

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRICULTURAL UNIVERSITY**

Chair of Management

APPROVED
Head of Management chair
(Mykhailov A.M.)

“ ” _____ **2020**

CURRICULUM WORKING PROGRAM(SYLLABUS)

Personnel management and innovative development of enterprises

Specialty: 181 Nutrition Technologies
Educational program: «Food Technology»
(Second level(master's) of higher education)

Faculty: Biological and technological

2020-2021 academic years

Work program on Personnel Management and Innovative Development of
Enterprises for students majoring in: 181 Food Technology
SP "Food Technology"

Developer: Stoyanets NV, Professor of Management chair, Doctor of Economics science, Associate Professor, (_____)
signature

The work program was approved at a meeting of Management chair from “ 9 ” june 2020 № 12

Head of chair _____ (_____)
(signature) surname and initials)

Agreed:

Guarantor of educational and professional program
(project team leader) _____ (Pertsevov F.V.)
(signature) surname and initials)

Dean of the Faculty _____ (_____)
on which the discipline is taught

Dean of the Faculty _____ (_____)
to which the department belongs

Methodist of the Department of Education Quality,
licensing and accreditation _____ (_____)

Registered in the electronic database: _____ 2020

1. Description of the course

Name of indicators	Industry knowledge, direction of training, education level	Characteristics of the course	
		full-time education	external form of education
Credits – 5	Field of knowledge: 18 Production and technology Specialty: 181 "Food Technology"	<i>normative</i>	
Modules - 2	Educational program: "Food Technology";	Year of training:	
<i>Content modules: 4</i>		2020-2021	
		Course	
		1	
		Semester	
Total number of hours- 150		1 -st	
		Lectures	
		14 hours.	
		Practical, seminar	
		46 hours.	
		Laboratory	
		-	-
		Independent work	
		80	.
		Individual work:	
		-	
		Type of control:	
		<i>test</i>	
	Education level: Master		

Note. The ratio of hours of classes to independent and individual work is:
for full-time (60/90 (40/60)

2. The purpose and objectives of the discipline

2.1 The purpose of studying the discipline

The purpose of teaching the discipline "Personnel Management and Innovative Development of Enterprises" is the formation of students' knowledge and skills in personnel management of enterprises; formation of skills in the application of methods and modern technologies of personnel management; implementation of work on selection, hiring, training, advanced training and evaluation of personnel, as well as obtaining knowledge by students to ensure innovative development of enterprises, assessing their innovative potential, justification and implementation of effective management decisions to develop economic security of enterprises on an innovative basis.

2.2 Tasks of the discipline

The main tasks of studying the discipline "Personnel Management and Innovative Development of Enterprises" involves the formation of students' competencies:

№	Type of program competencies	Program competence	Code
1	Integral competence	Ability to solve complex problems and problems in food technology in professional activities and / or in the learning process, which involves research and / or innovation and is characterized by uncertainty of conditions and requirements.	IC
	General		
1		Ability to show initiative and ingenuity	GC 4.
2		The ability to act socially responsibly and consciously	GC 5.
	Professional (special)		
1		Ability to develop and implement commercial and scientific and technical projects in the field of food technology, taking into account technical, commercial, legal and labor and environmental issues	PC 5
2		Ability to develop programs for the development and effective functioning of food industry enterprises and restaurants, including in the context of foreign economic relations	PC 9
3		Ability to formulate and implement their own models of professional activity in the field of food technology	PC 10

2.3 Program learning outcomes

As a result of studying the discipline «Personnel Management and Innovative Development of Enterprises» the student must be able to demonstrate the following learning outcomes:

№	Program learning outcomes	Code
1	Have an information and communication base for the development and implementation of innovations based on the basics of economics, marketing and management	PLO2
2	Outline the psychological patterns of development, as well as pedagogical tools for the formation of personality in professional activities	PLO5
3	Know and apply the basic principles of obtaining innovative food products from different types of raw materials, taking into account the social and economic efficiency of scientific development	PLO8
4	Develop programs for the development and operation of enterprises in the industry,	PLO 12

	implement rational methods of managing production processes, plan the need for resources. To form and implement own models of professional activity taking into account the best experience of the organization of scientific and industrial activity	
5	Objectively and critically evaluate vital social information, make a significant contribution to the harmonization of human relations, work effectively, both individually and as a team.	PLO 14

3. The program of the discipline

On approbation

Protocol №12 dated June 9, 2020

Content module 1. Basic concepts and methodology of enterprise personnel management

Topic 1. Theoretical foundations of personnel management

The essence of personnel management as a science, academic discipline, type of management and art. Subject and object of personnel development management science. The place of personnel development management in the system of management and administration in organizations. Features and nature of personnel management at different levels of government. The concept of the object of personnel work in the organization. Tasks and functions of personnel services. The main stages of personnel management in organizations: planning, recruitment, reserve formation, personnel selection, determination of salaries and benefits, career guidance and adaptation; training and continuous development, performance appraisal and staff certification, relocation, management training.

Topic 2. Legal aspects of personnel management

Institutional support of personnel management. Legal bases of concluding labor relations. The main forms of employment. Collective agreement. Employment contract. Contract. Legal bases of termination of labor relations. Grounds for termination of the employment contract. The concept of working time and its characteristics. Remuneration of working time. Basic, additional, minimum wage. Wage regulation. Basic forms and models of remuneration.

Topic 3. Periodic assessment of staff and certification of personnel

The essence and objectives of personnel evaluation. Criteria for evaluating the activities of staff, quantitative and qualitative indicators of evaluation. Management workplace models. Methodical approaches to personnel evaluation. Features of evaluation of managers and specialists. Certification as a form of personnel evaluation. Certification objects. Regulatory and legal and documentary support of certification. Organization of certification. Types of certification, their purpose and timing. Management decisions based on the results of certification.

Content module 2. Technology of personnel management of food industry enterprises

Topic 4. Staff development and training

The main types and methods of staff training. Continuous system of staff training and development. Forms, duration and quality of training. Self-education in the system of personnel development. Short-term courses, internships, postgraduate studies, doctoral studies. Retraining. Organizational and methodological support of staff training. Financing and investing in the development of personnel of organizations.

Motivation for continuous staff training. Features of the vocational training system in some CIS countries and the world. State programs of human development.

Topic 5. Business career management

The essence of the concept of career. Motives and career goals of staff. The main types of careers (dynamic, static, vertical, horizontal), their characteristics. Career planning and development. Professional staff relocation system. Plans and forms of professional transfers. Employee business career management. The main stages of business career management. Career chart in the personnel management system. Ending an employee's career in the organization.

Topic 6. Personnel turnover management and labor discipline

The essence and consequences of staff turnover. Assessment and indicators of staff turnover. The main reasons and motives for staff turnover. Fluidity management factors. Internal and external factors reduce staff turnover in organizations. The concept of labor discipline. The main factors in the formation of discipline. Organization of labor discipline management. Assessment of the level of labor discipline in enterprises. Experience in managing staff turnover and labor discipline abroad.

Content module 3. Innovative development of the enterprise: basic concepts, relationships and organizational aspects

Topic 7. Innovation and cyclical economic development

The concept of innovation, their impact on the economic system. The difference between the terms "innovation" and "innovation". The concept of innovation. Objects of innovation. Positive social effect of innovations. Goals of scientific, technical and innovative development. Types of economic development: extensive type of development, intensive type of development, innovative type of development. Indicators of knowledge-intensive production. The concept of economic growth. The reasons for the cyclical development of the economy. The theory of "long waves" M.D. Kondratiev. Provisions of J. Schumpeter's theory. Economic cycles. Phases of economic cycles: crisis, depression, recovery and prosperity. Causes of economic cycles.

Topic 8. Key concepts of innovative development

The essence of innovation. J. Schumpeter's classification of innovations. Classification of innovations: by the content of activities, by the scope of changes they cause, by scope, by the scale of novelty, by the type of effect obtained, by the degree of material perceptibility, by the stimulus of appearance (source). Innovation life cycle concept. Stages of the life cycle of innovation: the stage of development, the stage of introduction to the market, the stage of growth, the stage of maturity, the stage of decline. The concept of "innovation" and "innovation process". Stages and stages of the innovation process: science - technology - production. Basic and applied research. Basic concepts: innovative product, innovative products, innovative project, innovative enterprise, innovative infrastructure, innovative activity.

Topic 9. Measuring the level of innovative development and factors of its formation

Classification of factors of innovative development of the enterprise: economic, technological, political and legal, organizational and managerial, socio-psychological and cultural. Groups of factors of innovative development of enterprises: legislative,

organizational and managerial, financial and economic, technical and technological, social, environmental, humanitarian, information.

Varieties of effects of innovative activity: economic effect, scientific and technical effect, scientific (cognitive) effect, social effect, ecological effect.

Indicators of the level of innovative development at the macroeconomic level: in educational mechanisms; reflecting financial mechanisms; reflecting motivational mechanisms; reflecting economic mechanisms; reflecting institutional mechanisms.

Methods of measuring the level of innovative development: calculation of income growth in comparison with the analogue; evaluating the effectiveness of innovations in terms of useful life; application of a system of evaluation indicators that take into account the interests of various participants in the innovation project; calculation of the integrated (general) effect from the creation, production and operation of innovations; application of compounding and annuity methods in combination with the discounting method; use of two rates of return on capital.

Information resources for assessing the level of innovation development: "traditional" statistical forms of the State Statistics Committee of Ukraine; the results of a special innovation review conducted in accordance with the EU methodology; results of regular competitiveness surveys conducted by Derzhkomstat of Ukraine; information collected by various ministries and various departments of government agencies.

Content module 4. Innovative development of the enterprise: marketing of innovations, business models of innovative development of the enterprise, innovative potential

Topic 10. Marketing innovations

The concept of marketing innovation. The main tasks of marketing innovation. Variants of the innovation cycle and types of innovative enterprises: ventures, experts, patients, violets, switches. Tasks of innovation marketing for enterprises of innovative business. The difference between marketing innovation and marketing a well-known product.

Specifics of market research to identify and analyze the demand for innovation. Classification of unmet needs of consumers and producers of their will. Levels of consumer readiness of consumers and their characteristics. Factors that are taken into account when demand for new products: critical level of consumer capital; critical suitability of the product; critical minimum income level; critical level of risk; critical amount of free time for the consumer. Methods of identifying hidden but not identified (unrecognized) needs.

The concept of diffusion of innovations. Interested and independent sources of information. Classification of consumers in relation to innovations. Marketing strategies to overcome consumer resistance to market innovations. Diffusion curves of innovations. Internal and external factors of consumer motivation. Characteristics of means of promoting various types of product innovations. Positioning of innovative products on the market.

Topic 11. Strategies and business models of innovative development of the enterprise

Concepts and principles of functioning of the innovative enterprise. Factors of formation of innovative entrepreneurship. Types of innovative entrepreneurship.

Strategies of innovative development of the enterprise: traditional, imitation, dependent, opportunistic, defensive, offensive. Features of development of innovative strategy of development of the enterprise. Levels of strategic planning of innovation activity at the enterprise. Ways and methods of activating innovative activity at the enterprise.

Stages of development and implementation of an innovative project: development of the project concept, own design, manufacture and promotion of innovative products. Business process management groups of innovative projects.

Topic 12. Innovative potential of the enterprise

The main conditions of the company's transition to an innovative path of development: market potential; innovation potential, production and sales potential.

The concept of innovation potential. Structure of innovation development potential: market potential; innovation potential (intellectual, informational, interface and research components); production and sales potential (financial, personnel, technological, marketing and organizational and managerial components).

Assessment of the intellectual component: an indicator of inventive (innovation) activity; indicator of engineering and scientific support; educational level indicator; indicator of turnover of highly qualified personnel; knowledge update indicator. Integral assessment of the intellectual component.

Assessment of the information component: the coefficient of completeness of information; information accuracy factor; coefficient of inconsistency of information.

Integral assessment of the components of innovation potential.

Market potential indicator: demand, profitability, market development trends, perception, sales system, level of competition, level of risk, resource provision, state (regional) incentives.

Conceptual scheme of innovation potential management. Combinations of possible components of innovation development potential.

Components and main indicators of adequacy of production and marketing potential for innovative development. Diagnosis of components: financial; personnel; technological; marketing and organizational and managerial.

Structure of discipline

Names of content modules and topics	Number of hours				
	Full-time				
	all	lecture	practical	ind	Ind.work
1	2	3	4	5	6
Module 1. Personnel management					
Content module 1. Basic concepts and methodology of personnel management of enterprises					
Topic 1. Theoretical foundations of personnel management	11	2	2		7
Topic 2. Legal aspects of personnel management	11	2	2		7
Topic 2. Legal aspects of personnel management	2		2		
Topic 3. Periodic assessment of staff and certification of	9		2		7

personnel					
Topic 3. Periodic assessment of staff and certification of personnel	2		2		
Together on the content module 1	35	4	10		21
Content module 2. Technology of personnel management of food industry enterprises					
Topic 4. Staff development and training	11	2	2		7
Topic 4. Staff development and training	2		2		
Topic 4. Staff development and training	2		2		
Topic 5. Business career management	11	2	2		7
Topic 5. Business career management	2		2		
Topic 6. Personnel turnover management and labor discipline	9		2		7
Topic 6. Personnel turnover management and labor discipline	2		2		
Together on the content module 2	39	4	14		21
Total hours per module 1	74	8	24		42
Module 2. The main aspects of innovative development of enterprises					
Content module 3. Innovative enterprise development: concepts, relationships and organizational aspects					
Topic 7. Innovation and cyclical economic development	11		2	2	7
Topic 8. Key concepts of innovative development	10	2	2		6
Topic 9. Measuring the level of innovative development and factors of its formation	12	2	2	2	6
Topic 9. Measuring the level of innovative development and factors of its formation	2		2		
Topic 9. Measuring the level of innovative development and factors of its formation	2		2		
Together on the content module 3	37	4	10	4	19
Content module 4. Innovative development of the enterprise: marketing of innovations, business models of innovative development of the enterprise, innovative potential					
Topic 10. Marketing innovations	10		2	2	6
Topic 10. Marketing innovations	2		2		

Topic 11. Strategies and business models of innovative development of the enterprise	10		2	2	6
Topic 11. Strategies and business models of innovative development of the enterprise	2		2		
Topic 12. Innovative potential of the enterprise	13	2	2	2	7
Topic 12. Innovative potential of the enterprise	2		2		
Together on the content module 4	39	2	12	6	19
Total hours per module 2	76	6	22	10	38
Total hours	150	14	46	10	80

4. Topics of lectures and plan their lessons

№	topic	Number hours
1	Topic 1. Theoretical foundations of personnel management 1. The essence of personnel management as a science 2. Subject and object of personnel management science 3. The place of personnel development management in the system of management and administration in organizations. 4. Features and nature of personnel management at different levels of government.	2
2	Topic 2. Legal aspects of personnel management 1. Institutional support of personnel management 2. Legal bases of concluding labor relations 3. The main forms of employment. 4. Collective agreement. Employment contract. Contract	2
3	Topic 4. Staff development and training 1. The main types and methods of staff training 2. Continuous system of staff training and development 3. Forms, duration and quality of training 4. Self-education in the system of personnel development	2
4	Topic 5. Business career management 1. The essence of the concept of career 2. Motives and career goals of staff 3. The main types of careers (dynamic, static, vertical, horizontal), their characteristics	2
5.	Topic 8. Key concepts of innovative development 1. Innovative development: basic concepts 2. Features of the innovative path of development in modern conditions 3. Management of innovative development	2

6.	Topic 9. Measuring the level of innovative development and factors of its formation 1. Interaction of organization and innovation. 2. Features of interaction of the organization and innovations. 3. The receptivity of the organization to innovation. 4. Innovative potential and its evaluation. 5. The reasons for the success and failure of organizations	2
7	Topic 12. Innovative potential of the enterprise 1. The essence and structure of innovation potential 2. Formation and current state of innovation potential of Ukraine 3. Features of venture entrepreneurship in Ukraine 4. Forms of Ukraine's participation in international scientific and technical cooperation	2
	Разом	14

6. Topics of practical classes

№	topic	Number
1	Topic 1. Theoretical foundations of personnel management	2
2	Topic 2. Legal aspects of personnel management	2
3	Topic 2. Legal aspects of personnel management	2
4	Topic 3. Periodic assessment of staff and certification of personnel	2
5	Topic 3. Periodic assessment of staff and certification of personnel	2
6	Topic 4. Staff development and training	2
7	Topic 4. Staff development and training	2
8	Topic 4. Staff development and training	2
9	Topic 5. Business career management	2
10	Topic 5. Business career management	2
11	Topic 6. Personnel turnover management and labor discipline	2
12	Topic 6. Personnel turnover management and labor discipline	2
13	Topic 7. Innovation and cyclical economic development	2
14	Topic 8. Key concepts of innovative development	2
15	Topic 9. Measuring the level of innovative development and factors of its formation	2
16	Topic 9. Measuring the level of innovative development and factors of its formation	2
17	Topic 9. Measuring the level of innovative development and factors of its formation	2
18	Topic 10. Marketing innovations	2
19	Topic 10. Marketing innovations	2
20	Topic 11. Strategies and business models of innovative development of the enterprise	2
21	Topic 11. Strategies and business models of innovative development of the enterprise	2
22	Topic 12. Innovative potential of the enterprise	2
23	Topic 12. Innovative potential of the enterprise	2
	Total	46

7. Topics of individual work and plan their lessons

№	Name topics	Number of
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з/п		hours
1	<p>Topic 1. Theoretical foundations of personnel management</p> <ol style="list-style-type: none"> 1. The concept of the object of personnel work in the organization 2. Tasks and functions of personnel services 3. The main stages of personnel management in organizations 	7
2	<p>Topic 2. Legal aspects of personnel management</p> <ol style="list-style-type: none"> 1. Legal basis for termination of employment 2. Grounds for termination of the employment contract 3. The concept of working time and its characteristics 4. Remuneration of working time 5. Basic forms and models of remuneration 	7
3	<p>Topic 3. Periodic assessment of staff and certification of personnel</p> <ol style="list-style-type: none"> 1. The essence and objectives of personnel evaluation 2. Criteria for evaluating the activities of staff, quantitative and qualitative indicators of evaluation. 3. Models of management jobs 4. Methodical approaches to personnel evaluation 5. Regulatory and documentary support of certification 6. Organization of certification 	7
4	<p>Topic 4. Staff development and training</p> <ol style="list-style-type: none"> 1. Short-term courses, internships, graduate school, doctoral studies 2. Retraining 3. Organizational and methodological support of staff training 4. Financing and investing in the development of personnel of organizations 5. Motivation for continuous staff training 6. State programs of human development 	7
5	<p>Topic 5. Business career management</p> <ol style="list-style-type: none"> 1. Career planning and development 2. The system of professional relocation of personnel 3. Plans and forms of professional transfers 4. Managing the business career of employees 	7
6	<p>Topic 6. Personnel turnover management and labor discipline</p> <ol style="list-style-type: none"> 1. The essence and consequences of staff turnover 2. Assessment and indicators of staff turnover. The main reasons and motives for staff turnover 3. Fluidity management factors 4. Internal and external factors reducing staff turnover in organizations 5. The concept of labor discipline. 6. The main factors in the formation of discipline. Organization of labor discipline management. 	7
7	<p>7. Experience in managing staff turnover and labor discipline abroad</p> <p>Topic 7. Innovation and cyclical economic development</p> <ol style="list-style-type: none"> 1. Cyclical development. 2. The theory of long waves M.D. Kondratiev. 3. Classical theory of innovation. 4. Neoclassical theory of innovation. 5. Theory of acceleration. 6. Socio-psychological model. 	7
8	<p>Topic 8. Key concepts of innovative development</p> <ol style="list-style-type: none"> 1. The essence of innovation 2. Classification of innovations by J. Schumpeter 	6

	3. Classification of innovations 4. The concept and stages of the innovation life cycle 5. Basic and applied research	
9	Topic 9. Measuring the level of innovative development and factors of its formation 1. Classification of factors of innovative development of the enterprise 2. Groups of factors of innovative development of enterprises 3. Varieties of effects of innovation 4. Indicators of the level of innovative development at the macroeconomic level 5. Methods of measuring the level of innovative development 6. Information resources to assess the level of innovative development	6
10	Topic 10. Marketing innovations 1. Enterprise management based on the concept of innovative marketing 2. Using the procedure of marketing testing to increase the level of market adequacy of innovative products 3. Communications in the enterprise management system: innovative aspects 4. Theoretical bases of formation of marketing channels for advancement of innovative production on the market 5. Management of promotion of industrial innovative products on the basis of forecasting of behavioral reaction of the enterprises-consumers	6
11	Topic 11. Strategies and business models of innovative development of the enterprise 1. The concept and feature of innovation strategy 2. Types of innovation strategies. 3. Development and substantiation of innovation strategy 4. The process of developing a new product. 5. Strategic planning as an element of strategic management and a method of implementing an innovation strategy	6
12	Topic 12. Innovative potential of the enterprise 1. The concept of innovation potential 2. Assessment of the intellectual component 3. Evaluation of the information component 4. Conceptual scheme of innovation potential management	7
	Together	80

8. Individual tasks

1. Performing a creative individual task

The object of an individual creative task is a specific object of intellectual property:

- 1) a sign for goods and services, which is developed personally by the student;
- 2) an application for registration of an invention, utility model or industrial design;
- 3) carrying out a patent search;
- 4) execution of the copyright agreement;
- 5) concluding agreements on the transfer of property rights.

2. Solving problems according to the option.

9. Teaching methods

1 Methods of teaching by source of knowledge:

1.1 Verbal: story, explanation, conversation (heuristic and reproductive), lecture, instruction, work with a book (reading, translation, writing, drawing up a plan, reviewing, taking notes, making tables, graphs, reference notes, etc.).

1.2 Visual: demonstration, illustration, observation.

1.3 Practical: laboratory method, practical work, exercise, production and practical methods.

2 Teaching methods by the nature of the logic of cognition:

2.1 Analytical (essence: the breakdown of the whole into parts in order to study their essential features).

2.2 Synthesis (essence: the connection of the selected elements or properties of the object, the phenomenon into one whole).

2.3 Inductive (essence: the study of objects or phenomena from single to general).

2.4 Deductive (essence: the study of objects or phenomena from general to individual).

2.5 Traditional (essence: conclusions from general to general, from partial to partial, from singular to singular).

3 Teaching methods by the nature and level of independent mental activity of students:

3.1 Problem (software and information)

3.2 Partial search (heuristic)

3.3 Research

3.4 Reproductive (essence: the possibility of applying the studied practice)

3.5 Explanatory and demonstrative

4. Active teaching methods - brainstorming, crossword puzzles, competitions, debates, round tables, business games, trainings, use of problem situations, excursions, group research, self-assessment of knowledge, simulation teaching methods, use of educational and control tests, use of reference lecture notes .

5. Interactive learning technologies - the use of multimedia technologies, spreadsheets, case-study, dialogue learning, student cooperation (cooperation). use of multimedia technologies, spreadsheets, case-study, dialogue learning, student cooperation (cooperation).

6. Personalized learning "Roundtable" (Collective game to solve a common problem). Scientific debate (Educational debate-dialogue, in which graduate students - representatives of different fields, defend their opinion, the opposite of others). "Brainstorm" Judicial sitting (A game with the distribution of roles and the search for constructive answers). Training (a form of learning using different forms of work with a small group to improve skills in the process of modeling situations that are close to reality), Debriefing (Analysis and discussion of previous work; structuring the experience; Six Thinking Hats by Edward de Bono) (systematization of thinking), kahoot.

10. Methods of control

1. Rating control of a 100-point scale assessment ECTS.

2. An intermediate control during the semester (interim certification).

3. Criteria assess of the current work of students:

- the level of knowledge demonstrated in practical classes;
- active in the discussion of issues brought to the class;
- quick control during classes;
- self-study topics in general or specific issues;
- perform analytical calculation tasks;
- writing essays;
- test results;
- writing assignments during the tests;

- production situations, cases and more.

4. Direct consideration in the final assessment of student performance of certain individual tasks:

- educational and practical study of the presentation of results and more.

11. Points for Credit

Current testing and Independent work						IW	Total for modules and IW	Attestation	Total
Semantic module 30			Semantic module 35						
T1	T2	T3	T4	T5	T6	15	85 (70+15)	15	100
10	10	10	10	15	15				

9. Points for Credit national and ECTS

Total points	ECTS	National rating	
		Exams, term paper, practice	credit
90 – 100	A	Excellent	passing
82-89	B	Good	
75-81	C		
69-74	D	Satisfactory	
60-68	E		
35-59	FX	Unsatisfactory	Not passing, but can have second attempt
1-34	F	Poor	Not passing, need add training

10. Suggested Reading Methodological

1. Stoyanets N. Mykhailov A. «Management of personnel development» Educational methodological complex for students of specialty 181 « Food Technologies» Specialization: «Technology of Preservation and Processing of Meat» «Technology for preserving and processing milk» «Food Technology» full-time study. Sumy: Sumy National Agrarian University, 2019. - p.143

2. Mykhailov A. Human resource Management. Lecture notes to subject «Human resource Management» for students 3 year of study of day form of education area of training 6.030601 «Management» educational degree «bachelor» – Sumy: Sumy national agrarian University. – 2016. 58 p. Протокол № 6 від 23.05.2016

3. Mykhailov A. Human resource Management. Workbook for practical classes to subject «Human resource Management» for students 3 year of study of day form of education area of training 6.030601 «Management» educational degree «bachelor» – Sumy: Sumy national agrarian University. – 2016. 62 p. Протокол № 6 від 23.05.2016

4. Mykhailov A. Human resource Management. Guidelines for independent study courses to subject «Human resource Management» for students 3 year of study of day form of education area of training 6.030601 «Management» educational degree

«bachelor» – Sumy: Sumy national agrarian University. – 2016. 57 p. Протокол № 6 від 23.05.2016

Basic

1. Hui Liao Joseph J. Research in Personnel and Human Resources Management(2016):, Martocchio, Aparna Joshi- 658p.
2. Olaf Radant, Vladimir Stantchev. *International Journal of Human Capital and Information Technology Professionals (IJHCITP)* 9(2) 2018. Source Title: <https://www.igi-global.com/article/metrics-for-the-management-of-it-personnel/201170>
3. From Personnel Management to HRM: Key Issues and Challenges
4. Purcell, J. and Ahlstrand, B. Human Resource Management in the Multi-Divisional Company, Oxford: University Press. 2016.
5. Legge, K., 'Human Resource Management : A Critical Analysis', in J. Storey (ed), *New Perspectives on Human Resource Management*, London: Routledge. Vol.6 2015.
6. Boyle, R. Developing Management Skills; Needs and Trends in Irish Civil Service Management Practice, Dublin: Institute of Public Administration. 2016.
7. Gerasimov, V.V., Mynyna, L.S. and Vasylyev A.V. (2014), “Management innovative potential of the production systems“,164 p
8. Halchynskiy, A.S., Heiets, V.M., Kinakh, A.K. and Semynozhenko, V.P. (2016), “Innovative strategy of Ukrainian reforms“, 336 p.
9. Glaeser, S. (2018). The effects of proprietary information on corporate disclosure and transparency: Evidence from trade secrets. *Journal of Accounting and Economics*, 66(1), 163-193.
10. Goffin, K., Åhlström, P., Bianchi, M., & Richtnér, A. (2019). State-of-the-Art: The Quality of Case Study Research in Innovation Management. *Journal of Product Innovation Management*.
11. Juntunen, J.K., Halme, M., Korsunova, A., & Rajala, R. (2019). Strategies for integrating stakeholders into sustainability innovation: a configurational perspective. *Journal of Product Innovation Management*, 36(3), 331-355.
12. Systematization of Factors Influencing Innovative Development of an Enterprise in the Modern Economic Environment THE PROBLEMS OF ECONOMY 3(41):77-83/2019
13. Pererva, T.G., & Romanchik, T.V. (2018). Innovative activity as a factor of economic safety of an industrial enterprise. In Tools and Methods of Commercialization of Innovative Products: A Monograph. Part 2.1 (pp. 56-74). Sumy: Tritoriya.
14. Plaskova, N.S., Prodanova, N.A., Zatsarinnaya, E.I., Korshunova, L.N., & Chumakova, N.V. (2017). Methodological support of organizations implementing innovative activities investment attractiveness estimation. *Journal of Advanced Research in Law and Economics*, 8(8), 2533-2539. DOI: 10.14505/jarle.v8.8(30).25.

Internet resources

1. Handbook of qualification characteristics of employees' professions .: <http://www.jobs.ua/ukr/dkhp>. (Date of application 09/20/2019)
2. Labor Code of Ukraine .: <http://www.rabota-ua.com.ua /shared/kzot.phtml>. (Date of application 09/20/2019)

3. Official site of the State Employment Service .: <http://www.dcz.gov.ua>. (Date of application 09/20/2019)
4. Official site of the Ministry of Social Policy of Ukraine .: <http://www.mlsp.gov.ua>. (Date of application 09/20/2019)
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