FEDERAL STATE BUDGET EDUCATIONAL

**INSTITUTION OF HIGHER EDUCATION**

**“LOMONOSOV MOSCOW STATE UNIVERSITY”**

FACULTY OF ECONOMICS

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| «APPROVED»  Dean of the Faculty of Economics, MSU  professor \_\_\_\_\_\_\_\_\_\_\_\_\_ А.А.Auzan  «\_\_\_» \_\_\_\_\_\_\_\_\_\_\_\_2021 |
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**COURSE SYLLABUS**

**Course title:**

### International business: human resources management

**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: 5

1. **Course Prerequisites**

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

* Foreign language
* Organizational behavior
* Creating a business
* Company management

1. **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** |
| **UC-4.** Capable of organizing and managing the work of a team (group), developing and implementing a team strategy to achieve the goal | UC-4.I-1. Forms an effective team | UC-4.I-1.A-1. Able to distribute roles in a team taking into account the individual characteristics of the participants |
| UC-4.I-1.A-2. Able to set a clearly formulated task for each team member, taking into account his/her role |
| UC-4.I-1.A-3. Able to choose methods of organizing the work of the team, taking into account the specifics of the goal, time and other restrictions |
| UC-4.I-1.A-4. Able to plan the work of the team to achieve its goals and assess the necessary resources |
| UC-4.I-2. Coordinates and directs the activities of the team members to achieve the set goal, taking into account the peculiarities of the behavior of its participants, time and other restrictions | UC-4.I-2.A-1. Able to maintain an atmosphere of cooperation and achievement of goals in the team, showing the value of each participant's contribution |
| UC-4.I-2.A-2. Able to provide effective feedback to team members on intermediate and final results of work |
| UC-4.I-2.A-3. Able to identify conflicts that arise in the process of teamwork, and constructively manage them |
| UC-4.I-2.A-4. Able to use various types of communication to ensure effective interaction of team members, including virtual |
| PC-11. Capable of independently creating models and algorithms for typical and non-standard organizational and managerial tasks to optimize the internal environment and to adapt to the requirements of the external environment of a particular functional unit and an organization as a whole | PC-11.I-2. Develops models and algorithms for standard and non-standard organizational and managerial decisions | PC-11.I-2.A-1. Able to apply main methods of analysis and modeling of managerial decisions under uncertainty and in lack of information |
| PC-11.I-2.A-2. Able to develop and justify effective organizational and managerial decisions considering the requirements of the external and internal environment |
| PC-12. Capable of independently creating and adapting existing foreign and domestic programs for human resource planning, utilization and development at the individual, group and workforce levels to achieve the strategic leadership of an organization | PC-12.I-1. Conducts a critical analysis of foreign and domestic programs for human resource planning, utilization and development | PC-12.I-1.K-1. Knows main domestic and foreign programs for human resource planning, utilization and development |
| PC-12.I-1.A-1. Able to critically evaluate advantages and disadvantages of foreign and domestic programs for human resource planning, utilization and development |
| PC-12.I-2. Develops programs for company's human resource planning, utilization and development that contribute to the achievement of the organization's strategic leadership | PC-12.I-2.A-1. Able to develop programs for company's human resource planning, utilization and development at the individual, group and workforce levels |
| SPC-1. Capable of managing services and divisions in companies of various forms of ownership at different stages of the business development lifecycle, including using modern digital technologies | SPC-1.I-1. Uses and adapts management principles, methods and styles to the specifics of organizations of various different forms of ownership at different stages of the business development lifecycle | SPC-1.I-1.K-1. Knows the characteristics of organizations of various types and forms, as well as the features of their development at different stages of the business life cycle |
| SPC-1.I-1.U-1. Able to adapt existing principles, methods and management styles to the specificity of a particular organization, taking into account the stage of its development and other factors |

1. **Workload of the course by types of activity**

The workload of the discipline is \_3\_ ECTS: \_108\_ academic hours, including \_52\_ academic hours of contact work with a professor, \_56\_ academic hours of self-directed studies.

1. **Learning format**  full-time, with the use of educational platform On.Econ
2. **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**) | Including | | | | | | |
| **Contact work (work in contact with a professor) *Types of contact work, hours*** | | | | **Contact work (work in contact with a professor) *Types of contact work, hours*** | | |
| Seminars | Group consultations | Individual consultations | **Total** | Preparation for seminars | Independent extracurricular work | **Total** |
| Topic 1. Building HR strategy and personnel planning |  | 4 | 4 | 4 | **8** | 2 | 2 | **4** |
| Topic 2. Organizational culture |  | 2 | 2 |  | **4** | 2 | 2 | **4** |
| Topic 3. Training and development of employees |  | 2 |  | 2 | **4** | 2 | 2 | **4** |
| Topic 4. Communications in a modern organization |  | 2 | 2 |  | **4** | 2 | 2 | **4** |
| Topic 5. Labour conflicts |  | 2 |  | 2 | **4** | 2 | 2 | **4** |
| Topic 6. Search and selection of personnel. Employer’s brand |  | 2 | 2 |  | **4** | 2 | 2 | **4** |
| Topic 7. Managing adaptation of new employees |  | 2 |  | 2 | **4** | 2 | 2 | **4** |
| Topic 8. Building personnel assessment system |  | 2 | 2 |  | **4** | 2 | 2 | **4** |
| Topic 9. Career development |  | 2 |  | 2 | **4** | 2 | 2 | **4** |
| Topic 10. Motivation. Remuneration and compensation |  | 2 | 2 |  | **4** | 2 | 2 | **4** |
| Topic 11. Leadership |  | 2 |  | 2 | **4** | 2 | 2 | **4** |
| Midterm assessment |  | 4 | 2 |  | **4** |  | 12 | **12** |
| **Итого** | **108** | **52** | | | | **56** | | |

**Brief content of the course topics**

**Topic 1. Building HR strategy and personnel planning**

Main trends in employment and unemployment in the world due to Coronavirus pandemic in 2020-2022. Losses in jobs and incomes. Uneven influence on different categories of workers. Development of new types of employment (distant work, hybrid work). Challenges for Human Resource Management*.*

Processes in Human Resource Management. Emerging HRM Functions. Difference between Personnel Management & HRM. HRM Practices – Job Analysis & Job Design. Training and Development. HRM and Performance Management

*Main literature:*

1. Armstrong M., Taylor S. Armstrong's handbook of human resource management practice. – Kogan Page Publishers, 2020.

2. Robbins S. P., Judge T. Organizational Behavior: Stephen P. Robbins, Timothy A. Judge. – Pearson, 2013.

*Additional literature: (no more than 5 additional books on each topic + no more than 15 articles)*

**Topic 2. Organizational culture**

Culture’s functions*.* Culture elements. How to explore culture. Organizational culture classifications. How employees learn culture. Changing the organizational culture. ADKAR model.

*Main literature:*

1. Armstrong M., Taylor S. Armstrong's handbook of human resource management practice. – Kogan Page Publishers, 2020.

2. Robbins S. P., Judge T. Organizational Behavior: Stephen P. Robbins, Timothy A. Judge. – Pearson, 2013.

*Additional literature: (no more than 5 additional books on each topic + no more than 15 articles)*

**Topic 3. Training and development of employees**

Concepts of employee training and development. Stakeholders of employee training and development (benefits for the employee and employer). Trends of 2022 in employee training and development. Significant changes in the needs of employees. Factors affecting the processes of personnel training and development.

Basic principles of personnel development. Employee development during the adaptation period. Employee rotation as part of development. The concept of labor reserve.

Employee training: basic principles. The main stages of the employee training process. Methods of personnel training. Possible providers of personnel development services. Indicators for evaluating learning and development. The D. Kirkpatrick model. LTEM model.

*Main literature:*

1. Armstrong M., Taylor S. Armstrong's handbook of human resource management practice. – Kogan Page Publishers, 2020.

2. Robbins S. P., Judge T. Organizational Behavior: Stephen P. Robbins, Timothy A. Judge. – Pearson, 2013.

*Additional literature: (no more than 5 additional books on each topic + no more than 15 articles)*

**Topic 4. Communications in a modern organization**

Shannon Weaver's model of communication. Theories of intercultural communication. Mass communication theories. Theories of public opinion. H. Lasswell's theory of scientific propaganda. Media social responsibility theory. Dependency theory, etc.

Communication functions. Building the communication process within the company. Types of communication. Conversation. Communication channels. Means of communication. Efficiency of communications. Communication barriers and ways to overcome them. Knowledge management.

*Main literature:*

1. Armstrong M., Taylor S. Armstrong's handbook of human resource management practice. – Kogan Page Publishers, 2020.

2. Robbins S. P., Judge T. Organizational Behavior: Stephen P. Robbins, Timothy A. Judge. – Pearson, 2013.

*Additional literature: (no more than 5 additional books on each topic + no more than 15 articles)*

**Topic 5. Labor conflicts**

Transitions in Conflict Thought. Functional and dysfunctional conflicts. Types of potential threats. Types of conflicts. Conflict management process. Stages of conflict. Five styles of inter-personal conflict management.

*Main literature:*

1. Armstrong M., Taylor S. Armstrong's handbook of human resource management practice. – Kogan Page Publishers, 2020.

2. Robbins S. P., Judge T. Organizational Behavior: Stephen P. Robbins, Timothy A. Judge. – Pearson, 2013.

*Additional literature: (no more than 5 additional books on each topic + no more than 15 articles)*

**Topic 6. Search and selection of personnel. Employer’s brand**

Workforce planning. Defining requirements. Attracting candidates. Processing applications. Selection methods: interviewing and tests. References and offers. Dealing with recruitment problems*.*

*Main literature:*

1. Armstrong M., Taylor S. Armstrong's handbook of human resource management practice. – Kogan Page Publishers, 2020.

2. Robbins S. P., Judge T. Organizational Behavior: Stephen P. Robbins, Timothy A. Judge. – Pearson, 2013.

*Additional literature: (no more than 5 additional books on each topic + no more than 15 articles)*

**Topic 7. Managing adaptation of new employees**

The concept of "onboarding". Consequences of incorrect onboarding. Types of onboarding. Factors affecting the adaptation of an employee in the company. The onboarding process and its stages. Digitalization and gamification of the adaptation process of a new employee.

*Main literature:*

1. Armstrong M., Taylor S. Armstrong's handbook of human resource management practice. – Kogan Page Publishers, 2020.

2. Robbins S. P., Judge T. Organizational Behavior: Stephen P. Robbins, Timothy A. Judge. – Pearson, 2013.

*Additional literature: (no more than 5 additional books on each topic + no more than 15 articles)*

1. https://www.talentlyft.com/en/blog/article/181/employee-onboarding-ideas-examples-from-experts

2. https://www.goco.io/blog/employee-onboarding-video-examples/

3. https://typelane.com/the-13-best-employee-onboarding-videos/

**Topic 8. Building personnel assessment system**

*Main literature:*

1. Armstrong M., Taylor S. Armstrong's handbook of human resource management practice. – Kogan Page Publishers, 2020.

2. Robbins S. P., Judge T. Organizational Behavior: Stephen P. Robbins, Timothy A. Judge. – Pearson, 2013.

*Additional literature: (no more than 5 additional books on each topic + no more than 15 articles)*

**Topic 9. Career development**

*Main literature:*

1. Armstrong M., Taylor S. Armstrong's handbook of human resource management practice. – Kogan Page Publishers, 2020.

2. Robbins S. P., Judge T. Organizational Behavior: Stephen P. Robbins, Timothy A. Judge. – Pearson, 2013.

*Additional literature: (no more than 5 additional books on each topic + no more than 15 articles)*

**Topic 10. Motivation. Remuneration and compensation**

*Basic literature:*

1. Armstrong M., Taylor S. Armstrong's handbook of human resource management practice. – Kogan Page Publishers, 2020.

2. Robbins S. P., Judge T. Organizational Behavior: Stephen P. Robbins, Timothy A. Judge. – Pearson, 2013.

*Additional literature: (no more than 5 additional books on each topic + no more than 15 articles)*

**Topic 11. Leadership**

*Main literature:*

1. Armstrong M., Taylor S. Armstrong's handbook of human resource management practice. – Kogan Page Publishers, 2020.

2. Robbins S. P., Judge T. Organizational Behavior: Stephen P. Robbins, Timothy A. Judge. – Pearson, 2013.

*Additional literature: (no more than 5 additional books on each topic + no more than 15 articles)*

1. **Assessment tools to assess the course learning outcomes** 
   1. **Sample assessment tools:**

|  |  |
| --- | --- |
| **Learning outcomes of the course** | **Types of assessment tools** |
| UC-4.I-1.A-1. Able to distribute roles in a team taking into account the individual characteristics of the participants | Group project |
| UC-4.I-1.A-2. Able to set a clearly formulated task for each team member, taking into account his/her role |
| UC-4.I-1.A-3. Able to choose methods of organizing the work of the team, taking into account the specifics of the goal, time and other restrictions |
| UC-4.I-1.A-4. Able to plan the work of the team to achieve its goals and assess the necessary resources |
| UC-4.I-2.A-1. Able to maintain an atmosphere of cooperation and achievement of goals in the team, showing the value of each participant's contribution |
| UC-4.I-2.A-3. Able to identify conflicts that arise in the process of teamwork, and constructively manage them |
| UC-4.I-2.A-4. Able to use various types of communication to ensure effective interaction of team members, including virtual |
| UC-4.I-2.A-2. Able to provide effective feedback to team members on intermediate and final results of work | Opposing essay |
| PC-11.I-2.A-1. Able to apply main methods of analysis and modeling of managerial decisions under uncertainty and in lack of information | Current work in the semester (homework and control tasks, analysis of situations, etc.)  Group project  Essay in pairs  Seminar’s tasks |
| PC-11.I-2.A-2. Able to develop and justify effective organizational and managerial decisions considering the requirements of the external and internal environment |
| PC-12.I-1.K-1. Knows main domestic and foreign programs for human resource planning, utilization and development |
| PC-12.I-1.A-1. Able to critically evaluate advantages and disadvantages of foreign and domestic programs for human resource planning, utilization and development |
| PC-12.I-2.A-1. Able to develop programs for company's human resource planning, utilization and development at the individual, group and workforce levels |
| SPC-1.I-1.K-1. Knows the characteristics of organizations of various types and forms, as well as the features of their development at different stages of the business life cycle |
| SPC-1.I-1.U-1. Able to adapt existing principles, methods and management styles to the specificity of a particular organization, taking into account the stage of its development and other factors |

* 1. **Course assessment criteria (scores):**

|  |  |
| --- | --- |
| **Types of assessment tools** | **Score** |
| Current work in the semester (homework and control tasks, analysis of situations, etc.) |  |
| Group project  *Presentation*  *Text* | 48  *18*  *30* |
| Essay in pairs  *Presentation*  *Text* | 48  *18*  *30* |
| Opposing essay | 10 |
| Seminar’s tasks | 14 |
| **Total** | **150** |

*If there are blocking elements before the midterm assessment, it is required to indicate the retake procedure for each of these elements.*

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

|  |  |  |
| --- | --- | --- |
| **Grade** | **Minimum score** | **Maximum score** |
| *Excellent* | 127,5 | 150,0 |
| *Good* | 97,5 | 127,0 |
| *Satisfactory* | 60,0 | 97,0 |
| *Failed* | 0,0 | 59,5 |

**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’.

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

A **group project** is carried out on one of the topics proposed at the beginning of the trimester in groups of 4-5 people. The project is carried out in accordance with the methodological recommendations posted on the educational portal on.econ.msu.ru. When submitting a project, the group provides a written paper (30 points) and defends a presentation on the project (18 points).

The **essay** is performed in pairs. It should contain an overview of at least five articles, but if desired, this number can be increased. Articles should not be descriptive, they should contain a research question reflecting certain problems in the chosen field. The essay text itself (30 points) and its presentation (18 points) are evaluated.

**Reviewing an essay** is an individual task to evaluate the essays of classmates. Point out the advantages and disadvantages of the work, as well as give recommendations to the authors on improving the essay. The volume of the review should be 3000-3500 characters with spaces.

* 1. **Methodological guidelines and assignment requirements:**

*Methodological guidelines and assignment implementation requirements are to be provided for each type of assessment tools specified in the article ‘Course assessment criteria’, e.g.:*

*— Preparation and presentation of the final group project*

**Introduction**

Here you explain why you have chosen this topic. What problem would you like to concentrate on? Why is your chosen topic up to date? What are the main issues?

**Theoretical analysis**

Here you should give a summary of the theoretical propositions based on which an empirical study can be conducted and give a brief overview of applied research on the project topic. After this analysis you formulate the hypotheses of your research and describe possible methods of testing them.

**Empirical analysis**

Here you choose the company or companies for holding the research, test the hypotheses by chosen method and define the results. You should explain your choice of the company and give a detailed information on it. Also, the choice of the method should be explained.

**Conclusion**

Here you should focus on the main results of your work.

* What was the most impressive result?
* What was new?
* What do you think about the results: were they obvious to you or not? Why?
* Can you give useful recommendations to the employers or employees after your research?

*— Essays*

**Introduction**

Here you explain why you have chosen this topic. Why is your chosen topic up to date? What are the main issues?

**Article #1-5. Authors. Title. Journal. Date.**

You should describe:

* aims of the article,
* hypotheses,
* methods used for testing the hypotheses,
* results of testing,
* authors’ conclusion on the results.

Afterwards, you give your own opinion on this article. Do you agree with the authors? Why? Are there any limitations on this research? How can it be improved?

P.S. Your essay should contain an overview of at least five articles, but this number can be increased if desired. Articles should not be descriptive, they should contain a research question, reflecting certain problems in the chosen field.

**Conclusion**

Here you should focus on the main results of your work.

* What was the most impressive result? Why?
* What was new? Why?

*— Opposing essay*

Here you should focus on the main ideas of the essay. Do not repeat the whole text of the essay. Just write what was it about in several words highlighting most crucial points. Review volume should be 3000-3500 characters with spaces.

**Advantages of the essay**

You should describe strong sides of the essay you have read. Was it interesting? Were all the articles up-to-date and up-to-the-topic? And so on.

**Disadvantages of the essay**

You should describe weak sides of the essay you have read. Where and why don’t you agree with the authors? Was it easy to understand the main ideas? And so on.

**Your recommendations to the authors**

You should give your own opinion on this essay. How can it be improved? You can also formulate questions to the authors to clarify any issues.

*P.S. Presenting Review means your oral comment, you shouldn’t make a presentation.*

1. **Resources**
   1. **List of main and additional literature**

**Main literature:**

1. Armstrong M., Taylor S. Armstrong's handbook of human resource management practice. – Kogan Page Publishers, 2020.

2. Robbins S. P., Judge T. Organizational Behavior: Stephen P. Robbins, Timothy A. Judge. – Pearson, 2013.

**Additional literature:**

1. https://www.talentlyft.com/en/blog/article/181/employee-onboarding-ideas-examples-from-experts

2. https://www.goco.io/blog/employee-onboarding-video-examples/

3. https://typelane.com/the-13-best-employee-onboarding-videos/

**8.2. List of licensed software**

— Microsoft Office software package

**8.3. List of professional databases and information referral systems**

— Resources of the institutional subscription of the Faculty of Economics of Moscow State University

**8.4. List of Internet resources (if necessary)**

1. <https://www.talentlyft.com/en/blog/article/181/employee-onboarding-ideas-examples-from-experts>
2. <https://www.goco.io/blog/employee-onboarding-video-examples/>
3. <https://typelane.com/the-13-best-employee-onboarding-videos/>

**8.5. Description of material and technical support**

* multimedia auditorium with a projector and a computer for conducting classes;
* portal of the Faculty of Economics of Moscow State University(www.on.econ.msu.ru );
* student's access to the faculty's institutional subscription;
* the presence of a board for writing with a marker.

1. **Language of instruction:**

##### English

1. **Professor (professors):**

Razumova Tatiana Olegovna, Zolotina Olga Alexandrovna, Burak Irina Dmitrievna

1. **Syllabus authors:**

Razumova Tatiana Olegovna, Zolotina Olga Alexandrovna, Burak Irina Dmitrievna