

PJSC "HIGHER EDUCATION INSTITUTION
"INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT""



SYLLABUS
of the academic discipline
« PSYCHOLOGY OF PERSONNEL MANAGEMENT OF ORGANIZATIONS »

Speciality: **C4 Psychology**

Educational level: **Second (master's) level**

Study program: **Psychology**

General information about the academic discipline

Name of the academic discipline	Psychology of personnel management of organizations
Code(s) and name(s)	C4 Psychology
Specialty(s)	Psychology
Level of higher education	second (master's) level of higher education
Status of the discipline	selective
Number of credits and hours	3 credits/ 90 hours Lectures: 14 hours Seminars/practical classes: 20 hours Independent work: 56 hours
Terms of study of the discipline	
Language of instruction	Ukrainian
Type of final control	Credit

General information about the instructor. Contact information.

Full name of the instructor	
Academic degree	
Position	
Areas of scientific research	
Links to the registers of identifiers for scientists	
Contact information	
E-mail:	
Department phone	
Teacher's portfolio on the Institute's website	

Course Annotation. One of the important directions of professional training for psychologists is their activity in the field of management, the foundation of knowledge for which they receive from the discipline “Psychology of Personnel Management in Organizations”. The discipline assumes that the student must master knowledge regarding the psychological portrait of a manager and the necessary qualities, areas of activity of the manager, means of influencing subordinates in solving work and urgent issues, management styles, levers of influence in resolving contentious issues and conflicts. At the same time, the discipline also studies the other side – the system that is managed, the psychological characteristics of the management object, and features of its ability to obey.

Subject of study of the discipline: psychological patterns of managerial activity, mental phenomena, relationships, and behavior of people in an organization. It studies the interaction between managers and subordinates, socio-psychological aspects of leadership, motivation, conflicts, and the formation of an effective organizational culture to achieve the enterprise's goals.

Course goal: formation of the basic foundations of general scientific understanding of the psychological patterns of management; to develop in students theoretical knowledge and practical

skills related to the peculiarities of the psychology of managerial activity, which will contribute to mastering the main aspects of socio-psychological competence of students as future employees in the field of management.

Tasks of the discipline:

1. Form modern ideas about the psychology of management as a scientific discipline;
2. Form modern ideas about the categorical apparatus of personnel management psychology;
3. Familiarize with the content and structure of management;
4. Promote the acquisition of skills and abilities for effective resolution of psycho-managerial problems;
5. Form an understanding of the subject and object of management;
6. Familiarize with the main psychological characteristics of the subject and object of management;
7. Form basic views on the psychological foundations of interaction between the subject and object of management;
8. Form awareness of the role and significance of psychological components of management.

Prerequisites of the discipline: The study of the discipline “Methodology of Scientific Research and Academic Integrity” is based on the knowledge and skills acquired by students during the first (bachelor’s) level of higher education.

Postprerequisites of the discipline: The knowledge, skills, and competencies acquired within this discipline serve as a foundation for conducting and formalizing any research during studies, and in particular for mastering the educational components: “Psychology of Advertising”, “Psychophysiology”, “Social Psychology”, “Economic Psychology”, “Personality Psychology”.

Program competencies and learning outcomes:

Integral competence	The ability to solve complex problems and challenges in the process of learning and professional activity in the field of psychology, which involves research and / or innovation and is characterised by complexity and uncertainty of conditions and requirements.
General Competencies (GC)	GC1. Ability to apply knowledge in practical situations. GC4. Ability to identify, pose and solve problems. GC8. Ability to develop and manage projects. GC9. Ability to motivate people and move towards a common goal.
Specific (Professional) Competencies (SC)	SC12. Ability to apply psychological and rehabilitation approaches in working with the population in accordance with the best modern domestic and foreign practices.
Program outcomes	ILO4 Make a psychological forecast for the development of individuals, groups, organisations. ILO11 To adapt and modify existing scientific approaches and methods to specific situations of professional activity. ILO14 Ensure the operation of the system of psychological services that provide assistance to the population, design new forms of psychological interaction between specialists and the population.

Content of the academic discipline:

№	Topic name	Number of hours, of which:				
		Lec ture s	Pract ical classe s	Inde pen dent wor k	Teaching methods/assessment methods	
1st semester						
Content module I.						
Topic 1.	Content, structure, and psychological components of personnel management psychology in organizations	2	2	6	Teaching methods: verbal (teaching lecture; conversation; educational discussion); inductive method; deductive method; translational method; analytical; synthetic; practical; explanatory-illustrative; reproductive; problem-based presentation method; partially-search; research; interactive methods (situation analysis; discussions, debates, polemics; dialogue, synthesis of thoughts; brainstorming; skills development; situational modeling, processing of discussion questions); modeling of professional activity; innovative teaching methods (competence; project-research); case method.	
Topic 2.	Research methods and managerial functions as components of the management process	2	2	6		
Topic 3.	The role of personality in the organization	2	1	6	Assessment methods: oral control (oral survey, assessment of participation in discussions, other interactive teaching methods); written control (control, independent work, essays); test control (closed-form tests: test-alternative, test-correspondence); method of self-control and self-assessment; case study evaluation.	
Modular test work						
Content module II.						
Topic 4	Psychological characteristics of	2	1	6		

	the management subject. The psychological phenomenon of a businesswoman				
Topic 5	Psychological foundations of managerial decision-making by leaders and influencing factors	2	1	4	
Topic 6	The role of the manager in shaping the professional-functional roles of the team	2	1	6	
Topic 7	Motivators and demotivators in managerial activity of a leader	2	2	6	
Topic 8	Effectiveness of management styles and the psychological climate in organizational teams	2	1	6	
Topic 9	Psychological characteristics of the management object				
Topic 10	Conflicts, ways of preventing and resolving them in managerial interaction				
Modular test work					
Total :		20	14	56	
Form of control: credit					

Technical equipment and/or software – official website of IAPM:

<http://maup.com.ua> The educational process uses classrooms, a library, a multimedia projector and a computer for conducting lectures and seminars with presentation elements. Studying individual topics and completing practical tasks requires access to information from the Internet, which is provided by a free Wi-Fi network.

Forms and methods of control.

Control of the success of students is divided into ongoing and final (semester).

Ongoing control is carried out during practical (seminar) classes, the purpose of which is to systematically check the understanding and assimilation of theoretical educational material, the ability to use theoretical knowledge when performing practical tasks, etc. The possibilities of ongoing control are extremely wide: motivation for learning, stimulation of educational and cognitive activity, a differentiated approach to learning, individualization of learning, etc.

Forms of student participation in the educational process that are subject to ongoing control:

- oral report;
- additions, questions to the person answering;
- systematic work in seminar classes, activity during the discussion of issues;
- participation in discussions, interactive forms of organizing classes;
- analysis of legislation and monographic literature;
- written tasks (tests, tests, creative works, essays, etc.);
- preparation of theses, summaries of educational or scientific texts;
- independent study of topics;
- control of the success of students is divided into ongoing and final.

Methods of ongoing control: oral control (survey, conversation, report, message, etc.); written control (test work, essay, presentation of material on a given topic in writing, etc.); combined control; presentation of independent work; observation as a control method; test control; problem situations.

Grading system and requirements.
Table of distribution of points received by students

Topics	Ongoing knowledge control										Modular tests	Exam	Total points
	T op ic 1	T o p i c 2	T o p i c 3	T o p i c 4	T o p i c 5	T o p i c 6	T o p i c 7	T o p i c 8	T o p i c 9	Top ic 10			
Work in a seminar session	3	3	3	3	3	3	3	3	3	3			
Independent work	3	3	3	3	3	3	3	3	3	3			

The table contains information about the maximum points for each type of assignment.

When assessing the mastery of each topic for the current educational activity, the student is given marks taking into account the approved assessment criteria for the relevant discipline.

The criteria for assessing the learning outcomes of students and the distribution of points they receive are regulated by the Regulations on the assessment of academic achievements of students at PJSC "HEI "IAPM".

Modular control. Modular control work on the academic discipline "Psychology of personnel management of organizations" is carried out in written form, in the form of testing, namely, closed-form tests: test-alternative, test-correspondence.

Criteria for evaluating the modular test work in the academic discipline "Psychology of personnel management of organizations":

When evaluating the modular test work, the volume and correctness of the completed tasks are taken into account:

- the grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);

- the grade "good" (B) is given for the completion of 80% of all tasks;

- the grade "good" (C) is given for the completion of 70% of all tasks;

- the grade "satisfactory" (D) is given if 60% of the proposed tasks are completed correctly;

- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are completed correctly;

- the grade "unsatisfactory" (FX) is given if less than 50% of the tasks are completed.

Absence from the modular test work - 0 points.

The above grades are transformed into rating points as follows:

"A" - 18-20 points;

"B" - 16-17 points;

"C" - 14-15 points;

"D" - 12-13 points.

"E" - 10-11 points;

"FX" - less than 10 points.

The final semester control in the academic discipline «Psychology of personnel management of organizations» is a mandatory form of assessing the learning outcomes of a student. It is carried out within the time limits established by the educational process schedule and in the volume of educational material determined by the syllabus of the academic discipline.

The final control is carried out in the form of an exam. The student is admitted to the final control provided that he/she performed all types of work outlined in the syllabus.

The final (semester) grade of the discipline for which the exam is provided is formed

from two components: the results (grade) of the ongoing control; exam grade.

The maximum number of points for the ongoing control is 60, for the examination is 40.

The minimum amount by which the exam is considered as passed is 25 points.

The grade for the ongoing control is formed as the sum of rating points received by the student during the seminars/practical classes and incentive (if provided) points.

After evaluating the student's answers on the exam, the professor summarizes the points received for the ongoing control measures and points for the exam to obtain the final grade for the course.

Scale for the assessment of exam tasks

Scale	Total points	Criteria
Excellent level	30–40	The task is completed with high quality; the student has achieved the maximum score in the assessment of theoretical knowledge.
Good level	20–29	The task is completed with high quality and a sufficiently high proportion of correct answers.
Satisfactory level	10–19	The task is completed with an average number of correct answers; the student has demonstrated theoretical knowledge with significant errors.
Unsatisfactory level	0–9	The task is not completed; the student has demonstrated theoretical knowledge with major errors.

Assessment of additional (individual) types of educational activities. Additional (individual) types of educational activities include the participation of applicants in scientific conferences, scientific societies and problem groups, preparation of publications, etc. in excess of the tasks established by the relevant syllabus of the academic discipline.

By decision of the department, applicants who participated in scientific research work and performed certain types of additional (individual) types of educational activities may be awarded incentive (bonus) points for a certain educational component.

Incentive points are not normative and are not included in the table of distribution of points received by students and the main scale of the assessment system.

One event can be the basis for setting incentive points only for one most relevant educational component.

The total number of points scored by students for completing tasks for independent work is one of the components of the academic performance in the academic discipline. Independent work on each topic according to the work program of the academic discipline is evaluated in the range from 0 to 2 points using standardized generalized knowledge assessment criteria.

Scale for evaluating the performance of independent work (individual tasks)

The maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
3	3	2	1	0

Forms of control: ongoing control based on the performance of practical work; ongoing control of knowledge acquisition based on the assessment of oral answers to questions, messages, reports, etc. (in practical (seminar) classes); individual or collective project that requires the formation of practical skills and abilities of students (selective form); solving situational tasks; a summary made on the topic studied independently; testing, performing a written test; draft articles, speech abstracts and other publications, other forms that contribute to

the full assimilation of the educational program and the consistent development of skills for effective independent professional (practical and scientific and theoretical) activity at a high level.

To assess the learning outcomes of a student during the semester, a 100-point, national and ECTS assessment scale is used.

Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment for exam, course project (work), internship	
		National scale assessment for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactory	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of retaking	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail unsatisfactory with mandatory re-study of the discipline

Course Policy.

- regularly attend lectures and practical classes;
- work systematically and actively in lectures and practical classes;
- catch-up on missed classes;
- perform the tasks required by the syllabus in full and with appropriate quality;
- perform control and other independent work;
- adhere to the norms of academic behaviour and ethics.

The course " Psychology of personnel management of organizations" involves mastering and adhering to the principles of ethics and academic integrity, in particular, orientation on preventing plagiarism in any of its manifestations: all works, reports, essays, abstracts and presentations must be original and author's, not overloaded with quotes, which must be accompanied by references to primary sources. Violations of academic integrity are considered: academic plagiarism, self-plagiarism, fabrication, falsification, copying, deception, bribery, biased evaluation.

The assessment of the student is focused on receiving points for activity in seminar classes, completing tasks for independent work, as well as completing tasks that can develop practical skills and abilities, for which additional (bonus) points can be awarded (participation in round tables, scientific conferences, scientific competitions among students).

Methodological support of the academic discipline

Teaching and methodological materials that provide support for the discipline: lecture notes, methodological recommendations for conducting practical (seminar) classes and methodological recommendations for independent work of higher education students in the academic discipline " Psychology of personnel management of organizations".

Recommended sources of information

Main Sources:

1. Ivanova, V. V. Personnel Management: Collective Monograph. Sumy: Universytetska Knyha, 2024. 222 p.
2. Karamushka, L. M., Kredentser, O. V., Tereshchenko, K. V. Technologies for Ensuring Mental Health and Well-Being of Educational Staff During War and Post-War Recovery: Monograph. Kyiv: H. S. Kostiuk Institute of Psychology, NAPS of Ukraine, 2024. 288 p.
3. Hornostay, P. Psychology of Collective Trauma: Monograph. Kropyvnytskyi: Imeks-LTD, 2023. 336 p.
4. Kohut, Ya. M., Pryakhina, N. O., Zhidetskyi, Yu. Ts., Kirzhetskyi, Yu. I., Potsyurko, O. Yu. Psychology of Management: Textbook. Lviv State University of Internal Affairs, Lviv, 2024. 210 p.
5. Business and Management Psychology in the Dynamic Space of Modernity. Ternopil: FOP Palyanytsia V. A., 2024. 514 p.
6. Kisil, Z. R., Shvets, D. V. Psychology of Management: Textbook in Diagrams, Tables, and Commentaries. Odesa: ODUVS Publishing, 2023. 208 p.
7. Kisil, Z. R., Shvets, D. V. Psychology of Management: Textbook. Kharkiv: Universytetska Knyha, 2022. 648 p.
8. Kisil, Z. R. Fundamentals of Management: Textbook. Lviv: Lviv State University of Internal Affairs, 2021. 261 p.
9. Khodakivskyi, Ye. I., Bohoyavlenska, Yu. V., Hrabar, T. P. Psychology of Management: Textbook. 5th edition, revised and supplemented. Kyiv: Center of Educational Literature, 2021. 492 p.
10. Blikhar, V. S. Psychological Characteristics of Political Leaders' Personalities in Various Socio-Cultural Contexts. Scientific Bulletin of Lviv State University of Internal Affairs. Psychological Series: Collection of Scientific Papers. Ed. Z. Ya. Kovalchuk. Lviv: Lviv State University of Internal Affairs, 2023, Issue 2, pp. 3–10.
11. Kovalchuk, Z. Ya. Leadership Through the Lens of Psychological Aspects of the Socio-Cultural Environment. Scientific Bulletin of Lviv State University of Internal Affairs (Psychological Series), 2024, Issue 1, pp. 27–32.

Additional Sources:

12. Psychology of Management: Textbook / compiled by V. V. Yahodnikova. Odesa: Bukaiev V. V., 2022. 141 p.
13. Maleyev, D. V., Andriienkova, V. L., Baidyk, V. V., et al. Implementation of the Restorative Approach, Mediation, and Functioning Practices of Reconciliation Services in Educational Institutions. Kyiv: FOP Buria O. D., 2023. 188 p.
14. Repeti, S. T., Halchenko, V. M. Spiritual and Creative Development as the Basis of Professional Culture of Future Specialists: Philosophical-Anthropological Aspect. Perspectives. Socio-Political Journal, Issue 2, Odesa: Publishing House Helvetica, 2021, pp. 43–50.
15. Kalenichenko, R. A. Psychological Aspects of Public Administration: Textbook / R. A. Kalenichenko, O. V. Ostapovskyi, Ye. O. Telebeneva. Kyiv: Kyiv National University of Construction and Architecture, 2025. 271 p.

