

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS



Deputy Head  
(vice-rector for scientific and pedagogical work)

Volodymyr VERMACHENKO

**HUMAN RESOURCE MANAGEMENT IN PUBLIC ADMINISTRATION**  
work program of the discipline

Branch of knowledge **28 Public Management and Administration**  
Specialty **281 Public Management and Administration**  
Educational level **third (educational and scientific)**  
Educational program **Public Management and Administration**

Discipline status **basic**  
Language of instruction, teaching and assessment **English**

Head of the Department of State Management,  
Public Administration and Regional Economy

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APPROVED

at a meeting of the Department of Public Administration, Public Administration and Regional Economy

Protocol № 2 dated August 26, 2020

Developer:

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**Update and re-approval letter  
working program of the discipline**

Academic year	Date of the meeting of the department-developer of RPND	Protocol number	Signature of the head of the department

## Abstract of the discipline

The discipline "Human Resource Management in Public Administration" is a discipline that is studied in accordance with the curriculum of the third educational and scientific level of training of doctors of philosophy in specialty 281 "Public Administration" of the educational program "Public Administration". The work program of the discipline reveals the purpose of the discipline, the structural and logical scheme of studying the discipline, competencies and learning outcomes of the discipline, the program of the discipline (consisting of two content modules, including 10 topics), the procedure for assessing learning outcomes, assessment scale: national and ECTS, recommended literature (basic, additional and information resources). As a result of mastering the study material, the graduate student acquires knowledge, skills and abilities to develop and make decisions in the system of human resources management in public administration.

**The purpose of the discipline:** is the acquisition by graduate students of knowledge and skills on the process of human resource management in public administration, ways to implement policies in human resource management, choosing the most effective means of human resource management in relation to a particular situation.

### Characteristics of the discipline

Course	<b>1A</b>
Semester	<b>2</b>
Number of ECTS credits	<b>5</b>
Form of final control	<b>test</b>

### Structural and logical scheme of studying the discipline

Prerequisites	Postrequisites
Management theory	Methodology and organization of scientific research
Introduction to public administration	Mathematical methods, models and information technologies in scientific research

### Competences and learning outcomes for discipline

Competences	Learning outcomes
SC9. Ability to apply, develop and improve modern technologies, including administrative and managerial, information and communication technologies, in managerial, administrative, scientific and educational (pedagogical) activities.	LO2. Know and adhere to the basic principles of academic integrity in scientific and educational (pedagogical) activities.
SC10. Ability to make informed management decisions, including in conflict situations, as well as to prevent them.	LO3. Know and be able to apply general and special methods of scientific knowledge, laws, patterns and principles of management to solve problems of public administration and administration.
SC5. Ability to identify, scientifically substantiate and critically evaluate strategic directions of development of territories at the national, regional and local levels.	LO9. Be able to adapt and apply modern models / approaches to management and administration, as well as
SC6. Ability to initiate, organize and manage innovative projects	

at various levels of public administration.	international experience in designing and reorganizing organizational management structures at different levels of public administration.
SC7. Ability to plan and organize the work of research teams to solve scientific and scientific-educational problems.	
SC8. Ability to develop and implement communication activities to provide public support for management decisions at all levels of public administration.	
SC9. Ability to apply, develop and improve modern technologies, including administrative and managerial, information and communication technologies, in managerial, administrative, scientific and educational (pedagogical) activities.	
SC10. Ability to make informed management decisions, including in conflict situations, as well as to prevent them.	
SC11. Ability to develop scientifically sound recommendations for improving public administration and administration.	
SC7. Ability to plan and organize the work of research teams to solve scientific and scientific-educational problems.	LO10. Be able to obtain scientific and applied results that contribute to the solution of modern problems in the strategic development of territories at the national, regional and local levels.
SC9. Ability to apply, develop and improve modern technologies, including administrative and managerial, information and communication technologies, in managerial, administrative, scientific and educational (pedagogical) activities.	
SC2. Ability to master and develop the methodology of scientific, pedagogical and managerial activities.	LO11. Be able to use knowledge, skills and abilities in human resource management and professional development in the field of public administration.
SC6. Ability to initiate, organize and manage innovative projects at various levels of public administration.	
SC7. Ability to plan and organize the work of research teams to solve scientific and scientific-educational problems.	
SC9. Ability to apply, develop and improve modern technologies, including administrative and managerial, information and communication technologies, in managerial, administrative, scientific and educational (pedagogical) activities.	
SC10. Ability to make informed management decisions, including in conflict situations, as well as to prevent them.	
SC11. Ability to develop scientifically sound recommendations for improving public administration and administration.	

### **Curriculum of the discipline**

#### **Content module 1. Theoretical aspects and main categories of human resources management in public administration**

##### **Topic 1. Subject, methods and objectives of the discipline of human resource management in public administration**

###### *1.1. Subject, method and tasks of studying the proposed discipline.*

The need to study the discipline "Human Resource Management in Public Administration". Evolution of human resource management concepts. Subject and methods of the discipline "Human Resource Management in Public Administration". Tasks and structure of the discipline. Definition of human resources management. A set of categories of human resources management system in public administration. The meaning of the concepts of resource, labor potential, personnel, management. Abolition of human resource management from personnel management.

1.2. *Place and role*"Human resource management in public administration" among other sciences.

The place and role of science "Human Resources Management in Public Administration" among other sciences. Human resources management as a field of practice. Human resource management in the economic management system. The purpose of human resource management. Object and subject of human resources management. Tasks and directions of implementation of human resources management at the state level.

## **Topic 2. Modern approaches to human resource management**

### *2.1. Concepts, goals and principles of human resources management.*

The essence of the category of personnel in public administration. Social system of the organization and its subsystems. Principles of personnel management. Classification of employees.

### *2.2. Labor market and ways to regulate it.*

Characteristics of qualitative and quantitative composition of the population. Employment. Population quality. The structure of the labor market and its features. State regulation of the employment market and bodies of state management of labor resources. Bodies of control and supervision over labor legislation.

### *2.3. Marketing approach to human resource management.*

Basic principles, stages and tasks of human resources marketing. Factors that determine the direction of human resources marketing. Personnel marketing and its directions. The essence of marketing work and ways to cover the staff.

## **Topic 3. Social organization of work in the system of human resources management in public administration**

### *3.1. Theoretical bases and objective preconditions of the social organization of work.*

The essence of the social organization of labor. Tasks of labor organization at the macro level, micro level, in the workplace. Social and labor relations and their subjects. The main social forces of society and the need to coordinate their actions in the field of social and labor relations. Regulation of social and labor relations. The essence of social partnership and its role in the regulation of social and labor relations and the use of labor relations.

### *3.2. Subjects of social partnership.*

Employees, labor collectives, trade unions, employers and their associations, the state and local governments, their representatives and jointly established bodies for the regulation of social and labor relations as subjects of social partnership.

### *3.3. Regulation of social and labor relations in public administration.*

Social partnership at the production level. The system of collective bargaining regulation of social and labor relations. Collective agreement as the main normative act regulating labor relations in public administration. The content of collective agreements.

### *3.4. Foreign experience of social partnership.*

Models of social partnership. Experience in applying the principles of social partnership in countries with developed market economies.

## **Topic 4. Quality assurance of the human resources management system in public administration**

Regulatory and methodological support of the human resources management system in public administration. Classification of legal documents. Collective agreement, regulations on the unit. Legal support of the human resources management system. Personnel quality assurance of human resources management in public administration. Functions of the human resources management department. The complexity of work on human resource management. Information support of the human resources management system. Requirements for the quality of source

information. Arrays and databases. Information control systems. Technical support of the human resources management system. The initial data of the choice of a set of technical means.

### **Topic 5. Management of human resources development in public administration**

#### *5.1. The concept and assessment of human resources.*

Formation of personnel potential. A system of indicators that characterizes human resources. Human development management system. Organizational support of the human resources management process. Significant factors for human resource management professionals.

#### *5.2. Components of motivation of economic activity of the population in the system of human resources management.*

Motivation of economic activity of the population as a component of the labor potential management system. Defining the concept of "need" as a state through which the activities, behavior, thinking, will and feelings of employees are coordinated. Classification of needs. Determining the needs of society and the needs of the population. Creating conditions for the work situation, which involves influencing the behavior of the employee through the needs, interests, desires and goals.

#### *5.3. Management of motivation of economic activity of the population.*

Forms and methods of tangible and intangible motivation of economic activity of employees. Methods of direct and indirect influence. Economic, administrative and legal methods of influence. Incentives as tools that cause the action of certain motives. Economic, legal and administrative methods of assessing the economic activity of the population. Organizational methods of motivation. Extensive and intensive aspects of the analysis of economic activity of labor potential.

### **Topic 6. Planning and forecasting of human resources**

#### *6.1. The essence and importance of planning and forecasting of labor resources for the progressive development of society.*

The main tasks of planning. Methods of planning the personnel policy of the organization and forecasting the state of labor resources. Staffing, its composition.

#### *6.2. Stages and methods of planning and forecasting of labor resources.*

Personnel planning, labor productivity, labor intensity, number of staff. Planning of funds for wages, its purpose. Social planning, its structure. Indicators for assessing the social development of the workforce.

#### *6.3. Methods of calculating the quantitative need for staff.*

Method of calculation of labor productivity. Profit needs planning method. Planning according to labor standards. Planning using labor intensity. Calculation of the number of staff.

#### *6.4. Methods and models of management decisions on personnel policy of the organization.*

## **Content module 2. The main directions of human resources management in public administration**

### **Topic 7. Management of professional and career development of human resources in public administration**

#### *7.1. Tasks of the department for the formation of general and professional level of labor resources*

The role of qualified personnel. Concepts and basic indicators of general and professional level. The main features of the qualification of a competitive workforce. Management of human resources quality formation. Directions for improving the quality of labor potential.

#### *7.2. The system of professional training of human resources in Ukraine*

Content, principles and structure of general and vocational education in Ukraine. Educational institutions of various forms of ownership. Educational levels of Ukraine. Secondary school. Secondary special education. Vocational education. Higher Education.

### *7.3. Organization of training and advanced training.*

Functions and structure of the state system of general and vocational education. The role of educational institutions of alternative forms of ownership. Organizational forms and socio-economic levers to encourage retraining, secondary education and training. Organization of retraining of working and unemployed. Advanced training system. Courses. Individual training.

### *7.4. Foreign experience in forming a professional level of human resources.*

Basic conceptual approaches to the formation of the professional level of labor resources. The relationship between the training system and production. Continuing education. Features of formation of professional level of human resources in the EU countries.

## **Topic 8. The effectiveness of human resource management in public administration**

### *8.1. Evaluation of human resources management efficiency.*

Methods for evaluating effectiveness. Initial data for performance evaluation. System of quantitative and qualitative indicators. Rating ratings. Methods of assessing staff and productivity. Personnel certification.

### *8.2. Audit and diagnostics of the human resources management system.*

Internal and external audit. Human resources management quality monitoring system. Diagnosis of human resource management and ways to eliminate shortcomings. Human resource management information systems.

*8.3. Methods of calculating the human development index: prospects for the development of social policy in Ukraine.*

Prospects for the development of social policy in Ukraine, taking into account world experience. The concept of human development in the framework of the United Nations Development Program, its principles. Indicator of the human development index, its components. Human resources development strategy, its main provisions.

## **Topic 9. Labor conflicts and methods of resolving them**

### *9.1. Concepts and types of conflicts.*

The concept of conflict. The main signs of conflict. Negative consequences of conflicts. Positive functions of labor conflicts. Types of labor conflicts. Intrapersonal, interpersonal conflicts. Conflict between an individual and a group. Intergroup conflict.

### *9.2. Causes of conflicts*

Allocation of resources. Interdependence of tasks. Difference in goals. Differences in ideas and values. Differences in behavior and values. Unsatisfactory communications. Subjects and objects of labor conflicts.

### *9.3. Conflict management methods.*

Regulatory framework for resolving labor conflicts in Ukraine. Intra-personal methods. Structural methods. Evasion method. The method of coercion. Smoothing method. Method of cooperation. The method of compromise.

### *9.4. Use of conciliation procedures in resolving labor disputes.*

The role of conciliation procedures in resolving labor conflicts and the mechanism of their implementation. Elements of the conciliation procedure. Experience in resolving labor conflicts in foreign countries.

## **Topic 10. Current trends in human resource management**

### *10.1. Leasing and outstaffing of staff.*

Innovative methods in human resource management. Problems of temporary employment. Labor relations in leasing staff. Prerequisites for the use of outstaffing.

### *10.2. Outsourcing and controlling staff*

The practice of outsourcing human resource management processes. Outsourcing functions. Advantages and disadvantages of outsourcing. Coordination functions of controlling personnel.

Objectives of personnel controlling. The concept of controlling taiga differentiation. Differences between control and controlling. Levels and objects of personnel controlling.

### *10.3. Logistics market in the field of employment*

Strengthening the process of internationalization of production as a factor in the participation of countries in the international division of labor and exchange. Migration policy and its impact on employment. An integrated approach to assessing international labor migration. Positive and negative impact of international labor migration.

The list of practical (seminar), as well as questions and tasks for independent work is given in the table "Rating-plan of the discipline".

## **Teaching and learning methods**

In the process of teaching the discipline to enhance the educational and cognitive activities of graduate students provides for the use of such methods of presentation (presentation) of information to the graduate student in the course of his cognitive activities, implemented through actions that connect teacher and graduate student, namely:

1. Explanatory-illustrative method, or information-receptive.
2. Reproductive method (reproduction - reproduction).
3. Method of problem statement.
4. Partial search, or heuristic, method.
5. Research method.

Among the productive teaching methods aimed at activating and stimulating the educational and cognitive activities of graduate students provides for the use of both active and interactive learning technologies, problem lectures (1, 5, 8); mini-lectures (2-4); presentations (4, 6); work in small groups (1, 8, 9); discussion seminars (1-6, 8-10); brain attacks (1-5, 7-9); analysis of management situations (3-8), moderation (5-7), etc.

## **The procedure for evaluating learning outcomes**

Assessment of learning outcomes in the discipline "Human Resource Management in Public Administration" is carried out on a cumulative 100-point system.

Evaluation is carried out by the following types of control:

current control carried out during the semester during lectures, practical, seminar classes and is estimated by the amount of points scored (maximum amount - 100 points; minimum amount that allows the graduate student to get credit - 60 points);

final / semester control, which is conducted in the form of a semester test in accordance with the schedule of the educational process.

The test is set as the total amount of points scored on the results of the current control.

Ongoing monitoring includes assessment of graduate students during:

lectures - active work in pairs (1 point for each lesson) under the condition of active educational and cognitive activity of the applicant, participation in the discussion of problematic and debatable issues on the topic of the lecture. The total number of points is 10.

practical and seminar classes - active work in pairs (3 points for each lesson) provided that the applicant completes all practical tasks according to the work plan (technological map) of the discipline "Human Resources Management in Public Administration" and participation in discussions of problematic and debatable issues. the topic of the seminar. The total number of points is 27.

Forms of current assessment and methods of demonstrating the results of training of applicants in the framework of independent work are:



Checking completed homework on the use of methods and tools of human resource management. Each homework is evaluated in 2 points, provided it is done correctly and there are conclusions. Number of homework - 4, the maximum number of points for all homework is 8.

Essay that assesses the applicant's ability to justify their position, generalize information and draw conclusions about the problems of effective human resource management in public administration; the ability to explain alternative views and the presence of one's own point. The maximum number of points is 6. The essay is evaluated after discussion by its applicants and the teacher.

Presentations and presentations at scientific events (3 points for each presentation), which allow to assess the level of mastering the theoretical foundations and methodology of human resource management; acquaintance with normative-legal and legislative acts of Ukraine, as well as with modern literature on the use of methods and tools of human resources management in public administration; ability to combine theory with practice in solving practical problems. Number of presentations - 4, the maximum number of points for all presentations is 12.

Current tests, which are carried out in the form of testing on theoretical material from the discipline "Human Resources Management in Public Administration". Each test consists of 16 test tasks (maximum score for each test task - 0.5 points). The maximum score for each test is 8 points. The maximum number of points for both control - 16 points. The first test includes material on topics 1 - 3, and the second - on topics 6 - 8.

Evaluation of the results of the study of the discipline "Human Resource Management in Public Administration" within the current control also includes such a form as a colloquium. During the semester, applicants write two colloquia. The maximum score for the colloquium of the first content module - 11 points; the second - 10 points. The maximum number of points for both colloquia is 21 points. The first colloquium includes topics 1 - 6, and the second colloquium - topics 7 - 10. The structure of the colloquium: 1) 20 test tasks (maximum score for each test task - 0.2 points); 2) practical task (maximum score - 6 points).

The final grade is set according to the scale given in the table "Grade scale: national and ECTS".

Assessment scale: national and ECTS

The sum of points for all types of educational activities	Rating ECTS	Score on a national scale	
		for exam, course project (work), practice	for offset
90 - 100	AND	perfectly	credited
82 - 89	B	okay	
74 - 81	C		
64 - 73	D		
60 - 63	E	satisfactorily	not credited
35 - 59	FX	unsatisfactorily	

Forms of assessment and distribution of points are given in the table "Rating-plan of the discipline".

### Rating plan of the discipline

Topic	Forms and types of education		Forms of evaluation	Max ball
<b>Topic 1.</b>	<i>Classroom work</i>			
	Lecture	Problem lecture on the topic "Subject, methods and tasks of the discipline of human resources management in public administration"	Work on lectures	1
	Seminar	Seminar on "Personnel of a public institution as an object of management"	Active participation in a seminar	3
	<i>Individual work</i>			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Preparation of homework on the topic: "The meaning of the concepts of resource, labor potential, personnel, management. The abolition of human resource management from personnel management"	Task check	2
<b>Topic 2.</b>	<i>Classroom work</i>			
	Lecture	Lecture on the topic "Modern approaches to human resource management"	Work on lectures	1
	Seminar	Seminar on the topic: "Basic principles, stages and tasks of human resources marketing"	Active participation in a seminar	3
	<i>Individual work</i>			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Preparation of a presentation on the topic: "Experience of public service human resources management in other countries"	Presentation on the topic	3
<b>Topic 3.</b>	<i>Classroom work</i>			
	Lecture	Lecture on the topic "Social organization of work in the system of human resources management in public administration"	Work on lectures	1
	Practice session	Conducting a survey of students	Express control work	8
Seminar on the topic: "The essence of the social organization of labor. Tasks of labor organization at the macro level, micro level, in the workplace"		Active participation in a seminar	3	

	<b><i>Individual work</i></b>			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Preparation of homework on the topic: "The essence of the social organization of labor. The task of the organization of labor at the macro level, micro level, in the workplace"	Presentation on the topic	3
<b>Topic 4.</b>	<b><i>Classroom work</i></b>			
	Lecture	Lecture on the topic "Ensuring the quality of the human resources management system in public administration"	Work on lectures	1
	Seminar	Seminar on the topic: "Information support of the human resources management system. Requirements for the quality of source information"	Active participation in a seminar	3
	<b><i>Individual work</i></b>			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Preparation of homework on the topic: "Information support of the human resources management system. Requirements for the quality of source information"	Presentation on the topic	3
<b>Topic 5.</b>	<b><i>Classroom work</i></b>			
	Lecture	Lecture on the topic "Management of human resources development in public administration"	Work on lectures	1
	Seminar	Seminar on the topic: "Creating conditions for the work situation, which involves influencing the behavior of the employee through the needs, interests, desires and goals"	Active participation in a seminar	3
	<b><i>Individual work</i></b>			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Writing an essay on the topic: "New methods of staff development"	Essay	3
<b>Topic 6.</b>	<b><i>Classroom work</i></b>			
	Lecture	Lecture on the topic "Human Resource Planning and Forecasting »	Work on lectures	1
	Seminar	Seminar on the topic: "Planning and staffing in public institutions"	Active work in the classroom	3
	Practice session	Colloquium on the content module 1	Final control work	11
	<b><i>Individual work</i></b>			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Preparation of presentations on topics: "Planning and staffing in public institutions" Preparation for the colloquium	Presentation on the topic	3

Topic 7.	<b><i>Classroom work</i></b>			
	Lecture	Lecture on the topic "Management of professional and career development of human resources in public administration"	Work on lectures	1
Topic 7.	<b><i>Individual work</i></b>			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Writing an essay on the topic: "Who can become a successful leader"	Essay	3
Topic 8.	<b><i>Classroom work</i></b>			
	Lecture	Lecture on the topic "Effectiveness of human resources management in public administration"	Work on lectures	1
	Practice session	Conducting a survey of students	Express control work	8
		Seminar on the topic: "Factors influencing the results of effective human resource management in public administration"	Active participation in a seminar	3
	<b><i>Individual work</i></b>			
Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Preparation of homework on the topic: "Assessment of human resources management of a public institution"	Task check	2	
Topic 9.	<b><i>Classroom work</i></b>			
	Lecture	Lecture on the topic "Labor conflicts and methods of their resolution"	Work on lectures	1
	Seminar	Seminar on the topic "Use of conciliation procedures in resolving labor disputes"	Active work in the classroom	3
	<b><i>Individual work</i></b>			
Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Preparation of homework on the topic: "Experience in managing labor conflicts in foreign countries"	Task check	2	
Topic 10.	<b><i>Classroom work</i></b>			
	Lecture	Lecture on the topic "Current trends in human resource management"	Work on lectures	1
	Practice session	Seminar on the topic: "Innovative methods in human resource management. Problems of temporary employment"	Active participation in a seminar	3
		Colloquium on the content module 2	Final control work	10
	<b><i>Individual work</i></b>			
Questions and tasks for self-study	Search, selection and review of literary sources on a given topic.	Task check	2	

## Recommended Books

### Basic

#### Basic

1. Khadzhiradeva S.K, Rachinsky A.P, Vasilieva O.I, Larina N.B Personnel management in public service: textbook. way. for applicants for the second (master's) level of higher education in the specialty 281 "Public Administration"; for general ed. S.K Khadzhiradeva. Mykolaiv: Yemelyanova T.V, 2020. 212 p.
2. Gavkalova N.L. Personnel management: textbook. allowance. / N.L. Gavkalova, N.S. Markova. - 3rd ed., Reworked. and ext. - H.: ID "INZHEK", 2009. - 296 p.
3. Krupyak L.B. Management of labor resources of the organization: textbook. manual / L.B. Croupier. K. : Condor - Publishing House, 2013. 278p.
4. Moroz O.S. Management of human resources: textbook. manual for universities / O.S. Moroz; ZDIA. Zaporozhye: ZDIA, 2015. 324 p.

### Optional

5. Birdus L.V. Personnel management of the highest level: strategy and forecasting / L.V. Birdus, M.A. Birdus // AgroSvit. 2015. № 21. С. 12–14.
6. Gavkalova N.L. Management of personnel management efficiency: monograph / N.L. Gavkalova, T.A. Vlasenko. Kharkiv: KhNEU Publishing House, 2011. - 295 p.
7. Staffing of local authorities in the field of public services: textbook. way. / author count : за заг. ed. O.I. Vasilieva, N.V. Vasilieva, O.S. Ignatenko. - Kyiv: NAPA, 2018. - 284 p.
8. Krushelnytska O.V. Personnel management: textbook. way. / O.B. Krushelnytska, D.P. Мельничук. К., Condor, 2015. 296 p.
9. Oliynyk O. Gender aspect of personnel audit / O. Oliynyk // Ukraine: aspects of labor. 2015. № 3. С. 33–37.
10. Posylkina O.V., Bratishko Y.S., Kubasova G.V. Personnel management: textbook. way. for students. economic specials. higher honey. and pharma. textbook lock X. : NUPh Publishing House, 2015. 517 p.
11. Selivanov S.V., Obushna N.I., Khadzhiradeva S.K. Development of personnel potential of civil service in Ukraine in the conditions of reforms: problems of theory and practice: monograph. Kyiv: Karavella Publishing House, 2019. 293 p.
12. Personnel management: textbook. way. / A.A. Azarova, O.O. Moroz, O.Y. Lesko, I.V. Romanets; VNTU. Vinnytsia: VNTU, 2014. 283 p.
13. Pynes Joan. Human resources management for public and nonprofit organizations: a strategic approach / Joan E. Pynes. - 3rd ed. - San Francisco: Jossey Bass, 2009. - 457 p.
14. Thom N. Viešoji vadyba. Innovations in the higher sector are really important. Monograph / N. Thom, A. Ritz. - Vilnius: Lietuvos teisės universiteto Leidybos centras, 2004. - 336 p.

### Information resources

15. Code of Labor Laws of Ukraine [Electronic edition]. - Access mode: <http://zakon.rada.gov.ua/cgi-bin/laws/main.cgi?nreg=322-08>
16. Classifier of professions DK 003: 2005 [Electronic resource]. –Access mode: <http://hrliga.com>
17. Ministry of Labor and Social Policy of Ukraine [Electronic resource]. –Access mode: <http://www.minpraci.gov.ua>
18. On employment: the Law of Ukraine [Electronic edition]. - Access mode: <http://zakon.rada.gov.ua/cgi-bin/laws/main.cgi?nreg=803-12>
19. Site of personal educational systems of KhNEU named after S. Kuznets. Course "Human Resource Management in Public Administration" - Access mode: <https://pns.hneu.edu.ua/enrol/index.php?id=7197>