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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Ural State University of Economics

Approved

at the meeting of the department

Approved

The Council on Educational and
Methodological Issues and Education Quality of
Education

14 December 2022

protocol №4

Chairman



Karkh D.A.

(signature)

21.11.2022

protocol № 3

Department Head Dolzhenko S.B.

MODULE PROGRAMME

| | |
|----------------------|-------------------------------------|
| Module title | Human Resource Management |
| Field of study | 38.04.02 MANAGEMENT |
| Profile | International Business (in English) |
| Mode of study | Full time |
| Enrollment year | 2023 |
| Developed by: | |
| Associate Professor, | |
| CES | |
| Kokovikhin A.Y. | |

Yekaterinburg
2022

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INTRODUCTION

The program of the subject is part of the main professional educational program of higher education - the master's program, developed in accordance with the Federal State Educational Standard of Higher Education

| | |
|------------|--|
| FSES of HE | Federal State Educational Standard of Higher Education - Master's degree in the direction of preparation 38.04.02 Management (order of the Ministry of Education and Science of Russia No. 952 dated 12.08.2020) |
| PS | |

1. PURPOSE OF LEARNING THE SUBJECT

The purpose of mastering the subject is the formation of deep theoretical knowledge and practical skills in the field of personnel management, necessary for making management decisions and developing appropriate activities.

Based on this goal, the tasks of the discipline "Human Resource Management" are:

- awareness of the place and significance of the policy and strategy of personnel management in the implementation of the strategy of the organization;
- mastering practical skills in the preparation and implementation of managerial decisions in the field of personnel management;
- the use of modern methods of recruiting, assessment, development, stimulation, and release of personnel;
- the ability to make the necessary personnel decisions in the process of personnel management

2 PLACE OF SUBJECT IN THE STRUCTURE OF OBOR

The subject refers to the variable part of the curriculum.

3. SCOPE OF SUBJECT

| Summative Assessment | Hours | | | | | Credits |
|----------------------|----------------------|--------------------------------|----------|--|--|---------|
| | Total for a semester | Contact work. (Academic study) | | | Self-study including preparation of control and coursework | |
| | | Total | Lectures | Practical classes, including course design | | |
| Semester 2 | | | | | | |
| Exam | 216 | 20 | 8 | 12 | 169 | 6 |

4. LEARNING OUTCOMES

As a result of mastering OBOR, the graduate must have the competencies established in accordance with the Federal State Educational Standard of Higher Education.

| Code and name of competence | Indicators of achieving competencies (IC) |
|---|---|
| UC-3 Able to organize and manage the work of a team, developing a team strategy to achieve the set goal | IC-1.UC-3 Know: teamwork strategies; ways and methods of selecting team members to achieve the goal |

| | |
|--|---|
| UC-3 Able to organize and manage the work of a team, developing a team strategy to achieve the set goal | IC-2.UC-3 Can: organize and adjust the work of a team, including on the basis of collegial decisions |
| | IC-3.UC-3 Have practical experience in organizing and managing team interaction in solving the set goals; experience in overcoming emerging difficulties |
| UC-4 Able to use modern communication technologies, including in foreign language (s), for academic and professional interaction | IC-1.UC-4 Know: modern communication technologies; business written communication standards; principles of drawing up standard business documents for academic and professional purposes in Russian and foreign languages |
| | IC-2.UC-4 Can: establish contacts and organize communication in accordance with the needs of joint activities; draw up business documentation in accordance with the norms of the Russian language |
| | IC-3.UC-4 Have practical experience in presenting the results of research and project activities at various public events; participation in academic and professional discussions in a foreign language |

Professional competencies (PC)

| Code and name of competence | Indicators of achieving competencies (IC) |
|---|--|
| Organizational and managerial | |
| PC-4 Implementation of the strategy and control over the implementation of the foreign economic activity plan of the organization | IC-1.PC-4 Know: Normative legal acts regulating foreign economic activity International agreements in the field of standards and requirements for products Normative legal acts regulating state support of foreign economic activity Business planning basics Administrative document flow rules |

| | |
|---|---|
| PC-4 Implementation of the strategy and control over the implementation of the foreign economic activity plan of the organization | IC-2.PC-4 Can: Determine the priorities and key factors for the development of the organization's foreign economic activity Interact with departments of the organization to identify the overall development strategy of the organization Coordinate the actions of the organization's employees involved in the implementation of the foreign economic activity plan Manage the organization's resources to implement the foreign economic activity plan |
| | IC-3.PC-4 Have practical experience in: Defining areas of responsibility in the organization for the implementation of the foreign economic activity plan of the organization Monitoring the implementation, achievement of intermediate goals and results of the organization's foreign economic activity plan Monitoring deviations from implementation, achievement of intermediate goals and results of the organization's foreign economic activity plan Preparing proposals for adjusting the plan of foreign economic activity of the organization |

5. SYLLABUS

| Theme | Topic | Hours | | | | | Self-study | Control of self-study |
|------------|--|-------------|---------------|-----------------|-------------------|----|------------|-----------------------|
| | | Total hours | Contact work. | | | | | |
| | | | Lectures | Laboratory work | Practical classes | | | |
| Semester 2 | | 189 | | | | | | |
| Theme 1. | HR policy of the organization | 29 | 2 | | | 27 | | |
| Theme 2. | Development of personnel policy | 28 | 2 | | | 26 | | |
| Theme 3. | Improving the effectiveness of personnel policy and the practice of its implementation | 38 | 2 | | 4 | 32 | | |
| Theme 4. | Personnel planning in the organization | 47 | 1 | | 4 | 42 | | |
| Theme 5. | Practical aspects of personnel planning in the organization | 47 | 1 | | 4 | 42 | | |

6. FORMS OF FORMATIVE AND SUMMATIVE ASSESSMENT SCALES OF EVALUATION

| Section / Topic | Type of assessment tool | Description of assessment tool | Assessment criteria |
|-----------------------------------|-----------------------------|--|---------------------|
| Formative assessment (Appendix 4) | | | |
| HR policy of the organization | Test (Appendix 4) | The test consists of questions with multiple choice answers. You must choose the right one. | from 0 to 10 points |
| Development of personnel policy | Practical task (Appendix 4) | Specific tasks are proposed to consolidate the material and the practical application of the knowledge gained in the discipline. The correctness, argumentation of the solution to the problem, the structuredness and completeness of the answers are assessed. | from 0 to 10 points |

| | | | |
|--|----------------------------------|--|---------------------|
| Improving the effectiveness of personnel policy and the practice of its implementation | Practical task (Appendix 4) | Specific tasks are proposed to consolidate the material and the practical application of the knowledge gained in the discipline. The correctness, argumentation of the solution to the problem, the structuredness and completeness of the answers are assessed. | from 0 to 10 points |
| Personnel planning in the organization | Test (Appendix 4) | The test consists of questions with multiple choice answers. You must choose the right one. | from 0 to 10 points |
| Personnel planning in the organization | Practical task (Appendix 4) | Specific tasks are proposed to consolidate the material and the practical application of the knowledge gained in the discipline. The correctness, argumentation of the solution to the problem, the structuredness and completeness of the answers are assessed. | from 0 to 10 points |
| Practical aspects of personnel planning in the organization | Practical task (Appendix 4) | Specific tasks are proposed to consolidate the material and the practical application of the knowledge gained in the discipline. The correctness, argumentation of the solution to the problem, the structuredness and completeness of the answers are assessed. | from 0 to 10 points |
| Summative assessment (Appendix 5) | | | |
| Semester 4 (Exam) | Examination tickets (Appendix 5) | The ticket contains 2 theoretical questions and 1 practical task | from 0 to 10 points |

DESCRIPTION OF THE SCALES

The indicator for assessing the development of OBOP is formed on the basis of combining the formative and summative assessment of the student.

The rating indicator for each discipline is expressed as a percentage, which shows the level of the student's preparation.

Formative assessment. A 100-point grading system is used. The assessment of the student's work during the semester is carried out by the teacher in accordance with the system for assessing educational achievements in the course of training.

In the programs of subjects and practices, the types of formative assessment, results of control activities and criteria for assessing educational achievements are fixed.

During the semester, the teacher conducts at least 3 control events to assess the student's performance. If attendance at classes in a discipline is included in the rating, then this indicator is no more than 20% of the maximum number of points in the discipline.

Summative assessment. A 5-point grading system is used. The assessment of the student's work at the end of studying the subject (part of the subject) is carried out by the teacher in accordance with the system for assessing the student's achievements in the course of training. Summative assessment is also carried out at the end of the formation of competencies.

The procedure for transferring the rating provided by the assessment system by discipline into a five-point system.

High level - 100% - 70% - excellent, good.

Average level - 69% - 50% - satisfactory.

| Assessment indicator | 5-point system | Characteristics of the indicator |
|----------------------|----------------------|---|
| 100% - 85% | Excellent | have theoretical knowledge in full, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results at a high level |
| 84% - 70% | Good | have theoretical knowledge in full, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate the results. Deficiencies may be made, corrected by the student independently in the process of work (answer, etc.) |
| 69% - 50% | Satisfactory | have general theoretical knowledge, are able to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results at an average level. Mistakes are made that the student finds difficult to correct on their own. |
| 49 % and less | Unsatisfactory | have an incomplete amount of general theoretical knowledge, do not know how to independently apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results. Skills for solving professional problems are not formed. |
| 100% - 50% | Credit (pass) | the characteristic of the indicator corresponds to "excellent", "good", "satisfactory" |
| 49 % and less | No credit (non pass) | the characteristic of the indicator corresponds to "unsatisfactory" |

7. SUBJECT CONTENT

7.1. Content of lectures

| |
|--|
| Theme 1. Personnel policy of the organization The concept and principles of personnel policy. Goals and objectives of personnel policy. Types of personnel policy and their relationship with the development strategy of the organization. |
| Theme 2. Development of personnel policy Elements of personnel policy and stages of its development. Factors affecting personnel policy. Problems of developing personnel policy in modern conditions. |
| Theme 3. Improving the effectiveness of personnel policy and the practice of its implementation Criteria for evaluating the effectiveness of personnel policy. Key performance indicators of personnel policy. Directions for improving the efficiency of personnel policy. Features of the implementation of personnel policy in Russian and foreign companies. Personnel policy of an innovation-oriented organization. |
| Theme 4. Personnel planning in the organization The principles of planning in the activities of the organization. The concept and tasks of personnel planning and work planning. Balance planning methods. |
| Theme 5. Practical aspects of personnel planning in the organization. Planning the number and structure of personnel. Personnel development planning. Social development planning. Business social responsibility planning. Planning the efficiency of labor productivity. Planning for risks and resistance. |

7.2 Content of practical training and laboratory work

| |
|---|
| Theme 3. Improving the effectiveness of personnel policy and the practice of its implementation Analysis of practical situations, tasks, examples. |
| Theme 4. Personnel planning in the organization Analysis of practical situations, tasks, examples. |
| Theme 5. Practical aspects of personnel planning in the organization. Analysis of practical situations, tasks, examples. |

7.3. Content of self-study

| |
|---|
| Theme 1. HR policy of the organization Study of literature, preparation for practical training, writing independent work. |
| Theme 2. Development of personnel policy Study of literature, preparation for practical training, writing independent work |
| Theme 3. Improving the effectiveness of personnel policy and the practice of its implementation Study of literature, preparation for practical training, writing independent work. |
| Theme 4. Personnel planning in the organization Study of literature, preparation for practical training, writing independent work. |
| Theme 5. Practical aspects of personnel planning in the organization. Study of literature, preparation for practical training, writing independent work. |

7.3.1. Sample questions for self-preparation for a test / exam

Appendix 1

7.3.2. Practical tasks for self-preparation for a test / exam

Appendix 2

7.3.3. List of term papers

not provided

7.4. Student's electronic portfolio

materials are not posted

7.5. Methodical recommendations for doing control work

not provided

7.6 Methodical recommendations for the implementation of course work
not provided

8. ORGANIZATION OF EDUCATIONAL DISCIPLINE PROCESS FOR PERSONS WITH DISABILITIES

According to the student's application

In order to ensure the availability of the development of the program for persons with disabilities, if necessary, the department provides the following conditions:

- a special order of mastering the discipline, taking into account the state of their health;
- electronic educational resources on the discipline in forms adapted to the limitations of their health;
- study of the discipline according to an individual curriculum (regardless of the form of study);
- e-learning and distance learning technologies, which provide for the possibility of receiving and transmitting information in forms accessible to them.
- access (remote access) to modern professional databases and information reference systems, the composition of which is determined by the WPD.

9. BIBLIOGRAPHY

USUE library website

<http://lib.usue.ru/>

Key literature:

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6. Одегов Ю. Г., Карташов С. А., Лабаджян М. Г. Кадровая политика и кадровое планирование в 2 ч. Часть 2. Кадровое планирование. [Электронный ресурс]: Учебник и практикум для вузов. - Москва: Юрайт, 2020. - 283 с – Режим доступа: <https://urait.ru/bcode/452977>
7. Одегов Ю. Г., Карташов С. А., Лабаджян М. Г. Кадровая политика и кадровое планирование в 2 ч. Часть 1. Кадровая политика. [Электронный ресурс]: Учебник и практикум для вузов. - Москва: Юрайт, 2020. - 202 с – Режим доступа: <https://urait.ru/bcode/452979>
8. Одегов Ю. Г., Павлова В. В., Петропавловская А. В. Кадровая политика и кадровое планирование. [Электронный ресурс]: Учебник и практикум для вузов. - Москва: Юрайт, 2021. - 575 с – Режим доступа: <https://urait.ru/bcode/477357>

Additional literature:

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2. Симонова М. В., Илюхина Л. А., Богатырева И. В. Основы кадрового прогнозирования на региональном уровне. [Электронный ресурс]: монография. - Москва: РИОР: ИНФРА-М, 2016. - 77 – Режим доступа: <https://znanium.com/catalog/product/598997>
3. Чуланова О.Л. Кадровый консалтинг. [Электронный ресурс]: Учебник. - Москва: ООО "Научно-издательский центр ИНФРА-М", 2019. - 358 с. – Режим доступа: <https://znanium.com/catalog/product/982188>
4. Кузьмина Н. М. Кадровая политика корпорации. [Электронный ресурс]: монография. - Москва: ИНФРА-М, 2019. - 167 – Режим доступа: <https://znanium.com/catalog/product/991845>
5. Кузнецова Н.В. Кадровая безопасность организации: сущность и механизм обеспечения. [Электронный ресурс]: Монография. - Москва: ООО "Научно-издательский центр ИНФРА-М", 2019. - 286 с. – Режим доступа: <https://znanium.com/catalog/product/1058956>
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8. Коковихин А. Ю. Разработка механизма управления человеческими ресурсами в системе формирования и реализации профессиональных компетенций на уровне субъекта Федерации. [Электронный ресурс]: [монография]. - Екатеринбург: [Издательство УрГЭУ], 2018. - 200 – Режим доступа: <http://lib.usue.ru/resource/limit/books/19/m492536.pdf>
9. Коковихин А. Ю., Шарапова Н. В. Компенсационный менеджмент.: учебное пособие. - Казань: Бук, 2018. - 331

10. INFORMATION TECHNOLOGIES, INCLUDING LICENSED SOFTWARE AND INFORMATION REFERENCE SYSTEMS, ONLINE COURSES

Licensed software:

- Astra Linux Common Edition. Agreement No1 dated 13 June 2018, Act dated 17 December 2018. License expiration date: unlimited
- My Офис Standard Agreement No СК-281 dated 7 June 2017. License expiration date: unlimited

Information reference systems, Internet resources:

- Reference-legal system Garant Agreement No 58419 dated 22 December 2015. License expiration date: unlimited

11. MATERIAL AND TECHNICAL BASE

The implementation of the academic discipline is carried out using the material and technical base of USUE, which ensures the conduct of all types of training sessions and research and self-study of students:

Special rooms are classrooms for all types of classes, group and individual consultations, monitoring and intermediate certification.

Premises for self-study of students are equipped with computer equipment with the ability to connect to the Internet and provide access to the electronic information and educational environment of USUE.

All rooms are equipped with specialized furniture and multimedia equipment, special equipment (information and telecommunication, other computer), access to information retrieval, reference and legal systems, electronic library systems, databases of current legislation, and other information resources serving to present educational information to a large audience.

For lecture-type lessons, presentations and other teaching aids providing thematic illustrations.