

### Аннотация

Название дисциплины	<b>Управление персоналом (преподается на английском языке)</b>		
Образовательная программа	Бакалаврская программа «Социология и социальная информатика»		
Тип дисциплины	Курс по выбору		
Требования к уровню знаний студентов, необходимых для освоения дисциплины (пререквизиты)	Социологическая теория Психология Экономика		
Объем з.е.	6		
Объем в часах	Аудиторная работа	Самостоятельная работа	Всего
	48	180	228
Краткое описание курса	Курс дает информацию обо всех основных процессах в управлении человеческими ресурсами (планирование, привлечение, отбор, развитие и мотивация персонала). В процессе обучения студенты готовят свое резюме и сопроводительное письмо на определенную вакансию.		
Образовательные результаты по дисциплине	<p>Целями освоения дисциплины являются подготовка выпускников, способных продемонстрировать следующие компетенции:</p> <p>УК-1 Способен учиться, приобретать новые знания, умения, в том числе в области, отличной от профессиональной.</p> <p>УК-4 Способен оценивать потребность в ресурсах и планировать их использование при решении задач в профессиональной деятельности.</p> <p>УК-7 Способен работать в команде.</p> <p>УК-8 Способен грамотно строить коммуникацию, исходя из целей и ситуации общения.</p> <p>ПК-9 Способен составлять и представлять проекты научно-исследовательских и аналитических разработок в соответствии с нормативными документами.</p> <p>ПК-11 Способен и готов к планированию и осуществлению проектных работ в области изучения общественного мнения, организации работы маркетинговых служб.</p> <p>ПК-12 Способен участвовать в аналитической и консалтинговой деятельности.</p>		
Краткое содержание дисциплины	<p>Тема 1. Введение в управление человеческими ресурсами.</p> <p>Тема 2. Стратегия и практики управления человеческими ресурсами. Организационная культура. Организационное развитие</p> <p>Тема 3. Планирование в управлении человеческими ресурсами</p> <p>Тема 4. Обеспечение организации человеческими ресурсами</p> <p>Тема 5. Изменение статуса сотрудника: адаптация персонала</p>		

	<p>Тема 6. Развитие человеческих ресурсов  Тема 7. Мотивация и система стимулирования. Теория поколений.  Тема 8. Оценка персонала и обратная связь.  Тема 9. Взаимоотношения сотрудников и руководства. Управление талантами, формирование HR бренда.  Тема 10. Коммуникации в организации. Формирование команд. Международные практики.  Тема 11. Менеджмент и лидерство.  Тема 12. Большие данные и аналитики по персоналу.</p>															
<p>Образовательные технологии</p>	<p>Курс включает семинары (48 часов) с активным участием студентов. Все кейсы, которые обсуждаются в ходе семинарских занятий, акцентируют внимание на различных данных по персоналу и направлены на развитие не только аналитических навыков, но и способности к критическому анализу и принятию решений. Курс включает следующие образовательные технологии:</p> <p>Проблемное обучение: решение кейсов  Игровые технологии: ролевые, деловые игры  Индивидуальные задания  Групповой проект  Работа в малых группах</p>															
<p>Формы контроля</p>	<table border="1"> <thead> <tr> <th data-bbox="539 940 762 1070">Тип контроля</th> <th data-bbox="762 940 975 1070">Форма контроля</th> <th data-bbox="975 940 1495 1070">Параметры</th> </tr> </thead> <tbody> <tr> <td data-bbox="539 1070 762 1485" rowspan="3">Текущий</td> <td data-bbox="762 1070 975 1245">Групповой проект</td> <td data-bbox="975 1070 1495 1245">Групповой проект на примере конкретной компании «Анализ эффективности процессов по управлению человеческими ресурсами».</td> </tr> <tr> <td data-bbox="762 1245 975 1350">Домашнее задание</td> <td data-bbox="975 1245 1495 1350">Индивидуальное домашнее задание, загруженное в LMS в установленные сроки.</td> </tr> <tr> <td data-bbox="762 1350 975 1485">Работа на лекциях и семинарах</td> <td data-bbox="975 1350 1495 1485">Активность участия, вклад в работу на занятиях, ответы на вопросы, выполнение индивидуальных и групповых практических заданий</td> </tr> <tr> <td data-bbox="539 1485 762 1693">Итоговый</td> <td data-bbox="762 1485 975 1693">Экзамен</td> <td data-bbox="975 1485 1495 1693">Письменный экзамен продолжительностью 60 минут. Тест выполняется индивидуально. Оценка по результатам итогового контроля объявляется в течение трех рабочих дней после сдачи экзамена.</td> </tr> </tbody> </table>			Тип контроля	Форма контроля	Параметры	Текущий	Групповой проект	Групповой проект на примере конкретной компании «Анализ эффективности процессов по управлению человеческими ресурсами».	Домашнее задание	Индивидуальное домашнее задание, загруженное в LMS в установленные сроки.	Работа на лекциях и семинарах	Активность участия, вклад в работу на занятиях, ответы на вопросы, выполнение индивидуальных и групповых практических заданий	Итоговый	Экзамен	Письменный экзамен продолжительностью 60 минут. Тест выполняется индивидуально. Оценка по результатам итогового контроля объявляется в течение трех рабочих дней после сдачи экзамена.
Тип контроля	Форма контроля	Параметры														
Текущий	Групповой проект	Групповой проект на примере конкретной компании «Анализ эффективности процессов по управлению человеческими ресурсами».														
	Домашнее задание	Индивидуальное домашнее задание, загруженное в LMS в установленные сроки.														
	Работа на лекциях и семинарах	Активность участия, вклад в работу на занятиях, ответы на вопросы, выполнение индивидуальных и групповых практических заданий														
Итоговый	Экзамен	Письменный экзамен продолжительностью 60 минут. Тест выполняется индивидуально. Оценка по результатам итогового контроля объявляется в течение трех рабочих дней после сдачи экзамена.														
<p>Литература</p>	<p><u>Основная</u>  Armstrong's Handbook of Human Resource Management Practice, 14th Edition, London: Kogan Page, 2017 (777 pages); электронный ресурс библиотеки НИУ ВШЭ:  <a href="https://proxylibrary.hse.ru:2251/toc.aspx?bookid=125514">https://proxylibrary.hse.ru:2251/toc.aspx?bookid=125514</a></p> <p><u>Дополнительная</u>  Arthur D. Fundamentals of Human Resources Management, Fifth Edition, American Management Association, 2015 (301 pages); электронный ресурс библиотеки НИУ ВШЭ:  <a href="https://proxylibrary.hse.ru:2251/toc.aspx?bookid=97679">https://proxylibrary.hse.ru:2251/toc.aspx?bookid=97679</a></p>															

	Research in Personnel and Human Resources Management, edited by Michael R. Buckley, Emerald Publishing Limited, 2014. ProQuest Ebook Central, электронный ресурс библиотеки НИУ ВШЭ: <a href="https://ebookcentral.proquest.com/lib/hse/library-ebooks/detail.action?docID=1712211">https://ebookcentral.proquest.com/lib/hse/library-ebooks/detail.action?docID=1712211</a> .
Преподаватель	Волкова Наталья Владимировна, кандидат психологических наук, доцент департамента менеджмента

## Course Syllabus

Title of the course	<b>Human Resource Management (conducted in English)</b>		
Title of the Academic Programme	Sociology and social informatics		
Type of the course	Elective		
Prerequisites	Sociological theory, Economics, Psychology		
ECTS workload	6		
Total indicative study hours	Directed Study	Self-directed study	Total
	48	180	228
Course Overview	<p>The aim of this course is to give students an introduction to human resource management (HRM) and its role in the system of corporate management. This management action is taken by varied organizations to recruit, retain and motivate their employees. It also provides a strong framework to put into practice HRM tools and methods.</p>		
Intended Learning Outcomes (ILO)	<p>Upon completion of this course, students should be able to:</p> <p>Describe the main activities involved in HRM.</p> <p>Understand the relationship between HRM and organizational performance, business strategy as well as organizational behavior.</p> <p>Analyze the relationship between HR practices and their outcomes for both the individual and the organization.</p> <p>Know HRM key definitions and terminology in English.</p> <p>Prepare CV and cover letter for a particular vacancy.</p> <p>Upon the completion of this course, students could demonstrate the following universal (UC) and professional competencies (PC):</p> <p>UC-1 Ability to learn and acquire new knowledge and skills, including in areas beyond his/her professional one.</p> <p>UC-4 Ability to assess the need for resources and plan their use to solve practice-related problems.</p> <p>UC-7 Ability to work as part of a team.</p> <p>UC-8 Ability to communicate efficiently based on communication goals and situations.</p> <p>PC-9 Ability to compose and present research and analytical development projects in accordance with regulatory documents.</p> <p>PC-11 Ability to plan and carry out project works in the fields of public opinion research and organization of work of marketing services providers.</p> <p>PC-12 Ability to participate in analytical and consulting activities.</p>		
Teaching and Learning Methods	<p>The Course includes hands-on seminars (48 hours) in which an instructor explains the crucial elements of each topic. All cases considered during the seminars emphasize the key HRM practices and focus on developing students' analytical, critical and problem-solving skills. The course format is based on an active learning environment that includes the following activities:</p> <p>hands-on seminars;</p> <p>case study discussion;</p>		

	<p>team-based project;  group and individual presentations;  individual assignment during seminars;  reading and discussion of relevant literature;  group work, peer to peer learning, and peer to peer assessment;  Kahoot game during some classes in order to review the previous materials.</p>
--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Content and Structure of the Course**

№	Topic / Course Chapter	Total	Directed Study		Self-directed Study
			Lectures	Tutorials	
1	Topic 1. Key concept of Human Resource Management (HRM)	14	-	4	10
2	Topic 2. Strategy and policies of HRM. Organizational culture. Organizational development	16	-	4	12
3	Topic 3. Workforce planning	17	-	2	15
4	Topic 4. Recruitment and selection	31	-	8	23
5	Topic 5. Onboarding (induction)	17	-	2	15
6	Topic 6. Learning and development	19	-	4	15
7	Topic 7. Reward management. Motivation & compensation systems. Generational theory.	19	-	4	15
8	Topic 8. Performance management and feedback	19	-	4	15
9	Topic 9. Employee relations. Talent management. Employer brand.	19	-	4	15
10	Topic 10. International HRM. Employee communications. Teambuilding	19	-	4	15
11	Topic 11. Management and leadership.	19	-	4	15
12	Topic 12. People analytics and big data in HRM	19	-	4	15
<b>Total study hours</b>		228	0	48	180

<b>Indicative Assessment Methods and Strategy</b>	<p><b><u>Homework 1: written CV and cover letter at LMS</u></b>  Grading criteria of an individual homework  (preparing the following documents: <i>CV and a cover letter</i>)</p>	
	Criteria	Scores
	Layout and content of both documents	4
	Matching of information given in the cover letter to the description of a job opening	3

Matching of a cover letter's content and information given in CV.	3
TOTAL	10

**Team-based project “Analysis of HR practices” based on the chosen company**

Team-based project includes two parts: 10-page paper and presentation in the class. Both files must be uploaded at LMS not later than the deadline agreed at the beginning of the course and set at LMS. No grades will be given if files are not uploaded at LMS.

Grading criteria of the group presentation and paper:

Expectations	Scores
Description of the company (industry, size, location)	2
Transparency of problem statement.	1
The significance of the results for this organization.	2
The plain and simple explanations of actions that should be done based on findings obtained.	2
Compliance with the specified parts and requirements for the paper.	1
The presentation is clear, logical and without grammatical mistakes. It lasts for 10-15 minutes.	2
Total	10

The paper should include the following parts:

1. Introduction with a description of the company (industry, size, location).
  2. Problem statement.
  3. The description of organizational culture that is based on at least two classifications discussed during the classes.
  4. The description of HR practices.
  5. Results and practical implications.
  6. Conclusions
- References.

The paper should be single-spaced throughout; Times New Roman 12-point font (except for the title page); A4 size page formatting; 2.5 cm margins on all sides.

The group should be no more than 4 members.

**Class activities**

*Kahoot game.* At the beginning or at the end of some classes a 15-minute Kahoot game is conducted. If the student missed the class, there is no option to participate in this activity.

*Individual assignment during seminars.* At the beginning or at the end of some seminars students will get a written task for 10-15 min based on their home reading or materials discussed during the previous classes. If the student missed the class, there is no option to rewrite this task, except for sickness absence. In this case, the student should notify the instructor about his/her sick leave.

	<p>If a student missed the class, there no option to get a grade excepting for sickness absence, in this case, he/she should discuss extra activities with instructors.</p> <p>The final grade adds up scores of the four indicative assessment methods, namely, group project, class activities, homework 1, and the written exam, as follows:  <math>O = 0,25 \cdot O_{group\ project} + 0,25 \cdot O_{homework\ 1} + 0,25 \cdot O_{class\ activities} + 0,25 \cdot O_{written\ exam}</math></p> <p>If a student has received the grade 8 or higher for each of the following indicative assessment methods: team-based project, homework 1, and class activities, he/she has an option to convert their average score into final grade without taking the final exam.</p> <p>The rounding-off rule for grades is an arithmetic way (to the nearest whole number).</p>																								
Readings / Indicative Learning Resources	<p><u>Mandatory</u>          Armstrong's Handbook of Human Resource Management Practice, 14th Edition, London: Kogan Page, 2017 (777 pages); HSE online library: <a href="https://proxylibrary.hse.ru:2251/toc.aspx?bookid=125514">https://proxylibrary.hse.ru:2251/toc.aspx?bookid=125514</a></p> <p><u>Optional</u>          Arthur D. Fundamentals of Human Resources Management, Fifth Edition, American Management Association, 2015 (301 pages); HSE online library: <a href="https://proxylibrary.hse.ru:2251/toc.aspx?bookid=97679">https://proxylibrary.hse.ru:2251/toc.aspx?bookid=97679</a>          Research in Personnel and Human Resources Management, edited by Michael R. Buckley, Emerald Publishing Limited, 2014. ProQuest Ebook Central, HSE online library: <a href="https://ebookcentral.proquest.com/lib/hselibrary-ebooks/detail.action?docID=1712211">https://ebookcentral.proquest.com/lib/hselibrary-ebooks/detail.action?docID=1712211</a></p>																								
Indicative Self- Study Strategies	<table border="1"> <thead> <tr> <th>Type</th> <th>+/-</th> <th>Hours</th> </tr> </thead> <tbody> <tr> <td>Reading for seminars / tutorials (lecture materials, mandatory and optional resources)</td> <td>+</td> <td>100</td> </tr> <tr> <td>Assignments for seminars / tutorials / labs</td> <td>+</td> <td>30</td> </tr> <tr> <td>E-learning / distance learning (MOOC / LMS)</td> <td>-</td> <td>0</td> </tr> <tr> <td>Fieldwork</td> <td>+</td> <td>10</td> </tr> <tr> <td>Project work</td> <td>+</td> <td>30</td> </tr> <tr> <td>Other (please specify)</td> <td>-</td> <td>0</td> </tr> <tr> <td>Preparation for the exam</td> <td>+</td> <td>10</td> </tr> </tbody> </table>	Type	+/-	Hours	Reading for seminars / tutorials (lecture materials, mandatory and optional resources)	+	100	Assignments for seminars / tutorials / labs	+	30	E-learning / distance learning (MOOC / LMS)	-	0	Fieldwork	+	10	Project work	+	30	Other (please specify)	-	0	Preparation for the exam	+	10
Type	+/-	Hours																							
Reading for seminars / tutorials (lecture materials, mandatory and optional resources)	+	100																							
Assignments for seminars / tutorials / labs	+	30																							
E-learning / distance learning (MOOC / LMS)	-	0																							
Fieldwork	+	10																							
Project work	+	30																							
Other (please specify)	-	0																							
Preparation for the exam	+	10																							
Academic Support for the Course	Academic support for the course is provided via LMS, where students can find: guidelines and recommendations for doing the course; guidelines and recommendations for self-study; samples of assessment materials																								
Facilities, Equipment and Software	LMS																								
Course Instructor	Natalia V. Volkova, PhD, Associate professor of the Management department																								

### Intended Learning Outcomes (ILO) Delivering

<b>Programme ILO(s)</b>	<b>Course ILO(s)</b>	<b>Teaching and Learning Methods for delivering ILO(s)</b>	<b>Indicative Assessment Methods of Delivered ILO(s)</b>
UC-1 Ability to learn and acquire new knowledge and skills, including in areas beyond his/her professional one.	Demonstrate the ability to catch new knowledge and skills in the fields beyond his/her majoring	Case study discussions. Completing tasks. Class discussions.	Individual assignment during the seminars  Preparation CV and a cover letter for a vacancy.
UC-4 Ability to assess the need for resources and plan their use to solve practice-related problems.	Estimate the required resources and plan their use to solve practice-related problems.	Preparation of team-based projects. Case study discussions. Completing tasks.	Team-based project  Individual assignment during the seminars
UC-7 Ability to work as part of a team.	Understand the features of team working	Preparation and presentation of team-based projects.	Team-based project
UC-8 Ability to communicate efficiently based on communication goals and situations.	Make sense of how to communicate efficiently based on communication goals and situations.	Preparation and presentation of team-based projects. Case study discussions.	Team-based project  Group presentation
PC-9 Ability to compose and present research and analytical development projects in accordance with regulatory documents.	Grasp how to compose and present research and analytical development projects in accordance with regulatory documents.	Preparation and presentation of team-based projects.	Group presentation  Team-based project
PC-11 Ability to plan and carry out project works in the fields of public opinion research and organization of work of marketing services providers.	Understand how to plan and carry out project works in the fields of public opinion research and organization of work of marketing services providers.	Preparation and presentation of team-based projects. Class discussions.	Team-based project  Individual assignment during the seminars
PC-12 Ability to participate in analytical and consulting activities.	Comprehend peculiarities of analytical and consulting activities	Case study discussions. Completing tasks. Class discussions.	Individual assignment during the seminars

## Course Content

### **Topic 1. Key concept of Human Resource Management (HRM)**

- 1) Introduce to Human Resource Management course.
- 2) Explain what is meant by Human Resource.
- 3) Describe the HRM system.
- 4) Understand the role of line managers in HRM.

### **Topic 2. Strategy and policies of HRM. Organizational culture. Organizational development**

- 1) Comprehend what is meant by strategic HRM.
- 2) Understand what is meant by organizational behavior.
- 3) Comprehend what is meant by strategic HRM.
- 4) Clarify the core HR competencies.
- 5) Discuss different classifications of organizational culture.

### **Topic 3. Workforce planning**

- 1) Comprehend what is meant by workforce planning.
- 2) Describe the incidence of workforce planning.
- 3) Know about the link between workforce and business planning.
- 4) Explain the process of workforce planning.
- 5) Be able to define key stages of workforce planning.

### **Topic 4. Recruitment and selection**

- 1) Be able to define key concepts of recruitment and selection process.
- 2) Understand defining requirements.
- 3) Comprehend attracting candidates.
- 4) Evaluate the numerous recruitment sources available.
- 5) Be able to identify key selection methods.
- 6) Understand the role of employment testing in the selection process.
- 7) Articulate final selection factors.
- 8) Consider the layout of CV.
- 9) Consider the layout of a cover letter.

### **Topic 5. Onboarding (induction)**

- 1) Understand key elements of introduction to the organization (onboarding or induction).
- 2) Plan organizational, departmental, and self-directed/web-based orientation programs.
- 3) Articulate partner programs for new hires so that they may become acclimated to their new work environments as quickly and proficiently as possible.
- 4) Talk over turnover (attrition rate).

### **Topic 6. Learning and development**

- 1) Comprehend the meaning of learning and development (L&D).
- 2) Understand the key practices of learning and development.
- 3) Identify approaches to learning needs analysis.
- 4) Evaluate the effectiveness of training.

### **Topic 7. Reward management. Motivation & compensation systems. Generational theory.**

- 1) Comprehend the meaning of motivation.

- 2) Understand types of motivation.
- 3) Describe and critically evaluate the main theories of motivation.
- 4) Evaluate motivation and money.
- 5) Comprehend Strauss–Howe generational theory.
- 6) Identify four generations at work.

**Topic 8. Performance management and feedback.**

- 1) Define performance management.
- 2) Identify performance management cycle.
- 3) Discuss how to link individual objectives to company goals.
- 4) Define quantitative and qualitative performance measures.
- 5) Consider the features of generation Z.

**Topic 9. Employee relations. Talent management. Employer brand.**

- 1) Define corporate brand and its stakeholders.
- 2) Identify the nature of the employer brand.
- 3) Discuss the significance of the psychological contract.
- 4) Determine the basis of employee relations.
- 5) Consider Talent engagement and its measures.

**Topic 10. International HRM. Employee communications. Teambuilding.**

- 1) Consider cultural diversity at work.
- 2) Discuss Hofstede cultural dimensions.
- 3) Determine the main communication channels at work.
- 4) Talk over work teams and foundations of group behavior.
- 5) Discuss case study “Motivating the sales team”

**Topic 11. Management and leadership.**

- 6) Determine leadership styles.
- 7) Identify leadership skills.
- 8) Discuss Theory Z,X &Y.
- 9) Discuss case study “Management styles”.

**Topic 12. People analytics and big data in HRM.**

- 1) Determine people analytics.
- 2) Discuss people analytics advantage.
- 3) Display group project.

**Recommendation for Self-directed Study**

Self-directed study for this course includes the following activities:

- 1) Team-based project.
- 2) Group presentations.
- 3) Reading optional literature.

*Group project and presentation*

During the course, students should prepare team-based project and group presentation. This activity promotes active, self-directed learning, interpersonal skill as a group member, and fosters meaningful self-evaluation. As a result, students will be able to

- Critically evaluate corporate structures and functions.
- Synthesize the importance of HRM within organizations.

- Formulate, implement and communicate management strategies.

To prepare the group presentation students should identify the group participants, find relevant sources, and divide information among group members. Each group presentation is evaluated during the seminar with the grading criteria for the group presentation. (see section Indicative Assessment Methods and Strategy in this paper).

#### *Reading the information in extra resources*

Human resource management information is evolving at a rapid rate. Under this activity, students should discover how to learn through inquiry and research using all available resources: print, web-based and experts. As a result, students become lifelong learners with the tools necessary to find the appropriate and most contemporary information quickly.

Students need to find information by particular topic through various resources including HSE library, the Internet et al. and discuss it during the seminar.

#### **Special conditions for organization of learning process for students with special needs**

The following types of comprehension of learning information (including e-learning and distance learning) can be offered to students with disabilities (by their written request) in accordance with their individual psychophysical characteristics:

- 1) *for persons with vision disorders*: a printed text in enlarged font; an electronic document; audios (transferring of learning materials into the audio); an individual advising with an assistance of a sign language interpreter; individual assignments and advising.
- 2) *for persons with hearing disorders*: a printed text; an electronic document; video materials with subtitles; an individual advising with an assistance of a sign language interpreter; individual assignments and advising.
- 3) *for persons with muscle-skeleton disorders*: a printed text; an electronic document; audios; individual assignments and advising.

## Assessment Methods and Criteria

### Assessment Methods

Types of Assessment	Forms of Assessment	Modules			
		1	2	3	4
Formative Assessment	Team-based project	*	*		
	Homework: CV and cover letter uploaded at LMS	*			
	In-class Participation	*	*		
Summative Assessment	Written Exam at LMS		*		

### Assessment Criteria

#### In-class Participation

Grades	Assessment Criteria
«Excellent» (8-10)	A critical analysis which demonstrates original thinking and shows strong evidence of preparatory research and broad background knowledge.
«Good» (6-7)	Shows strong evidence of preparatory research and broad background knowledge. Excellent oral expression.
«Satisfactory» (4-5)	Satisfactory overall, showing a fair knowledge of the topic, a reasonable standard of expression. Some hesitation in answering follow-up questions and/or gives incomplete or partly irrelevant answers.
«Fail» (0-3)	Limited evidence of relevant knowledge and an attempt to address the topic. Unable to offer relevant information or opinion in answer to follow-up questions.

#### Written Exam at LMS

Written Exam includes 22 test questions (up to 2 marks for each positive answer), 2 open questions with explanation of your ideas (up to 3 marks for each positive answer), and one practical exercise (up to 4 marks). Total questions: 25. No negative marks for wrong answers. Total time: 60 min.

Grading system:

Rate of positive answers	Grading scores from 1 to 10	Grading scores from 1 to 5
96%-100%	10	Excellent
87%-95%	9	
81%-86%	8	
73%-80%	7	Good
65%-72%	6	
57%-64%	5	Fair (passing grade)
50%-56%	4	
43%-49%	3	Failing grade
37%-42%	2	
≤36%	1	