, meso and micro levels.

SC 17 Ability to manage international business, form, develop and implement strategies for personnel management of an international company, marketing, competitive, innovative, financial and others, taking into account the direction of activity of the subject of international business, taking into account the priorities of the smart-up specialization of the Kharkov region.

GC 8 Ability to abstract thinking, analysis and synthesis.

GC 11 Ability to work in a team

COURSE CONTENT

Content module 1: Modern HR management system of an international company

Topic 1. The essence of the concept of "personnel"

Personnel as a subject and object of management. Classification of personnel of an international company. Structure of the staff of an international company. Indicators of the staff of an international company. Requirements for the professional qualification level of employees of an international company.

Topic 2. Peculiarities of HR management in an international company

Personnel management as a science. Evolution of concepts and theories of personnel management. Personnel management of an international company as a specific management function. Foreign experience in personnel management of an international company.

Topic 3. International labor relations. Labor legislation on personnel

Strategy of the organized labor force of an international company. Approaches to international labor relations. International Labor Organization. Labor contract. The procedure for hiring. Probationary period during employment. Part-time work. Preparation of personnel documents. Working hours. Time of rest. Vacation of employees. Material liability of employees. Labor discipline.

Topic 4. Personnel policy of an international company. Human resource management strategy of an international company

Modern HR policy of an international company. General organizational principles of personnel management in an international company. HR services and the main directions of their activities. Functions of personnel services of an international company. Sectoral features of the organization of personnel management of an international company. Strategy of personnel management of an international company.

Topic 5. HR planning in an international company.

The essence of personnel planning in an international company. The strategic role of international human resources management. Operational planning of the number of staff in an international company. Competency planning by job. Methods of planning to meet the staffing needs of an international company. Planning the use of personnel of an international company. Features of foreign experience in planning the staffing needs of an international company.

Topic 6. Recruitment policy of an international company

Types of international company's hiring policy. Problems of expatriation. Recruitment of personnel of an international company. Professionogram: employee model and position model. Methods of selecting employees of an international company. Professional orientation and labor adaptation of employees of an international company. Efficiency of the process of recruitment and selection of employees of an international company.

Topic 7. Managing the development of personnel in an international company

Formation of HR management skills in an international company The essence of professional development of an international company's staff. Planning and managing the career of employees of an international company.

Content module 2. Functional support of personnel management in an international company

Topic 8. Managing the mobility and movement of personnel in an international company

Training of expatriate staff and managers. Formation and preparation of a personnel reserve for an international company. Management of personnel mobility and structuring of the work of an international company.

Topic 9. Evaluation of the staff of an international company.

A systematic approach to personnel evaluation. Problems of staff evaluation in an international company. Principles of applying employee evaluation systems in an international company. Criteria used in the employee evaluation systems of an international company. Errors in the evaluation of international company personnel and ways to minimize them. Methods and techniques for evaluating the staff of an international company. Certification of the staff of an international company in Ukraine.

Topic 10. Organization of work of the staff of an international company.

Analysis of labor and workplaces of employees of an international company. Organization of workplaces of employees of an international company. Determination and regulation of official rights, powers and duties of employees of an international company.

Topic 11. Remuneration in an international company.

National differences in labor remuneration. The impact of legislative regulation on remuneration in an international company. Remuneration of expatriates..

Topic 12. Remuneration management in an international company

The essence and functions of remuneration of the staff of an international company. Strategy of remuneration of the staff of an international company. Forms of remuneration of personnel of an international company. Principles of building a remuneration system of an international company. Design of remuneration systems for the staff of an international company. Features of remuneration of expatriate managers.

Topic 13. Control of the staff of an international company. Management of the process of dismissal of personnel of an international company

Organization of personnel control in an international company. Causes, factors and forms of dismissal of personnel of an international company. Dismissal of employees at the initiative of the owner or his authorized body. Dismissal on the initiative of employees. Outplacement.

Topic 14. Formation of an international company team. Psychological support for the staff of an international company

Stages of development of an international company's team. Culture of the organization in the personnel management of an international company. Psychological support in the personnel management system of an international

company. Strategic approaches to the organization of psychological support in an international company. Management of the psychological climate in the labor collective of an international company.

Topic 15. Efficiency of personnel management in an international company

The essence of management effectiveness, criteria and methods of its evaluation of the personnel of an international company. Evaluation of the effectiveness of the personnel service of an international company.

The list of practical (seminar) and / laboratory studies in the course is given in table 2.

Table 2

The list of practical (seminar) / laboratory studies

Name of the topic and/or task	Content
Topic 1. Seminar session 1	Class by questions: 1. The essence of the concept of "staff". 2. Categories of personnel of an international company. 2. Requirements for the professional qualification level of employees of an international company
Topic 2. Laboratory session 1	Laboratory work. Analysis of foreign experience in HR management of an international company. Work in small groups with preparation of a presentation
Topic 2. Seminar session 2	Class in the form of a discussion on the topic: "Peculiarities of employment of labor migrants in the international labor market".
Topic 3. Practical lesson 1	Business game "Interviewing candidates for vacant positions in international companies"
Topic 4 Laboratory session 2	Laboratory work. Developing a human resources management strategy for an international company.
Topic 5. Practical lesson 2	Mini-training on HR planning in international business
Topic 5. Laboratory session 3	Laboratory work. Analyzing the indicators of staffing of an international company. Colloquium 1
Topic 6. Seminar session 3	Classes by questions: 1. Features of hiring personnel in international companies. 2. The concept of recruitment and selection of personnel. 3. Types of training and advanced training in international companies. 4. Modern tools for staff development in international companies.
Topic 7. Laboratory session 4	Laboratory work. Building a job description: employee model and position model
Topic 8. Laboratory session 5	Laboratory work. Using the 360-degree method to evaluate the staff of an international company
Topic 9. Laboratory	Laboratory work. Evaluation of the dynamics of personnel

session 6	movement indicators of an international company
Topic 10. Practical lesson 3	Task 1. Planning and management of personnel career in international companies. Task 2. Case method "modeling the career of an international company"
Topic 11. Laboratory session 7	Laboratory work. Assessment of wage dynamics in European countries
Topic 12. Laboratory session 8	Laboratory work. Preparation of a job description for a specialist of the Department of International Economic Relations"
Topic 13. Practical lesson 4	Calculating the salaries of employees of an international company.
Topic 14. Seminar session 4	Class by questions: 1. Management of the process of dismissal of personnel of an international company 2. Organization and tools for controlling the personnel of an international company. 3. Forms of staff dismissal in an international company. 4. Evaluation of the effectiveness of personnel management in an international company 5. Methods of evaluating the staff of an international company. 6. Methods for evaluating the effectiveness of the HR department of an international company. Colloquium 2
Topic 15. Laboratory session 9	Laboratory work. Designing a system of bonuses for the staff of an international company
Topic 15. Practical lesson 5	Calculation of indicators of economic and organizational efficiency of personnel management

The list of self-studies in the course is given in table 3.

Table 3

List of self-studies

Name of the topic and/or task	Content
Topic 1	Study of lecture material, preparation for class, review of theoretical material by questions: 1. Classifier of professions. 2. Formation of the names of professions. 3. The concept of non-production personnel.
Topic 2	Study of lecture material, preparation for class, review of theoretical material by questions: 1. Successful foreign practices of personnel management. 2. Personnel management in TNCs.
Topic 3	Study of lecture material, preparation for class, review of theoretical material by questions: 1. International level of regulation of social and labor relations. 2. Activities of the ILO
Topic 4	Study of lecture material, preparation for class, review of theoretical

	material by questions: 1. Classifier of professions. 2. Formation of the names of professions. 3. The concept of non-production personnel.
Topic 5	Preparation for laboratory work and mini-training. Study of the issues of strategic HR management in an international company.
Topic 6	Study the lecture material, prepare for class by answering questions: 1. Modern recruitment tools in international companies. 2. Recruitment in foreign companies. Preparation for colloquium 1
Topic 7	Preparing for a mini-training and studying innovative tools for personnel development in international companies
Topic 8	Study of lecture material, review of statistical material on international labor migration.
Topic 9	Study of lecture material, preparation for the class, review of theoretical material by questions: 1. Innovative methods of personnel evaluation. 2. Foreign practices of personnel evaluation in TNCs
Topic 10	Study of lecture material, preparation for class, review of theoretical material by questions: 1. Approaches to the definition of "labor organization". 2. Foreign experience of labor organization
Topic 11	Study the lecture material, prepare for class by answering questions: 1. Contractual system of remuneration. 2. Tariff-free system of labor remuneration
Topic 12	Study the lecture material, prepare for class by answering questions: 1. Foreign systems of staff bonuses. 2. System of participation in profits
Topic 13	Study the lecture material, prepare for class by answering questions: 1. Safe release of personnel. 2. The concept of outstaffing.
Topic 14	Study the lecture material, prepare for the class by answering questions: 1. Tools for psychological support of staff. 2. Corporate culture in international companies. Preparation for colloquium 2
Topic 15	Preparation for laboratory and practical classes. Analysis of methods for assessing the effectiveness of human resources management in international companies
Topic 1 – 15	Preparing for the exam, doing homework

The number of hours of lectures, practical (seminar) studies and hours of self-study is given in the technological card of the course.

TEACHING METHODS

In the process of teaching the course, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such teaching methods as:

Verbal (lecture (Topics 1 - 3, 5, 6, 9 - 13, 15), mini-lectures (Topics 4, 7), problem lectures (Topics 8, 14)).

Visual (demonstration (Topics 1-15)).

Practical (practical work (Topics 10, 13), laboratory work (Topics 2, 4, 5, 7, 9, 11, 12, 15), seminars (Topics 1, 6, 14), seminar-discussions (Topic 2), case method (Topic 8), business game (Topic 4), mini-training (Topic 5)).

FORMS AND METHODS OF EVALUATION

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

Current control is carried out during lectures, practical, laboratory and seminar classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored:

– for courses with a form of semester control as an exam: maximum amount is 60 points; minimum amount required is 35 points.

The final control includes current control and an exam.

Semester control is carried out in the form of a semester exam or grading.

The final grade in the course is determined:

– for disciplines with a form of exam, the final grade is the amount of all points received during the current control and the exam grade.

During the teaching of the course, the following control measures are used:

Current control: testing (10 points), presentation (5 points), written tests (10 points), express surveys (5 points), homework (6 points), colloquia (14 points).

Semester control: Grading including Exam.

More detailed information on the assessment system is provided in technological card of the course.

An example of an exam card and assessment criteria.

Example of an exam ticket

Semen Kuznets Kharkiv National University of Economics

First (bachelor's) level of higher education

Specialty "International economic relations"

Educational and professional program "International Business".

Semester VI

Discipline "Human Resources Management of an International Company"

EXAM PAPER № 1

Task 1 (test) (20 points)

1. Select a scale that determines the ratio of remuneration received by employees depending on their qualifications and complexity of work.

- a. Tariff system
 - b. Tariff category
 - c. Tariff grid
 - d. Tariff rate
2. Name the subjects of personnel management at the enterprise.
- a. Managers of lower levels of management
 - b. Functional units of the enterprise management apparatus
 - c. Personnel services and managers of different levels within the limits of their authority
 - d. Employees of the enterprise involved in production units
3. Indicate the document that standardizes the names of personnel categories, professions and positions.
- a. Qualification guide for positions of managers, specialists and other employees
 - b. The Labor Code of Ukraine
 - c. Classifier of professions
 - d. Regulations on the structural unit of the organization
4. What characterizes labor productivity?
- a. The workload of an individual employee
 - b. The quality of the employee's work
 - c. The effectiveness of the employee's work
 - d. Labor intensity of production for a particular employee
5. Which list defines the staffing structure?
- a. A set of groups classified by social characteristics (age, education, marital status).
 - b. The composition and distribution of creative, communicative and behavioral roles among individual employees.
 - c. Classification of employees according to the functions they perform.
 - d. Quantitative and professional composition of the staff, remuneration and payroll of employees.
6. Indicate the main subjects of the collective agreement.
- a. Managers of enterprises belonging to a particular type of activity
 - b. A group of employees and a representative of the personnel service
 - c. Labor collective and administration
 - d. The employee and the director as a representative of the administration
7. What does planning for staff dismissal for objective reasons include?
- a. Dismissal of staff at their own request and for violation of labor discipline
 - b. Dismissal of staff due to absenteeism and incompetence
 - c. Dismissal of staff due to redundancy and retirement
 - d. Dismissal of personnel at their own request and in connection with the failure to fulfill official duties.
8. What does the term "staff leasing" mean?
- a. Luring personnel from other companies to cover the need for employees on a temporary basis

- b. The use of external sources of recruitment and dismissal of personnel when the need for it changes within the planned period
 - c. Use of personnel of other enterprises to cover the need for employees on a contractual basis
 - d. Use of internal sources to cover additional staffing needs for a specific or indefinite period of time
9. Identify a set of measures that contribute to the growth of labor productivity of an individual employee.
- a. Increase in production volumes; release of excess staff
 - b. Use of staff rotation, increase in the proportion of administrative staff in the total number of employees
 - c. Increase in salaries, staff training, equipment upgrades; improvement of working conditions and organization
 - d. Increasing the attractiveness of labor by reducing its intensity, increasing productivity rates, providing additional organizational and technological breaks.
10. Name the means of external recruitment.
- a. Applying to employment services and educational institutions, informing employees of the organization about available vacancies and criteria for them; competitive selection from grassroots employees
 - b. Publication of announcements in the media, contacting employment services and educational institutions, using the services of recruitment agencies
 - c. Staff rotation and professional mobility
 - d. Filling vacant positions from the personnel reserve.

Task 2 (stereotypical) (8 points)

Determine performance indicators (labor productivity): output per employee, per worker, average daily and average melon output, production and total labor intensity of each product. Analyze their changes.

The calculation data are: average annual number of staff (persons) - 650; average annual number of workers (persons) - 475: including the main ones - 255; number of days worked by workers per year (days) - 280; number of hours worked per year (hours) - 1011770; annual gross output (thousand UAH) - 2600; technological labor intensity of one machine (man-hours) - 2.8.

Task 3 (diagnostic) (12 points)

Calculate the number of production personnel using the labor intensity method. The initial data are given in Table 4.

Table 4

Initial data for the task

Indicators	Type of work A	Type of work B
1	2	3
Labor intensity of the product, hours		
product 1	0,8	0,5
product 2	0,3	0,4

End of Table 4

1	2	3
Production program, pcs		
product 1	1000	1000
product 2	1200	1200
Time to change the balance of work in progress, hours		
product 1	100	150
product 2	170	120
Planned percentage of compliance, %.	104	105
Employee's useful time fund, hours	432,5	432,5

Approved at the meeting of the Department of International Economic Relations,
protocol № ____ from " ____ " _____ 20 ____.

Examiner PhD, Associate Professor

Mishin O. Yu.

Head of the Department, Doctor of Economics, Professor

I. P. Otenko

Evaluation criteria

The final exam score is the sum of the scores for all tasks. The total number of points for the examination work is 40.

Task 1 (test) (20 points)

The maximum number of points is -20.

Each test is worth 2 points. The number of tests is 10.

Task 2 (stereotypical) (8 points)

The maximum mark for the task is 8 points, of which:

3 - correct methodological approach, knowledge of the formula for calculation;

1 - correct arithmetic calculation of the indicator;

1 - design of the task solution: solution, units of measurement, answer;

3 - availability of reasonable conclusions about the dynamics of indicators.

Task 3 (diagnostic) (12 points)

The maximum mark for the task is 12 points, of which:

3 - correct methodological approach, knowledge of formulas for calculation;

2 - correct arithmetic calculation of indicators;

2 - presentation of the task solution: the course of calculations, units of measurement, necessary explanations.

5 - availability of reasonable conclusions about the dynamics of indicators

RECOMMENDED LITERATURE

Main

1. Загородня Н. П. Управління персоналом: теорія і практика : навч. посіб. / Н. П. Загородня, Д. Г. Кучеренко; НДІ соц.-екон. розвитку. – Київ : Центр учбової літератури, 2021. – 269 с.
2. Михайлова Л. І. Управління персоналом : навч. посіб. для студентів ВНЗ / Л. І. Михайлова, А. М. Михайлов. – Суми : Литовченко Є. Б. [вид.], 2020. – 283 с.
3. Brewster Christopher. International Human Resource Management. Cipld Kogan Page. 2023. 488 p. URL : https://www.enbook.sk/catalog/product/view/id/2040111?utm_source=dognet&a_id=5feb09ff2cee8&a_bid=e1f1ae00&data1=gclid_Cj0KCQiA7OqrBhD9ARIsAK3UXh2SdrxgnFeto6Jkg3ZTpW7qcXYof6JZy_ddta63HGAta0m7Czb9wCoaAuQeEALw_wcB&gad_source=1&gclid=Cj0KCQiA7OqrBhD9ARIsAK3UXh2SdrxgnFeto6Jkg3ZTpW7qcXYof6JZy_ddta63HGAta0m7Czb9wCoaAuQeEALw_wcB
4. B. Sebastian Reiche. International Human Resource Management. SAGE Publications Ltd . 2018. 640 p. URL : https://www.najlacnejsieknihy.sk/kniha/international-human-resource-management-19808125.html?gad_source=1&gclid=Cj0KCQiA7OqrBhD9ARIsAK3UXh3shZsTsOs_ab4ztTmCZRq1TlCFNS6zflcUQnsZF9DPGgdA0idvdh8aAhQdEALw_wcB
5. Ibraiz Tarique, Dennis R. Briscoe, Randall S. Schuler International Human Resource Management. Routledge. 2022. 502 p. URL : <https://www.perlego.com/book/3146834/international-human-resource-management-policies-and-practices-for-multinational-enterprises-pdf>

Additional

6. Балановська Т. І. Сучасні технології управління персоналом : навч. посіб. / Т. І. Балановська, М. В. Михайліченко, А. В. Троян; Нац. ун-т біоресурсів і природокористування України. – Київ : Ямчинський О. В., 2020. – 465 с.
7. Вакарюк Л. В. Управління персоналом : навч.-метод. посіб. / Л. В. Вакарюк, Н. Д. Гетьманцева ; Чернівець. нац. ун-т ім. Юрія Федьковича. – Чернівці : Чернівець. нац. ун-т ім. Ю. Федьковича : Рута, 2021. – 82 с.
8. Калініченко Л. Л. Інноваційні методи управління персоналом транспортних підприємств : монографія / Л. Л. Калініченко, А. С. Устіловська. – Харків : Панов А. М. [вид.], 2020. – 268 с.
9. Кудла Н. Є. Управління персоналом в туризмі : навч. посіб. / Н. Є. Кудла, Н. І. Фединець ; Центр. спілка спожив. т-в України, Львів. торг.-екон. ун-т. – Львів : Вид-во ЛТЕУ, 2022. – 247 с.
10. Менеджмент персоналу : навч. посіб. / О. В. Безпалько та ін. – Київ : Лино, 2022. – 611 с.

11. Мішина С. В. Інформаційно-аналітичне забезпечення управління соціально-трудовами відносинами [Електронний ресурс] / С. В. Мішина, О. Ю. Мішин // Електронне наукове фахове видання "Ефективна економіка". – 2023. – № 1. – Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/28836>.

12. Мішина С. В. Формування кадрового забезпечення міжнародної контрактної діяльності / С. В. Мішина, О. Ю. Мішин // Електронне наукове фахове видання "Ефективна економіка". – 2020. – № 9 [Електронний ресурс]. – Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/24176>.

13. Мошек Г. Є. Менеджмент організації. Теорія та практика : навч. посіб. ХХІ ст. / Г. Є. Мошек, В. Л. Федоренко, А. С. Соломко ; за заг. ред. Г. Є. Мошека. – Київ : Ліра-К, 2020. – 419 с.

14. Чикуркова А. Система управління персоналом підприємств: передумови формування, сучасні тенденції розвитку і перспективи : монографія / А. Чикуркова, І. Ясінецька. – Кам'янець-Подільський : Панькова А. С., 2023. – 320 с.

Information resources

15. Співтовариство кадровиків і спеціалістів з управління персоналом [Електронний ресурс]. – Режим доступу : <http://hrliga.com>.

16. . Сайт персональних навчальних систем ХНЕУ ім. С. Кузнеця. Дисципліна «Управління персоналом міжнародної компанії» [Електронний ресурс]. – Режим доступу: <https://pns.hneu.edu.ua/enrol/index.php?id=5589>.