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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

28 December 2020  
Protocol № 5  
Head of the department Tonkikh N.V.

**APPROVED**  
Council on Educational and Methodological  
Issues and Quality of Education

20 January 2021



Protocol № 6  
Chairman Karkh D.A.

### MODULE PROGRAMME

Module title	Human Resource Management
Field of study	38.04.02 MANAGEMENT
Profile	International Business (in English)
Mode of study	full-time and part-time
Enrollment year	2021

Developed by:  
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Yekaterinburg  
2021

## CONTENT

<b>INTRODUCTION</b>	<b>3</b>
<b>1. PURPOSE OF LEARNING THE SUBJECT</b>	<b>3</b>
<b>2. PLACE OF SUBJECT IN THE STRUCTURE OF OBOR</b>	<b>3</b>
<b>3. SCOPE OF SUBJECT</b>	<b>3</b>
<b>4. LEARNING OUTCOMES</b>	<b>3</b>
<b>5. SYLLABUS</b>	<b>5</b>
<b>6. FORMS OF FORMATIVE AND SUMMATIVE ASSESSMENT MARKING SCALES</b>	<b>5</b>
<b>7. CONTENT OF THE SUBJECT</b>	<b>7</b>
<b>8. ORGANIZATION OF THE EDUCATIONAL PROCESS FOR PERSONS WITH DISABILITIES</b>	<b>9</b>
<b>9. LIST OF BASIC AND ADDITIONAL EDUCATIONAL LITERATURE REQUIRED FOR LEARNING THE SUBJECT</b>	<b>9</b>
<b>10. LIST OF INFORMATION TECHNOLOGIES, INCLUDING LIST OF LICENSED SOFTWARE AND INFORMATION HELP SYSTEMS, ONLINE COURSES FOR THE EDUCATIONAL PROCESS</b>	<b>10</b>
<b>11. DESCRIPTION OF THE MATERIAL AND TECHNICAL BASE NECESSARY FOR THE EDUCATIONAL PROCESS</b>	<b>11</b>

## 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 4						
Exam	216	20	4	16	160	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
UC-3 Able to organize and manage the work of a team, developing a team strategy to achieve the set goal	ID-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	ID-2.UC-3 Can: organize and adjust the work of a team, including on the basis of collegial decisions
	ID-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	ID-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
	ID-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
	ID-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
<b>Organizational and managerial</b>	
PC-4 Implementation of the strategy and control over the implementation of the foreign economic activity plan of the organization	ID-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	ID-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
	ID-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 4		180						
Theme 1.	HR policy of the organization	26	1			25		
Theme 2.	Development of personnel policy	26	1			25		
Theme 3.	Improving the effectiveness of personnel policy and the practice of its implementation	35	1		4	30		
Theme 4.	Personnel planning in the organization	46,5	0.5		6	40		
Theme 5.	Practical aspects of personnel planning in the organization	46.5	0.5		6	40		

## 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	the characteristic of the indicator corresponds to "excellent", "good", "satisfactory"
49 % and less	No credit	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. THE 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. LIST OF BASIC AND ADDITIONAL EDUCATIONAL LITERATURE REQUIRED FOR LEARNING THE SUBJECT**

### **USUE library website**

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

### **Main literature:**

1. Завьялова Е. К., Латуха М. О. Управление развитием человеческих ресурсов. [Электронный ресурс]:учебник. - Санкт-Петербург: Издательство Санкт-Петербургского университета, 2017. - 252 – Режим доступа: <https://znanium.com/catalog/product/999723>
2. Кибанов А.Я., Баткаева И. А. Управление персоналом организации. [Электронный ресурс]:Учебник. - Москва: ООО "Научно-издательский центр ИНФРА-М", 2019. - 695 с. – Режим доступа: <https://znanium.com/catalog/product/1003212>
3. Фокин К. Б. Управление кадровым резервом: теория и практика. [Электронный ресурс]:Монография. - Москва: ООО "Научно-издательский центр ИНФРА-М", 2020. - 277 с. – Режим доступа: <https://znanium.com/catalog/product/1069151>
4. Коковихин А. Ю. Кадровая политика и кадровое планирование. [Электронный ресурс]:учебное пособие. - Екатеринбург: [Издательство УрГЭУ], 2016. - 98 – Режим доступа: <http://lib.usue.ru/resource/limit/ump/17/p488082.pdf>

5. Коковихин А. Ю., Долженко С. Б., Долженко Р. А., Коропец О. А., Кулькова И. А., Панченко А. Ю., Пеша А. В., Плутова М. И., Шарапова В. М. Управление и экономика персонала. [Электронный ресурс]: учебное пособие. - Екатеринбург: [Издательство УрГЭУ], 2017. - 330 – Режим доступа: <http://lib.usue.ru/resource/limit/ump/18/p490706.pdf>
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:**

1. Суслов Г.В. Управление персоналом организации. [Электронный ресурс]: Учебное пособие. - Москва: Издательский Центр РИО, 2016. - 154 с. – Режим доступа: <https://znanium.com/catalog/product/549696>
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>
6. Дейнека А.В. Управление персоналом организации. [Электронный ресурс]: Учебник. - Москва: Издательско-торговая корпорация "Дашков и К", 2020. - 288 – Режим доступа: <https://znanium.com/catalog/product/1091562>
7. Одегов Ю. Г., Руденко Г. Г. Управление персоналом. [Электронный ресурс]: Учебник и практикум для вузов. - Москва: Юрайт, 2020. - 467 – Режим доступа: <https://urait.ru/bcode/449872>
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. LIST OF INFORMATION TECHNOLOGIES, INCLUDING LIST OF LICENSED SOFTWARE AND INFORMATION HELP SYSTEMS, ONLINE COURSES USED DURING THE EDUCATIONAL PROCESS**

#### **List of licensed software:**

Astra Linux Common Edition. Договор № 1 от 13 июня 2018, акт от 17 декабря 2018. Срок действия лицензии - без ограничения срока.

МойОфис стандартный. Соглашение № СК-281 от 7 июня 2017. Дата заключения - 07.06.2017. Срок действия лицензии - без ограничения срока.

#### **The list of information reference systems, resources of the information and telecommunication network "Internet":**

Справочно-правовая система Гарант. Договор № 58419 от 22 декабря 2015. Срок действия лицензии - без ограничения срока

## **11. DESCRIPTION OF THE MATERIAL AND TECHNICAL BASE NECESSARY FOR THE IMPLEMENTATION OF THE EDUCATIONAL PROCESS**

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.