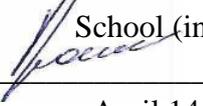




**MINISTRY OF SCIENCE AND HIGHER EDUCATION
OF THE RUSSIAN FEDERATION**
Federal State Budgetary Educational Institution of Higher Education
"IRKUTSK STATE UNIVERSITY"
SAF, Baikal International Business School (Institute)
Department of Strategic and Financial Management



APPROVED:
Dean of SAF/Baikal International Business
School (institute)

N.B. Grosheva
April 14, 2025

Syllabus

Discipline Б1.Б.12 Human Resource Management

Major 27.03.05 Innovatics

Specialization: Management of Innovative and IT Projects and Products

University Degree: Bachelor

Full time

Approved by the Academic and
Methodological Council of Baikal
International Business School (institute)
Protocol № 4 March 26, 2025

Recommended by the Strategic and Financial
Management Department
Protocol № 9 March 21, 2025

Chairperson  V.M. Maksimova

Department
Chair



N.B. Grosheva

Irkutsk 2025

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I. Goal and Objectives of the Discipline

Goal: to form ideas and skills in the use of human resource management methods considered in conjunction with each other and with the business strategy of the organization.

Objectives: students, future specialists

- to teach theoretical knowledge in the field of human resource management;
- to master modern methods of human resource management, tools for internal control of personnel, compliance control, conflict of interest;
- to develop of the ability to apply modern approaches and methods in practice, norms of corporate governance and corporate culture, norms of professional ethics;
- to be able to think independently, plan and foresee the consequences of their actions, establish effective business communication, plan the interaction of departments;
- to be able to select financial service providers in the interests of the client and advise the client on a limited range of financial products;
- to learn independently and adequately assess their capabilities, to use methods and tools of operational planning.

II. Place of the Discipline in the CPEP Structure

The academic discipline "Human Resource Management" refers to the part formed by the participants of educational relations.

To study this academic discipline, it is necessary to have knowledge, skills and abilities formed by the previous disciplines: "Entrepreneurial Psychology", "Psychology of Social Interaction, Self-Development and Self-Organization".

III. Requirements for the Discipline Learning Outcomes

The process of mastering the discipline is aimed at the formation of competencies UC 3.1, 3.2, 3.3, PC-4.1, PC-4.2 in accordance with the Federal State Educational Standard of Higher Education and CPEP HE in the field of study 27.03.05 "Innovatics".

List of Planned Learning Outcomes for the Discipline, Mapped to Competency Achievement Indicators

Competency	Competency Achievement Indicator	Learning Outcomes
UC-3. Is able to carry out social interaction and fulfill his role in a team	UC-3.1 Defines one's role in the team based on the strategy of cooperation to achieve the goal	Knowledge: - Scientific foundations of personnel management, the main concepts and stages of development of this section of management Abilities: - To apply personnel management methods that allow you to increase the efficiency of the organization; - To plan the need for personnel; - To apply methods for calculating various indicators, including the number of personnel, the effectiveness of personnel development

		<p>activities, the effectiveness of projects to improve the personnel management system;</p> <p>Skills:</p> <ul style="list-style-type: none"> - Approaches to human resource management.
	<p>UC-3.2 Takes into account the experience, ideas and behavior of team members to achieve the goal</p>	<p>Knowledge:</p> <ul style="list-style-type: none"> - The main theories in the field of personnel management <p>Abilities:</p> <ul style="list-style-type: none"> - To audit the organization's human resources, predict and determine the organization's need for personnel; - To conduct situational analysis; - To form strategic goals and strategies of the enterprise; <p>Skills:</p> <ul style="list-style-type: none"> - Methods of influencing the labor motivation of employees.
	<p>UC-3.3 Observes the established norms and rules of teamwork, bears personal responsibility for the overall result of the established norms and rules of teamwork.</p>	<p>Knowledge:</p> <ul style="list-style-type: none"> - The principles of organization of personnel management services, their functions <p>Abilities:</p> <ul style="list-style-type: none"> - Analyze the state and trends in the development of the labor market from the point of view of meeting the organization's need for human resources; - Assess the position of the organization in the labor market, develop a system of measures to improve the image of the organization as an employer <p>Skills:</p> <ul style="list-style-type: none"> - Techniques and methods of conflict resolution in crisis situations.
<p>PC-4. Is able to order the development of a program of projects for the creation, development, market launch and sale of innovative and IT products and monitor its implementation</p>	<p>PC-4.1 Knows the theory of project and program management</p>	<p>Knowledge:</p> <ul style="list-style-type: none"> - Personnel management technologies, including assessment of personnel needs, selection, hiring, dismissal, movement, certification, development, motivation of personnel <p>Abilities:</p> <ul style="list-style-type: none"> - To critically assess the behavior of personnel in the organization (economic agents); - To orient themselves in the system of motives, needs and values of the organization's personnel; - To analyze intra-organizational conflicts and develop methods for overcoming them. <p>Skills:</p> <ul style="list-style-type: none"> - A socio-psychological approach to human resource management and analysis of existing methods of personnel management in your company and their adequate adaptation to the goals and objectives of the organization;

	<p>PC-4.2 Can plan and manage programs and projects</p>	<p>Abilities:</p> <ul style="list-style-type: none"> - To develop measures to attract and select new employees and programs for their adaptation; - To develop employee training programs and evaluate their effectiveness; - To use various methods of assessment and certification of employees and participate in their implementation; - To develop measures to motivate and stimulate the organization's personnel <p>Skills:</p> <ul style="list-style-type: none"> - The skill of conducting interviews when hiring, selecting, evaluating personnel; - The skill of resolving conflict situations.
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IV. Contents and Discipline Structure

Discipline scope is 5 credits, 180 hrs,
including 27 hrs for the exam

Form of Summative Assessment: exam - 4th semester

4.1 Discipline Contents, Structured by Topics, with Indicated Types of Classes and Allocated Academic Hours

№	Discipline Section/ Theme	Semester	Total Hrs	Types of Educational Activities, Including Self-Study, Practical Sessions, and Workload (in hrs)				Formative Assessment Formats; Summative Assessment Formats
				Teacher Contact Hrs			Self-Study	
				Lectures	Practical Sessions	Consultations, Self-Study Monitoring, Summative Assessment		
1	2	3	4	5	6	7	8	9
1	Section I. Introduction to the discipline "Human Resource Management"	4						Oral questioning №1 Report №1
	Topic 1.1. What is personnel management: the vision of a person in an organization as an object of management	4	3	2			1	
2	Section II. Methodological Foundations of HR Management	4						
	Topic 2.1. Paradigms "Personnel Management" and "HRM". Human Resources Policy and Strategy.	4	4	2	1		1	
	Topic 2.2. Intellectual Capital: Theory and Its Practical Significance.	4	2	1	0,5		0,5	
	Topic 2.3. Personnel risks: general idea.	4	2	1	0,5		0,5	
3	Section III. System of work on human resources management.	4						Summative assessment test

	Topic 3.1. HR services and their functions: history and significance.	4	5	2	2		1	№1, Case study №1
	Topic 3.2. Formation of the organization's personnel. HR planning: concept and principles of planning.	4	8	2	4	1	1	
4	Section IV. Basic Technologies of Human Resource Management	4						Summative assessment test №2, Case study №2, Oral questioning №2
	Topic 4.1. Recruitment and selection of personnel. Termination of employment relations; methods of rationalization of personnel and organization of personnel dismissal.	4	5	2	2		1	
	Topic 4.2. Adaptation of personnel.	4	4	2	2			
	Topic 4.3. Strategic development of human resources.	4	4.5	2	2		1	
	Topic 4.4. Performance evaluation and certification of personnel.	4	4	2	2			
	Topic 4.5. Management of business career of personnel.	4	4.5	2	2		1	
	Topic 4.6. Organization of the personnel training system in the company.	4	6	2	2	1	2	
5	Section V. Management of Labor Indicators, Personnel Operating Conditions and Personnel Economics	4						Summative assessment test №3, Case study №3, Report №2
	Topic 5.1. The basis of labor performance management. Performance management processes.	4	5	2	2		2	
	Topic 5.2. Design of the personnel management system. Position and its varieties. Time management.	4	4	2	2			
	Topic 5.3. Workplace: analysis and description of the workplace. Certification of workplaces in terms of working conditions. Design of working conditions. Health, safety and social security.	4	4	2	2			
	Topic 5.4. Reward management. Salary structure.	4	5	2	2		2	

	Management of the remuneration system.							
6	Section VI. Subjects of the personnel management system and forms of communication with them	4						Report №3 Project Final test
	Topic 6.1. Structure of relations with employees; methods of managing subordinates.	4	11	1	1	1	8	
	Topic 6.2. Organizational forms of management contacts.	4	36	2	4		30	
	Topic 6.3. Features of personnel management in the context of organizational changes.	4	34	2	2		30	
	Intermediate certification	4	27			10 KOs		Exam 17
	TOTAL HOURS		180	34	34	13	82	17

4.2. Plan for Out-of-Class Student Self-Study of the Discipline

Semester	Section, Themes	Self-Study			Assessment Tool	Self-Study Educational and Methodological Support
		Type of Self-study	Deadlines	Load (hr)		
4	Methodological foundations of HR management	Preparation of a report for the seminar "HR Policy and Strategy in Modern Companies"	1-2 weeks	2	Report №1	Gorelov, N. A. Human Resource Management: Modern Approach: Textbook and Practicum for Higher Educational Institutions / N. A. Gorelov, D. V. Kruglov, O. N. Melnikov; edited by N. A. Gorelov. — Moscow : Yurayt Publishing House, 2022. — 270 p. — (Higher Education). — ISBN 978-5-534-00650-6. — Text : electronic // Educational platform Yurayt [site]. — URL: https://urait.ru/bcode/490237 . Unlimited access.
4	Personnel management services and their functions: history and significance.	Preparation for business games	Weeks 3-7	2	Oral questioning №1 Case study №1	Human Resource Management: Textbook and Practicum for Higher Educational Institutions / O. A. Lapshova [i dr.] ; under the general editorship of O. A. Lapshovoy. — Moscow : Yurayt Publishing House, 2022. — 406 p. — (Higher Education). — ISBN 978-5-9916-8761-4. — Text : electronic // Educational platform Yurayt [site]. — URL: https://urait.ru/bcode/489420 Unlimited access.
4	Sections 1, 2, 3. Topics 1.1, 2.1, 2.2, 2.3, 3.1, 3.2.	Preparation for the summative assessment test №1	Week 4	2	Summative assessment test №1	Innovative Management in Human Resource Management: A Textbook for Higher Educational Institutions / A. P. Panfilova [i dr.] ; under the general editorship of A. P. Panfilova, L. S. Kiseleva. — Moscow : Yurayt Publishing House, 2022. — 313 p. — (Higher Education). — ISBN 978-5-534-14222-8. — Text : electronic // Educational platform Yurayt [site]. — URL: https://urait.ru/bcode/496616 Unlimited access.

Semester	Section, Themes	Self-Study			Assessment Tool	Self-Study Educational and Methodological Support
		Type of Self-study	Deadlines	Load (hr)		
4	Basic Technologies of Human Resource Management	Solving cases, preparing for role-playing games	Weeks 8-13	1	Oral questioning №2 Case study №2	Gorelov, N. A. Human Resource Management: Modern Approach: Textbook and Practicum for Higher Educational Institutions / N. A. Gorelov, D. V. Kruglov, O. N. Melnikov; edited by N. A. Gorelov. — Moscow : Yurayt Publishing House, 2022. — 270 p. — (Higher Education). — ISBN 978-5-534-00650-6. — Text : electronic // Educational platform Yurayt [site]. — URL: https://urait.ru/bcode/490237 . Unlimited access.
4	Section IV. Basic Technologies of Human Resources Management	Preparation for the summative assessment test №2	Week 8	1	Summative assessment test №2	Gorelov, N. A. Human Resource Management: Modern Approach: Textbook and Practicum for Higher Educational Institutions / N. A. Gorelov, D. V. Kruglov, O. N. Melnikov; edited by N. A. Gorelov. — Moscow : Yurayt Publishing House, 2022. — 270 p. — (Higher Education). — ISBN 978-5-534-00650-6. — Text : electronic // Educational platform Yurayt [site]. — URL: https://urait.ru/bcode/490237 . Unlimited access.
4	Organizational forms of management contacts.	Group projects "Preparing and conducting a role-playing game: management communications" on the following topics:	8-13 weeks	30	Case study №3	Gorelov, N. A. Human Resource Management: Modern Approach: Textbook and Practicum for Higher Educational Institutions / N. A. Gorelov, D. V. Kruglov, O. N. Melnikov; edited by N. A. Gorelov. — Moscow : Yurayt Publishing House, 2022. — 270 p. — (Higher Education). — ISBN 978-5-534-00650-6. — Text : electronic // Educational platform Yurayt [site]. — URL: https://urait.ru/bcode/490237 . Unlimited access.

Semester	Section, Themes	Self-Study			Assessment Tool	Self-Study Educational and Methodological Support
		Type of Self-study	Deadlines	Load (hr)		
4	Management of Labor Indicators, Personnel Operating Conditions and Personnel Economics	Preparation for the summative assessment test №3	Week 14	1	Summative assessment test №3	Human Resource Management: Textbook and Practicum for Higher Educational Institutions / O. A. Lapshova [i dr.] ; under the general editorship of O. A. Lapshovoy. — Moscow : Yurayt Publishing House, 2022. — 406 p. — (Higher Education). — ISBN 978-5-9916-8761-4. — Text : electronic // Educational platform Yurayt [site]. — URL: https://urait.ru/bcode/489420 Unlimited access.
4	Reward management. Salary structure. Management of the remuneration system.	Preparation of a report for the seminar "Modern systems of remuneration, motivation and social support"	Week 15	1	Report №2	Gorelov, N. A. Human Resource Management: Modern Approach: Textbook and Practicum for Higher Educational Institutions / N. A. Gorelov, D. V. Kruglov, O. N. Melnikov; edited by N. A. Gorelov. — Moscow : Yurayt Publishing House, 2022. — 270 p. — (Higher Education). — ISBN 978-5-534-00650-6. — Text : electronic // Educational platform Yurayt [site]. — URL: https://urait.ru/bcode/490237 . Unlimited access.
4	All sections and all topics	Development and defense of a practice-oriented project "Development of proposals for improving the personnel management system in the company"	16-17 weeks	30	Report №3 Project	Gorelov, N. A. Human Resource Management: Modern Approach: Textbook and Practicum for Higher Educational Institutions / N. A. Gorelov, D. V. Kruglov, O. N. Melnikov; edited by N. A. Gorelov. — Moscow : Yurayt Publishing House, 2022. — 270 p. — (Higher Education). — ISBN 978-5-534-00650-6. — Text : electronic // Educational platform Yurayt [site]. — URL: https://urait.ru/bcode/490237 . Unlimited access.

Semester	Section, Themes	Self-Study			Assessment Tool	Self-Study Educational and Methodological Support
		Type of Self-study	Deadlines	Load (hr)		
4	All sections and all topics	Preparing for the final test	Week 18	8	Final test	Gorelov, N. A. Human Resource Management: Modern Approach: Textbook and Practicum for Higher Educational Institutions / N. A. Gorelov, D. V. Kruglov, O. N. Melnikov; edited by N. A. Gorelov. — Moscow : Yurayt Publishing House, 2022. — 270 p. — (Higher Education). — ISBN 978-5-534-00650-6. — Text : electronic // Educational platform Yurayt [site]. — URL: https://urait.ru/bcode/490237 . Unlimited access.
Total self-study load (hr)				78		

4.3. Learning Content

Section I. Introduction to the discipline "Human Resource Management"

1.1. What is Staff? What is personnel management: the vision of a person in the organization as an object of management.

Section II. Methodological Foundations of HR Management

2.1.Paradigms "Personnel Management" and "Human Resource Management". Models and systems of personnel management. Human resources policy and strategy: the concept of personnel policy; human resource management strategy; types of personnel strategies; strategic management of human resources.

2.2.Intellectual Capital: Theory and Its Practical Significance. Definition of intellectual capital: human, social and organizational capital.

2.3.HR risks: a general view of HR risks, systematization of HR risks, HR risk assessment methodology, HR risk management methods.

Section III. System of Work on Personnel Management

3.1.Personnel services and their functions: history and significance of personnel services; the main functions of personnel services; the structure of the personnel service; job responsibilities of the heads of personnel services and line units; the role of human resource specialists;

3.2. Evaluation of the effectiveness of personnel management activities.

3.3.Formation of the organization's personnel: number and structure of personnel; analysis and state of the organization's labor market; hiring staff; dismissal of personnel; Personnel structure.

3.4.Human resources planning: the concept and principles of personnel planning; the role and tasks of human resource planning; the planning process and the strategy for resourcing Assessment of future human resource needs.

Section IV. Basic Technologies of Personnel Management

4.1.Recruitment and selection of personnel: stages of selection and selection; definition of requirements; attracting candidates (announcements, searching for personnel via the Internet, attracting third-party resources); hiring and execution of an employment contract; hiring personnel on the basis of civil law contracts. Termination of employment relations: legal regulation of termination of an employment contract (redundancy, dismissal and voluntary dismissal, retirement); staff turnover and ways to manage it; methods of rationalization of personnel and organization of personnel dismissal.

4.2.Adaptation of personnel: the concept and types of adaptation of personnel; organizational approaches to adaptation, the adaptation process and factors affecting it, features of socio-psychological and physiological adaptation of various categories of employees; determination of costs for personnel adaptation.

4.3.Strategic development of human resources: definition of strategic development of human resources, goals, objectives, forms and elements of human resources development.

4.4.Performance assessment and certification of personnel: the concept and types of certification assessment of employees; certification of personnel by the commission; systematic assessment of personnel and assessment of subordinates by the manager; Assessment center technique.

4.5. Management of business career of personnel: the concept of "career", goals, types and stages of a business career; intra-organizational career, career management; organization of personnel movement, reserve for filling managerial positions and work with it; assessment of the effectiveness of career management.

4.6.Personnel training: the essence of training; requirements for effective learning; non-formal learning; on-the-job training, lifelong learning and development; organizational learning and learning organizations; Vocational training

Section V. Management of Labor Indicators, Personnel Operating Conditions and Personnel Economics

5.1.The basis of labor performance management: the goal, principles, scope and process of

labor performance management. Performance management processes: key activities, role profile, performance agreement, performance standards and assessment, documentation. 360-degree feedback: definition, application, rationale, 360-degree feedback methodology, design and implementation.

5.2. Design of the management system: the concept of organizational design; design of managerial powers, design of departments, management technologies and procedures, design of labor organization. Position and its varieties, regulation of official rights and obligations, rationalization of the job structure. Time management: labor legislation of the Russian Federation on working hours; balance of working hours, time diagnostics; analysis of the use of working time; control of working hours; management of working time of managers and specialists.

5.3. Workplace: analysis and description of the workplace, internal and external organization of the workplace and its design. Certification of workplaces in terms of working conditions. Design of working conditions: the concept and types of working conditions, industrial injuries, its causes and assessment. Health, safety and social security: management of occupational health and safety at work; professional health programs; prevention of accidents; training in occupational health and safety; the essence of social security; types of social security.

5.4. Remuneration management: remuneration management systems; general factors that determine salary levels; economic factors affecting the level of payment; Purpose, strategy and remuneration policy. Salary structure: justification of the salary structure, criteria and types, choice of structures; dependent pay – payment focused on: performance indicators, competence, skills, contribution. Management of the remuneration system.

Section VI. Subjects of the personnel management system and forms of communication with them

6.1. Structure of relations with employees: elements of relations with employees; relations between employers and trade unions as a system of rules; collective bargaining, coordination of interests; the context of industrial relations; the role of the HR department in relations with employees; strategy and tactics of working with subordinates; methods of managing subordinates.

6.2. Organizational forms of management contacts: holding meetings, meetings, meetings; strategy and approaches to business negotiations; organization and methods of conducting business conversations; telephone conversations; rounding workplaces; reception of visitors.

6.3. Features of personnel management in the context of organizational changes: stages of strategic transformations; reasons for resistance to organizational changes.

4.3.1. List of Seminars, Practical Sessions and Laboratory Work

№	Theme Number	Seminars, Practical Sessions and Laboratory Work	Load (hr.)		Assessment Tools	Developed Competencies (Indicators)
			Total hrs	Including Practical Sessions		
1.	Methodological foundations of HR management	Seminar "HR Policy and Strategy in Modern Companies"	4		Oral questioning №1 Report №1 Case study №1,	UC 3.1, UC 3.2, UC 3.3, PC 4.1, PC 4.2
2.	HRM Service and Its Functions: History and Significance.	Business games "Formation of the HRM system for a model organization", "Recruitment strategy", "Hiring personnel"	10		Case study №2, Summative assessment test №1	UC 3.1, UC 3.2, UC 3.3, PC 4.1, PC 4.2
3.	Basic Technologies of Personnel Management	Role-playing, case solving	10		Oral questioning №2, Case study №3 Summative assessment test №2	UC 3.1, UC 3.2, UC 3.3, PC 4.1, PC 4.2
4.	Management of Labor Indicators, Personnel Operating Conditions and Personnel Economics	Role-playing games, Seminar "Modern Systems of Remuneration, Motivation and Social Support"	6		Case study №4 Report №2, Summative assessment test №3	UC 3.1, UC 3.2, UC 3.3, PC 4.1, PC 4.2
5.	All topics	Protection of group projects. Development and defense of a practice-oriented project "Development of proposals for improving the personnel management system in the company"	6		Report №3 Project Final test	UC 3.1, UC 3.2, UC 3.3, PC 4.1, PC 4.2

4.3.2. List of Topics (Questions) Assigned for Independent Work as Part of Student Self-Study

№	Theme	Task	Competency	Indicators
1	2	3	4	5
1	Methodological foundations of HR management	Oral questioning №1, Report №1	UC3, PC 4	UC 3.1, UC 3.2, UC 3.3, PC 4.1, PC 4.2
2	HRM Service and Its Functions: History and Significance.	Case study №1, Summative assessment test №1	UC3, PC 4	UC 3.1, UC 3.2, UC 3.3, PC 4.1, PC 4.2
3	Basic Technologies of Personnel Management	Oral questioning №2, Case study №2, Summative assessment test №2	UC3, PC 4	UC 3.1, UC 3.2, UC 3.3, PC 4.1, PC 4.2
4	Management of Labor Indicators, Personnel Operating Conditions and Personnel Economics	Case study №3, Report №2, Summative assessment test №3	UC3, PC 4	UC 3.1, UC 3.2, UC 3.3, PC 4.1, PC 4.2
5	All topics	Project Report (defense of the project) Final test	UC3, PC 4	UC 3.1, UC 3.2, UC 3.3, PC 4.1, PC 4.2

4.4. Guidelines for Organizing Student Self-Study

Student self-study is carried out using e-learning and distance learning technologies. Educational and methodological materials for self-study are available to students through electronic library systems and the Hecadem Internet learning system, which presents materials of lectures and practical (seminar) classes, interactive forms of training, examples of tasks. The Hecadem Internet Learning System is a platform for distance learning and learning using digital technologies of the Baikal International Business School of ISU. Each student receives authorized access to the system. Available at: <https://edu.buk.irk.ru>.

Student self-study consists of:

- the student's independent preparation for the lecture – reading the notes of the previous lecture, watching the video version of the lecture (if any). This helps to better understand the material of the new lecture, relying on previous knowledge;
- preparation for practical classes on the main and additional sources of literature;
- independent study of individual topics or questions in classes on the main and additional sources of literature, on sources on the Internet and on the electronic portal of the university;
- preparation for formative and summative assessment.

When performing self-study while preparing for formative and summative assessment, the student must take into account the criteria for evaluating the task being performed (section 8 of this program).

Control over self-study is carried out when the student performs tasks from the fund of assessment materials of the discipline. In the course of independent work control, both the actual knowledge, skills and abilities of students are assessed, as well as the depth of understanding and the ability to isolate and interpret integral semantic structures, as well as the skills of independent search for the necessary information on the topic of the lesson and its critical assessment.

Student self-study is a process of active, purposeful acquisition of new knowledge and skills by

a student without the direct participation of a teacher, characterized by a subject orientation, effective control and evaluation of the results of the student's activities.

Goals of self-study:

- To systematize and consolidate the theoretical knowledge and practical skills of students;
- To deepen and expand theoretical knowledge;
- To form skills to use regulatory and reference documentation, special literature;
- To develop cognitive abilities, activity of students, responsibility and organization;
- To form independent thinking, creative initiative, abilities for self-development, self-improvement and self-realization;
- To develop research skills and academic skills.

Self-study can be carried out individually or by groups of students, depending on the goal, volume, level of complexity, and specific topics.

The technology of organizing student self-study includes the use of information and material and technical resources of an educational institution.

Before students do self-study work, the teacher can instruct them on how to complete the task. The briefing includes:

- the purpose and content of the task;
- deadlines;
- an estimated amount of work;
- basic requirements for the results of work and evaluation criteria;
- possible typical errors during execution.

Instruction is conducted by the teacher at the expense of the amount of time allotted for the study of the discipline.

Control of the results of self-study work of students can take place in written, oral or mixed form.

Students should approach self-study as the most important means of consolidating and developing theoretical knowledge, developing a unity of views on certain issues of the course, acquiring certain skills and using professional literature.

Premises for student self-study should be equipped with computer equipment with the ability to connect to the Internet and provide access to the electronic information and educational environment of the organization.

When studying the course independently, students should:

- view key definitions and facts;
- repeat the material summarized at the lecture session and supplement it taking into account the literature recommended on this topic;
- study the recommended literature, make theses, annotations and summaries of the most important points;
- independently perform tasks similar to those offered in the classroom;
- use the materials of the assessment tools fund for self-examination.

Description of Practice-Oriented Project

1. Goals and objectives of the work.

This work is an independent study of the student, revealing his knowledge and ability to apply it to solve specific practical problems of a business organization. The work should be logically completed and demonstrate the student's ability to competently use the special terminology of the discipline "Human Resource Management", clearly express his thoughts, and argue proposals.

The objectives of work on a practice-oriented project are:

- ✓ To develop skills of independent research activity and their application to solving urgent practical problems;
- ✓ To analyze existing theoretical approaches in domestic and foreign science that are included in the scope of the study;
- ✓ To conduct independent research on the selected issue;
- ✓ To demonstrate the ability to systematize and analyze the data obtained in the course of the

study.

2. Organization of work

2.1. Formulation of the research problem

A practice-oriented project is an exploratory study aimed at identifying and solving a problem. In science, a problem is understood as a contradictory situation that arises as a result of the discovery of new facts that clearly do not fit into the framework of previous theoretical positions.

The student's formulation of a problem for his scientific research should be based on facts characterizing the company's activities. Observation and analysis of human interaction with nature, technology, information systems, society, other people, as well as self-knowledge, can contribute to the student's discovery of a problem situation that requires study.

2.2. Algorithm for working on a scientific problem

There is a single algorithm that reflects the stages of work on a research problem of a specialist of any level:

- ✓ Selecting a Problem
- ✓ collection of information about the knowledge already available in science on the problems under study
- ✓ analysis and generalization of the knowledge gained on the problem
- ✓ development of the concept and planning of research on the basis of a specific organization
- ✓ selection of research methods and techniques
- ✓ Conducting research in an organization
- ✓ Processing of the data obtained
- ✓ development of proposals for solving the identified problem and development of the implementation mechanism in the organization under study
- ✓ written design of theoretical and empirical material in the form of a holistic text
- ✓ submission of work for assessment in electronic form
- ✓ defense of work at a classroom lesson according to the calendar and thematic plan.

2.3. Structural components of a practice-oriented project

The structure of the work should be presented as follows:

- ✓ Title page
- ✓ Table of Contents
- ✓ Introduction
- ✓ Chapters of the main part: Chapter 1, Chapter 2 and Chapter 3
- ✓ Conclusions
- ✓ Conclusion
- ✓ References
- ✓ appendices.

The title page is the first page of a practice-oriented project and is filled out according to certain rules. In the upper field, the full name of the ministry, educational institution on the basis of which the research is carried out is indicated. In the middle field, the title of the work is given, which is drawn up without the word "topic" and is not enclosed in quotation marks. After the title, the type of research work is indicated. Below, closer to the right edge of the title page, the surname, the name and patronymic of the executor and then the surname and initials of the head, his scientific title and position (if any) are recorded. In the lower field, the location of the educational institution and the year of writing the work are indicated (see the recommendations for design on the website: <https://buk.irk.ru/library/> the student the design of the thesis / requirements for the design / sample of design).

The table of contents should be placed on the second page. It contains the titles of chapters and paragraphs with an indication of the pages from which they begin. The headings of the table of contents should exactly repeat the titles of the chapters and paragraphs in the text. When formatting, the headings of the steps of the same level should be placed one below the other. The headings of each subsequent step should be shifted five characters to the right in relation to the headings of the previous step. All of them begin with a capital letter without a dot at the end. pages are fixed in the right column of the table of contents.

Chapters and paragraphs are numbered according to a multi-level system, that is, they are designated by numerical numbers containing in all stages the number of their rubric and the rubric to which they are subordinated. Introduction and conclusion are not numbered.

In the introduction, the problem, relevance, practical significance of the study are fixed; the object and

subject of the study are determined; the purpose and objectives of the study are indicated; the methods of work are briefly listed. All the above components of the introduction should be interrelated with each other.

The work begins with the formulation of a problem, which contributes to determining the direction in the organization of research, and represents knowledge not about the immediate objective reality, but about the state of knowledge about this reality. Posing a problem, the researcher answers the question: "What should be studied from what has not been studied before?"

The formulation of the problem further presupposes the substantiation of the relevance of the study. When formulating it, it is necessary to give an answer to the question: why should this problem be studied at the present time?

The introduction should clearly define the purpose and objectives of the study.

The purpose of research is understood as the final, scientific and practical results that should be achieved as a result of its implementation.

The objectives of the research are all the successive stages of organizing and conducting research from beginning to end.

The chapters of the main part are devoted to the disclosure of the content of the work.

Chapter 1 (at least 2-3 pages):

The first chapter of the main part of the work is entirely based on the analysis of scientific literature and is of a general theoretical nature. When writing it, it is necessary to take into account that the main approaches to the problem under study, set forth in the literature, should be critically analyzed, compared and appropriate generalizations and conclusions should be made.

In the process of presenting the material, it is advisable to reflect the following aspects:

- ✓ to define, clarify the terms and concepts used in the work;
- ✓ to set out the main approaches, directions of research on the problem under study, to identify what is known on this issue in science and what is not, what has been studied and proven, but not fully and accurately enough;
- ✓ to designate the types, functions, structure of the phenomenon under study;
- ✓ to list the features of the formation (factors, conditions, mechanisms, stages) and manifestations (signs, normative and pathological functioning) of the phenomenon under study.

This chapter serves as a theoretical basis for future developments. In general, when writing the main part of the work, it is advisable to end each paragraph with a brief summary or conclusions. They summarize the material presented and serve as a logical transition to the following paragraphs. The structure of the chapter can be represented by several paragraphs and depends on the topic, the degree of development of the problem in science. The chapter ends with a brief summary (0.5 pages), which contains the main theoretical assumptions on which the author will rely in his further work.

Chapter 2 (2-4 pages):

The second chapter is analytical. It provides an analysis of the problem under study, using certain methods and specific research techniques, provides information about the research procedure (i.e. what methods you used to identify the problem) and its stages.

In particular, in order to analyze the activities of the organization on the topic stated by you, it is necessary to study the documents regulating individual processes, reporting documentation on your issue, statistical data; conducting, describing and analyzing the results of observations, interviews, surveys, etc.

When using the methods, it is necessary to indicate the following data in the text: its name, author, indicators and criteria that you will be subjected to statistical processing.

It is customary to include information about the number of subjects, their qualifications, age, gender and other data significant for interpretation in the characteristics of the respondents.

Below is a list of all the features that were included in the processing, a description of the mathematical and statistical analysis, information about the levels of significance, reliability of similarities and differences.

After that, the work provides the results of the study, tables. If the tables are bulky, it is better to give them in the appendix. In the appendix, you can place several of the most interesting or typical illustrations, drawings, etc.

At the same time, not only facts are indicated, but development trends are revealed, shortcomings and the causes that caused them are revealed, and ways of their possible elimination are outlined. This chapter serves as a feasibility study for subsequent developments. The depth and validity of the proposed measures depend on the completeness and quality of its implementation. In this chapter, the student should demonstrate the ability to use various methods of research and analysis of a specific situation

The chapter ends with a conclusion about the specifics of the organization under study, about its most

significant characteristics, in the context of the topic under study, and the interpretation of the results obtained, indicating the presence of certain problems. It is advisable to describe the results in stages, relative to the key points of the study. The analysis of experimental data concludes with conclusions. When drawing them up, the following rules must be taken into account:

- ✓ conclusions should be a consequence of this study and do not require additional measurements;
- ✓ the conclusions should correspond to the tasks set;
- ✓ conclusions should be formulated concisely, not have a large amount of digital material;
- ✓ Conclusions should not contain generally known truths that do not require proof.

Chapter 3 (6-8 pages):

The third chapter is project-based. It develops proposals that are of a specific nature, brought to the stage of development and provide their practical application. The basis is the analysis of the problem studied in Chapter 2, as well as the existing progressive domestic and foreign experience. In this chapter, the student must demonstrate the skills of using various management tools to solve the identified problems. solutions for the organization. The chapter also ends with a brief conclusion reflecting the main steps of the proposed solutions and their implementation, substantiating the effectiveness of the proposed solutions.

A logical connection between the chapters and the consistent development of the main theme throughout the work are mandatory for the project.

Conclusion (1-2 pages)

The conclusion is a brief overview of the study. Theoretical and practical conclusions and proposals that have arisen as a result of the study are stated. The statement is brief and clear, giving a complete idea of the content, significance, validity and effectiveness of the developments. object of research. The conclusion should not be a mechanical summation of the conclusions at the end of each chapter of the main part. It should contain the new, essential things that make up the final results of the study.

At the end of the work, after the conclusion, it is customary to place a list of references, where only the sources used in the text of the work are entered. Moreover, only those works that are referenced in the text are considered used, and not all articles, monographs that the author read in the process of doing the research work.

The appendix contains materials of a voluminous nature. In terms of their content, applications can be of various kinds: reference books, regulatory documentation, examples of tasks, examples of scripts, etc.

3. Requirements for the design of a practice-oriented project

3.1. General requirements for registration (for more details see the website of the BMBS/library/student)

Text requirements:

- the text is typed in Times New Roman font size 14, lowercase, without highlighting, justified;
- page margin sizes: right - 10 mm, left - 25 mm, top and bottom - 15 mm;
- lines are separated by one and a half intervals;
- the paragraph indent should be the same and equal to 1.27 cm throughout the text;
- bold font is not used;
- introduction and conclusion, the list of sources used are not numbered.

3.2. Requirements for citations and references

Quotations are often used to confirm one's own conclusions and for a critical analysis of a particular position. When quoting, the following requirements should be met:

When quoting verbatim, the author's thought is enclosed in quotation marks and is given in the grammatical form in which it is given in the original source. At the end, a reference to the source is made, which indicates the number of the book or article in the list of references and the number of the page where the quotation is located, for example, the designation [4, p. 123] indicates that the quotation used in the work is on page 123 in the original source under number 4 in the list of references.

In case of non-verbatim quotation (retelling, presentation of the points of view of various authors in their own words), the text is not enclosed in quotation marks. After the expressed thought, it is necessary to indicate the number of the source in the list of references in parentheses without specifying specific pages, for example: [23].

If the text is quoted not from the original source, but from another edition, then the reference should begin with the words "Op. cit. by..." or "Op. cit. according to the book..." and indicate the page numbers and the number of the source in the list of references, for example, (Cited in the book. [6, p. 240]).

If the quotation is an independent sentence, then it begins with a capital letter, even if the first word in the original source begins with a lowercase (i.e. small) letter and is enclosed in quotation marks. A quotation

included in the text after a subordinate conjunction (what, for, if, by that) is enclosed in quotation marks and written with a lowercase letter, even if it begins with a capital letter in the cited source.

When quoting, it is allowed to omit words, sentences, paragraphs without distorting the content of the text of the original source. A gap in the text is indicated by an ellipsis and is placed in the place where the thought is missing. Quotations retain the same punctuation marks as in the cited source. In modern scientific literature, text links are used internally. Their registration is possible in two versions. First: after the mention of the author in square brackets, the serial numbers of the sources to which the reference is made in the text are indicated. For example, "In the works of S. L. Rubinstein [4; 5; 7] are revealed..." When two or three references to the same primary source fall on one page, the author's surname or serial number is indicated once. Further, in square brackets, it is customary to write [Ibid] or when quoting [Ibid. p. 309]. For more details on how to properly format the source in the list of references, see the BIBS website / library / student / bibliographic description.

3.3. Requirements for the design of tables

The numerical data of the study are grouped into tables, the design of which must meet the following requirements:

The word "Table" without abbreviation and quotation marks is written in the upper right corner above the table itself and its title. Tables are numbered in Arabic numerals without a number sign and dots at the end. The numbering of tables and figures should be continuous throughout the text of the work. The name of the table is located between its numbering and its own content. It is written with a capital letter without a dot at the end.

Tables should not be larger than one page. If your table exceeds the size of one page, it is placed in the appendix, and only a small fragment of it is given in the text. When fixing raw points in tables, if there is no direct need for this, it is not customary to write the surnames and names of respondents. This is professionally unethical.

The title of the table, its individual lines should not contain abbreviations, abbreviations not previously specified in the text of the work.

If you use a table that is not compiled by you, then you need to give a link to the source below the table.

3.4. Requirements for the design of illustrations

As illustrations in term papers, drawings, schemes, graphs, diagrams can be used, which are discussed in the text, all illustrations are signed with the word figure. When designing illustrations, you should remember:

All illustrations/figures must be numbered. The text of the work contains those illustrations to which it contains direct references of the type (see Fig. 4). The rest of the illustrative material is placed in the appendices.

The numbers of illustrations and their titles are written at the bottom under the image, indicated by Arabic numerals without a number after the word "Fig.1". Various inscriptions are allowed on the illustration itself, if space allows. However, legend is more commonly used, which is deciphered below the image.

Diagrams of all types should express the features of the main and auxiliary, visible and invisible details, connections of the depicted objects or process.

3.5. Requirements for the design of applications

Applications can be diverse in their content. When drawing them up, you should take into account the general rules of execution.

Appendices are drawn up as extensions of the main material on the pages that follow it. In case of a large volume or format, the appendices are drawn up in the form of an independent block in a special folder, on the front side of which the title "Appendices" is given and then all the elements of the title page of the term paper are repeated.

Each appendix should start with a new sheet with a number in the upper right corner, for example: Appendix 1.

Each appendix has a thematic heading, which is located in the middle of the line under the appendice's numbering.

If there are several annexes, they are numbered in Arabic numerals in order without a number sign and dots at the end.

The numbering of the pages on which the annexes are given should be continuous and continue the general numbering of the pages of the main text.

The connection of the main text with the appendices is carried out through references with the word "see". The indication is usually enclosed in parentheses, for example: empirical data (see Appendix 1) can be grouped as follows.

4. Submission for review and defense of the work.

The final stage is the submission of the text of the work to the appropriate folder of tasks in the HECADEM, and its public defense.

The supervisor evaluates the content of the work, checks compliance with the requirements for its design and gives admission to defense. If there are no comments, the supervisor gives a grade for the text part in the HECADEM, if there are comments, the student finalizes the text.

Taking into account the comments of the supervisor, the student begins to prepare a defense speech. Thinks over the content of his speech, compiles its text or outline, prepares visual materials.

Mandatory components for the public defense of the work are:

- ✓ a brief speech by the student on the content of the work;
- ✓ answers to questions posed by the head and other persons present at the defense;
- ✓ an exchange of views in which everyone can participate;
- ✓ the final word of the author of the work, in which he can explain the provisions that caused objections, comment on the comments, give the necessary references, and provide additional materials.

A student's practice-oriented project is evaluated according to the following indicators:

- ✓ the degree of independence of the work performed;
- ✓ compliance of the content with the problem, objectives of the study;
- ✓ validity of theoretical and practical conclusions;
- ✓ the possibility of practical application of work materials;
- ✓ registration of work;
- ✓ quality of performance;
- ✓ the depth and completeness of answers to the questions of those present.

V. Educational, Methodological, and Information Support for the Discipline

a) Required Reading:

1. Gorelov, N. A. Human Resource Management: Modern Approach: Textbook and Practicum for Higher Educational Institutions / N. A. Gorelov, D. V. Kruglov, O. N. Melnikov; edited by N. A. Gorelov. — Moscow : Yurayt Publishing House, 2022. — 270 p. — (Higher Education). — ISBN 978-5-534-00650-6. — Text : electronic // Educational platform Yurayt [site]. — URL: <https://urait.ru/bcode/490237>. Unlimited access.
2. Innovative Management in Human Resource Management: A Textbook for Higher Educational Institutions / A. P. Panfilova [i dr.] ; under the general editorship of A. P. Panfilova, L. S. Kiseleva. — Moscow : Yurayt Publishing House, 2022. — 313 p. — (Higher Education). — ISBN 978-5-534-14222-8. — Text : electronic // Educational platform Yurayt [site]. — URL: <https://urait.ru/bcode/496616> Unlimited access.
3. Human Resource Management: Textbook and Practicum for Higher Educational Institutions / O. A. Lapshova [i dr.] ; under the general editorship of O. A. Lapshovoy. — Moscow : Yurayt Publishing House, 2022. — 406 p. — (Higher Education). — ISBN 978-5-9916-8761-4. — Text : electronic // Educational platform Yurayt [site]. — URL: <https://urait.ru/bcode/489420> Unlimited access.

Additional Sources:

1. Cotton, D. Key Models for Self-Development and Personnel Management. 75 Models Every Manager Should Know [Text] : transl. from English / D. Cotton ; transl. by V. N. Egorov. - Moscow: Laboratory of Knowledge, 2019. - 320 p. : ill.
2. Quinn R. Positive Organization: Liberation from Stereotypes, Coercion, Conservatism. - Moscow: Olimp-Business, 2017. - 208 p.
3. Laloux F. Discovering the Organizations of the Future / Frédéric Laloux; transl. from English – Moscow: Mann, Ivanov and Ferber, 2018.
4. Slotina T.V. Psychology of Relations. Textbook for universities. St. Petersburg, 2023 – 368 p.

5. Finkelshtein S. Superbosses. How Outstanding Leaders Lead and Manage Talents / S. Finkelshtein. - Moscow: EKSMO, 2019. - 336 p.
6. Chatfield T. Critical thinking: Analyze, doubt, form your opinion: transl. from English / T. Chatfield; ed. by N. Kolpakov; transl. by I. Belichev. - Moscow: Alpina Publisher, 2019. - 328 p. : ill.

b) Periodicals

c) A list of author's methodological developments: a description of tasks and methodological recommendations in electronic form in the HECADEM system, the course contains slide lecture notes, which students can view in the system using the PowerPoint program

d) Databases, Search and Reference Systems, and Information Systems

1. EBS ECZ "Bibliotech". State Contract No 019 dated 22.02.2011 Bibliotech LLC. License Agreement No 31 dated 22.02.2011 Access address: <https://isu.bibliotech.ru/> Validity: from 22.11.2011 indefinitely.

2. EBS "Rukont" Contract No 98 dated 11/13/2020; Act No bK-5415 dated 11/14/20 Valid until 11/13/2021. access: <http://rucont.ru/>

3. EBS "Lan Publishing House". LLC "Lan Publishing House". Information letter No 128 dated 09.10.2017 Validity period: indefinite. Access address: <http://e.lanbook.com/>

4. EBS "National Digital Resource "Rukont". Central Design Bureau "Bibkom". Contract No 04-E-0343 dated 12.11.2021 Access address: <http://rucont.ru/>

5. EBS "Ibuku.ru/ibooks.ru". LLC "Ibux". Contract No 04-E-0344 dated 12.11.2021; Act dated 14.11.2021. Access address: <http://ibooks.ru>

6. Electronic Library System "EBS Yurayt". LLC "Electronic Publishing House Yurayt". Contract No 04-E-0258 dated 20.09.2021. Available at: <https://urait.ru/>

VI. Material and Technical Support for the Discipline

6.1. Educational and Laboratory Equipment

Name of Specialized Premises and Self-Study Premises	Equipment of Specialized Premises and Self-Study Premises	List of Licensed Software. Details of Supporting Document
Lecture hall for lecture-type classes	<p>The hall is equipped with specialized (educational) furniture for 48 students and technical teaching aids that serve to present educational information to a large audience.</p> <p>1. PC HP Elite 8300 SFF i5 3470/4Gb/1Tb/DVD RW/kb/m/DOS/Solenoid Lock and Hood Sensor (RUS) 2. Monitor Viewsonic TFT 20" VA2014WM glossy-black 5ms 20 00:1 250cd M/M3. Projector Epson EB-18304. Genius SP-S110 Active Speakers Black 5. Aten VS92A Video Splitter 2-port VGA</p> <p>It is equipped with educational and visual aids and electronic presentations that provide thematic illustrations on all topics specified in the work program of the discipline</p>	<p>BASIC SOFTWARE INSTALLATION KIT: Office 2007 Russian OpenLicensePack NoLevel AcademicEdition – agreement with CJSC "SoftLine Trade" Tr026664 dated 17.05.2007 Project Standard 2007, Access 2007 - Academic cooperation programs with Microsoft DreamSpark Premium Electronic Software Delivery. – agreement with CJSC "SoftLine Trade" Tr000023480 dated 19.05.2015 Windows operating systems under licensed OEM preinstallation programs, Academic cooperation programs with Microsoft MSDN AA.- agreement with CJSC "SoftLine Trade" Tr017431 dated 15.05.2008 Windows operating systems under licensed OEM pre-installation programs, Programs of academic cooperation with Microsoft DreamSpark Premium Electronic Software Delivery. – agreement with CJSC "SoftLine Trade" Tr000031723 dated 05.08.2015 Anti-virus programs - Rights to computer programs drWeb Server Security complex protection 120PC (1 license per year) migration with additional purchase (LBW-BC-12M-120:119-C4) – agreement with CJSC "SoftLine Trade" 13982/MOS2957 dated 22.01.2016 Archivers WinRAR: 3.x: Standard License - for legal entities 100-199 licenses – agreement with CJSC "SoftLine Trade" No15422/IRK11 dated 05.02.2010 Network client part Rights to computer programs Windows Server CAL 2012 Russian OLP NL Academic Edition Device CAL 120 licenses – agreement with CJSC "SoftLine Trade" 13512/MOS2957 dated 29.10.2015 Firewall, functionality Proxy - Right to use computer programs Traffic Inspector GOLD preferential – agreement with CJSC "SoftLine Trade" Tr044356 dated 27.08.2013 Right to use computer programs Extension of Traffic Inspector GOLD Special for 1 year – agreement with CJSC "SoftLine Trade" Tr000112196 dated 29.09.2016</p>
Room for seminar-type classes	The room is equipped with specialized	BASIC INSTALLATION KIT: Office 2007 Russian OpenLicensePack NoLevel AcademicEdition – agreement with SoftLine Trade Tr026664 dated

	<p>(educational) furniture for 48 students and technical teaching aids that serve to present educational information to a large audience</p> <p>The demonstration kit includes: 1.PC HP Elite 8300 SFF i5 3470/4Gb/1Tb/DVD RV/kb/m/DOS/Solenoid Lock and Hood Sensor (RUS)2. Monitor Viewsonic TFT 20" VA2014WM glossy-black 5ms 20 00:1 250cd M/M3. Projector Epson EB-18304. Genius SP-S110 Active Speakers Black5. Aten VS92A Video Splitter 2-port VGA</p>	<p>17.05.2007Project Standard 2007, Access 2007 – Academic cooperation programs with Microsoft DreamSpark Premium Electronic Software Delivery. – agreement with SoftLine Trade CJSC Tr000023480 dated 19.05.2015</p> <p>Windows operating systems under licensed OEM preinstallation programs, Academic cooperation programs with Microsoft MSDN AA.- agreement with CJSC "SoftLine Trade" Tr017431 dated 15.05.2008</p> <p>Windows operating systems under licensed OEM preinstallation programs, Academic cooperation programs with Microsoft DreamSpark Premium Electronic Software Delivery. – agreement with CJSC "SoftLine Trade" Tr000031723 dated 05.08.2015</p> <p>Anti-Virus Programs - Rights to computer programs drWeb Server Security complex protection 120PC (1 license per year) migration with additional purchase (LBW-BC-12M-120:119-C4) – contract with CJSC "SoftLine Trade" 13982/MOS2957 dated 22.01.2016</p> <p>Archivers WinRAR: 3.x: Standard License - for legal entities 100-199 licenses – agreement with CJSC "SoftLine Trade" No15422/IRK11 dated 05.02.2010</p> <p>Network client part Rights to computer programs Windows Server CAL 2012 Russian OLP NL Akademic Edition Device CAL 120 licenses – agreement with CJSC "SoftLine Trade" 13512/MOS2957 dated 29.10.2015</p> <p>Firewall, functionality Proxy - Right to use computer programs Traffic Inspector GOLD preferential – agreement with CJSC "SoftLine Trade" Tr044356 dated 27.08.2013</p> <p>Right to use computer programs Extension of Traffic Inspector GOLD Special for 1 year – agreement with CJSC "SoftLine Trade" Tr000112196 dated 29.09.2016</p>
<p>Hall for group and individual consultations, formative and summative assessment</p>	<p>The hall is equipped with specialized (educational) furniture for 11 students, 5 workplaces, equipped with computers with Internet connection and access to the EIOS of the Federal State Budgetary Educational Institution of Higher Education "ISU". 1. 5 Workstations HP compad dc7800SFF Dual Core PE-2180,</p>	<p>BASIC SOFTWARE INSTALLATION KIT:Office 2007 Russian OpenLicensePack NoLevel AcademicEdition – agreement with SoftLine Trade Tr026664 dated 17.05.2007Project Standard 2007, Access 2007 – Academic cooperation programs with Microsoft DreamSpark Premium Electronic Software Delivery. – Agreement with CJSC "SoftLine Trade" Tr000023480 dated 19.05.2015</p> <p>Windows Operating Systems for Licensed OEM Pre-Installation Programs, Academic Cooperation Programs with Microsoft MSDN AA.- Agreement with CJSC "SoftLine Trade" Tr017431 dated 15.05.2008</p> <p>Windows Operating Systems for Licensed OEM Pre-Installation Programs, Academic Cooperation Programs with Microsoft DreamSpark Premium Electronic Software Delivery. – agreement with CJSC "SoftLine Trade" Tr000031723 dated 05.08.2015</p> <p>Anti-virus programs - Rights to computer programs drWeb Server Security complex protection 120PC (1 license per</p>

	<p>4 Gb DDR2 PC6400, 160GB SATA 3.0 HDD2. LCD Monitor 17.0" ViewSonic "VA703m" 1280x1024, 8mc, TCO"03, Silver-Black (D-Sub, MM)3. Printer Hewlett-Packard LaserJet 3055 All-in-One Multifunction Device, one piece.</p>	<p>year) migration with additional purchase(LBW-BC-12M-120:119-C4) – agreement with CJSC "SoftLine Trade" 13982/MOS2957 dated 22.01.2016Archivers WinRAR: 3.x: Standard License - for legal entities 100-199 licenses – agreement with CJSC "SoftLine Trade" No15422/IRK11 dated 05.02.2010Network client part Rights to computer programs Windows Server CAL 2012 Russian OLP NL Akademic Edition Device CAL 120 licenses – agreement with CJSC "SoftLine Trade" 13512/MOS2957 dated 29.10.2015Firewall, Proxy functionality - Right to use computer programs Traffic Inspector GOLD preferential – agreement with CJSC "SoftLine Trade" Tr044356 dated 27.08.2013Right to use computer programs Extension of Traffic Inspector GOLD Special for 1 year – agreement with CJSC "SoftLine Trade" Tr000112196 dated 29.09.2016</p>
<p>Room for student self-study work</p>	<p>It is equipped with specialized (educational) furniture for 10 students, equipped with computer equipment connected to the Internet and provided with access to the EIOS of ISU 1. Think Centre M80 Series SFF system unit included: Intel® Core™ i3-540 Clarkdale 2.93GHz / 1333MHz / Dual Core™ / 4M / 73W / LGA 1156 / 32nm / 4GB PC3-10600 SDRAM x 2 /250 GB, 7200RPM SATA / DVD RW - 10pcs2. LCD Monitor - 20.0 ViewSonic "VA2013w" 1600x900 Monitor, 5mc, TCO 03, Black (D-Sub) - 10pcs3. HP LaserJet 5000N, A3, 22ppm, 32 MB, 250&500 sheet feeder, JetDirect 615n prn svr4. HP LaserJet 5100th, A3,</p>	<p>BASIC INSTALLATION KIT:Office 2007 Russian OpenLicensePack NoLevel AcademicEdition – agreement with SoftLine Trade Tr026664 dated 17.05.2007Project Standard 2007, Access 2007 – Academic cooperation programs with Microsoft DreamSpark Premium Electronic Software Delivery. – agreement with SoftLine Trade CJSC Tr000023480 dated 19.05.2015 Windows operating systems under licensed OEM preinstallation programs, Academic cooperation programs with Microsoft MSDN AA.- agreement with CJSC "SoftLine Trade" Tr017431 dated 15.05.2008 Windows operating systems under licensed OEM preinstallation programs, Academic cooperation programs with Microsoft DreamSpark Premium Electronic Software Delivery. – agreement with CJSC "SoftLine Trade" Tr000031723 dated 05.08.2015 Anti-Virus Programs - Rights to computer programs drWeb Server Security complex protection 120PC (1 license per year) migration with additional purchase (LBW-BC-12M-120:119-C4) – contract with CJSC "SoftLine Trade" 13982/MOS2957 dated 22.01.2016 Archivers WinRAR: 3.x: Standard License - for legal entities 100-199 licenses – agreement with CJSC "SoftLine Trade" No15422/IRK11 dated 05.02.2010 Network client part Rights to computer programs Windows Server CAL 2012 Russian OLP NL Akademic Edition Device CAL 120 licenses – agreement with CJSC "SoftLine Trade" 13512/MOS2957 dated 29.10.2015 Firewall, functionality Proxy - Right to use computer programs Traffic Inspector GOLD preferential – agreement with CJSC "SoftLine Trade" Tr044356 dated 27.08.2013 Right to use computer programs Extension of Traffic Inspector GOLD Special for 1 year – agreement with</p>

	22ppm, 32 MB, 250&500 sheet feeder, JetDirect 615n prn svr	CJSC "SoftLine Trade" Tr000112196 dated 29.09.2016
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6.2. Software

The university is provided with the necessary set of licensed and freely distributed software, including domestic production:

1. Basic installation kit: Office 2010 Services for granting the right to use Microsoft Desktop Edu ALNG LicSAPk OLV E 1Y Acdmc Ent., 39 licenses for BSBS ISU. Contract No 03-K-1131 dated 29.11.2021 KOSGU 226.4
2. Project Standard 2007, Access 2007 – ISU Azure Dev Tools for Teaching subscription (Visio, Projekt) 1 Year. Microsoft Corporation, One Microsoft Way, Redmond, WA 98052. Expiration Date March 31, 2023.
3. Microsoft Project Professional 2010, ISU Azure Dev Tools for Teaching subscription (Visio, Projekt) 1 year. Microsoft Corporation, One Microsoft Way, Redmond, WA 98052. Expiration Date March 31, 2023.
4. Operating systems Windows'7, Windows'10 Services for granting the right to use the program Microsoft Desktop Edu ALNG LicSAPk OLV E 1Y Acdmc Ent., 39-licenses for BMBS ISU. Contract No 03-K-1131 dated 29.11.2021 KOSGU 226.4
5. Anti-virus programs - Dr.Web renewal Contract No Tr000582689/03-E-0043 dated February 05, 2021 Invoice No Tr000582689 dated February 08, 2021
6. WinRAR Archivers: 3.x: Standard Licence - for legal entities 100-199 licenses - annex. No1 to contract No15422/IRK11 of CJSC "SoftLine Trade" dated 05.02.2010
7. Network client part Rights to computer programs Windows Server CAL 2012 Russian OLP NL Akademik Edition Device CAL 120 licenses - account Tr000051059 CJSC "SoftLine Trade" dated 27.10.2015
8. Firewall, Proxy functionality - Right to use computer programs Traffic Inspector GOLD preferential account Tr005456 CJSC "SoftLine Trade" dated 27.08.2013
9. Traffic Inspector GOLD Special* for 5 years Contract RSZ-0000276 dated 16.11.2021 KOSGU 226.4 License renewal

6.3. Technical and Electronic Learning Tools

Multimedia Equipment and Other Technology for Presentation of Educational Material:

1. HP ElliteDesk 800 G4 SFF Intel Core i5 8500(3Ghz)/8192Mb/1000Gb/DVDrw/war 3y/W10Pro +V2 Desktop. ViewSonic 21 Monitor, 5" VA2245a - LED [LED, 1920x1080, 10M: 1 5ms,170gor, 160ver, D-Sub]3. Projector Nec M420X LCD 4200ANSI Lm XGA 2000:1 lamp 3500h. Eco modeHDMI USB Viewer RJ-45 10W 3.6 kg4. Jetbalance JB-115U 2.0 black speakers (4W)5. Video signal splitter Aten VS92A 2-port VGAWead of licensed software used:1. Office 2010 under the program of academic cooperation with Russian Microsoft Desktop Education AllLng License/Software Assurance Pack Academic OLV 1License LevelEnterprise2. Project Standard 2007, Access 2007 – under the program of academic cooperation with Microsoft DreamSpark Premium Electronic Software Delivery.3. Microsoft Project Professional 2010, Microsoft Visio Professional 2010 under the program of academic cooperation with Microsoft Imagine Standard Electronic Software Delivery with the assistance of the Central Research Center of ISU.

VII. Educational Technologies

In accordance with the requirements of the Federal State Educational Standard in the field of study, the implementation of the competency-based approach provides for the widespread use of active and interactive forms of conducting classes in the educational process (computer simulations, business and role-playing games, analysis of specific situations) in combination with extracurricular work in order to form and develop the professional skills of students. The training course includes meetings with representatives of Russian companies, state and public organizations, master classes by experts and specialists.

Teaching the discipline involves the use of the following educational technologies:

- conducting classroom classes using multimedia technologies, audio and video materials;
- conducting lectures in the form of a problem lecture, lecture-discussion (if necessary, in the form of a webinar with a recording of the lecture for subsequent viewing);
- the use of a problem-oriented approach through independent work;
- test technologies on the remote platform of the BIBS "Hekadem";
- the use of interactive learning technologies, such as business and role-playing games, work in small groups;
- conducting master classes with specialists;
- performance of tests and independent work by students.

The share of classes conducted in interactive forms - practical classes - is determined by the main goal (mission) of the program, the characteristics of the contingent of students and the content of specific disciplines (determined by the requirements of the Federal State Educational Standard, taking into account the specifics of the CPEP). Lecture-type classes for the relevant groups of students are determined by the relevant working curriculum in accordance with the requirements of the Federal State Educational Standard.

VIII. Materials for Formative and Summative Assessment

8.1. Tools for entrance assessment (can be in the form of tests with closed or open-ended questions). – are not used.

8.2. Tools Used for Formative and Summative Assessment

The purpose of tools for formative and summative assessment is to identify the formation of competencies in accordance with the table below.

№	Formats of Assessment Tools	Assessed Themes (Sections)	Assessed Competencies/ Indicators
1	Oral Survey №1 №2	1.1, 2.1-2.3, 3.1 4.1-4.6,	UC 3.1, 3.2, 3.3
2	Report №1 №2 №3	2.1-2.3 5.4 Related Project	UC 3.1, 3.2, 3.3, PC-4.1 PC-4.2
3	Case study №1 №2 №3 №4	1.1, 2.1-2.3, 3.1, 3.2, 4.1-4.6, 5.1-5.3, 6.1-6.3	UC 3.1, 3.2, 3.3, PC-4.1 PC-4.2
4	Summative assessment test №1 №2 №3	1.1, 2.1- 2.3, 3.1, 3.2, 4.1 -4.6, 5.1 -5.4, 6.1, 6.2	UC 3.1, 3.2, 3.3, PC-4.1 PC-4.2
5	Project	On the selected topic	UC 3.1, 3.2, 3.3,

			PC-4.1 PC-4.2
6	Final test	All topics	UC 3.1, 3.2, 3.3, PC-4.1 PC-4.2

8.3. Types of Tools Used for Formative and Summative Assessment

The list of tools used to assess competencies at various stages of their formation, as well as a brief description of these tools, is given in the table

№	Assessment Tools	Brief Description of the Assessment Tool	Formats of Assessment Tools
1.	Oral questioning	A means of monitoring independent work or assimilation of the results of a practical lesson, organized as a special conversation between the teacher and the student on topics related to the discipline being studied, and designed to find out the amount of knowledge of the student on a certain section, topic, issue, etc. It can be used to assess the skills, abilities and (or) experience of students.	Questions for oral questioning on the topics (sections) of the discipline
2.	Case study	A means of monitoring independent work or assimilation of the results of a practical lesson, which allows you to assess the student's ability to state the essence of the task, independently apply the standard methods of solving the problem studied within the discipline, and analyze the result of the work. It can be used to assess the skills, abilities and (or) experience of students' activities	Case Study
3.	Report	A product of independent work of a student, which is a public speech or written work to present the results of research on a certain educational and practical, educational research or scientific problem It can be used to assess the knowledge, skills, and (or) experience of students' activities	Topics of reports, reports
4.	Test	A system of standardized tasks that allows you to automate the procedure for measuring the level of knowledge and skills of a student. They are performed by the student on paper. The number of questions in the test bank is 100. The number of questions in the test performed - intermediate tests - 10-25, the final/exam test - 40-60, the time to complete - the intermediate test - 25-45 minutes, the final/exam test 60-90 minutes, the number of attempts - 1. It can be used to assess the knowledge and skills of students	List of test tasks
5.	Practice-oriented project	The final product is obtained as a result of planning and performing a set of educational and research tasks. It allows you to assess the ability of students to independently construct their knowledge in the process of solving practical problems and problems, to navigate in the information space and the level of formation of	Topics of standard individual projects and standard project assignment

	analytical, research, practical and creative thinking skills. It can be performed individually or by a group of students. It can be used to assess the skills, abilities and (or) experience of students' activities in subject or interdisciplinary areas	
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8.4. Criteria for assessing the formation of competencies during formative and summative assessment

Oral questioning

Grading Criteria	Characteristics of the result (answer)	Level of competency development
86 – 100 points	The student's answer reflects the main concepts and theories on this issue, their critical analysis and comparison, the described theoretical provisions are illustrated with practical examples and empirical data. Students formulate and substantiate their own point of view on the stated problems, the material is presented in professional language using the appropriate system of concepts and terms	High
70 – 85 points	In the student's answer, the main modern concepts and theories on this issue are described and compared, the described theoretical provisions are illustrated with practical examples, the student formulates his own point of view on the stated problems, but he experiences some difficulties in its argumentation. The material is presented in professional language using the appropriate system of concepts and terms	Basic
61 - 70 points	The student's answer reflects only some modern concepts and theories on this issue, the analysis and comparison of these theories is not carried out. The student experiences significant difficulties in illustrating theoretical provisions with practical examples. The student does not have his own point of view on the stated problems. The material is presented in professional language using the appropriate system of concepts and terms	Minimum
0 – 60 points	The student's answer does not reflect modern concepts and theories on this issue. The student cannot give practical examples. The material is inconsistent and illogical, the concepts and terms of the relevant scientific field are not used. The answer reflects the system of non-professional ideas of the student to the stated problem, the student cannot name a single scientific theory, does not give a definition of basic concepts.	Competencies are not formed

Test

Grading criteria	Characteristics of the result (answer)	Level of competency development
86 – 100 points	The share of correctly solved test tasks is 86 – 100% of the total volume of tasks in the test.	High
70 – 85 points	The share of correctly solved test tasks is 70 - 85% of the total volume of tasks in the test.	Basic
61 - 70 points	The share of correctly solved test tasks is 55 - 70% of the total volume of tasks in the test.	Minimum
0 – 60 points	The share of correctly solved test tasks is 0 – 54% of the total volume of tasks in the test.	Competencies are not formed

Report

Grading criteria	Characteristics of the result (answer)	Level of competency development
86 – 100 points	The problem on the topic of the report (message) is indicated and its relevance is substantiated, a brief analysis of various points of view on the problem under consideration is made and one's own position is logically stated, conclusions are formulated, the topic is fully disclosed.	High
70 – 85 points	The problem on the topic of the report (message) is indicated and its relevance is substantiated, the analysis of various points of view on the problem under consideration does not reflect all scientifically grounded positions, one's own position is not quite logically stated or conclusions are formulated, the topic is covered in sufficient volume.	Basic
61 - 70 points	The problem on the topic of the report (message) is indicated, but its relevance is not substantiated, there is no analysis of various points of view on the problem under consideration, there is no logic and own position in the formation of conclusions, the topic is partially disclosed.	Minimum
0 – 60 points	The problems of the topic of the report (message) are not disclosed, the existing points of view on the given problem are not given, there is no own point of view, conclusions are not formulated.	Competencies are not formed

Case Study

Grading criteria	Characteristics of the result (answer)	Level of competency development
86 – 100 points	The case problem was solved by the student in full in compliance with the necessary sequence of actions. The student worked completely independently; showed the theoretical knowledge, practical skills and abilities necessary for the work. The solution is drawn up and presented neatly, without significant shortcomings.	High
70 – 85 points	The case problem was solved by the student in full and independently. Deviations from the necessary sequence of the solution are made, which do not affect the correctness of	Basic

	the final result. The solution shows the student's knowledge of the basic theoretical material and mastery of the skills necessary for independent performance of work. Inaccuracies and negligence in the design of the results of the work were committed.	
61 - 70 points	The case problem is solved by the student with outside help. It takes a lot of time to prepare a solution. The student shows knowledge of theoretical material, but experiences difficulties in independent work with sources of knowledge.	Minimum
0 – 60 points	The case problem has not been solved by the student. The results obtained by the student do not allow to draw the right conclusions and completely diverge from the goal. Poor knowledge of theoretical material and lack of necessary skills are shown.	Competencies are not formed

Practice-oriented project

Grades	Assessment Criteria
"Excellent"	The content of the project fully corresponds to the task. The results of a review of literary and other sources are presented. The structure of the project is logically and methodologically sustained. All conclusions and proposals are convincingly reasoned. The design of the project and the results obtained fully meet the requirements set forth in the guidelines. When defending the project, the student correctly and confidently answers the teacher's questions, demonstrates knowledge of theoretical material, and is able to argue his own statements and conclusions
"Good"	The content of the project fully corresponds to the task. The results of a review of literary and other sources are presented. The structure of the project is logically and methodologically sustained. Most of the conclusions and proposals are reasoned. The design of the project and the results obtained generally meet the requirements set out in the guidelines. There are one or two insignificant errors in the use of terms, in the constructed diagrams and schemes. There are few grammatical and/or stylistic errors. When defending the project, the student correctly and confidently answers most of the teacher's questions, demonstrates good knowledge of the theoretical material, but is not always able to argue his own statements and conclusions. In case of leading questions from the teacher, corrects errors in the answer
"Satisfactory"	The content of the project partially does not correspond to the task. The results of the review of literature and other sources are not fully presented. There are violations in the logic of the presentation of the material. The argumentation of conclusions and proposals is weak or absent. There are one or two significant deviations from the requirements in the design of the project. The results obtained generally meet the requirements set out in the methodological guidelines. There are one or two significant errors in the use of terms, in the constructed diagrams and schemes. A lot of grammatical and/or stylistic errors. When defending the project, the student makes gross mistakes when answering the teacher's questions and/or did not answer more than 30% of the questions, demonstrates poor knowledge of the theoretical material, in most cases is not able to confidently argue his own statements and conclusions
"Fail"	The content of the project as a whole does not correspond to the task. There are more than two significant deviations from the requirements in the design of the project. A large number of significant errors in the essence of the work, many

	<p>grammatical and stylistic errors, etc. When defending the project, the student demonstrates a poor understanding of the program material.</p> <p>The project is not submitted to the teacher. The student did not appear for the defense of the project.</p>
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8.5. Description of the Procedures for Conducting Summative Assessment and Evaluating Learning Outcomes

Summative assessment in the form of an exam is carried out taking into account the results of current monitoring of progress during the semester in the form of testing on materials studied during the semester. Assessment tools and standard control tasks used in the formative assessment, in conjunction with testing, allow you to assess the knowledge, skills and possession of skills/experience of students in the development of the discipline.

In order to use the results of the current monitoring of progress, the teacher calculates the average assessment of the level of formation of the student's competencies (the sum of the grades received by the student is divided by the number of grades). The time of testing is announced to students in advance. Questions for the final test are formed from a set of questions from all tests on all topics and sections of the discipline. The number of questions in the test is from 40 to 50 depending on the complexity of the questions, the time of completion is 60-90 minutes, the number of attempts is one. Examples of questions for testing are given in clause 8.6.

8.6. Demonstration Examples of Tools for Formative Assessment

Sample questions for oral questioning

Issues for discussion:

To answer the survey, you need to read a book or watch a film that demonstrates any activity of the company/organization, what can you say about the employee management system in the presented company? If several companies are described/shown, compare their approach to the HR system.

1. What paradigm, in your opinion, is inherent in this employee management system?
2. What functions (tools) of the personnel management system are most clearly represented in this company (companies)?
3. What can be said about the values and philosophy of managers that allow them to implement a personnel management system?
4. What pros and cons of this system, in your opinion, allow/do not allow the company (companies) to be effective in the long term?
5. What else surprised, delighted, disappointed you, what would you implement in your company?

Sample topics of practice-oriented projects in the course "Human Resource Management"

1. Introduction of a competency-based approach in the management of human resources of the company (it is better to take one of the functions of HR management)
2. Development of a model of competencies for the head of a small enterprise.
3. Development of a competency model for middle managers of companies in the industrial sector.
4. Development of a competency model for middle managers of consumer services companies.
5. Development of a profile of managerial (or other positional) competencies for company X.
6. Development of a competency model for selection in company X
7. Development of a competency model for the formation of the company's talent pool.
8. Experience in implementing an effective design of a work order (on the example of a specific company).
9. Implementation of time management technologies in the activities of ... (a specific category of

- employees is indicated) as a condition for business efficiency
10. Development of a labor incentive program depending on the effectiveness of salespeople's work.
 11. Improvement of the activities of the HR Service of Company X;
 12. Development of the program "Recruitment and selection of personnel" for company X based on a competency-based approach.
 13. Development of the "Personnel Adaptation" program in company X
 14. Development of a system for determining and accounting for the costs of personnel adaptation in company X.
 15. Development of job descriptions to rationalize the job structure of company X
 16. Certification of workplaces to improve working conditions in company X
 17. Design of working conditions as prevention of industrial injuries in company X
 18. Development of a remuneration system in company X.
 19. Improvement of the remuneration system in company X.
 20. Development of a system for evaluating the work of personnel in company X.
 21. Implementation of the assessment center technique for assessing the personnel of company X.
 22. Implementation of the "360-degree feedback" methodology for assessing the performance of the personnel of company X.
 23. Management of the business career of the personnel of company X.
 24. Development of a training program for the personnel of company X.

Tasks for reports

Task for the seminar №1 - Report on the topic "Personnel policy and strategy in modern companies".

Study the HR policy of a company from available sources (websites, publications about the company, company documentation), carefully study the texts describing the HR policy of the organization you have chosen and determine the type of HR management policy/strategy: by paradigm (HRM or HRM), by the nature of the implementation of the KP, by compliance with the business strategy, by compliance with the stage of growth of the company and prepare a presentation for the seminar.

Task for the seminar №2 - Report on the topic "Modern systems of remuneration, social support". Study the system of remuneration and social support in a company using available sources (websites, publications about the company, company documentation) and prepare a presentation for the seminar.

Example of case studies

Preparation and conduct of a role-playing game in one of the forms of managerial communications. Group task. It is carried out according to a schedule and time, during which the group must organize its classmates in the lesson to play this role-playing game for no more than 60-70 minutes.

1. The group studies in advance the materials on the organization of one of the forms of management contacts, obtained by lot: **Meeting of the labor collective, HR battle, Business negotiations, Assessment Center, Planning meeting, Meeting of the creative group for the development of new ideas**. Develops a theoretical minimum for the implementation of this form, forming in GECADEM as a scenario: conditions, scale, time frame, requirements for the organization, regulations, categories (roles) of participants, the specifics of the preparation procedure and special rules that determine the effectiveness of this management event. On the basis of this, he prepares handouts, a presentation and develops an appropriate role-playing game. The development of a role-playing game provides for both the distribution of roles within the project group and the expected distribution of roles during the lesson on the stream, it is possible to pre-train individuals from the stream, it is possible to pre-develop instructions for the performance of roles, etc.
2. The group also studies in advance the content aspect of its event, the topic that came up during the draw: "Relations between employers and trade unions as a system of rules; coordination of interests. Professional health programs; the essence of social security; Types of Social Security", "Occupational Health and Safety: Management of Occupational Health and Safety at Work. Accident prevention; training in occupational health and safety", "Personnel training: the essence of training; requirements for effective learning; non-formal learning; on-the-job training, lifelong

learning and development; organizational learning and learning organizations; professional training", "Organization of personnel movement, reserve for filling managerial positions and work with it; Assessment of the effectiveness of career management", "Development of an adaptation program", "Management of the business career of personnel: the concept of "career", goals, types and stages of a business career; Intra-organizational career, career management". Searches for information on a given topic, formats it as text material in GECADDEM. Textual material placed in GECADDEM must meet the following requirements: the text must be logically composed (the logic must be your author's), all texts taken from various sources must be accompanied by references to these sources, the sources must be formatted in accordance with the bibliographic requirements (see the BMBS website/library/student/references).

3. On the basis of the information material, the group prepares handouts, presentations, or places them in advance on resources available to all classmates, or uses various levels of dissemination of the necessary information in such a way that all students of the stream can show at least a minimum level of competence on this issue during the relevant management event.
4. To conduct the actual role-playing game in a given format and on a given topic, you need to:
 - a) **come up with a case in** which the main problem of the company corresponds to your topic and its solution can be logically discussed in the format given to you. The case can be compiled independently, taking the situation in a particular company as a basis, you can find a suitable one for your conditions;
 - b) **define the roles** of both the project group members and all classmates present at the lesson; it is good if you give each participant a written description of the role;
 - c) **write down the scenario** in advance; prepare all the materials; organize the space according to the form of the event you have received; if there is a need to divide those present into groups, think in advance how you will do it, so that the distribution of roles among your classmates will allow you to conduct your event as efficiently as possible.
5. Conducting a role-playing game in the classroom means that the group must conduct all the explanatory and preparatory procedures in 60-70 minutes and conduct the role-playing game itself in a given format and on a given topic, while the maximum number of students in your stream should be involved in the process of the role-playing game.

Criteria for Evaluating the Role-playing Game in the Classroom

Criterion	Number of points
Information block	
a) by the topic of the event (the content of the issue under discussion)	15
b) by the form of conduct	10
Organizational block	
a) the use of active forms of work of participants adequate to the given format	15
b) organization of space in accordance with the form of conduction	5
c) the accuracy of setting tasks, instructions, and instructions for the performance of roles in front of the participants	10
d) adequacy of time distribution for various stages of work	5
e) distribution of responsibilities in the project team	10
Material block	
a) handouts	10
b) the quality of the presentation	10
c) electronic version of the materials	10
	100
Bonuses	
For the originality of ideas	
For the effectiveness of the work of the participants	
For the satisfaction of the participants of the event...	

Demo of the summative assessment test №1

1. Personnel –
 - a. it is the full personnel of the organization's employees with their personal problems, interacting in a rather traumatic and repressive spatial and temporal regimes;
 - b. it is a set of personalities, each of which has intelligence, individuality, the ability for self-development, creativity, which exists in a given socio-cultural context;
 - c. it is a nominal unit of employees of the organization, which should be formally accounted for as a necessary element of production;
 - d. This is a population of working age that has the necessary physical development, knowledge and practical experience to work in the economic sphere.
2. The mission, being one of the parameters that characterize the internal environment of any organization, regardless of its specific purpose, allows us to understand
 - a. a set of final results arising from the connection of employees, markets, management, technical and administrative systems into a single productive whole, concretization of the meaning of the organization's activities in a form accessible to management;
 - b. the reasons for the existence of the organization, the reasons for the sake of which people unite and carry out their activities, the philosophy and meaning of the existence of the organization;
 - c. selection of a direction for achieving the final results of the organization's activities, associated with a timely response to changes in the external environment in conditions of uncertainty, which allows minimizing negative impacts and maximizing positive opportunities.
3. Social capital —
 - a. It is the knowledge possessed by the organization, not its individual employees, it can be described as embedded knowledge that can be stored with the help of information technology in accessible and easily extensible databases.
 - b. This is knowledge that is transferred and developed through relationships between employees, partners, suppliers and customers.
 - c. it is the combined intelligence, skills and expertise that give the organization its distinctive character; These are the elements of the organization that are able to learn, change, innovate and create a spirit of creativity and which, if properly motivated, can ensure the organization's long life.
4. One of the current trends in human resource management is the understanding that it should be represented at the highest level of the company's management, the HRM department should be involved in the development of business strategy and the organizational structure of the company.

True	False
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5. One of the characteristics of the organization's personnel, reflecting the general need for personnel, is the qualitative need, which shows the
 - a. the required number of employees based on the need to ensure the optimal performance of work of a certain quality and quantity;
 - b. the required number of employees based on professions, specialties and level of qualification;
 - c. the number of employees who came to work on a certain day.
6. What "phase of the life cycle of human resource management" corresponds to the content of personnel work: "planning of human resources, search for a candidate for a position"
 - a. Old age
 - b. Early life
 - c. Death
 - d. Birth
 - e. Maturity
7. Absolute indicator of personnel movement "number of employees who have worked for the

entire period"

- a. is the number of persons enrolled in work after graduation from educational institutions, by organizational recruitment, by transfer from other organizations, by distribution, by referral of employment agencies;
- b. is characterized by the number of persons who resigned from the organization for a given period, grouped by reasons for dismissal;
- c. is the ratio of those who quit to the average number of employees, usually associated with subjective reasons and is typical for young employees; it is considered that its normal level is 5% per year;
- d. is the smallest of the number of hired and dismissed;
- e. characterizes the constancy of the team for a certain period and is calculated as the difference between the number of employees on the payroll at the beginning of the period and the number of those who resigned during the period.

8. Activities aimed at the development of strategic and tactical measures for risk analysis, development and adoption of appropriate measures to optimize management in risk conditions at all stages of work with the company's human resources are called

- a. HR risk management
- b. Human Resources Management
- c. Human Resource Management

9. Which of the following risks is not a personnel risk

- a. The company is engaged in activities for which there is no educational training, for example, risk consulting or nanotechnology
- b. Refusal to obtain a loan due to incorrect preparation of a business plan
- c. Low level of compliance of professional and qualification qualities of employees with the requirements of the workplace
- d. "Talent costs" – Companies find themselves in a situation where they have to pay more and more to guarantee services from top managers.

10. It is known that the company "X&Z" has more than 25 years of history and is engaged in the production of electrical household equipment. Both automated assembly lines and manual areas that require high qualification of the worker, where the technology is constantly improved, are used in production. The financial and economic situation of the company is stable, there is an increase in profits over the past five years, but it is small. Below are various indicators of the personnel structure, in dynamics over the past five years.

Task:

- a. Determine what **absolute indicators** (total average number of employees, number by categories of employees, number of employees by retirement, number of employees who have worked for the entire period, number of employees), **coefficients** (turnover, turnover intensity by departure, hiring, consistency of composition) of personnel movement, and **ratios** (the share of production personnel, specialists, non-production workers, administrative workers in relation to production personnel and in the total number, share composition by various characteristics) can be calculated according to the available data, **make their calculation;**
- b. analyze the state of personnel in the company using the **SWOT analysis** methodology;
- c. what conclusions can be drawn about the state of personnel and the degree of their compliance with the tasks solved by this company on the basis of the available information.

Number, composition and movement of the company's personnel for 2017-2021 (people)

Categories of Employed	2017	2018	2019	2020	2021
1. Average headcount by subdivisions and categories:					
Total average headcount, of which					

Production personnel (PP)					
Non-production personnel (NP)					
Administrative Staff (AP)					
Flow Assembly Shop	220	227	235	228	232
Manual assembly workshop	26	28	31	35	37
Experimental and Testing Workshop	58	65	69	71	68
Auxiliary workers	23	26	25	27	28
Line managers	25	26	30	35	39
Specialists	35	54	56	55	56
Company Executives	14	16	19	23	20
Employees	7	9	11	12	15
Share of PP in total number					
Share of NPs in total headcount					
Share of APs to the total number of APs					
Ratio of the number of NPs to PPs					
Ratio of the number of APs to PPs					
2. Movement of personnel:					
2.1. Hired in total, including					
By free hire	10	15	17	13	33
From vocational schools	6	8	3	2	5
Upon graduation from universities, secondary educational institutions	-	13	9	8	15
Demobilized from the Republic of Armenia	-	4	5	7	2
Transferred from other companies	2	27	13	15	9
2.2. Total loss, including					
For objective reasons					
For subjective reasons					
At your own request	6	13	11	15	27
Retirement	-	4	4	3	8
By illness (disability)	2	3	-	4	6
To study	-	1	2	5	4
To the army	5	2	2	2	1
On violation of discipline	-	1	3	6	7
Turnover on arrival					
Turnover on retirement					
Staff turnover					

*Note: be sure to specify

1) opposite each category of employees to which group you attributed whom, putting the letters respectively PP, AP, NP.

2) opposite each reason for dismissal, you attributed each reason to objective or subjective reasons.

Educational structure of the company's personnel for 2017-2021

(people)

Level of education	2017	2018	2019	2020	2021
Secondary and primary vocational	164	171	179	172	176
Secondary specialized	84	106	117	125	116
Higher	136	148	152	154	164
Candidate or Doctor of	24	26	28	35	39

Science					
Proportion of personnel by level of education to the total number of employees					

Structure of the company's personnel by duration of work in the organization for 2017-2021 (people)

Work experience	2017	2018	2019	2020	2021
less than 1 year	8	8	10	4	4
1 - 3 years	48	54	53	39	75
3-5 years	80	98	109	128	132
5-10 years	92	101	99	119	101
10-20 years old	136	140	137	129	119
over 20 years	44	50	68	67	64
Number of employees who have worked for the entire period					
Coefficient of constancy of composition					

Demo of the test №2

1. The role of the HR department may change depending on the impact of such environmental variables as:

- a. the opinion of top management about the need for HR specialists and how significant their contribution to the successful activities of the company is;
- b. The organization's business strategy, the critical success factors, and whether senior management believes that having a dedicated HR function will help execute that strategy and that critical success factors will receive the attention they deserve.
- c. population growth and the education system, which determine the availability of categories of the labor force;
- d. There is no right answer.

2. If the enterprise has a personnel management department, which includes four departments, then which of the following departments will perform the following **functions**: "planning; selection and hiring; dismissal; personal files; databases; accounting of working hours; accounting for the personnel reserve; military registration; discipline; Operating Rules"

- a. Personnel Accounting Department;
- b. Department of Training and Development;
- c. Department of Payment and Incentives;
- d. Communications Department

3. The recruitment procedure includes three stages. At what stage is the preparation of job descriptions and a list of requirements for candidates; making a decision on the conditions of employment

- a. Selection of candidates
- b. Attracting candidates
- c. Defining Requirements

4. The method of selection, which makes it possible to establish close contact and mutual understanding between the specialist and the candidate, but also more opportunities for biased evaluation, is called

- a. Group Interview
- b. Selection Board
- c. Assessment Center

d. Individual Interview

5. Requirements for specific positions are set out in the form of job descriptions, personality profiles, one of such schemes was proposed by Roger. Which of the following sections are not included in Roger's scheme:

- a. physical characteristics;
- b. influence on others;
- c. general intelligence;
- d. special abilities;
- e. adaptability;
- f. character;
- g. Wednesday.

6. Which of the following sources of candidate search are NOT internal sources

- a. Search among employees working in the company
- b. Announcements on corporate websites
- c. Organization of internships, pre-diploma practice for students of the relevant universities and colleges
- d. Announcements in meetings
- e. Recruiting agencies

7. The interview procedure consists of several consecutive steps, arrange their descriptions below in the correct sequence _____

- a. Agree on the next steps
- b. Briefly talk about the position, invite to ask questions
- c. Get to know each other, establish contact, set goals
- d. Get behavioral examples with the help of questions
- e. Get general information about the candidate: education, work experience

8. In Western firms, as part of the adaptation of new employees for introduction to the organization, they are usually informed of the following information:

- a. about the organization as a whole;
- b. safety and hygiene rules;
- c. about the goals, technologies and features of the department's work;
- d. about the possibility of training, advanced training

9. Which of the following cannot be called the strengths of rotation

- a. the emergence of "clannishness" in solving business issues;
- b. reducing the level of stress caused by monotony (routine) of work;
- c. rotation allows employees to change the environment without increasing the number of positions, to join the development process due to the need to adapt to new conditions;
- d. in "working" positions associated with risks to health and life, occupational injuries are reduced

10. Adaptation to the team and its norms, features of relationships, one's new role and status; to management and colleagues can be associated with considerable difficulties (deceived expectations of quick success, due to underestimation of obstacles; overestimation of the importance of theoretical knowledge and instructions and underestimation of the importance of live human communication, practical experience, etc.) - this type of adaptation is called organizational

- a. Psychophysiological
- b. Professional
- c. Socio-psychological

11. Professional training of personnel is a type of ..

- a. management activities, aimed at organizing activities that allow selecting and training employees potentially capable of managerial activities
- b. management activities aimed at finding applicants for a vacant managerial position
- c. management activities aimed at the formation of knowledge, skills and abilities of employees that allow implementing the strategy of the organization's development

12. At this stage, there is a final division of employees into promising and unpromising in relation to the management. Some, having reached their peak, forever remain in the positions of junior managers or specialists, and for others there are unlimited opportunities for career advancement. By the end of this period, everyone becomes professionals who have learned the subtleties of their work.

- a. Preparing for retirement
- b. Stabilization stage
- c. Maturity stage
- d. Adaptation stage
- e. Consolidation stage (strengthening, consolidation, integration)

13. **A form of managerial communication**, which can be defined as "a conversation mainly between two interlocutors, in which the participants can and should take into account the specific features of the personality, motives, speech characteristics of each other, that is, communication is largely interpersonal and involves a variety of ways of verbal and non-verbal influence of partners on each other" - is called a creative meeting

- a. Business negotiations
- b. Business conversation
- c. Interview
- d. Planning meeting

14. **Achieving the goal** of "speeding up decision-making and increasing their validity, effective exchange of opinions and experience, faster delivery of specific tasks to the executor and emotional impact on the organization's personnel" is possible when conducting one of the most responsible activities of the head of operational meetings

- a. business meetings
- b. stressful interviews
- c. meetings of the labor collective

15. To maintain the efficiency of personnel, regular monitoring of the situation in the organization should be carried out. To do this, it is important to develop systems for assessing labor efficiency, certification.

True False

16. The return on investment in employee training is always evident as soon as the training is completed

True False

17. The mechanism of personnel career management is a set of means of manipulative influence and mastering of production technologies, which allow to implement a career strategy without professional experience of personnel in the organization

True False

18. The object of personnel assessment in the organization is activity (its complexity, efficiency, quality, attitude to work, etc.); achievement of goals, quantitative and qualitative results, individual indicators and contribution to the overall results of the department and the organization as a whole; employee qualities (knowledge, skills, character traits) and the degree of their intensity.

True False

Demo of the test №3

1. Which of the following cannot be called the strengths of rotation The emergence of "clannishness" in solving business issues;

- a. Reducing the level of stress caused by monotony (routine) of work;
- b. Rotation allows employees to change the environment without increasing the number of positions, to join the development process due to the need to adapt to new conditions;
- c. In "working" positions associated with a risk to health and life, occupational injuries are reduced

2. Reserve of employees for promotion –
 - a. These are any employees of the organization who have ambitions and are ready to take a higher position at any time
 - b. These are specially trained employees who, according to their professional and personal qualities, taking into account the need, can be promoted to higher-level planned positions at any time
 - c. These are young promising specialists who have recently received higher education, but do not have experience, with leadership inclinations and are ambitious.
3. Professional training of personnel – This is a type of management activity aimed at organizing events that allow planning, selecting and training potentially capable of managerial activities
 - b. This is a type of management activity aimed at finding applicants for a vacant managerial position
 - c. This is a type of management activity aimed at forming the knowledge, skills and abilities of employees that allow them to implement the development strategy of the organization
4. Performance management consists of five key elements, one of which is characterized as "the analysis of what has been done well to make it even better in the future; only constructive criticism, i.e. that which indicates the ways of improvement", it is called
 - a. Measurement
 - b. Continuous training
 - c. Feedback
 - d. Positive reinforcement
 - e. Agreement on Action Plans
5. The stage of "Performance Management", at which key competencies and requirements for competence are agreed upon, is called
 - a. Performance Agreement
 - b. Personal Development Plan
 - c. Role Definition
 - d. Overview of performance
6. Performance management can be defined as
 - a. A strategic and integrative approach to achieving the sustainable success of the organization, by improving the performance of its employees and developing the capabilities of individuals and groups that contribute to the success of the organization;
 - b. Quantitative results to be obtained and can be measured in such quantities as return on capital employed, products, productivity, sales, service level, cost reduction, reduction in scrap rate;
 - c. Providing evidence that the result has been achieved and finding out the extent of the employee's involvement in achieving that result.
7. The system for ensuring the safety of life and health of employees in the process of labor activity, which includes legal, socio-economic, organizational and technical, sanitary and hygienic, medical and preventive, rehabilitation and other measures is called Safe Working Conditions
 - a. Occupational health and safety
 - b. Social security
 - c. Occupational Health and Safety Instruction
8. Achieving the goal of "speeding up decision-making and increasing their validity, effective exchange of opinions and experience, faster delivery of specific tasks to the executor and emotional impact on the organization's personnel" is possible when
 - a. Business conversations
 - b. Business meetings
 - c. Stressful interviews
 - d. Meetings of the labor collective
9. The form of managerial communication, which can be defined as "a conversation mainly

between two interlocutors, in which the participants can and should take into account the specific features of the personality, motives, speech characteristics of each other, that is, communication is largely interpersonal in nature and involves a variety of ways of verbal and non-verbal influence of partners on each other" - is called Creative session

- b.** Business negotiations
- c.** Business conversation
- d.** Interview
- e.** Planning meeting

10. The market approach to determining the amount of wages shall be carried out on the basis of the determination of the minimum level and other parameters of wages by the government

- a.** of the agreement between the management and the employee, taking into account the situation in the labor market
- b.** agreements between the administration and the trade union (labor collective)

11. The amount of monthly wages of an unskilled worker who has fully worked the standard of working hours when performing simple work in normal working conditions, guaranteed by the Federal Law, is called

- a.** Salary
- b.** Tariff rate
- c.** Minimum wage
- d.** Salary

12. The conditions for the application of time-based wages shall be:

- a.** Ability to strictly record and control the hours worked
- b.** No negative impact on technology, rationality and quality of work, equipment
- c.** Availability of qualification characteristics, nomenclature of positions
- d.** Establishment of adequate norms and standards governing the organization of the work of time-workers
- e.** Use of output as the main performance indicator

13. An element of the tariff model including: hourly, daily, monthly tariff rates, tariff and qualification reference books, salary schemes, staffing schedules, rates, incentive scales, allowances, additional payments, guarantee compensation payments – is called

- a.** Tariff rate
- b.** Tariff category
- c.** Tariff scale
- d.** Remuneration rate

14. Basic salary is NOT dependent on

- a.** Employee Qualifications
- b.** Night work
- c.** Length of service,
- d.** Performing additional work,
- e.** Type of activity,
- f.** Degrees of responsibility of the work

15. The additional salary depends on the

- a.** Type of activity,
- b.** Length of service,
- c.** Work on weekends and holidays
- d.** Work in areas with special climatic conditions
- e.** Degrees of responsibility of the work

16. Which of the following risks is not a personnel risk

- a.** Rising production costs due to inflation
- b.** Low level of correspondence between business and personal qualities of employees
- c.** High level of probability of occupational diseases

17. Conditions for the creation of creative groups: clear formulation of tasks for each competent

employee, the boundaries of his responsibility, coordination of goals individually with each employee, conditions for his replacement by other employees

True

False

18. Procedures for career planning, personnel training help only the staff to predict the satisfaction of their individual goals of professional and official growth, and for the organization this is an unnecessary cost.

True

False

The exam test is formed on the basis of summative assessment tests.

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Head of the Department



N.B. Grosheva

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