

**PJSC "Higher Educational Institution  
"Interregional Academy of Personnel Management"**

**SYLLABUS OF THE ACADEMIC DISCIPLINE  
" PERSONNEL MANAGEMENT "**

Speciality: **D3 Management**  
Educational level: **First (bachelor's) level**  
Educational programme: **Management**

### General information about the academic discipline

Name of the academic discipline	<b>Personnel Management</b>
Code and name of speciality	<b>D3 "Management"</b>
Level of higher education	First (bachelor's) level of higher education
Status of discipline	<b>Optional</b>
Number of credits and hours	<b>3 credits / 90 hours</b> Lectures Seminar classes: Independent work by students:
Terms of study	
Language of instruction	Ukrainian
Type of final assessment	<b>Test</b>
Course page on the website	

### General information about the lecturer. Contact information.

<b>Academic degree</b>	
<b>Academic title</b>	
<b>Position</b>	
<b>Disciplines taught by the NPP</b>	
<b>Areas of scientific research</b>	
<b>Links to identifier registries for scientists</b>	
Teacher contact information:	
<b>Email:</b>	
<b>Contact phone number</b>	
<b>Teacher's portfolio on the website of the department / institute / academy</b>	<a href="https://ks.maup.com.ua/en/pro-nas/akredytacija/akredytacija-menedzhment-2026">https://ks.maup.com.ua/en/pro-nas/akredytacija/akredytacija-menedzhment-2026</a>

**Course abstract.** The program of the discipline «Personnel management» is intended for students of higher education and students of training and advanced training programs in the field of management. The course forms a holistic view of personnel management as a key function of modern management, reveals the subject, content and structure of HR activities in the organization, as well as the role of personnel services and regulatory and legal foundations in ensuring effective work with personnel. The educational goal is achieved through the active involvement of applicants in the analysis of management situations, independent processing of decisions in the HR sphere, and systematic interaction of participants in the educational process based on direct and feedback. Emphasis is placed not only on the assimilation of knowledge, but also on the development of the ability to think independently, professionally apply personnel management tools and use social and psychological technologies in working with people.

**The subject** of the academic discipline «Personnel management» is the study of the processes of

analysis, planning, organization, motivation, development, evaluation and regulation of the labor activity of employees, as well as a set of managerial, socio-psychological and economic relations that arise in the system of working with the personnel of the organization.

**The purpose of studying the discipline** is to form theoretical knowledge and practical skills in higher education students regarding the development and implementation of personnel policy, ensuring purposeful, effective and socially responsible use of the organization's human potential.

**Tasks of the academic discipline:**

- formation of understanding of the essence and social significance of personnel management, its place and role in the management system and professional training of the manager;
- development of the ability to self-development of professional qualities, formation of an effective management team and effective use of human potential to achieve the goals of the organization;
- mastering the methodological foundations of personnel management and acquiring practical skills in the application of socio-psychological management technologies;
- familiarization with the key tasks and content of HR activities and modern sources on the theory and practice of personnel management at enterprises.

**Prerequisites of the academic discipline.** The study of the discipline «Personnel management» is based on the knowledge and skills formed during the mastery of the basic components of OPP «Management» of the first (bachelor) level, in particular: economic theory, microeconomics, macroeconomics, higher mathematics, probability theory, statistics, jurisprudence, organization theory, management, marketing, enterprise economics, digital technologies in management, accounting and auditing, business analytics.

**Post-requisites of the academic discipline.** Competencies acquired during the mastery of the discipline «Personnel management» are the basis for further study of the components of professional training and practical/certification training, in particular: HR management, leadership and communications, motivational management, self-management, operational management, the basics of project management, the basics of business management, logistics management, strategic enterprise management, business planning and creation of startups.

**Course content (full-time programme)**

№	Topic	Teaching methods/assessment methods
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<b>Content module 1. Theoretical foundations of personnel management</b>		<p><b>Teaching methods:</b> verbal (educational lecture; conversation; educational discussion); inductive method; deductive method; analytical method; synthetic method; practical (working with economic models, statistics, graphs); Explanatory and illustrative; reproductive; problem presentation method; partially-search; research; interactive methods (analysis of economic situations; discussions, debates; brainstorming; situational modeling; practice of modeling skills); case method (analysis of real economic situations, search for problems, proposal of solutions, construction of models); modeling of professional activity (building economic models, forecasting, scenario modeling).</p> <p><b>Assessment methods:</b> oral control (oral survey, evaluation of participation in discussions, other interactive learning methods); written control (control, independent works, analytical tasks, essays); test control (closed form tests: test alternative, test compliance, data and model analysis tasks); self-control and self-assessment method; assessment of case tasks; assessment of project and laboratory works (simulation of economic processes, forecasting).</p>
Topic 1.	Personnel management in the system of modern management: subject, content and structure of the course	
Topic 2.	HR systems and regulatory and legal support of personnel management	
Topic 3	Organizational culture and its impact on the effectiveness of personnel management	
<b>Content module II. System of work with the personnel of the organization</b>		
Topic 4	Personnel management strategy and personnel policy of the organization	
Topic 5	Personnel planning and formation: engagement, recruiting and onboarding	
Topic 6.	Personnel movement management. Professional development and talent management.	
Topic 7.	Evaluation of performance results and management of personnel efficiency.	
Topic 8.	Motivation and stimulation of personnel	
<b>Content module III. General principles of efficiency and working conditions</b>		
Topic 9.	Work safety and social and psychological climate in the team	
Topic 10.	HR analytics and evaluation of the effectiveness of investments in personnel	
Modular test		
<b>Form of assessment: test</b>		

**Technical equipment and/or software.** In the educational process, classrooms, a library, a multimedia projector and a computer are used to conduct lecture and seminar classes with elements of the presentation. Studying certain topics and performing practical tasks requires access to information from the worldwide Internet, which is provided by a free Wi-Fi network.

### Forms of control methods.

Control of the success of education seekers is divided into current and final (semester).

Current control is carried out during practical and seminar classes. Its purpose is systematic verification:

- understanding and assimilation of the theoretical foundations of economic processes;
- ability to apply knowledge to build models and analyze economic data;
- skills in diagnosis and forecasting of economic processes;
- use of specialized software for modeling and processing statistical data.

**Forms of student participation** in the educational process, which are subject to current control:

- speeches and presentations on the analysis of economic processes;
- oral reports on the analysis of economic cases;
- addendum, questions to who answers;
- systematic work in seminar classes and activity during discussions;
- participation in discussions, brainstorming, interactive forms of classes;
- analysis of economic data, statistical indicators, economic and mathematical models;
- written assignments (control papers, test papers, analytical and abstract papers);
- preparation of notes, theses, analytical notes;
- independent study of discipline topics and lecture materials.

### Current control methods:

- oral control (survey, conversation, report, message);
- written control (control work, analytical report, abstract, performance of tasks for building models or processing statistics);
- combined control (oral and written combination to assess understanding and practical skills);
- presentation of independent work or case analysis;
- observation of activity and participation in practical classes;
- test control (closed and open tasks, analysis of graphs and models);
- work with problem situations (analytical cases, scenario modeling of economic processes).

### Assessment system and requirements.

#### Table of points awarded to higher education applicants\*

Topics	Ongoing assessment										Final assessment		
											Modular test	Credit**	Total number of points
	To p i c 1	T o p i c 2	To 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	T o p i c 10	20	20	100
Seminar work	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 academic work of a higher education applicant.

When assessing the mastery of each topic for the current academic activity, students are given grades based on 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 Achievement of Higher Education Students at PJSC "Higher Education Institution "MAUP".

Modular control is carried out in the last class of the module in written form, in the form of a test.

Criteria for assessing the modular test in the academic discipline "**Situational Management**":

When assessing the modular test, the volume and correctness of the tasks are taken into account:

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

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

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

- a "satisfactory" (D) grade is given for the correct completion of 60% of the proposed tasks;

- a grade of "satisfactory" (E) is given for the correct completion of more than 50% of the tasks;

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

Failure to attend the module test results in 0 points.

The above grades are converted 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 assessment in the discipline "**Situational Management**" is a mandatory form of assessing students' learning outcomes. It is conducted within the time frame specified in the curriculum and covers the scope of material specified in the course programme.

The final assessment is conducted in the form of a test. Students who have completed all the necessary work are admitted to the semester assessment.

The final grade is based on the student's learning outcomes during the semester. The student's grade consists of points accumulated from the results of the current assessment and bonus points.

Students who have completed all the necessary tasks and received a grade of 60 points or higher receive a grade corresponding to the grade received, without additional testing.

For students who have completed all the necessary tasks but received a grade below 60 points, as well as for those who wish to improve their score (result), the teacher conducts a final assessment in the form of a test during the last scheduled class of the discipline in the academic semester.

**Assessment of additional (individual) types of educational activities. Assessment of additional (individual) types of educational activities.** Additional (individual) types of educational activities include the participation of students in scientific conferences, scientific circles of students and problem groups, preparation of publications, participation in All-Ukrainian Olympiads and competitions and international competitions, etc., in addition to the tasks set by the relevant work programme of the academic discipline.

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

#### **Assessment of independent work**

The total number of points received by a student for independent work is one of the components

of academic performance in the discipline. Independent work on each topic, in accordance with the course programme, is assessed on a scale of 0 to 3 points using standardised and generalised criteria for assessing knowledge.

**Assessment scale for independent work (individual assignments)  
assessment criteria.**

Maximum possible grade for independent work (individual assignments)	Level of performance			
	Excellent	Good	Satisfactory	Unsatisfactory
3	3	2	1	0

Assessment forms include: ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral responses, reports, presentations and other forms of participation during practical (seminar) classes; individual or group projects that require the development of practical skills and competencies (optional format); solving situational problems; preparing summaries of independently studied topics; testing or written exams; preparation of draft articles, conference abstracts and other publications; other forms that ensure comprehensive mastery of the curriculum and contribute to the gradual development of skills for effective independent professional (practical, scientific and theoretical) activity at a high level.

A 100-point, national and ECTS assessment scale is used to assess the learning outcomes of higher education students during the semester.

**Final assessment scale: national and ECTS**

Total points for all types of educational activities	ECTS assessment	Assessment on the national scale	
		for exams, course projects (assignments), practical training	for credit
90	A	excellent	Pass
82	B	Good	
75	C		
68 – 74	D	Satisfactory	
60	E		
35	F	unsatisfactory with the possibility of retaking	Not counted with the possibility of retaking
0	F	unsatisfactory with mandatory retake of the course	not credited with mandatory retaking of the course

**Course policy.**

To successfully master the course «Personnel management», the student has to:

- regularly attend lectures and practical classes;
- systematically, systematically and actively work in lectures and practical classes;
- practice missed classes or unsatisfactory grades obtained in classes;
- to perform in full the tasks required to be prepared by the teacher, their proper quality;
- perform control and other independent work;
- adhere to the norms of academic behavior and ethics.

The course «Personnel management» involves the assimilation and observance of the principles of

ethics and academic integrity, in particular, the focus on preventing plagiarism in any of its manifestations: all works, reports, essays, essays and presentations must be original and author's, not overburdened with quotes, which must be accompanied by references to primary sources. Violations of academic integrity are considered: academic plagiarism, self-plagiarism, fabrication, falsification, write-off, deception, bribery, biased assessment.

### **Recommended sources of information.**

Normative and legal acts

1. Constitution of Ukraine : Law of Ukraine dated 06/28/1996 № 254к/96-BP [Electronic resource]. URL: <https://zakon.rada.gov.ua/laws/show/254к/96-бп>.
2. Code of Labor Laws of Ukraine : Code of Ukraine dated 10.12.1971 № 322-VIII [Electronic resource]. URL: <https://zakon.rada.gov.ua/laws/show/322-08>.
3. Law of Ukraine «On pension provision» dated 05.11.1991 № 1788-XII [Electronic resource]. URL: <https://zakon.rada.gov.ua/laws/show/1788-12>.
4. Law of Ukraine «On collective agreements and agreements» dated 01.07.1993 № 3356-XII [Electronic resource]. URL: <https://zakon.rada.gov.ua/laws/show/3356-12>.
5. Law of Ukraine «On remuneration of labor» dated 24.03.1995 № 108/95-BP [Electronic resource]. URL: <https://zakon.rada.gov.ua/laws/show/108/95-бп>.
6. Law of Ukraine «On the procedure for resolving collective labor disputes (conflicts)» dated 03.03.1998 № 137/98-BP [Electronic resource]. URL: <https://zakon.rada.gov.ua/laws/show/137/98-бп>.
7. Law of Ukraine «On mandatory state pension insurance» dated 07/09/2003 № 1058-IV [Electronic resource]. URL: <https://zakon.rada.gov.ua/laws/show/1058-15>.
8. Law of Ukraine «On electronic documents and electronic document management» dated 05/22/2003 № 851-IV [Electronic resource]. URL: <https://zakon.rada.gov.ua/laws/show/851-15>.
9. Law of Ukraine «On labor protection» dated 14.10.1992 № 2694-XII [Electronic resource]. URL: <https://zakon.rada.gov.ua/laws/show/2694-12>.
10. Law of Ukraine «On employment of the population» dated 07/05/2012 № 5067-VI [Electronic resource]. URL: <https://zakon.rada.gov.ua/laws/show/5067-17>.

### **Main literature:**

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2. 2. Balanovska T. I., Mykhailichenko M. V., Troyan A. IN. Modern technologies of personnel management : education manual. Kyiv: FOP Yamchynskiy O. V., 2020. 466 p.
3. 3. Balabanova L. V., Sardak O. IN. Personnel management: textbook. Kyiv: Center for Educational Literature, 2011. 468 p. URL: <https://westudents.com.ua/knigi/336-upravlnnya-personalom-balabanova-l-v-.html>.
4. 4. Balanovska T. I., Havrysh O. M., Vyrzhikovska B. Formation and development of digital competence of employees as a component of anti-crisis management of the organization. Economy. Management. Business. 2020. № 1(31). S. 97–106. DOI: 10.31673/2415-8089.2020.019716. URL: <http://journals.dut.edu.ua/index.php/emb/article/view/2391>.
5. 5. Balanovska T. I., Gogulya O. P., Troyan A. IN. Basics of management, marketing and entrepreneurship : education. manual. Kyiv : CPU «Comprint», 2018. 533 p. URL: [http://dglip.nubip.edu.ua:8080/bitstream/123456789/6184/1/Balanovska\\_Osnovu\\_menedgmenty\\_I\\_marcetungy.pdf](http://dglip.nubip.edu.ua:8080/bitstream/123456789/6184/1/Balanovska_Osnovu_menedgmenty_I_marcetungy.pdf).
6. 6. Balanovska T. I., Gogulya O. P., Troyan A. IN. Dictionary-handbook on personnel management. Kyiv : CPU «Comprint», 2017. 516 p.
7. 7. Balanovska T. I., Gogulya O. P., Troyan A. IN. Dictionary-management guide. Kyiv, 2016. 480 p.
8. 8. Bezruchuk S. L., Laichuk S. M. Outsourcing, personnel leasing or accounting services: a critical

assessment of deadlines. International collection of scientific works. 2008. Vol. 3(12). S. 41–60. URL: <http://pbo.ztu.edu.ua/article/viewFile/67740/63840.pdf>.

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11. Vedernikov M. D., Chernushkina O. O., Mantur-Chubata O. S. Modern technologies of personnel management: a competence approach. Scientific Bulletin of Uzhhorod National University. Series: International economic relations and the world economy. 2018. Vol. 19(1). S. 39–43. URL: [http://nbuv.gov.ua/UJRN/Nvuumevcg\\_2018\\_19\(1\)\\_11](http://nbuv.gov.ua/UJRN/Nvuumevcg_2018_19(1)_11).

12. Vinogradskyi M. D., Belyaeva S. V., Vinogradska A. M., Shkanova O. M. Personnel management : training. manual. Kyiv: Center for Educational Literature, 2006. 504 p. URL: <https://westudents.com.ua/knigi/337-upravlnnya-personalom-vinogradskiy-md.html>.

13. Vinogradskyi M. D., Vinogradska A. M., Shkanova O. M. Personnel management : training manual 2nd ed. Kyiv: TSUL, 2009. 502 p. URL: <https://subject.com.ua/pdf/344.pdf>.

14. Havrysh O. A., Dovgan L. E., Kreidych I. M., Semchenko N. IN. Personnel management technologies : monograph. Kyiv: NTUU «Ihor Sikorskyi KPI, 2017. 528 p.

15. Galaida T. O., Zavorodniy A. S. Activities of recruiting companies as intermediaries in the labor market and directions for its improvement. Economy and society. 2017. Vol. 13.

16. Danyuk V. M., Petyukh V. M., Tsimbalyuk S. O., Krushelnytska Ya. V., Leontenko O. M. Personnel management : training manual. /in general ed. IN. M. Danyuka, V. M. Petyukha. Kyiv: KNEU, 2004. 398 p.

17. Mykhailichenko M. V., Rudyk Ya. M. Personnel management: education. manual. Kyiv : CPU «Comprint», 2017. 323 p.

18. Nagaev V. M., Kondratyuk N. IN. Personnel management: workshop. Kharkiv : «Stylish typography», 2018. 220 p.

19. Stadnyk D. What is outsourcing and outstaffing? Outsourcing and outstaffing: how it works. Legal newspaper online: website. URL: <https://yur-gazeta.com/publications/practice/inshe/outsorsing-ta-autstafing-yak-ce-pracyue-html>.

### **Additional literature**

11. Baeva O. V., Novalska N. I., Zgalat-Lozynska L. O. Basics of management : workshop : education. manual. Kyiv: Lybid, 2007. 524 p.

12. Zgalat-Lozynska L. O., Holovach N. IN. The method of evaluating the development of management personnel at domestic enterprises. Innovative economy. 2018. № 9–10(77). p. 69–74. URL: <http://inneco.org/index.php/innecoua/article/view/336>.

13. Head N. IN. To the analysis of the world experience of economic education of personnel management specialists. Scientific works of MAUP. Series: Economic sciences. 2018. Vol. 56(2). pp. 38–45. URL: [http://library.iapm.edu.ua/Naukovi\\_vydannya/Naukovi\\_praci\\_MAUP/Naukovi\\_praci\\_MAUP\\_56\(2-2018\)\\_Ekonom.pdf](http://library.iapm.edu.ua/Naukovi_vydannya/Naukovi_praci_MAUP/Naukovi_praci_MAUP_56(2-2018)_Ekonom.pdf).

14. Head N. V., Dmytrenko G. A. Improving the quality of labor potential of organizations, taking into account the needs of the employer and the employee. Scientific notes of TNU named after V. I. Vernadskyi. Series: Economics and management. 2019. T. 30(69). № 6. S. 43–48. URL: [http://www.econ.vernadskyjournals.in.ua/journals/2019/30\\_69\\_6/30\\_69\\_6\\_2/10.pdf](http://www.econ.vernadskyjournals.in.ua/journals/2019/30_69_6/30_69_6_2/10.pdf).

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17.Dmytrenko G. A., Holovach N. V., Zgalat-Lozynska L. O. Human-centered economy: the role of the quality of human potential in the economic growth and decline of Ukraine and the world. Scientific works of the Interregional Academy of Personnel Management. Economic sciences. 2025. № 3(79). S. 19–27. DOI: 10.32689/2523-4536/79-2.

18.Dmytrenko G. A., Holovach N. V., Zgalat-Lozynska L. O. Human development strategy. New humanism in education: scientific and journalistic publication /in general. ed. G. A. Dmytrenko. Kyiv: DKS-center, 2021. 257

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20.Dmytrenko G. A., Holovach N. V., Holovach D. M., Zgalat-Lozynska L. O., Oliynyk V. V., Pomytkin E. O., Semenets-Orlova I. A. Innovative development of humanity at the turn of the hour: the Ukrainian systemic path: scientific and journalistic publication /in general. ed. G. A. Dmytrenko, V. IN. Oilman. Kyiv: DKS-Center, 2024. 242 p.

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23.Pushkar Z. M., Pushkar B. T. Personnel management: education. manual. Ternopil: Osadtsa Yu. V., 2017. 210 p.

24.Raksha N. IN. The role of innovative technologies in enterprise management. Innovative economy. 2012. № 9(35). S. 86–89.

25.Chevganova V. I. Enterprise personnel evaluation system. Effective economy. 2014. № 4. URL: <http://www.economy.nayka.com.ua/?op=1&z=2906>.

26.Sharipova O. S., Sedova I. M. The essence of outstaffing in the personnel management technology system and its types. Project management and production development. 2011. № 4(40). S. 53–60. URL: [http://www.irbis-nbuv.gov.ua/cgi-bin/irbis\\_nbuv/cgiirbis\\_64.exe?C21COM=2&I21DBN=UJRN&P21DBN=UJRN&Z21ID=&IMAGE\\_FILE\\_DOWNLOAD=1&Image\\_file\\_name=PDF/Uprv\\_2011\\_4\\_11.pdf](http://www.irbis-nbuv.gov.ua/cgi-bin/irbis_nbuv/cgiirbis_64.exe?C21COM=2&I21DBN=UJRN&P21DBN=UJRN&Z21ID=&IMAGE_FILE_DOWNLOAD=1&Image_file_name=PDF/Uprv_2011_4_11.pdf).

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### **Information Internet resources**

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32.HR-League site – Community of HR and HR professionals // [Electronic resource]. URL: [www.hrliga.com](http://www.hrliga.com).

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