

**FEDERAL STATE BUDGET EDUCATIONAL
INSTITUTION OF HIGHER EDUCATION
“LOMONOSOV MOSCOW STATE UNIVERSITY”**

FACULTY OF ECONOMICS

«APPROVED»

Dean of the Faculty of Economics, MSU

professor _____ A.A.Auzan

«___» _____ 2021

COURSE SYLLABUS

Course title:

**HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL COMPANIES
(IN ENGLISH)**

Level of higher education:

MASTER STUDIES

Field of study:

38.04.02. MANAGEMENT

Mode of study:

FULL-TIME

Course syllabus is considered and approved by
the Educational and Methodological Council of the Faculty of Economics
(minutes №_____, date)

Moscow 2021

The course syllabus is developed in accordance with the self-established MSU educational standard (ES MSU) for implemented main professional educational programs of higher education for Master's degree in the field of study 38.04.02. Management

ES MSU is approved by the decision of MSU Academic Council dated December 28, 2020, minutes №7

Year (years) of enrollment: 2021 and forthcoming

1. Place and status of the course in the structure of the Master program

Course status: *elective*

Trimester: 4th

2. Course Prerequisites

This discipline is based on the knowledge and skills acquired as a result of studying following courses:

- Organizational Behavior (in English),
- International Communication and Leadership (in English).

3. Intended learning outcomes (ILO) of the course associated to the required competencies of the graduates

Competencies of graduates (codes)	Indicators of achievement of competencies	Intended learning outcomes of the course (module) associated to the required competencies of the graduates
PC-9. Capable of finding, systematizing and analyzing information in the field of management consulting	PC-9.I-1. Defines the information base of research in the field of management consulting	PC-9.I-1.K-1. Knows the information base of research in the field of management consulting
		PC-9.I-1.A-1. Able to collect information in the field of management consulting
	PC-9.I-2. Selects methodology and develops tools for systematization and analysis of information in the field of management consulting	PC-9.I-2.K-1. Knows the methods of systematization and analysis of information in the field of management consulting
		PC-9.I-2.A-1. Able to analyze and systematize collected information in the field of management consulting
PC-10. Capable of carrying out consulting management projects	PC-10.I-1. Conducts consulting research	PC-10.I-1.K-1. Knows main technologies and methods of conducting consulting research
		PC-10.I-1.A-1. Able to correctly select and apply methods and tools for developing solutions to the formulated management issues
	PC-10.I-2. Presents the results of the conducted study in the form of recommendations	PC-10.I-2.A-1. Able to present the results of consulting research in the form of recommendations

SPC-1. Capable of managing multicultural teams in organizations with different forms of ownership and communicating efficiently in foreign languages in the process of international activity	SPC-1.I-1. Manages teams considering the multicultural diversity of their participants in organizations / companies of various forms of ownership	SPC-1.I-1.A-1. Able to analyze managerial situations that arise in multicultural teams
	SPC-1.I-2. Carries out effective communication in foreign languages when solving professional tasks related to international business activities	SPC-1.I-1.A-2. Able to develop strategies for managing talent and diversity in diversity teams
		SPC-1.I-2.A-1. Able to negotiate in foreign languages considering cross-cultural differences and peculiarities of corporate cultures of various foreign countries, and evaluate their influence on the external environment
		SPC-1.I-2.A-2. Able to adapt leadership and managerial styles to the characteristics of cross-cultural organizations
SPC-4. Capable of understanding different aspects of social, ethical, and personal responsibility that emerge during the practical work at international organizations	SPC-4.I-1. Understands scientific, social, ethical and personal responsibility for decisions made in the course of research activities in international organizations	SPC-4.I-1.K-1. Knows various types of responsibility that arise in the course of research activities, and the influence of sociocultural factors on the interpretation of the types of this responsibility
		SPC-4.I-1.A-1. Able to present the results of own research activity, considering ethical and social aspects of professional communication in international companies
	SPC-4.I-2. Understands social, ethical and personal responsibility in the course of practical work in international organizations	SPC-4.I-2.K-1. Knows the responsibility of the leader in the formation and maintenance of an ethical environment of a company in its practice
		SPC-4.I-2.K-2. Knows the basic principles of corporate and social responsibility of business and the influence of country specifics on these principles

4. Workload of the course by types of activity

The workload of the discipline is 6 ECTS: 216 academic hours, including 108 academic hours of contact work with a professor, 108 academic hours of self-directed studies.

5. Learning format

Full-time, with the use of educational platform On.Econ (use of distant learning technologies is allowed if necessary).

6. Content of the course structured by topics (sections) indicating the number of academic hours allocated to them and types of training

Title and brief content of sections and topics of the course (module), Form of assessment for the course (module)	Total (hours)	Contact work (work in contact with a professor) <i>Types of contact work, hours</i>				Student self-directed studies <i>Types of self-directed studies, hours</i>			
		Seminars	Group consultations	Individual consultations	Total	Practical assignments	Essay – preparation and review	Project	Total
Topic 1. Introduction into Human resource management	10	4	-	2	6	2	1	1	4
Topic 2. Job description and planning of human resources	10	4	2	-	6	3	1	-	4
Topic 3. Search and selection of personnel	12	4	2	2	8	3	1	-	4
Topic 4. Management of adaptation of personnel	12	4	2	2	8	3	1	-	4
Topic 5. Motivation. Wages and benefits	14	4	2	2	8	4	1	1	6
Topic 6. Evaluation systems	14	4	2	2	8	4	1	1	6
Topic 7. Professional training and development of personnel	16	4	2	2	8	6	1	1	8
Topic 8. Talents' management	16	4	2	2	8	6	1	1	8
Topic 9. Career development	16	4	2	2	8	6	1	1	8
Topic 10. Cross-cultural communications in multinational companies	16	4	2	2	8	6	1	1	8
Topic 11. Industrial relations, trade unions and conflict-solving	16	4	2	2	8	6	1	1	8
Topic 12. Dismissals and quits	16	4	2	2	8	6	1	1	8
Essays and Presentations	24	4	-	4	8	-	16	-	16
Midterm assessment (control): — <i>Project presentation</i>	24	4	4	-	8	-	-	16	16
Total	216	56	18	34	108	55	28	25	108

Brief content of the course topics

Topic 1. Introduction to human resource management

Modern concepts of human resources management. The definition and the stages of building HR strategy of the organization. Models of personnel management. Personnel policy as a tool for the implementation of personnel strategy. Types of personnel policy. Principles and elements of personnel policy. Domestic labour markets. Type of employment. The characteristics of the workers. Structuring of personnel by type of employment, profession, qualification, experience, status, profit share, Etc. personnel core and periphery. The principle of democratization of enterprise management. Personnel services of the enterprise.

The specifics of the strategy and policy of human resources management in international companies.

Topic 2. Job description and planning of human resources

The need for and stages of the planning staff. Analysis of external and internal factors affecting the need for staff. Conflict potential in the process of planning the organization's personnel. Qualitative and quantitative need for personnel. Methods of personnel planning. Methods of providing quantitative flexibility of personnel.

Topic 3. Search and selection of personnel

Scientific-methodical, organizational, personnel, material-technical and software background of personnel attraction. Basic principles of recruitment. Requirements for a candidate to occupy a vacant place.

The main features of the functions and organization of labor of personnel in the international companies. Analysis of work. Requirements analysis and quantification. Job description. Personal specifications. Sources of employee engagement: internal and external search. Ways to attract candidates to the organization. Comparative analysis of attracting candidates with the help of employees of the organization, through the media, employment services and recruitment agencies, direct contacts with universities. Features and possibilities of search of employees through the Internet. Stages of staff selection, primary and secondary selection, analysis of summaries, recommendations and other documents. Technology of preparing and conducting interviews with candidates. Probation. Comparative efficiency of different methods of recruitment and selection of personnel.

Topic 4. Management of adaptation of personnel

Labor adaptation as process of adaptation of the worker to conditions of external and internal environment of the organization. Primary and secondary adaptation. Active and passive labor adaptation. Psychophysiological, professional, socio-psychological and socio-economic adaptation of workers. Factors influencing labor adaptation. Stages of labor adaptation of workers: preliminary acquaintance, orientation, adaptation, transition to stable work. Management of the process of labor adaptation of workers - analysis of expectations of incoming workers, reception and forecast of stability, introduction to the team, control of adaptation, analysis of the causes of possible dissatisfaction, development of measures that have a positive impact on adaptation, generalization of materials on the course of adaptation. The content of the General and special part of the orientation program. Indicators and methods for assessing adaptation results.

Topic 5. Motivation. Wages and benefits

Labor motivation of personnel. Objectives of compensation systems and formation of packages. Functions of wages: reproductive, stimulating, regulating, social, accounting and measuring.

Compensation policy of the modern enterprise: the structure of the total remuneration of employees, ways to optimize it and tools for managing individual components of remuneration. Development of schemes of monetary and non-monetary compensation: the formation of a system of salaries (grading), bonus programs, benefits. Competitive level of remuneration. The principle of “cafeteria”. Systems of payment for knowledge and competence. Individual bonuses. Options. Evaluation of the effectiveness of compensation policy and total staff costs.

Topic 6. Evaluation systems

Basic relationships in the evaluation of personnel and evaluating work performance. Personnel assessment: the main approaches. Goals and objectives of building a personnel assessment system in the organization. Principles and methods of personnel assessment: expert assessment, standard assessment, comparative methods, method “3600-certification”, psychological methods of evaluation. Certification of personnel, methods of its organization and conduct. Professional diagnostics and evaluation of the Manager. Possible errors in the construction of personnel assessment system. Activities of capacity assessment Centers (Assessment Center).

Topic 7. Professional training and development of personnel

Development of the organization and its employees. Professional development as a process of employee training to perform new production functions, new tasks, new positions.

Identification of professional development needs. Professional training, training, retraining and advanced training as a means of professional development of personnel. Management of vocational training process - definition of goals, budget, content of training programs, evaluation of their effectiveness. Methods of vocational training: on - the-job training (coaching, rotation, apprenticeship, mentoring) and off-the-job training (lectures, training sessions, case studies, business games, self-study). corporate University. The concept of self-learning organization.

Methods for assessing intra-firm investment in human capital.

Topic 8. Talents' management

Definition of talented employees from the standpoint of the company's strategy. Finding and attracting talent. Methods and methods of selection and identification of talents in the organization. HiPo strategy towards employees. Features of motivation of talented employees: motivation work, delegation of authority, the formation of an individual brand of the employee. Talent development. Support the loyalty and retention of talented employees.

Topic 9. Career development

The nature and types of work career. Professional and internal career. Stages of working life and career development. Career crises. Assessment of career development opportunities. Models of professional identity and behavioral patterns of people. Factors and reasons for a successful career. Career

management. Career planning and development in the organization. Potential-results matrix. Formation of personnel reserve. The system of professional and qualification promotion of employees.

Topic 10. Cross-cultural communications in multinational companies

The role and importance of information in a modern organization. Establishing contacts and relationships in the organization. Method of communication. Formal and informal communication. The need to inform employees and how to meet it. Comparative efficiency of different communication methods. Optimization of information flows. Disruption of communication as a source of conflict.

Topic 11. Industrial relations, trade unions and conflict-solving

Features of formation of labor relations in international companies. Social partnership, the role of trade unions in companies. Labor conflicts and labor disputes. The specifics of the organizational conflict. The nature and signs of conflict. The reasons and conditions of occurrence of the organizational conflicts. Functions, stages and types of organizational conflicts. Methods and principles of conflict research. Diagnosis, prediction and prevention of conflicts. Theory and practice of conflict resolution in the organization. Conflict management technologies. Theory of individual behavior in the conflict. Types of conflict personalities. Methods of conflict management in the organizational system. Strikes and methods of their prevention.

Topic 12. Dismissals and quits

Dismissal as a specific stage in human resources management. Voluntary and involuntary dismissals. Methods of estimating costs associated with the dismissal of the employee. Threat of dismissal as a method of pressure on the employee / employer. Legislative regulation of layoffs – the procedure for notification of the parties, mutual obligations, interaction with the employment service. Dismissal procedure. Features of personnel management during mass releases of personnel. Methods of retaining the employee in case of voluntary dismissals. Alternatives to dismissal. Weekend and post-weekend interviews as a method of collecting information about the quality of human resources management in the organization. Ways to maintain and strengthen the positive brand of the employer during layoffs.

7. Assessment tools to assess the course learning outcomes

7.1. Sample assessment tools:

Learning outcomes of the course	Types of assessment tools
PC-9.I-1.K-1. Knows the information base of research in the field of management consulting	<ul style="list-style-type: none"> • Participation in discussions • Practical assignments • Essay • Review of peer's essay

	<ul style="list-style-type: none"> • Project
PC-9.I-1.A-1. Able to collect information in the field of management consulting	<ul style="list-style-type: none"> • Practical assignments • Essay • Review of peer's essay • Project
PC-9.I-2.K-1. Knows the methods of systematization and analysis of information in the field of management consulting	<ul style="list-style-type: none"> • Participation in discussions • Practical assignments • Essay • Review of peer's essay • Project
PC-9.I-2.A-1. Able to analyze and systematize collected information in the field of management consulting	<ul style="list-style-type: none"> • Practical assignments • Essay • Review of peer's essay • Project
PC-10.I-1.K-1. Knows main technologies and methods of conducting consulting research	<ul style="list-style-type: none"> • Participation in discussions • Practical assignments • Essay • Review of peer's essay • Project
PC-10.I-1.A-1. Able to correctly select and apply methods and tools for developing solutions to the formulated management issues	<ul style="list-style-type: none"> • Practical assignments • Essay • Review of peer's essay • Project
PC-10.I-2.A-1. Able to present the results of consulting research in the form of recommendations	<ul style="list-style-type: none"> • Practical assignments • Essay • Review of peer's essay • Project
SPC-1.I-1.A-1. Able to analyze managerial situations that arise in multicultural teams	<ul style="list-style-type: none"> • Practical assignments • Essay • Review of peer's essay • Project

SPC-1.I-1.A-2. Able to develop strategies for managing talent and diversity in diversity teams	<ul style="list-style-type: none"> • Practical assignments • Essay • Review of peer's essay • Project
SPC-1.I-2.A-1. Able to negotiate in foreign languages considering cross-cultural differences and peculiarities of corporate cultures of various foreign countries, and evaluate their influence on the external environment	<ul style="list-style-type: none"> • Practical assignments • Essay • Review of peer's essay • Project
SPC-1.I-2.A-2. Able to adapt leadership and managerial styles to the characteristics of cross-cultural organizations	<ul style="list-style-type: none"> • Practical assignments • Essay • Review of peer's essay • Project
SPC-4.I-1.K-1. Knows various types of responsibility that arise in the course of research activities, and the influence of sociocultural factors on the interpretation of the types of this responsibility	<ul style="list-style-type: none"> • Participation in discussions • Practical assignments • Essay • Review of peer's essay • Project
SPC-4.I-1.A-1. Able to present the results of own research activity, considering ethical and social aspects of professional communication in international companies	<ul style="list-style-type: none"> • Practical assignments • Essay • Review of peer's essay • Project
SPC-4.I-2.K-1. Knows the responsibility of the leader in the formation and maintenance of an ethical environment of a company in its practice	<ul style="list-style-type: none"> • Participation in discussions • Practical assignments • Essay • Review of peer's essay • Project
SPC-4.I-2.K-2. Knows the basic principles of corporate and social responsibility of business and the influence of country specifics on these principles	<ul style="list-style-type: none"> • Participation in discussions • Practical assignments • Essay • Review of peer's essay • Project

7.2. Course assessment criteria (scores):

Types of assessment tools	Score
Participation in discussions	45
Practical assignments	110
Essay	65
Review of peer's essay	20
Project	60
Total	300

7.3. Grade for the course is determined based on the following criteria:

Grade	Minimum score	Maximum score
<i>Excellent</i>	255	300
<i>Good</i>	195	254,9
<i>Satisfactory</i>	120	194,9
<i>Failed</i>	0,0	119,9

Note: in case a student's score obtained during the trimester is less than 20% of the maximum score of the discipline, the following rule of passing the course should be applied at the midterm assessment (and further re-examination): 'a student can obtain only a satisfactory mark and only in case she/he receives for the midterm assessment, including all the course material, no less than 85% of the score allocated to this assessment'.

7.4. Typical tasks and other materials necessary to assess the learning outcomes:

— *Participation in discussions*

Sample questions for discussion:

1. Formulate the principles of personnel management.
2. Give examples of the dependence of the principles, methods and methods of search and selection of personnel from other areas of work with the staff (organizational culture, development and training, motivation, etc.)
3. Give examples of the choice of the method of search of the worker depending on his professional qualification level and the importance for the organization.

4. What methods of personnel selection do you consider the most informative?
5. Identify training requirements of staff.
6. What are the main methods of training.
7. What is the difference between quantitative and qualitative methods of assessing the effectiveness of staff training?

— *Essay*

Sample topics for individual essays:

- Comparative analysis of principles and approaches to human resources management in different countries.
- Formation of an attractive brand of the company on the example...
- Modern structure of compensation package attractive for different categories of employees
- Comparative analysis of career opportunities in companies with different structure and culture
- Methods of conflict-free dismissal of employees

— *Practical tasks*

Examples of practical tasks:

1. Compare the benefits and costs of using an internal or external method of finding staff.
2. Analyze the advantages and disadvantages of using different methods of training for different categories of employees
3. Make a personal plan of your professional development and an appropriate application for training.

— *Project*

Sample topics for course projects:

- Features of personnel planning in terms of technological innovations
- Evaluation of the effectiveness of various methods of staff search and selection.
- Forms and methods of adaptation of personnel in mergers and acquisitions.
- Evaluating the effectiveness of different methods of personnel training
- Methods of cost and results analysis in the formation of personnel evaluation system.

7.5. Methodological guidelines and assignment requirements:

All assignments must be completed in strict accordance with the requirements set out at the course page at the educational platform On.Econ.

8. Resources

Main literature:

1. Berger, L.A. & Berger, D.R. (2010) (Ed). The Talent management handbook. New York:
2. Caplan, J. (2013). Strategic Talent Development: Develop and engage all your people for business success. London: Kogan Page.
3. David Liddle, Managing Conflict: A Practical Guide to Resolution in the Workplace, 2017
4. Ford, J., Harding, N. & Stoganova, D. (2010), Talent Management & Development: An Overview of Current Theory and Practice. Bradford Centre for Managerial Excellence, Bradford, pp. 1-17.
5. Gary Dessler. Human resource management. (2012) Ch. 14 Ethics, Justice, And Fair Treatment in HR Management, Part 5 Employee Relations
6. Handbook of Labour Economics. Ch.20. Paul Oyer, Scott Schaefer. Personnel Economics. Hiring and Incentives.
7. Handbook of Labour Economics. Ch.8. James B.Rebitzer, Lowell J.Taylor. Extrinsic Rewards and Intrinsic Motives: Standard and Behavioral Approaches to Agency and Labor Markets
8. Human resource management J. Coyle-Shapiro, K. Hoque, I. Kessler, A. Pepper, R. Richardson and L. Walker. London School of Economics. 2013.
9. Human Resource Management' by Derek Torrington, Laura Hall, Stephen Taylor & Carol Atkinson, ninth edition (2014)
10. Jehn, Northcraft & Neal (1999) Why Difference Make a Difference: A Field Study of Diversity, Conflict and Performance in Workgroups. Administrative Science Quarterly, 44, 741
11. Keenan Tony. Human Resources management. 2008. Edinburgh Business School.
12. Lasear E. The future of personnel economics The Economic Journal, Vol. 110, No. 467, Features (Nov., 2000)
13. Lasear E., Gibbs M. Personnel Economics for Managers. 2007.
14. Laura Giuliano & David I. Levine & Jonathon Leonard, 2006. "[An Analysis of Quits, Dismissals, and Promotions at a Large Retail Firm](#)," [Working Papers](#) 0721, University of Miami, Department of Economics.
15. Lewis, R.E. & Heckman, R.J. (2006), Talent management: A critical review. Human Resource
16. McDonnell, A. & Collings, D.G. (2011). The identification and evaluation of talent in MNEs, in H. Scullion & D.G. Collings (Eds), Global Talent Management. London: Routledge, pp. 56-76.
17. Robert L. Mathis, John H. Jackson, Sean R. Valentine, Patricia Meglich, Human Resource Management, 15th Edition, 2015
18. Stout L. Human Resources management, 2009

Additional literature (for projects and essays preparation):

1. Armstrong, M. (2009). Armstrong's Handbook of Human Resource Management Practice (11th Edn). London: Kogan Page Ltd.
2. Bakker, A. B. & Demerouti, E. (2007). The job demands-resources model: State of the art. Journal of Managerial Psychology, vol. 22, pp. 309–328.
3. Barbara L. Rau and Gary A. Adams. Aging, Retirement, and Human Resources Management: A Strategic Approach [The Oxford Handbook of Retirement Edited by Mo Wang](#) Oct 2012
4. Barbulescu & Bidwell (2013) Do Women Choose Different Jobs from Men? Mechanisms of Application Segregation in the Market for Managerial Workers. Organization Science, Vol 24 (3), 737

5. Battilana & Dorado (2010) Building Sustainable Hybrid Organizations: The Case of Commercial Microfinance Organizations. *Academy of Management Journal*, 53(6), 1419–1440
6. Bhatnagar, J. (2007). Talent management strategy of employee engagement in Indian ITES employees: key to retention. *Employee Relations*, vol. 29 (6), pp. 640-663.
7. Bidwell (2011) Paying More to Get Less: The Effects of External Hiring versus Internal Mobility. *Administrative Science Quarterly*, 56(3), 369-407
8. Bidwell & Briscoe (2010) The Dynamics of Interorganizational Careers. *Organizational Science*, 21(5), 1034-1053
9. Bidwell & Keller (2014) Within or Without? How Firms Combine Internal and External Labor Markets to Fill Jobs. *Academy of Management Journal*, Vol 57, No 4, 1035-1055
10. Campion, Cheraskin & Stevens (1994) Career-related Antecedents and Outcomes of Job Rotation. *Academy of Management Journal*, Vol 37, No 6, 1518-1542
11. Chen & Kenrick (2002) Repulsion or attraction? Group membership and assumed attitude similarity. *Journal of Personality and Social Psychology*, 83, 111-125
12. Chris Hogan, 25 Sep 2018. The Different Types Of Dismissal And Your Rights. <http://www.workingrights.co.uk/dismissal.html>
13. Collings, D.G. & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, vol. 19(4), pp. 304–313.
14. Deci (1971) Effects of externally mediated rewards on intrinsic motivation. *Journal of Personality and Social Psychology*, 18, 105-115
15. Ferguson & Hasan (2013) Specialization and Career Dynamics: Evidence from the Indian Administrative Service. *Administrative Science Quarterly*, 58 (2), 233-256
16. Fernandez-Mateo & King (2011) Anticipatory Sorting and Gender Segregation in Temporary Employment. *Management Science*, Vol 57, No 6, 989-1008
17. Garavan, T.N., Carbery, R. & Rock, A. (2012), Mapping talent development: definition, scope and architecture. *European Journal of Training and Development*, vol. 36(1), pp. 5–24.
18. George (1992) Extrinsic and intrinsic origins of perceived social loafing in organizations. *Academy of Management Journal*, 35, 191-202
19. Grant (2008) Does intrinsic motivation fuel the prosocial fire? Motivational synergy in predicting persistence, performance, and productivity. *Journal of Applied Psychology*, 93, 48-58
20. Groysberg, Lee & Nanda (2008) Can They Take It With Them? The Portability of Star Knowledge Workers' Performance. *Management Science*, Vol 54, No 7, 1213-1230
21. Handbook of Labour Economics. Ch.20. Paul Oyer, Scott Schaefer. Personnel Economics. Hiring and Incentives.
22. Handbook of Labour Economics. Ch.8. James B.Rebitzer, Lowell J.Taylor. Extrinsic Rewards and Intrinsic Motives: Standard and Behavioral Approaches to Agency and Labor Markets
23. Hoglund, M. (2012). Quid pro quo? Examining talent management through the lens of psychological contracts. *Personnel Review*, vol. 14(2), pp. 126–142.

24. Hughes, J. C. & Rog E. (2008) Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organizations, *International Journal of Contemporary Hospitality Management*, vol. 20 (7), pp. 743-757.
25. Joo, B.-K. (Brian) & Mclean, G.N. (2006). Best employer studies: a conceptual model from a literature review and a case study. *Human Resource Development Review*, vol. 5(2), pp. 228-57.
26. Kaye, B. (2002). *Up is not the only way: A Guide to developing workforce talent*. Palo Alto, CA: Consulting Psychologists Press.
27. Keller (2017) Posting and Slotting: How Hiring Processes Shape the Quality of Hire and Compensation in Internal Labor Markets. *Administrative Science Quarterly*, 1-31
28. Kleinbaum (2012) Organizational Misfit and the Origins of Brokerage in Intra-Firm Networks. *Administrative Science Quarterly*, 57(3), 407-452
29. Lasear E. The future of personnel economics *The Economic Journal*, Vol. 110, No. 467, Features (Nov., 2000)
30. Lasear E., Paul Oyer . *Personnel Economics*.
31. Lasear E., *Personnel Economics in Practice*
32. Latane, Williams & Harkins (1979) Many hands make light the work: The cause and consequences of social loafing. *Journal of Personality and Social Psychology*, 37, 822-832
33. Leung (2014) Dilettante or Renaissance Person? How the Order of Job Experience Affects Hiring in an External Labor Market. *American Sociological Review*, 79: 136
34. Miner, J.B. (1973). The management consulting firm as a source of high-level managerial talent. *Academy of Management Journal*, vol.16(2), p. 253–264.
35. O’Mahony & Bechky (2006) Stretchwork: Managing the Career Progression Paradox in External Labor Markets. *Academy of Management Journal*, Vol 49, No 5, 918-941
36. Ready, D.A., Conger, J.A. & Hill, L.A. (2010). Are you a high potential? *Harvard Business Review*, vol. 88 (6), pp. 78-84.
37. Rivera & Tilcsik (2016) Class Advantage, Commitment Penalty: The Gender Effect of Social Class Signals in an Elite Labor Market. *American Sociological Review*, Vol 81(6), 1097-1131
38. Salanova, M. & Schaufeli, W. B. (2008). A cross-national study of work engagement as a mediator between job resources and proactive behavior. *International Journal of Human Resources Management*, vol. 19(1), pp. 116–131.
39. Scullion, H., Collings, D.G. & Caligiuri, P. (2010), Global talent management. *Journal of World Business*, Vol. 45(2), p. 105–108.
40. Seijts, Latham, Tasa & Latham (2004) Goal Setting and Goal Orientation: An Integration of Two Different Yet Related Literatures. *Academy of Management Journal*, 47, 227-39
41. Singh, A., Jones, D.B. & Hall, N. (2012) Talent Management: A Research Based Case Study in the GCC Region. *International Journal of Business and Management*, Vol. 7 (24), pp. 94-107.
42. Srivastava, Goldberg, Manian & Potts (2015) Enculturation Trajectories: Language, Cultural Adaptation, and Individual Outcomes in Organizations. *Stanford University Graduate School of Business Research Paper*, (16)
43. Sullivan & Baruch (2009) Advances in Career Theory and Research: A Critical Review and Agenda for Future Exploration. *Journal of Management*, 35(6), 1542-1571

44. Tilcsik (2014) Imprint-environment Fit and Performance: How Organizational Munificence at the Time of Hire Affects Subsequent Job Performance. *Administrative Science Quarterly*, 59(4), 639-668
45. Tiwari, U. & Shrivastava, D., (2013). Strategies And Practices Of Talent Management And Their Impact On Employee Retention And Effectiveness. *The International Journal of Management*, vol. 2(4), pp. 1-10.
46. Towers Perrin. (2006). 'Winning Strategies for a Global Workforce: Attracting, Retaining, and Engaging Employees for Competitive Advantage', Towers Perrin Global Workforce Study, Executive Report TP449-05, Towers Perrin, Stamford, CT.
47. Turco (2012) Difficult Decoupling: Employee Resistance to the Commercialization of Personal Settings. *American Journal of Sociology*, 118(2), 380–419.
48. Unfair dismissal Max Winthrop <http://www.xperthr.co.uk/employment-law-manual/unfair-dismissal/20428/>
49. Van der Sluis, L. & Van de Bunt-Kokhuis, S. (Eds) (2009). *Competing for Talent*. Assen: Koninklijke Van Gorcum.
50. Van Lange (1999) The pursuit of joint outcomes and equality in outcomes: An integrative model of social value orientation. *Journal of Personality and Social Psychology*, 77, 337-349

Periodicals:

- International Journal of Human Resources Management
- Human Resource Management Review
- Journal of Management
- The International Journal of Management
- International Journal of Business and Management
- Harvard Business Review
- American Journal of Sociology

8.2. List of licensed software

Package of Software 'Microsoft Office'.

8.3. List of professional databases and information referral systems

Institutional subscription resources of the Faculty of Economics, MSU.

8.4. List of Internet resources (if necessary)

- 1) HR Trend Institute <https://hrtrendinstitute.com/>

- 2) Human Resources Today <https://www.humanresourcetoday.com/>
- 3) Harvard Business Review <https://hbr.org/>

8.5. Description of material and technical support

For the appropriate organization of classes, the following equipment is needed:

- ‘ON.ECON’ electronic educational information environment of the Faculty of Economics, Lomonosov Moscow State University;
- multimedia class with a video projector, Internet access
- Institutional subscription resources of the Faculty of Economics, MSU.

9. Language of instruction: English

10. Professor (professors): Doctor in Economic Sciences, Professor Razumova T.O., Candidate in Economic Sciences, Assoc.Prof. Zolotina O.A.,
Candidate in Economic Sciences, Assoc.Prof. Burak I.D.

11. Syllabus authors: Doctor in Economic Sciences, Professor Razumova T.O., Candidate in Economic Sciences, Assoc.Prof. Zolotina O.A.,
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