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Информация о владельце: МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ РОССИЙСКОЙ ФЕДЕРАЦИИ
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МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ РОССИЙСКОЙ ФЕДЕРАЦИИ

Federal State Budgetary Educational Institution of Higher Education
"Ural State University of Economics"

Approved

at the Department meeting

November 24, 2025

Protocol # 4

Head of the Department Dolzhenko S.B.

Approved

by the Council for Educational and
Methodological Issues and Quality of
Education

December 16, 2025

Protocol # 4

Chairman

Karkh D.A.



(signature)

COURSE PROGRAMME

Title	Human Resource Management
Field of study	38.04.02 Management
Profile	International business (on English)
Form of study	Full-time
Year of enrollment	2026

Compiled by:
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Ekaterinburg
2025

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INTRODUCTION

The working program of the discipline 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

Federal State Educational Standard of	Federal State Educational Standard of Higher Education - Master's Degree in the Field of Training 38.04.02 Management (Order of the Ministry of Education and Science of Russia dated August 12, 2020, No. 952)
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1. TARGET DEVELOPMENT DISCIPLINES

The aim of teaching the discipline "Human Resource Management" is to prepare graduates for organizational, managerial, entrepreneurial and information-analytical activities as performers or junior managers capable of:

- solve problems related to working with human resources within functional units;
- participate in the development of policies and programs for the company's personnel management; resources management strategy .

2. PLACE DISCIPLINES IN STRUCTURE OPOP

Discipline refers to the part formed by the participants of educational relations.

3. SCOPE OF THE DISCIPLINE

Interim assessment	Hours					Z.e.
	Total for the semester	Contact work (according to			Independent work including preparation of tests and coursework	
		Total	Lectures	Practical classes, including course design		
Semester 1						
Exam	216	16	8	8	173	6

4.PLANNED RESULTS DEVELOPMENT OPOP

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

Code and name of the competence	Indicators of competency achievement
UK-3 Able to organize and manage the work of a team, developing a team strategy to achieve the set goal	ID-1.UK-3 Know: teamwork strategies; methods and techniques for selecting team members to achieve a set goal

UK-3 Able to organize and manage the work of a team, developing a team strategy to achieve the set goal	ID-2.UK-3 Be able to: organize and adjust the work of a team, including on the basis of collegial decisions
	ID-3.UK-3 Have practical experience in organizing and managing team interactions to achieve set goals; experience in overcoming disagreements, disputes, and conflicts that arise within a team, taking into account the interests of the parties.
UK-4 Able to use modern communication technologies, including in a foreign language(s), for academic and professional interaction	ID-1.UK-4 Knowledge: modern communication technologies; standards of business written communication; principles of drafting standard business documentation for academic and professional purposes in Russian and foreign languages
	ID-2.UK-4 Be able to: establish contacts and organize communication in accordance with the needs of joint activities; prepare business documentation in accordance with the norms of the Russian language
	ID-3.UK-4 Have practical experience in presenting the results of research and project activities at various public events; participating in academic and professional discussions in a foreign language

Professional competencies (PC)

Code and name of the competence	Indicators of competency achievement
organizational and managerial	
PC-4 Implementation of the strategy and control over the implementation of the organization's foreign economic activity plan	ID-1.PK-4 Know: Regulatory legal acts governing foreign economic activity product requirements Regulatory legal acts governing state support for foreign economic activity Basics of Business Planning Rules of administrative document flow

PC-4 Implementation of the strategy and control over the implementation of the organization's foreign economic activity plan	ID-2.PK-4 Be able to: Determine priorities and key factors for the development of the organization's foreign economic activities Interact with the organization's departments to identify the overall strategy for the organization's development 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
	ID-3.PK-4 Have practical experience: Definition of areas of responsibility in the organization for the implementation of the organization's foreign economic activity plan Monitoring the implementation, achievement of intermediate goals and results of the organization's foreign economic activity plan Monitoring deviations from the implementation, achievement of intermediate goals and results of the organization's foreign economic activity plan Preparation of proposals for adjusting

5. THEMATIC PLAN

Topic	Hours						
	Topic Title	Total hours	Contact work (according to academic activity)			Independent work	Control of independent work
			Lectures	Laboratory	Practical classes		
Semester 1		11					
Topic 1.	The concept and essence of human resource management (PC-4)	11	1			10	
Semester 1		44					
Topic 2.	Human Resource Management System (PC-4)	22	1		1	20	
Topic 3.	Strategy and Policy of Human Resource Management (PC-4)	22	1		1	20	
Semester 1		43					
Topic 4.	Recruitment, selection and hiring of personnel (PC-4;	43	2		1	40	
Semester 1		59					
Topic 5.	Personnel, information, technical and legal support for the personnel management system (PK-4; UK-3; UK	59	2		3	54	
Semester 1		32					
Topic 6.	Forms and methods of personnel training (PK-4; UK-3; UK-4)	32	1		2	29	

6. FORMS CURRENT CONTROL AND INTERMEDIATE CERTIFICATIONS SCALES ASSESSMENTS

Section/Topic	Type of assessment tool	Description of the assessment tool	Evaluation criteria
Current control (Appendix 4)			
1-6	Test (Appendix 4)	Multiple choice questions	Points 1-10
Interim assessment (Appendix 5)			
1st semester (Exam)	questions, case topics (Appendix 5)	1 theoretical question, 1 case	Points 1-10

DESCRIPTION OF RATING SCALES

The indicator for assessing the mastery of the basic educational program is formed on the basis of combining current monitoring and midterm assessment of the student.

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

Ongoing assessment. A 100-point grading system is used. Student work is assessed throughout the semester by the instructor in accordance with the instructor's developed assessment system for academic achievement in the given course.

The work programs of disciplines and internships set out the types of ongoing monitoring, planned results of monitoring activities, and criteria for assessing academic achievements.

During the semester, the instructor conducts at least three assessments to evaluate student performance. If class attendance is included in the rating, this indicator constitutes no more than 20% of the maximum score for the course.

Midterm assessment. A 5-point grading system is used.

The student's work is assessed at the end of a course (or part of a course) by the instructor in accordance with the instructor's developed system for assessing student achievement in that course. Midterm assessment is also conducted upon completion of competency development.

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

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

Average level – 69% - 50% – satisfactory.

Evaluation indicator	On a 5-point scale	Characteristics of the indicator
100% - 85%	Great	possess 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, and evaluate results at a high level
84% - 70%	Fine	possess 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, and evaluate results. There may be some errors that the student can correct independently during the work process (answer , etc.)
69% - 50%	satisfactorily	have general theoretical knowledge, are able to apply, research, identify, analyze, systematize, categorize , calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, and evaluate results at an average level. Mistakes are made that the student finds difficult to correct on his own.
49% or less	unsatisfactory	do not have a full range of general theoretical knowledge, and are unable to independently apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, or evaluate results. The skills and abilities to solve professional problems have not been developed
100% - 50%	passed	the characteristic of the indicator corresponds to "excellent",
49% or less	not credited	the indicator characteristic corresponds to "unsatisfactory"

7. CONTENT DISCIPLINES

7.1. Lecture Contents

<p>Topic 1. Concept and essence of human resource management (PC-4) The concept and essence of human resource management (PC-4)</p>
<p>Topic 2. Human Resource Management System (PC-4) Human Resource Management System (PC-4)</p>
<p>Topic 3. Strategy and policy of human resource management (PC-4) Strategy and Policy of Human Resource Management (PC-4)</p>
<p>Topic 4. Recruitment, selection and hiring of personnel (PC-4; UK-3) Organizing recruitment (creating a candidate pool). The personnel selection process: key stages.</p>
<p>Topic 5. Personnel, information, technical and legal support of the personnel management system (PC-4; UK-3; UK-4) The nature and importance of staffing and supporting the HR management system. The quantitative and qualitative composition of the HR service. The concept of documentation. Organizational structure as the most important characteristic of the internal environment of the organization.</p>
<p>Topic 6. Forms and methods of personnel training (PC-4; UK-3; UK-4) A model for systematic (continuous) personnel training. Analysis of training needs. Determination of training costs. Evaluation of the effectiveness of investment in education.</p>

7.2 Contents of practical classes and laboratory work

<p>Topic 3. Strategy and policy of human resource management (PC-4) Key stages of developing an organization's HR strategy. External and internal factors influencing the development of an organization's HR strategy and policy. General organizational strategy and HR strategy: interrelationships</p>
<p>Topic 4. Recruitment, selection and hiring of personnel (PC-4; UK-3) The concept of "personnel adaptation." Main areas of adaptation (primary, secondary). Professional and socio-psychological adaptation.</p>
<p>Topic 5. Personnel, information, technical and legal support of the personnel management system (PC-4; UK-3; UK-4) The nature, significance, and characteristics of information support for the HR management system. The process of transmitting and receiving information. Various approaches to defining organizational structure. Principles of formation and parameters for measuring organizational structure.</p>
<p>Topic 6. Forms and methods of personnel training (PC-4; UK-3; UK-4) Objectives of business personnel assessment. Effective models and test programs for personnel assessment. Key stages of business assessment during ongoing and periodic personnel certification. Organization and technology for conducting ongoing and periodic personnel assessment.</p>

7.3. Contents of independent work

<p>Topic 1. Concept and essence of human resource management (PC-4) . The relationship of laws in the formation and use of human resources at various levels (macroeconomic; microeconomic; work collective and individual employee).</p>
<p>Topic 2. Human Resource Management System (PC-4)</p> <p>HR policy: essence, purpose, and objectives. Types of HR policy. Factors influencing the formation of HR policy. The relationship between HR policy and organizational development strategy.</p>
<p>Topic 3. Strategy and policy of human resource management (PC-4) The composition of the regulatory and methodological framework for the HR management system. Internal labor regulations. Collective agreement. Staffing schedule. Legal framework for the HR management system. Centralized regulatory acts, local regulatory acts, normative acts, and non-normative acts.</p>
<p>Topic 4. Recruitment, selection and hiring of personnel (PC-4; UK-3) Key methods for assessing candidates' professional qualities. Psychological testing: advantages and disadvantages. Key groups of tests used in the selection process.</p>
<p>Topic 5. Personnel, information, technical and legal support of the personnel management system (PC-4; UK-3; UK-4) Labor incentives. Basic types and forms of incentives. Specifics of incentivizing employees with different motivation types. Developing an organizational personnel incentive system. Basic requirements for an incentive system. The structure of the organization's compensation package. The fixed component of the employee's monetary compensation . Determining the base salary level. The main methods of performance evaluation: ranking, scoring, and the classification (gradation) method for types of work.</p>
<p>Topic 6. Forms and methods of personnel training (PC-4; UK-3; UK-4) Relationships in an organization. Concept, main stages, mechanisms, and typology of conflicts. Objective and subjective causes of conflicts. Social and psychological motives of conflicts. Classification of conflicts.</p>

7.3.1. Sample questions for independent preparation for the test/exam
Appendix 1

7.3.2. Practical assignments on the subject for independent preparation for
the test/exam
Appendix 2

7.3.3. List of coursework
not provided

7.4. Student's electronic portfolio
materials are not posted

7.5. Methodological recommendations for completing the test
not provided

7.6 Methodological recommendations for completing coursework
not provided

8. PECULIARITIES ORGANIZATIONS EDUCATIONAL PROCESS BY DISCIPLINE FOR PERSONS WITH LIMITED OPPORTUNITIES HEALTH

By statement student

IN purposes availability development programs For persons With limited opportunities health at
necessity department provides next conditions:

- special order development disciplines, With taking into account states their health;
- electronic educational resources By discipline V forms, adapted To restrictions their health;
- studying disciplines By individual educational plan (outside dependencies from forms training);
- electronic education And remote educational technologies, which provide for possibilities reception
and transmission information V available For them forms.
- access (remote access), To modern professional bases data And informational reference systems,
compound which defined RPD.

9. SCROLL BASIC AND ADDITIONAL EDUCATIONAL LITERATURE, NECESSARY FOR DEVELOPMENT DISCIPLINES

Website libraries USUE

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

Main literature:

2. Kartashova L. V. Human Resource Management [Electronic resource]: textbook. -
Moscow: Scientific Publishing Center INFRA-M, 2023. - 235 - Access mode:
<https://znanium.ru/catalog/product/1915461>

3. Chulanova O.L. Competency-based approach in personnel management: diagrams, tables, application practices [Electronic resource]: Study guide. - Moscow: Scientific and Publishing Center INFRA-M, 2024. - 116 - Access mode: <https://znanium.com/catalog/product/2048141>

4. Barkov S. A., Gavrilenko O. V., Dorokhina O. V., Ksenofontova E. G., Markeeva A. V., Pastukhova I. V., Sverdlikova E. A., Yurasova M. V., Amozova L. N., Borozdina G. B., Denilkhanov A. Kh., Zyryanov V. V., Zhabkina U. V., Semikhova M. A. Human Resources Management [Electronic resource]: textbook and workshop for universities. - Moscow: Yurait, 2023. - 427 - Access mode: <https://urait.ru/bcode/534018>

Further reading:

2. Zabelina O.V., Omelchenko I.B., Mayorova A.V., Safonova E.A. Development of human resources in the digital age: Strategic challenges, problems and opportunities [Electronic resource]: Monograph. - Moscow: Scientific Publishing Center INFRA-M, 2024. - 253 - Access mode: <https://znanium.com/catalog/product/2117174>

Further reading:

10. SCROLL INFORMATIONAL TECHNOLOGIES, INCLUDING SCROLL LICENSE SOFTWARE SUPPORT AND INFORMATIONAL REFERENCE SYSTEMS, ONLINE COURSES, USED AT IMPLEMENTATION EDUCATIONAL PROCESS BY DISCIPLINE

List of licensed software:

Microsoft Windows 10 .Agreement No. 52/223-PO/2020 from April 13, 2020, Act No. Tr000523459 from October 14, 2020. Term actions licenses -Without restrictions term.

Astra Linux Common Edition. Agreement No. 0417-PO/2019 from May 8, 2019, Act No. Sk000343 from May 24, 2019 And Contract No. 35-U/2018 from June 13, 2018, Act No. UT213 from December 17, 2018. Term actions licenses - without restrictions term.

MyOffice standard. Agreement No. SK-281 from 7 June 2017. Date conclusions - 07.06.2017. Term actions licenses - without restrictions term.

Libre Office. License GNU LGPL. Term actions licenses - without restrictions term.

Microsoft Office 2016. Agreement No. 52/223-PO/2020 from April 13, 2020, Act No. Tr000523459 from October 14, 2020 Term actions licenses -Without restrictions term.

List of information reference systems, resources of the information and telecommunications network "Internet":

Reference and legal information system Guarantee. Agreement No. 58419 from 22 December 2015. Term actions licenses -without restrictions term

Reference and legal information system Consultant +. Agreement No. 143/223-U/2025 from December 2, 2025 Term actions licenses to December 31, 2026

11. DESCRIPTION LOGISTICS BASES, NECESSARY FOR IMPLEMENTATIONS EDUCATIONAL PROCESS BY DISCIPLINE

Implementation educational disciplines is being carried out With using logistical bases USUE, providing conducting everyone species educational classes And research And independent work students:

Special premises represent by yourself educational audience For conducting everyone species classes, group And individual consultations, current control And intermediate certification.

Premises For independent work students equipped computer technology With opportunity connections To networks "Internet" And provision access V electronic informational and educational Wednesday USUE.

All premises staffed specialized furniture And equipped multimedia equipment special equipment (information and telecommunications, other computer), access To information retrieval, reference and legal systems, electronic library systems, bases data current legislation, other informational resources employees For performances educational information big audience.

For conducting classes lecture type presentations And other educational visual aids benefits, providing thematic illustrations.

**Appendix 1
to the work program**

Sample questions for independent preparation for the exam (PC-4; UK-3; UK-4)

1. Conceptual foundations, principles and functions of the organization's personnel policy.
2. Stages of development and main objectives of human resources policy. Factors (conditions) effectiveness of strategic HR.
3. The place and role of strategic decision in HR. Program-targeted approach to implementation of strategic decisions in the field of human resources management.
4. Strategic mechanism of human resource management.
5. Principles of functioning and development of the organization's management system.
6. Functional subsystems in human resource management.
7. Directions and scheme for the implementation of personnel activities within the framework of personnel organization policies.
8. Human resource management tasks in everyday personnel work (operational level of implementation of personnel policy).
9. Strategic planning: essence, importance, approaches to implementation
10. Strategic planning of personnel needs . Concept and conditions of personnel development in an organization.
11. Strategic management of personnel development and professional orientation.
12. Managing staff resistance to organizational change.
13. Methods of influencing personnel during the implementation of strategic HRM.
14. Features of training strategic-level management personnel.
15. Human (labor) resource management system: object, subject, goals, objectives, functions, management mechanism.
16. Human potential, labor potential, human capital: essence, features of formation, quantitative and qualitative characteristics, interrelation of concepts
17. The process of reproduction of human (labor) resources: essence, types, modes, stages of reproduction.
18. Socio-demographic processes and their role in the formation of human (labor) resources.
19. Processes of distribution and redistribution of labor resources by industries and types of activities: essence, methods of placement and movement of labor resources.
20. Profession, specialty, qualification: concepts, forms of professional training, stages of professional development.
21. Labor market requirements for the quality of the workforce and employee qualifications.
22. Education costs. Benefits of investing in human capital. Firm investments in human capital.
23. Evaluation of the economic efficiency of designing a human resource management system.
24. Personnel retraining and professional development program. Methods for retraining and professional development.
25. Human Resources Management as a Science. The Object and Subject of Human Resources Management and Their Characteristics. Principles of Human Resources Management.
26. The content of work in human resources management services at large modern enterprises and the organizational structure of the human resources management service.
27. Organizing the selection and hiring of personnel. Documents issued upon hiring. Preparing employees for employment.
28. Professional, psychophysiological, and socio-psychological adaptation. Organization and effectiveness of adaptation: domestic and international experience.
29. Organization and information support for employee training, retraining, and professional development. Types of training, educational services market, and training effectiveness.
30. Evaluation of the performance of the HR department. Staff turnover, absenteeism, socio -

psychological climate, workforce quality, and other indicators of the state of HR policy.

Appendix 2 to the work program

Practical assignments on the subject for independent preparation for the test/exam

TASK 1 (PC-4; UK-3; UK-4)

Review the material and formulate the main principles of the HR policy of this company: 1) in the area of personnel selection; 2) in the area of personnel training and promotion; 3) in the area of labor incentives.

The international corporation "Science T" is one of the world's leading companies. Having begun with the creation of sandpaper, "Science T" today produces 60,000 products. Annual sales amount to \$14 billion. With branches in 57 countries, the company employs approximately 90,000 people. The "Science T" holding company is one of the 25 companies in the world that hold the largest number of patents. A third of its sales come from new products that were not available five years ago. The corporation's success is largely determined by its strategy. When formulating its strategy, research and development (R&D) and diversification (i.e., penetration into new areas of business) are prioritized.

Organizational structure and production characteristics. Corporate business is focused on several key parameters: the creation of new products, the exchange and transfer of technologies within the company, the independence of business units in innovative activities, and the empowerment of innovators in creative pursuits.

The organizational structure is built on a functional principle, taking into account the commonality of technologies used. Continuous organizational development involves the creation of new divisions focused on promising products and markets. Depending on the success of an innovation, the status of the corresponding division, its immediate manager, and subordinates changes. Nauka T Holding has a well-developed network of connections and agreements with other companies.

HR Policy. The HR departments at Nauka T Holding enjoy a high status and broad decision-making authority over personnel. The corporation believes in the need for an organizational structure and climate based on respect for human dignity and the value of each employee, encouraging initiative and creative potential, and providing equal opportunities for development and reward. Employees are the corporation's most valuable resource.

A central challenge for corporate management is fostering innovative employee engagement. Much attention is paid to developing the professional and creative potential of employees, fostering entrepreneurial ethics, and maintaining a high level of responsibility for the quality of work and the future of the corporation as a whole.

Personnel incentives are at the core of HR management. Of the 637 incentive programs, 303 are aimed at research and development personnel, 208 at sales, and 79 at administrative and management personnel. The remaining programs are cross-cutting. Social programs are aimed at supporting professional growth, organizing leisure activities, and participating in community affairs.

The company has a well-established system for training and professional development of its personnel. Approximately 15,000 people annually complete the in-house training system. This involves not only internal staff but also actively engaging external consultants and renowned experts from other companies, and organizing roundtables and discussions. Completers of these courses receive certificates and diplomas recognized nationally. Employees studying at colleges and universities receive support from the company. Upon successful completion of exams, the corporation reimburses tuition fees.

Recruiting new employees is a top priority. Working at Nauka-T is prestigious, and therefore there is a competitive hiring process. Prospective employees undergo a rigorous selection process. HR departments and managers work diligently to integrate staff into the company. A tradition of inclusion in

the "corporate family" has already been established.

The corporation operates a career development resource center. To expand opportunities for individual growth, a "dual ladder" system, or "two career paths," has been introduced (depending on an employee's individual abilities and preferences, advancement is possible through either administrative or scientific/engineering ranks).

TASK 2 (PC-4; UK-3; UK-4)

Review the company's operations and the current situation within the organization. What type of HR policy should be chosen? How best to combine business and HR strategies in the current environment? Suggest a way to conduct the reorganization with minimal negative consequences while retaining valuable employees.

The fashionable glossy magazine was founded and promoted by a Western investor, a proponent and connoisseur of "high style" in journalism. The owner sold the company to a Russian businessman. The new owner is generally satisfied with the company's management, established connections, and promotional system, but he considers the magazine somewhat conservative in content, and the editorial staff overly selective in inviting celebrity endorsers, promoting products, topics, and so on.

The head of the advertising and sales department generally supports the owner in his desire to expand the magazine's audience and subject matter, but warns against a radical change of course, which could lead to the loss of the team—the editor-in-chief and his supporters.

TASK 3 (PC-4; UK-3; UK-4)

Analyze statistical data on personnel indicators in the Russian Federation and the Siberian Federal District. Identify trends in the personnel situation in Russia and the Siberian Federal District, identifying common and distinctive characteristics. Based on this data, draw conclusions about the key principles of state personnel policy regarding civil servants.

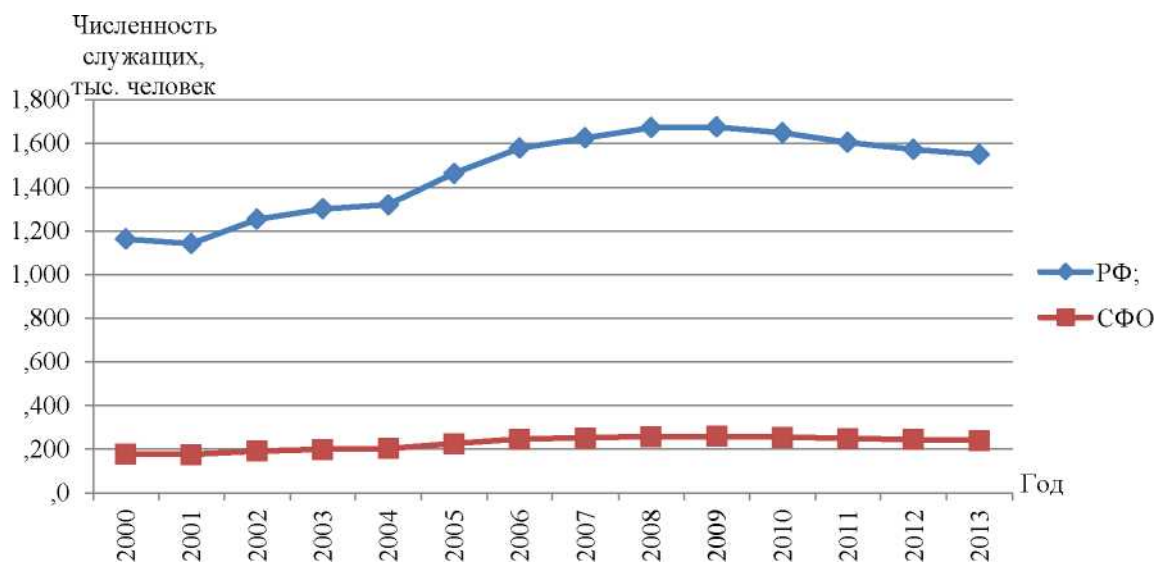


Figure 1 - Dynamics of the number of employees of state bodies of the Russian Federation and the Siberian Federal District (thousand people)

Table 1 - Dynamics of the number of employees of the Russian state civil service Federation and Siberian Federal District by gender (as a percentage of the total number of employees)

Category	2005	2006	2007	2008	2009	2010	2011	2012	2013
Russian Federation									
Men	27.9	29.3	29.4	30.5	28.8	28.9	28.3	28.7	28.7
Women	72.1	70.7	70.6	69.5	71.2	71.1	71.7	71.3	71.3
Siberian Federal District									
Men	25.8	25.9	26.0	25.8	25.6	25.6	25.7	25.4	25.1
Women	74.2	74.1	74.0	74.2	74.4	74.4	74.3	74.6	74.9

Table 2 - Dynamics of the number of state civil servants of the Russian Federation

Federation and the Siberian Federal District by age groups (in % of the total number of employees)

Categories	2005	2006	2007	2008	2009	2010	2011	2012	2013
Russian Federation									
Up to 30 years	22.0	22.5	24.4	27.6	27.8	28.9	27.9	27.9	26.2
30-39 years old	27.3	26.3	25.2	24.6	24.3	24.3	24.3	25.9	26.9
40-49 years old	33.5	32.3	31.1	28.5	27.1	24.5	22.7	21.7	20.9
50-59 years old	14.9	17.1	17.7	18.2	18.8	19.3	19.2	18.8	18.7
60 years and older	2.3	1.9	1.6	1.1	1.0	1.5	2.2	2.4	2.3
Siberian Federal District									
Up to 30 years	20.7	21.8	22.9	22.7	22.6	20.8	19.1	20.1	21.1
30-39 years old	22.7	23.0	23.3	24.2	25.0	25.0	25.0	26.8	28.6
40-49 years old	32.0	30.4	28.9	27.6	26.3	26.3	26.4	25.1	23.8
50-59 years old	23.6	23.6	23.7	23.8	24.0	25.3	26.6	25.2	23.8
60 years and older	1.2	1.3	1.4	1.8	2.2	2.5	2.9	2.8	2.8

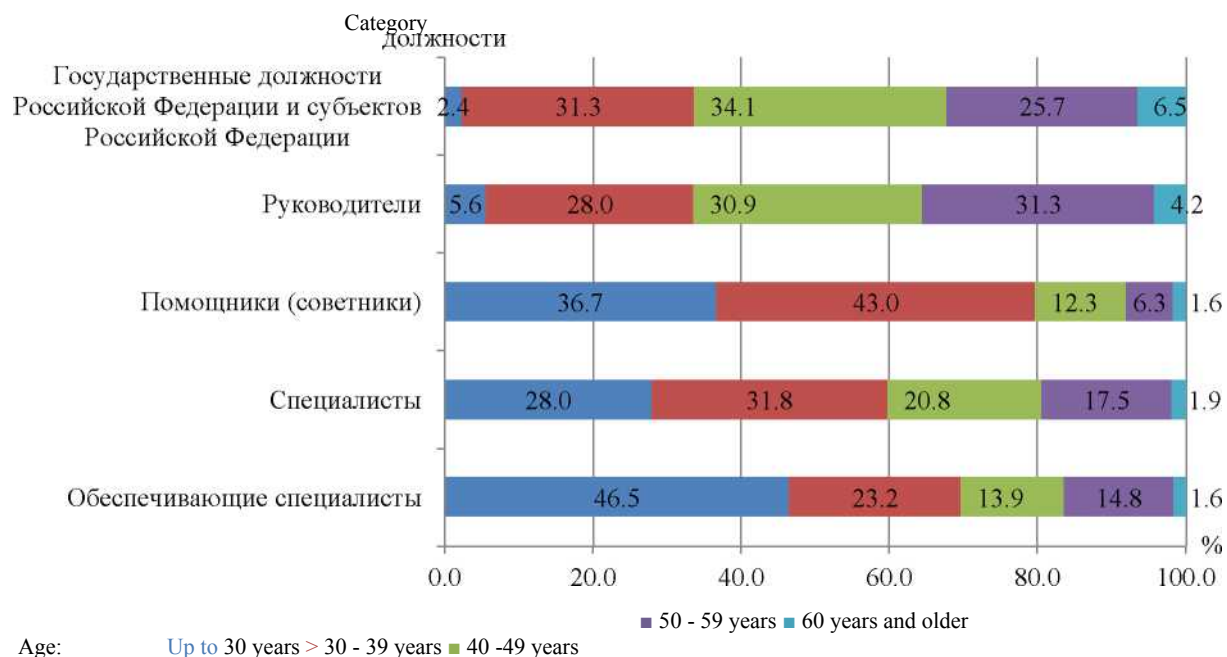


Figure 2 - Composition of employees by age by job category as of October 1, 2013 (as a % of the total number)

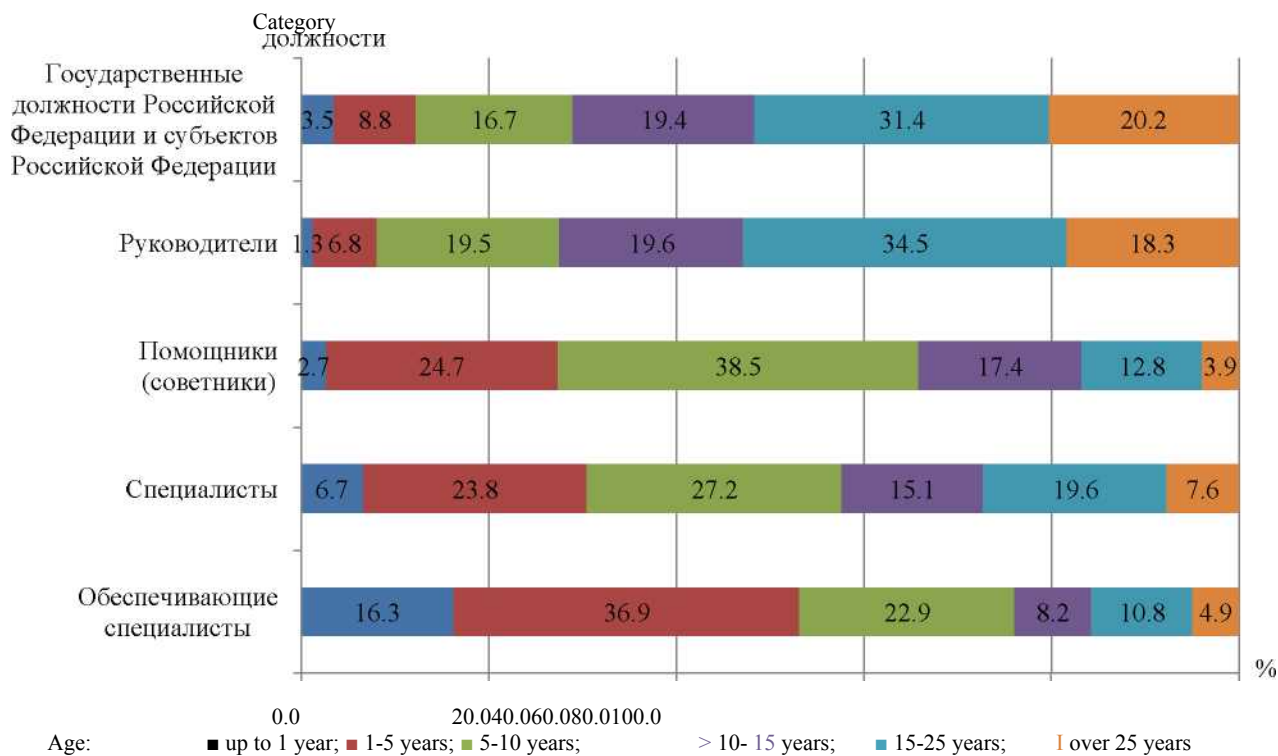


Figure 3 - Composition of employees by length of civil service and job categories as of October 1, 2013 (as a percentage of the total number)

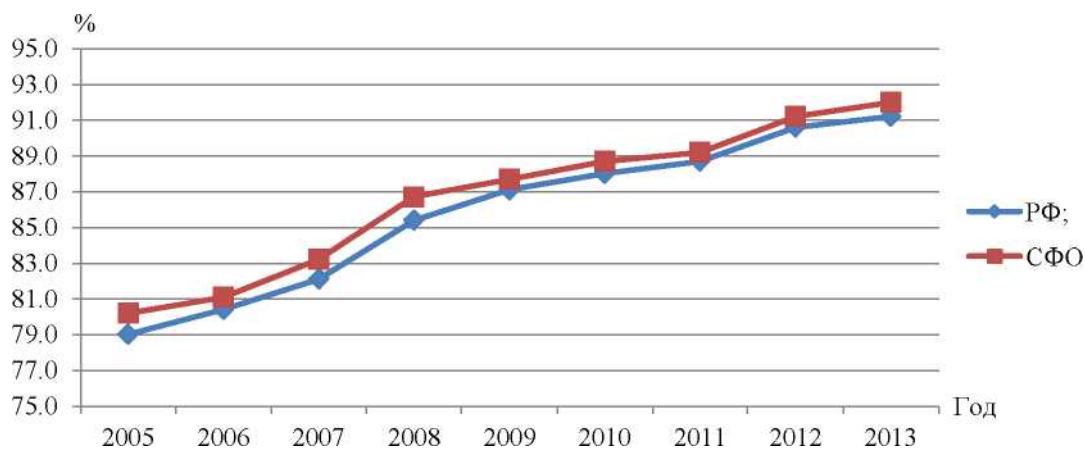


Figure 4 - Dynamics of the number of state civil servants of the Russian Federation

Federation and the Siberian Federal District by level of education (as a percentage of the total number of employees)

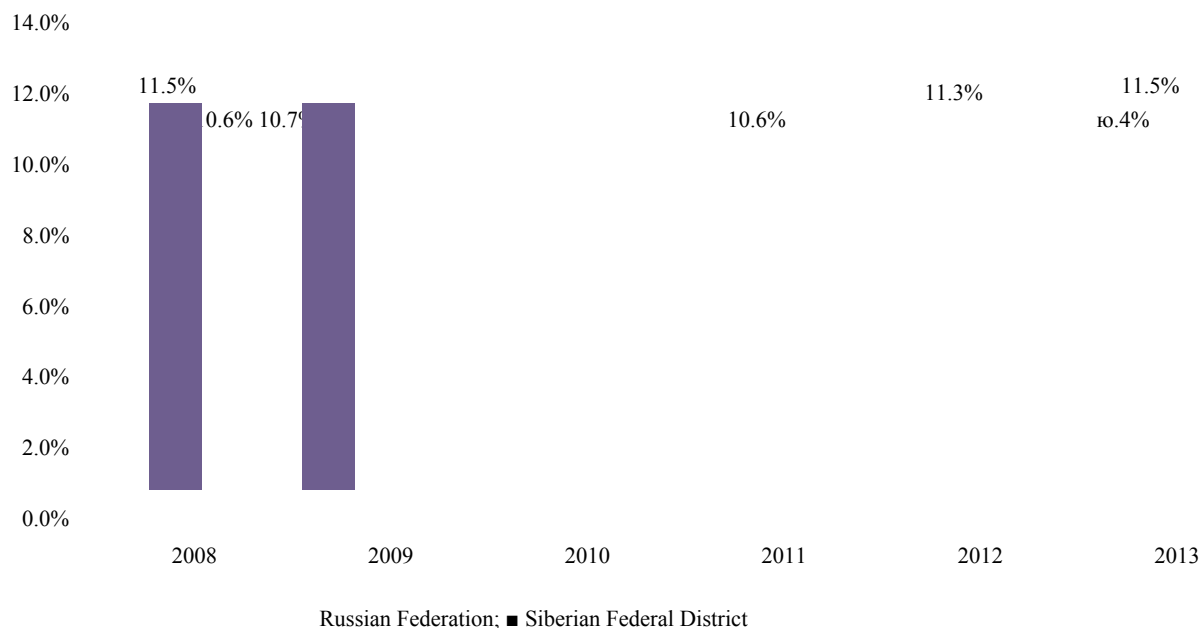


Figure 5 - Dynamics of the number of state civil servants of the Russian Federation covered by various types of additional professional education (% of the total number of civil servants)

Table 3 - Dynamics of the number of state civil servants of the Russian Federation covered by various types of additional professional education (% of the total number of trained)

Type of training	2000	2001	2002	2003	2004	2005	2006
Professional retraining	10.0	7.6	6.4	2.4	2.6	3.0	2.0
Advanced training	88.9	91.0	92.7	97.2	96.8	96.1	97.4
Internship (total)	1.1	1.4	1.0	0.4	0.6	0.9	0.6
Type of training	2007	2008	2009	2010	2011	2012	2013
Professional retraining	3.0	3.1	2.4	2.1	2.0	1.9	2.0
Advanced training	96.3	96.2	96.8	97.2	97.3	97.5	97.5
Internship (total)	0.7	0.5	0.7	0.6	0.6	0.5	0.4

TASK 4 (PC-4; UK-3; UK-4)

Create a work schedule for the staff of the retail clothing store "Outfits of Siberia," taking into account the specified conditions and requirements for employee work and rest schedules:

1. The store is open from 10:00 to 22:00
2. Saturday and Sunday are working days

3. The director or deputy director arrives at 9:30 and leaves at 22:30. This is necessary in connection with the store opening/closing procedures.

4. The director and deputy director work 5/2. If one of them is off, the other works a full shift.

5. The number of hours for each employee must be 176 hours (hours according to the production calendar).

6. The shift schedule for salespeople can be 5/2, 2/2, 3/3, etc.

7. Storekeepers work one at a time per shift.

8. On Monday-Thursday, 1 salesperson must work , on Friday - 4, on Saturday and Sunday - 5.

Deviations from the specified conditions are permitted if the management decision is justified.

TASK 5 (PC-4; UK-3; UK-4)

Based on the data provided, calculate the time costs of an HR specialist, determine the required number of employees to perform this function, and propose an option for the optimal distribution of responsibilities between them.

Table 1 - Indicators of time spent on HR operations performed during the month by HR department employees

Operation name	Unit of measurement	Standard time, man/hour	Quantity	Result
Registration of a sick leave certificate	(one leaflet)	0.3	20	
Completing and issuing a certificate from the place of	(one certificate)	0.1	35	
Registration of a change of surname	(one worker)	0.11	10	
Compiling a list of working pensioners	(one worker)	0.48	50	
Compiling a list of employees celebrating their	(one worker)	0.48	17	
Registration of employee documents retiring	(one worker)	5.7	3	
Obtaining certificates from social security authorities	(one pensioner)			
Writing a certificate		0.14	60	
Registration of a certificate		0.03	60	
Sending a certificate (writing the address on the envelope)		0.03	5	
Checking timesheets	(one worker)	0.1	1500	
Registration and issuance of a permanent (temporary) certificate	(one certificate)	0.3	10	
Operation name	Unit of measurement	Time standard, man/hour.	Quantity	
Preparation of documents when hiring employees	(one worker)			
Part-time workers		0.46	18	
regular		0.74	43	
Preparation of documents when dismissing employees	(one dismissed employee)			
		0.39	56	
Registration and accounting of work books (filling out 1 country)	(one book)			
Extract from a new work record book (added length of		0.11	43	
Issue of a duplicate		0.27	3	
Entry in the work book	(one entry)	0.2	40	
Preparation of documents for recording personnel movements	(one worker)	0.38	30	
Vacation arrangements	(one worker)	0.11	46	

Open test assignments

1. What is the reason for the emergence of personnel management as a special type of activity (select and indicate only one group of factors):	PC-4
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<p>a. the growth of the scale of economic organizations and the increasing dissatisfaction with the working conditions of the majority of workers;</p> <p>б. the spread of "scientific organization of labor", the development of the trade union movement, and active state intervention in relations between employees and employers;</p> <p>в. increasing market competition, increased trade union activity, state legislative regulation of personnel work, increasing complexity of the scale of economic organizations, and the development of organizational culture.</p>	
<p>2. The category "organization personnel" should be understood as:</p>	<i>PC-4</i>
<p>a. that part of the population that has the physical development, mental abilities, and knowledge necessary to work in the economy;</p> <p>б. the working-age population within a single organization, at the micro level.</p>	
<p>3. Which set of tasks most accurately characterizes the content of HR management? Select and specify only one group of HR management tasks:</p>	
<p>a. use of own human resources, division of labor, strengthening of labor discipline;</p> <p>б. control over compliance with labor legislation by the enterprise administration;</p> <p>в. planning and development of professional career, labor incentives, vocational training; recruitment of personnel, organization of work performance, evaluation, remuneration and development of personnel.</p>	
<p>4. The main functions of the personnel development subsystem are (if necessary, indicate several):</p>	<i>PC-4</i>
<p>a. development of a human resource management strategy;</p> <p>б. work with the personnel reserve;</p> <p>в. retraining and advanced training of employees;</p> <p>г. planning and control of business career;</p> <p>д. personnel planning and forecasting;</p> <p>е. organization of labor relations.</p>	
<p>5. Highlight the main groups of personnel management methods in the organization (if necessary, indicate several): a. administrative;</p>	<i>PC-4</i>
<p>a. economic;</p> <p>б. statistical;</p> <p>в. socio-psychological;</p> <p>г. stimulation.</p>	
<p>6. Head Hunting is:</p>	<i>PC-4</i>

<p>a. poaching specific employees from other companies;</p> <p>б. selection of management personnel;</p> <p>в. targeted search for highly qualified specialists (possibly in a rare specialty and/or top managers) and with relevant work experience.</p>	
<p>7. An analysis of educational credentials allows us to draw certain conclusions about the candidate. These include (if necessary, specify several):</p>	PC-4
<p>a. candidate's sociability;</p> <p>б. areas of interest of candidates;</p> <p>в. socio-cultural level;</p> <p>г. laziness, lack of willpower;</p> <p>д. lack of interests.</p>	
<p>8. Which document determines the duration of the probationary period for an employee being hired:</p>	PC-4
<p>a. in the internal regulations;</p> <p>б. in the personnel regulations;</p> <p>в. employee's job description;</p> <p>г. in the employment contract;</p> <p>д. in an oral agreement between the employee and the employer.</p>	
<p>9. Does a company pay severance pay in the event of its liquidation?</p>	PC-4
<p>a. Yes;</p> <p>б. No;</p> <p>в. depending on the employee's position.</p>	
<p>10. The following are not indicators that assess the position of an enterprise in the labor market:</p>	PC-4
<p>a. employee satisfaction level;</p> <p>б. average salary;</p> <p>в. quality of labor resources;</p> <p>г. level of labor productivity;</p> <p>д. location of the enterprise.</p>	
<p>11. The advantages of internal sources of personnel recruitment include (if necessary, please note several):</p>	PC-4; UK-3; UK-4
<p>a. low costs for staff adaptation;</p> <p>б. reducing the threat of intrigue within the organization;</p> <p>в. the emergence of new impulses for development;</p> <p>г. increasing motivation and job satisfaction</p>	
<p>12. What characteristic of a test is key when including it in the selection process?</p>	PC-4; UK-3; UK-4
<p>a. effectiveness;</p> <p>б. scale;</p> <p>в. continuity.</p>	
<p>13. Personnel marketing is :</p>	PC-4; UK-3; UK-4

<p>a. a type of activity that provides a set of measures to ensure compliance with legal norms and organizational and psychological support from the administration when dismissing employees;</p> <p>б. a type of management activity aimed at determining the need for personnel, sources, ways of meeting these needs and determining the costs associated with this activity;</p> <p>в. knowledge of the situation on the labor market to determine the need for specialists in scarce specialties;</p> <p>г. a type of activity in personnel management aimed at developing human qualities and talents inherent in nature or acquired in the process of practical activity;</p> <p>д. a type of management activity aimed at studying the capabilities of the employee himself.</p>	
14. The organizational structure is :	<i>PC-4; UK-3; UK-4</i>
<p>a. features of the organization of the workspace and operating mode;</p> <p>б. distribution of functions between individual departments and distribution of power between administrative positions;</p> <p>в. a system of personal relationships between employees.</p>	
15. What is the socio-psychological aspect of adaptation?	<i>PC-4; UK-3; UK-4</i>
<p>a. adaptation to new physical and psychological stress;</p> <p>б. adaptation to a relatively new society;</p> <p>в. assimilation of the role and organizational status of the workplace in the structure of the organization.</p>	
16. Highlight the key element of adaptation:	<i>PC-4; UK-3; UK-4</i>
<p>a. familiarization directly with the workplace;</p> <p>б. getting to know the company;</p> <p>в. experience.</p>	
17. What types of adaptation do scientists identify?	<i>PC-4; UK-3; UK-4</i>
<p>a. primary, secondary, functional;</p> <p>б. stable, unstable, progressive;</p> <p>в. hidden, obvious, frictional;</p> <p>г. professional, psychophysical, socio-psychological;</p> <p>д. economic, social, political.</p>	
18. What are the two areas of adaptation in personnel management?	<i>PC-4; UK-3; UK-4</i>
<p>a. primary, secondary;</p> <p>б. functional, structural;</p> <p>в. main, auxiliary;</p> <p>г. external, internal;</p> <p>д. obvious, hidden.</p>	
19. Off-the-job training methods include (if	<i>PC-4; UK-3; UK-4</i>

necessary, indicate several methods):	
<ul style="list-style-type: none"> a. lecture; б. mentoring; в. internships; г. consulting; д. seminars. 	
20. On-the-job training methods include (select multiple methods if necessary):	<i>PC-4; UK-3; UK-4</i>
<ul style="list-style-type: none"> a. business games; б. mentoring; в. consulting; г. demonstration of work techniques; д. exchange of experience in the form of seminars and round tables. 	
21. Staff training is :	<i>PC-4; UK-3; UK-4</i>
<ul style="list-style-type: none"> a. the process and result of acquiring systematized knowledge, skills, abilities and behavior patterns necessary to perform a particular job; б. a purposefully organized, planned and systematically implemented process of mastering knowledge, skills, abilities and methods of effective communication; в. expansion or complication of a task within the framework of the position held. 	
22. The main functions of the personnel development subsystem are (if necessary, indicate several):	<i>PC-4; UK-3; UK-4</i>
<ul style="list-style-type: none"> a. development of a human resource management strategy; б. work with the personnel reserve; в. retraining and advanced training of employees; г. planning and control of business career; д. personnel planning and forecasting; е. organization of labor relations. 	
23. Retraining of personnel is :	<i>PC-4; UK-3; UK-4</i>
<ul style="list-style-type: none"> a. training of personnel with the aim of acquiring new knowledge, skills, and abilities in connection with mastering a new profession or changing requirements for the content of work; б. a purposefully organized, planned and systematically implemented process of mastering knowledge, skills, and abilities; в. training of personnel with the aim of improving knowledge and skills in connection with increased professional requirements or promotion 	
24. Improving the qualifications of personnel is :	<i>PC-4; UK-3; UK-4</i>
<ul style="list-style-type: none"> a. training for the purpose of acquiring new knowledge, skills, and abilities in connection with mastering a new profession or changing requirements for the content of work; б. mastering a field of knowledge related to the main specialty; 	

<p>b. training of personnel with the aim of improving knowledge, skills, and abilities in connection with increasing professional requirements or promotion.</p>	
<p>25. Personnel certification is :</p>	<p><i>PC-4; UK-3; UK-4</i></p>
<p>a. analysis of costs associated with hiring personnel; б. a targeted process of studying the work motivation of personnel; в. a purposeful process of establishing the conformity of the qualitative characteristics of personnel with the requirements of a position or workplace; г. establishing the functional role of the employee.</p>	
<p>26. According to Douglas McGregor's Theory X, a person:</p>	<p><i>PC-4; UK-3; UK-4</i></p>
<p>a. strive to demonstrate independence; б. has creative thinking; в. shows interest in work regardless of the forms of motivation; г. doesn't like to work and tries to avoid responsibility.</p>	
<p>27. What is the main idea of the classical theory of motivation?</p>	<p><i>PC-4; UK-3; UK-4</i></p>
<p>a. self-affirmation is the only motivating factor in work; б. money is the only motivating factor in work; в. the thirst for power is the main motivating factor in work;</p>	
<p>28. What is the purpose of staff incentives?</p>	<p><i>PC-4; UK-3; UK-4</i></p>
<p>a. encourage a person to avoid conflicts; б. to motivate a person to do more and better than what is stipulated by the labor relations; в. to encourage a person not to exceed his authority</p>	
<p>29 To which group of motivation theories do Abraham Maslow, David McClelland , and Frederick Herzberg belong?</p>	<p><i>PC-4; UK-3; UK-4</i></p>
<p>a. meaningful; б. procedural; в. classical</p>	
<p>30 Process theories of motivation include:</p>	<p><i>PC-4; UK-3; UK-4</i></p>
<p>a. Herzberg's two-factor theory ; б. expectancy theory; в. Alderfer's EKO theory .</p>	
<p>31 Maslow arranged needs in the following order:</p>	<p><i>PC-4; UK-3; UK-4</i></p>

- | | |
|---|--|
| <p>a. physiological, needs for safety, social, respect, self-improvement;</p> <p>б. needs for safety, physiological, social, self-improvement, respect;</p> <p>в. social, physiological, needs for safety, respect, self-improvement;</p> <p>г. self-improvement, social, security needs, physiological, respect.</p> | |
|---|--|