

Документ подписан простой электронной подписью
Информация о владельце:
ФИО: Ястребов Олег Александрович
Должность: Ректор
Дата подписания: 19.05.2025 11:51:13
Уникальный программный ключ:
ca953a0120d891083f939673078ef1a989dae18a

**Federal State Autonomous Educational Institution for Higher Education
PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA NAMED AFTER PATRICE
LUMUMBA
(RUDN University)**

Higher School of Industrial Policy and Entrepreneurship

(faculty/institute/academy - the higher education program developer)

COURSE SYLLABUS

Evaluation of Labor Efficiency and Personnel Management

(name of the discipline/module)

Recommended by the Didactic Council for the Education Field of:

38.04.02 Management

(field of studies / speciality code and title)

The study of the discipline is conducted as part of the professional program of higher education.

Engineering Management

(name (track/specialization) of professional program of higher education)

1. THE GOAL OF THE DISCIPLINE

The goal of mastering the *Evaluation of Labor Efficiency and Personnel Management* discipline is to build in students' complex of professional competencies in the area of labor efficiency assessment and personnel management, based on knowledge of modern methods of influencing employees, theories of motivation and remuneration, the staff rewarding practices.

2. REQUIREMENTS FOR DISCIPLINE OUTCOMES

The mastering of the *Evaluation of Labor Efficiency and Personnel Management* discipline envisages building the following competencies (parts of competencies) in students:

Table 2.1. The list of competencies acquired by students in the course of the discipline (outcomes of the discipline)

Competence Code	Competence Descriptor	Competence Formation Indicators (within this discipline)
GC-1	Ability to perform critical analysis of problematic situations based on the systemic approach and to develop a plan of action	GC-1.1 Analyzes the task and singles out its basic components GC-1.2 Defines and prioritizes the information needed to solve the task GC-1.3 Searches the information to solve the task by various types of queries GC-1.4 Offers solutions to the problem, analyzes the possible consequences of their use GC-1.5 Analyzes the ways of solving problems of worldview, moral and personal nature based on the use of fundamental philosophical ideas and categories in their historical development and socio-cultural context
GC-7	Capability to use digital technologies and methods of searching, processing, analyzing, storing and presenting information (in the professional field) in the context of digital economy and modern corporate information culture	GC-7.1. Searches the necessary sources of information and data, perceives, analyzes, consolidates and transfers information using digital tools, as well as using algorithms when working with data obtained from various sources in order to use efficiently the information received for problem solving; GC-7.2. Assesses information, its reliability, makes logical thoughts based on incoming information and data; GC-7.3. Follows and promotes the norms of a healthy lifestyle in various life situations and in professional work.

<p>GPC-5.</p>	<p>Capability to generalize and evaluate critically scientific research in management and related fields, to carry out research projects.</p>	<p>GPC-5.1 Can draft a plan of scientific research in the management based on the evaluation and generalization of the results of scientific works of national and foreign scientists GPC-5.2 Uses modern methods, technologies and tools for gathering the information, processing it and critically evaluating the results of scientific research in management GPC-5.3 Masters the skills to generalize and formulate conclusions, develop recommendations based on the results of scientific research in management GPC-5.4 Participates in the implementation of R&D projects in management and related industries</p>
<p>PC-1</p>	<p>Capability to manage the efficiency of an investment project</p>	<p>PC-1.1 Defines the operations and their sequence to implement the investment project. PC-1.2 Evaluates operational, estimates human resources and determines the participants in the investment project PC-1.3 Plans the implementation stages of the investment project, ensures the quality and quality control of the investment project implementation PC-1.4 Can work in specialized computer programs for the preparation and implementation of an investment project PC-1.5 Can search the necessary information for the preparation and implementation of an investment project PC-1.6 Can identify and assess the degree (level) of an investment project risks and develop measures to manage them</p>

3. THE PLACE OF DISCIPLINE IN HIGHER EDUCATION PROGRAM STRUCTURE

The *Evaluation of Labor Efficiency and Personnel Management* discipline is an elective block formed by students.

Within the higher education program students also take other disciplines and/or internships that contribute to the achievement of the expected learning outcomes as results of mastering the *Evaluation of Labor Efficiency and Personnel Management* discipline.

Table 3.1. The list of the higher education program components that contribute to the achievement of the expected learning outcomes as the disciplines results.

Competence Code	Competence Descriptor	Previous Disciplines/Modules, Practices*	Subsequent Disciplines/Modules, Practices*
GC-1	Ability to perform critical analysis of problematic situations based on the systemic approach and to develop a plan of action	Managerial Economics	Master's Degree R&D Pre-graduation Practice Preparing for defense and defense of the degree thesis
GC-7	Capability to use digital technologies and methods of searching, processing, analyzing, storing and presenting information (in the professional field) in the context of digital economy and modern corporate information culture	Managerial Economics	Master's Degree R&D Pre-graduation Practice Preparing for defense and defense of the degree thesis
GPC-5.	Capability to generalize and evaluate critically scientific research in management and related fields, to carry out research projects.	Managerial Economics	Master's Degree R&D Pre-graduation Practice Preparing for defense and defense of the degree thesis
PC-1	Capability to manage the efficiency of an investment project	Managerial Economics	Master's Degree R&D Pre-graduation Practice Preparing for defense and defense of the degree thesis

4. SCOPE OF DISCIPLINE AND TYPES OF SCHOLASTIC WORK

The total workload of the discipline is 3 credits.

Table 4.1. Types of educational work according to the periods of mastering the higher education program for FULL-TIME students

Type of Educational Work	TOTAL, academic hours.	Semester(s)			
		1	2	3	4
<i>Contact Work, academic hours.</i>	36			36	
Lectures (LC)	18			18	
Laboratory Work (LR)					
Practical/seminar classes (PC)	36			18	

Type of Educational Work		TOTAL, academic hours.	Semester(s)			
			1	2	3	4
<i>Autonomous Work of students, academic hours.</i>		27			54	
<i>Control (exam /graded credit), academic hours.</i>		27			18	
Total Workload of the Discipline	academic hours	108			108	
	credits	3			3	

5. DISCIPLINE CONTENT

5.1. Content of the Section of the Discipline

Table 5.1. The content of the discipline (module) by type of academic work

No	Name of the Discipline Section	Content of the Section	Type of Educational Work
1.	The Essence of Motivation and Stimulation of Professional Activity.	Approaches to determining motivation. The essence and function of work motivation. Motivation and stimulation. Classification of work motives. The basic rules enabling to raise the effectiveness of motivational activities. Motivational model of achieving goals through needs. Needs, reasons and motives. Internal and external rewards.	Lecture, self study

2.	Theories and Concepts of Professional Motivation, Stimulation. Trends of Their Development.	<p>Classification of work motivation theories: primary and secondary, substantive and procedural. Foreign theories of motivation. Motives, incentives, needs. First theories of motivation. Content theories of motivation: A. Maslow, F. Hertzberg, C. Alderfer, D. McClelland. Procedural theories of motivation: K. Lewin, V. Vroom and D. Atkinson, L. Porter and E. Lawler, S. Adams, D. McGregor, B. Skinner. Russian concepts of motivation. The essence and classification of motivation elements. Analysis of methods of work motivation. The current state of the development of scientific and practical problems of professional</p>	Lecture, self study
----	--	--	---------------------

		motivation in Russia and foreign countries.	
3.	The Specifics of Professional Motivation Process.	<p>Classification of professional motives and areas of professional motivation.</p> <p>Structure, elements, and mechanisms of professional motivation.</p> <p>Elements of the external and internal environment that affect the motivation of the organization's staff. Methods of motivation.</p> <p>Structures responsible for effective motivation in the organization.</p> <p>Motivational resources of organization management.</p> <p>Formation of the motivational core of the staff.</p>	Lecture, self study

4.	Implementation of the Stimulating Professional Activity.	<p>Classification of incentives and areas of stimulation of professional activity.</p> <p>Material incentives: monetary (wages, allowances and fringe benefits, bonus systems, profit sharing systems, capital), non-monetary (benefits, wage supplements).</p> <p>Non-monetary incentives: morale-boosting, organizational, free time.</p>	Lecture, self study
----	---	---	---------------------

5	<p>The Essence and Specifics of the Formation of the Motivation System and Professional Stimulation.</p>	<p>The essence and main elements of the motivation system and professional stimulation: the main goal, goals and objectives of the motivation system and stimulation of staff, strategies of motivation and stimulation of staff, principles of motivation and stimulation of staff, functions of the motivation system and work of staff, the structure of the motivation system and stimulation of staff.</p> <p>Technology of formation of a motivation system and stimulation of staff of the organization: diagnostics of the existing motivation system and stimulation of staff; formulation of goals and principles of the organization's policy in the area of motivation and stimulation of staff,</p>	Lecture, self study
---	---	--	---------------------

		determination of the content and structure of the incentive system of staff; development of a system of monetary incentives (remuneration); development of a system of non-monetary incentives (wage supplements); development of a system of non-material incentives; development of internal regulatory documents fixing the motivation system and stimulation of personnel.	
--	--	--	--

6	Monetary Incentive System Development.	<p>Formation of a monetary incentives system (remuneration): analysis of personnel structure, allocation of management levels and categories of staff; description and analysis of jobs (posts); classification of jobs (posts) by intra-company value; grading of jobs (posts); establishment of base salaries, establishment of allowances and fringe benefits considering the results of market analysis cost; development of a variable part of remuneration (bonus system). The procedure for the formation of material non-monetary incentives (social package): development of the structure and content of the social package;</p>	Lecture, self study
---	---	--	---------------------

		differentiation of the social package by categories of personnel.	
7	Non-Monetary Incentives System Development.	<p>Analysis of the need for non-monetary incentives for personnel: methods of diagnosing the need for non-monetary stimulation of professional activity; a method of describing the situation, a method of clarifying restrictions.</p> <p>Formation of non-monetary incentives system: goals, principles, selection of efficient non-monetary incentives.</p>	Lecture, self study

8	Management of the Motivation System and Stimulation of Professional Activity.	Methodology and organization of management of the motivation system and stimulation of professional activity: the essence of management of the motivation system and stimulation of professional activity; characteristics of the structural elements of the motivation system and stimulation of professional activity; the main resources in the field of personnel management and their motivational value; specific functions of management of motivation and stimulation of work; principles of organization of the motivation system and stimulation of work in organization; features of motivation and work stimulation management, challenges of the personnel management service; rules	Lecture, self study
---	--	---	---------------------

		for managing motivation and work stimulation of subordinates; features of the object of motivation and work stimulation management at the personal, group and organizational levels.	
--	--	--	--

9	Professional Motivation Measurement and Monitoring.	<p>Psychological methods of studying motivation: experimental techniques, projective techniques, trainings, sociometric techniques, etc. The possibility of practical application of staff motivation management within the organization. Sociological methods of studying motivation. Various approaches to conducting the survey: the method of direct questions, the method of pairwise comparisons, etc. The Job Diagnostic Survey by R. Hackman and G. Oldham. Methodology for measuring the structure of professional activity motivation by K. Zamfir. Method by V.I. Gerchikov. Questionnaire by T.G. Ozernikova. Advantages, disadvantages, possibilities of</p>	Lecture, self study
---	--	---	---------------------

		practical use and technology of application of various methods of measuring motivation.	
10	Evaluation of the Efficiency of the Monetary and Non-Monetary Incentives System in the Organization.	The concept of the efficiency of the monetary and non-monetary incentives system. Economic and social efficiency. Assessment of the economic efficiency of the elements of the material and morale-boosting incentives system. Calculation of indicators of economic efficiency of the remuneration and bonuses system.	Lecture, self study
11	Assessment of the Competitiveness of the Remuneration System in the Organization.	The remuneration system as a factor in attracting and retaining high qualified personnel. The concept of competitiveness of the wage system. Salary ratings and reviews: methodology of construction and analysis.	Lecture, self study

12	Formation of the Economic Rewards System in the Organization.	Structure and functions of the economic rewards system. The difference between the functions of wages and the functions of economic rewards system. Factors of formation of the economic rewards system (external and internal, market and non-market). Cycles of development of the organization and features of remuneration. Principles of the organization of the economic rewards system at the organization level. Stages of development of the economic rewards system.	Lecture, self study
----	--	--	---------------------

6. EQUIPMENT AND TECHNOLOGICAL SUPPORT OF THE DISCIPLINE

Table 6.1. Equipment and technological support of the discipline

Classroom Type	Equipment of the Classroom	Specialized Educational/Laboratory Equipment, Software and Materials for the Discipline (if necessary)
Lecture Hall	An auditorium for conducting lecture-type classes, equipped with a set of specialized furniture; a board (screen) and technical means of multimedia presentations.	no

Classroom Type	Equipment of the Classroom	Specialized Educational/Laboratory Equipment, Software and Materials for the Discipline (if necessary)
Laboratory	A classroom for laboratory work, individual consultations, continuous control and midterm certification, equipped with a set of specialized furniture and equipment.	no
Colloquium	A classroom for conducting colloquium-type classes, group and individual consultations, continuous control and midterm certification, equipped with a set of specialized furniture and multimedia presentation equipment.	no
Computer Class	A computer classroom for conducting classes, group and individual consultations, continuous control and midterm assessment, equipped with personal computers (___ pcs.), a blackboard (screen) and multimedia presentation technical means.	no
Autonomous Work of Students	A classroom for independent work of students (can be used for seminars and consultations), equipped with a set of specialized furniture and computers with access to EIEE.	419

* - the room for autonomous work of students **MUST BE** indicated!

Electronic educational materials used in the teaching process, multimedia presentations, a bank of test tasks, etc. are provided on the Web-local portal.

The following equipment is used for conducting classes:

- classroom whiteboard – 1 pc.;
- multimedia projector – 1 pc.;
- screen – 1 pc.;
- personal computers (laptops, tablets) for practical training.

Description of the classrooms where classes are held

No	Actual address of classrooms and facilities	List of main equipment
1.	Miklukho-Maklay st., 6, room 419	multimedia projector, screen, classroom whiteboard

7. INFRASTRUCTURE AND INFORMATIONAL SUPPORT NECESSARY FOR THE DISCIPLINE

a) Main Readings:

Otsenka effektivnosti truda i upravleniya personalom [Evaluation of labor efficiency and personnel management]: textbook and workshop for universities / S. Yu . Trapitsyn [et al.] ; under the general editorship of S. Yu. Trapitsyna. — Moscow : Yurayt Publishing House, 2020. — 314 p. — (Higher education). — ISBN 978-5-9916-8271-8. — Text: electronic // EBS Yurayt [website]. — URL: <http://biblio-online.ru/bcode/451117>

b) Additional Readings:

Litvinyuk, A. A. Otsenka effektivnosti truda i upravleniya personalom [Evaluation of labor efficiency and personnel management]. Theory and practice : textbook for bachelors / A. A. Litvinyuk. — Moscow : Yurayt Publishing House, 2019. — 398 p. — (Bachelor. Academic course). — ISBN 978-5-9916-3610-0. — Text: electronic // EBS Yurayt [website]. — URL: <http://biblio-online.ru/bcode/425887>

Otsenka effektivnosti truda i upravleniya personalom [Evaluation of labor efficiency and personnel management] : textbook : [16+] / A.N. Baidakov, L.I. Chernikova, O.S. Zvyagintseva and others; Stavropol State Agrarian University, Department of Management. — Stavropol : Stavropol State Agrarian University, 2017. — 115 p. : ill. — Access mode: by subscription. — URL: <http://biblioclub.ru/index.php?page=book&id=484917>

Shapiro, S.A. Praktikum po discipline "Motivatsia trudovoi deyatelnosti" [Workshop on the discipline "Motivation of labor activity"]: textbook / S.A. Shapiro, O.V. Shataeva. — Moscow ; Berlin : Direct-Media, 2015. — 87 p. : table. — Access mode: by subscription. — URL: <http://biblioclub.ru/index.php?page=book&id=272158>

The assessment materials and the grading system* to evaluate the graduate's level of competences (part of competences) formation as the results of the **Evaluation of Labor Efficiency and Personnel Management** discipline are specified in the Appendix to course syllabus.

* - The assessment materials and the grading system are formed on the basis of the requirements of the relevant local regulation of RUDN University.

95-100	Excellent A
86-94	Excellent B
69-85	Good C
61-68	Satisfactory D
51-60	Satisfactory E
31-50	Conditionally unsatisfactory FX
0-30	Unsatisfactory F

DEVELOPERS:

Associate Professor of the
Applied Economics Department

Position, educational department



Signature

A.A. Ostrovskaya

Name, surname

HEAD OF EDUCATIONAL DEPARTMENT:

Deputy Head of the Applied

Economics Department

Name of the educational department

Signature

A.A. Chursin

Name, surname

Methodological guidelines for students on mastering the discipline

The implementation of the course provides interactive lectures, practical classes (colloquiums) using multimedia equipment, preparation of autonomous creative projects and their subsequent presentations, testing, group discussions on the subject of the course, modern knowledge control technologies.

While studying the discipline, the student must attend a course of lectures, participate in the number of colloquiums provided by the course syllabus, do homework, study autonomously some topics of the course and confirm their knowledge during control activities.

The student's work in lectures consists in clarifying the basics of the discipline, briefly taking notes of the material, and clarifying issues that cause difficulties. The lecture notes are the basic educational material along with the textbooks recommended in the main list of readings.

The teaching of the main part of the lecture material involves usage of multimedia tools that facilitate the comprehension and consolidation of the material. Presentations are available for download from the RUDN website and can be freely used by students for educational purposes.

The student must master all the topics provided for by the educational and thematic plan of the discipline. Individual topics and training issues must be mastered autonomously. The student studies the recommended literature, briefly outlines the material, and clarifies the most difficult questions that require clarification during consultations. The same should be done with sections of the course that were skipped due to various circumstances.

For an in-depth study of the issue, the student should study the literature from the additional readings list and specialized websites. It is also recommended that students communicate in professional community forums.

Students study educational, scientific literature and periodicals on an autonomous basis. They have the opportunity to discuss what they have read with the teachers of the discipline during scheduled consultations, with other students at colloquiums, as well as at lectures, asking the professor questions.

A grading system is used to monitor academic performance:

The maximum number of grades – 100.

The number of credits – 3.

The maximum number of points for each type of work:

1. attendance – 5 grades;
2. classroom work – 30 grades;
3. homework - 23 grades;
4. control No 1, 2 - 12 grades;
5. report defense – 10 grades;
6. project defense – 20 grades (with a certificate of implementation or an external analysis of the proposed innovation);
7. the exam – 20 grades.

The toolkit for the midterm assessment of students in the discipline (module)

The code of the controlled competence or its part	Controlled Discipline Section	Controlled Discipline Subject	Assessment Toolkit (forms of control of mastering the professional program)								Subjects Scores	Section Scores
			Classroom Work					Autonomous Work		Exam/Credit		
			Survey	Test	Colloquium	Control Paper	Round Table (RT)	Homework	Report			
GC-1, GC-7, GPC-5, PC-1	I	The Essence of Motivation and Stimulation of Professional Activity.	1	2		1				1	5	17
		Theories and Concepts of Professional Motivation, Stimulation. Trends of Their Development.	1	2		2				1	6	
		The Specifics of Professional Motivation Process.	1	2		2				1	6	
GC-1, GC-7, GPC-5, PC-1	II	Implementation of the Stimulating Professional Activity.	1	2		1				1	5	5

GC-1, GC-7, GPC-5, PC-1	III	The Essence and Specifics of the Formation of the Motivation System and Professional Stimulation.	1	2		2	5			1	11	11
GC-1, GC-7, GPC-5, PC-1	IV	Monetary Incentive System Development.	1	2		1				1	5	5
GC-1, GC-7, GPC-5, PC-1	V	Non-Monetary Incentives System Development.	1	2		1				1	5	5
GC-1, GC-7, GPC-5, PC-1	VI	Management of the Motivation System and Stimulation of Professional Activity.	1	2		1				1	5	5
GC-1, GC-7, GPC-5, PC-1	VII	Professional Motivation Measurement and Monitoring.	1	2		1				1	5	5
GC-1, GC-7, GPC-5, PC-1	VIII	Evaluation of the Efficiency of the Monetary and Non-Monetary Incentives System in the Organization.	1	2		1				1	5	5
GC-1, GC-7, GPC-5, PC-1	IX	Assessment of the Competitiveness of the Remuneration System in the Organization.	1	2		1		10		1	15	15

GC-1, GC-7, GPC-5, PC-1	X	Formation of the Economic Rewards System in the Organization.	1	2		1				1	5	5
GC-1, GC-7, GPC-5, PC-1	XI	The Essence of Motivation and Stimulation of Professional Activity.	1	2		1				1	5	5
GC-1, GC-7, GPC-5, PC-1	XII	Theories and Concepts of Professional Motivation, Stimulation. Trends of Their Development.	1	2		2				1	6	6
GC-1, GC-7, GPC-5, PC-1		Report, Credit							10		10	10
			14	28		18	5	10	10	15	100	100

3 Description of assessment scales

The **unsatisfactory** grade is in the form F(2); FX(2+).

The F(2) grade is given if the student scored less than 30 points, the FX(2+), if the student scored 31-50 points. The FX score (2+) enables to do the exam or test again.

The **satisfactorily** grade is in the form E(3); D(3+). The E(3) grade is given if the student scored from 51 to 60 points. Score D (3+) is given if the student scored from 61-68 points.

The **good** grade is in the form C(4), if the student scored from 69-85 points.

The score is **excellent** is in the form B(5); A(5+). The grade B(5) is given if the student has scored 86-94 points and indicates that all the required conditions for completing the course have been met. The grade A (5+) – 95-100 points is given not only if all the requirements are met, but also with the obligatory demonstration of a creative attitude to the subject, the ability to find original answers not contained in textbooks, the ability to work with sources that are contained in additional literature to the course, the ability to combine the knowledge gained in this course with knowledge other disciplines.

GS points	Traditional grades of the Russian Federation	ECTS scores
95 – 100	Excellent – 5	A (5+)
86 – 94		B (5)
69 – 85	Good – 4	C (4)
61 – 68	Satisfactory – 3	D (3+)
51 – 60		E (3)
31 – 50	Unsatisfactory – 2	FX (2+)
0 – 30		F (2)
51 - 100	Credit	Passed

4 Standard control tasks or other materials necessary for the assessment of knowledge, skills, and (or) experience of activities that characterize the stages of competence formation in the process of mastering the educational program

EXAMINATION CARD No. 1

1. Methodological foundations of staff motivation.
2. Personnel performance management.
3. Problem.

Complied by _____ A.G. Demidova
(signature)

Head of the department _____ A.A. Chursin
(signature)

« __ " _____ 2021

EXAMINATION CARD No. 2

1. Technology of personnel motivation development management.
2. Fundamentals of the formation of a personnel management system
3. Problem.

Complied by _____ A.G. Demidova
(signature)

Head of the department _____ A.A.
Chursin
(signature)

« _ " _____ 2021
(signature)

EXAMINATION CARD No. 3

1. Fundamentals of staff motivation formation
2. Technology of management of career guidance, adaptation and training of personnel.
3. Problem.

Complied by _____ A.G. Demidova
(signature)

Head of the department _____ A.A. Chursin
(signature)

« _ " _____ 2019
(signature)

TASKS FOR AUTONOMOUS WORK

Evaluation of Labor Efficiency and Personnel Management discipline

1. Make a plan of an answer (logical scheme) on the "Communication" subject.
2. Make a plan of an answer (logical scheme) on the "Conflicts" subject.
3. Make a plan of an answer (logical scheme) on the "Groups in social psychology" subject.
4. Indicate what psychological effects are caused by placements of communication partners in space:
5. Indicate what negative traits are manifested in people with different temperaments in the unfavorable development of business interaction:
6. Make a 30 terms glossary.
6. Pass a test

No	Test	Choose an answer
1.	The specifics of the psychology of interaction consists of	1) studying the patterns of functioning of various social groups 2) studying the patterns of behavior and activity of people due to their inclusion in social groups, as well as the psychological characteristics of these groups 3) the study of various forms of spiritual life 4) the study of various forms of social relations
2.	Schematically, human communication can be depicted as	1) $S \rightarrow O$ 2) $S \leftrightarrow S$ 3) $O \rightarrow O$ 4) $S \leftrightarrow O$
3.	In Russian psychology, there are three types of emotional manifestations of personality. Choose the wrong one	1) emotions 2) affect 3) stress 4) feelings
4.	The normative pattern of behavior expected from everyone taking a certain position is called	1) status 2) game 3) attitude 4) role
5.	The analysis of the organization of interaction between communicating individuals is included in	1) communicative aspect 2) interactive aspect 3) perceptual aspect 4) intellectual aspect
6.	Public relations are always	1) personal 2) interpersonal 3) role-playing 4) status
7.	What is not included in the nonverbal communication system?	1) the paralinguistic system 2) optical –kinetic system 3) extralinguistic system 4) organization of space and time of the communicative process 5) all of the above 6) non of the above
8.	The vocalization system is an example of such a system as	1) the paralinguistic system 2) optical –kinetic system 3) extralinguistic system 4) organization of space and time of the communicative process
9.	Arrange according to S. Hall the norms of approach to a communication partner, acceptance in American culture by the degree of distance increase	1) personal 2) social 3) intimate 4) public 3,1,2,4
10.	Mostly the interaction is represented by 2 opposite types. Which ones?	1) cooperation 2) conflict 3) solidarity 4) competition
11.	An individual's awareness of how he is perceived by a communication partner is called	1) attraction 2) attribution 3) identification 4) reflection
12.	What kind of attribution does not	1) personal

	exist?	2) object 3) group 4) circumstantial
13.	Sympathy, friendship, love are levels of	1) attraction 2) attribution 3) identification 4) reflection
14.	The most common are	1) professional stereotypes 2) age stereotypes 3) gender stereotypes 4) ethnic stereotypes
15.	The type of psychological influence, if skillfully applied a person got intentions that do not coincide with his/her actual desires, is called	1) confrontation 2) conflict 3) manipulation 4) deception
16.	What is included in the Lasswell communication process model?	1) communicator 2) message 3) channel 4) audience 5) effect 6) all of the above 7) non of the above
17.	The desire to respond emotionally to the difficulties of another person is	1) reflection 2) empathy 3) identification 4) conflict
18.	The psychological characteristics of the group do not include	1) interests 2) goals 3) needs 4) norms 5) values 6) opinions 7) feelings
19	A certain unity of the characteristics inherent in an individual that determine his place in the group, and the subjective perception of him by other members of the group, is called	1) status 2) role 3) position 5) values
20	Real groups can be divided into	1) natural 2)open 3) closed 4) laboratory
21	Small groups can be divided into	1) becoming 2) research 3) laboratory 4) established
22	Group norms are based on	1) group values 2) group roles 3) group expectations 4) group sanctions
23	A two-way process involving an individual's assimilation of social experience by entering a social environment, a system of social connections and the process of an	1) identification 2) education 3) socialization 4) training

	individual's active reproduction of a system of social connections through activity is called	
24	Does the set in the concept of D.N.Uznadze concern	1) human social needs 2) human cognitive development 3) development of personal morality 4) the simplest physiological needs of the individual
25	If trait X always meets trait Y, then observing trait X in an individual, trait Y is automatically attributed to him. This phenomenon is called	1) novelty effect 2) halo effect 3) effect of expectations 4) reconstruction effect
26	The process of influence associated with a decrease in awareness and criticality in the perception and realization of the transmitted content is	1) persuasion 2) imitation 3) infection 4) suggestion
27	The whole system of human relations is realized	1) in communication 2) in interaction 3) in the process of social perception 4) none of the above.
28	Communication is distinguished by the type of impact	1) authoritarian 2) dialogical 3) monologue 4) none of the above.
29	Social stereotypes are usually formed relatively	1) individual characteristics of a person 2) a person's group affiliation 3) intergroup relations 4) none of the above.
30	The "novelty" effect in the process of social perception is connected to	1) to the rank of the information received 2) to the social status of the subject 3) to the order of presentation of information 4) all of the above

***Subjects of reports on the
Evaluation of Labor Efficiency and Personnel Management discipline***

1. The evolution of views on personnel management in the organization's work.
2. Historical changes in the role of personnel in the organization's work.
3. The economic concept of personnel management.
4. Administrative and organizational concept of personnel management.
5. Socio-organizational concept of personnel management.
6. Features of the construction of personnel management systems in organizations of various organizational and legal forms.
7. Recruitment management.
8. Analysis of methods for checking the professional and personal qualities of applicants for the position.
9. Professional tests as a method of selecting applicants for a post.
10. Management of the use of the work potential of the organization.
11. Social adaptation of personnel as a method of managing the use of the work potential of the organization.
12. Professional adaptation of personnel as a method of managing the use of the work potential of the organization.

13. Primary and secondary adaptation of personnel as a method of managing the use of the work potential of the organization.
14. Professional and qualification personnel movements as a method of managing the use of the organization's work potential.
15. Working with the employee pool.
16. Methods for evaluating the results of staff work.
17. Instrumental methods of employee evaluation.
18. Expert methods of employee evaluation.
19. Career management.
20. Training, retraining and advanced training of civil servants.
21. Modern technologies, forms and methods of vocational training.
22. Economic theories of employee motivation.
23. Meaningful theories of employee motivation.
24. Procedural theories of employee motivation.
25. The effectiveness of the personnel management system.

Additional questions with incomplete answers to key questions:

1. Define the concept of personnel motivation management?
2. Name the categories of management personnel.
3. What are the main functions of personnel management?
4. What are the main principles that define
5. the direction of the management system development.
6. Name the methods of influencing the staff.
7. What is organizational design?
8. Name complex functional control systems.
9. Define the main methods of the personnel management system.
10. Name the main types of organizational structures.
11. Define the personnel policy.
12. What types of personnel policy do you know?
13. Name the goals and objectives of the personnel policy of the organization.
14. What is the HR management strategy?
15. What questions should HR planning answer?
16. Name the main forms of recruitment support.
17. What is the essence of a systematic approach to recruitment?
18. What is the procedure of the recruitment process?
19. What are the main forms of career guidance work that you know?
20. Give a description of the types of certification.
21. What is the social structure of the staff?
22. Name the main forms of career guidance work.
23. Name the types of adaptation and the factors influencing it.
24. What goals and objectives of the management system do you know?
25. Give a description of the types of personnel training.
26. Name the types of business careers.
27. What is business career management?
28. What is the work on the formation of a reserve of personnel?
29. What are the main forms of planning work with the reserve of personnel.
30. What role does functional cost analysis play in the personnel management system?
31. What are the main principles of functional cost analysis?
32. Give a brief description of the functional cost analysis.
33. Name the main stages of the FCA.
34. What types of personnel costs do you know?

35. Name the structure of organizations' labor costs.
36. Define one-time costs.
37. Name the annual running costs of the personnel management system.
38. Give a brief description of the generalizing indicators.
39. What are the main subsystems of the personnel management system do you know?

The list of questions of the final examination on the discipline

1. Examination questions on Evaluation of Labor Efficiency and Personnel Management

Subject 1. The Essence of Motivation and Stimulation of Professional Activity

- 1.1. The concept of motivation of professional activity
- 1.2. Fundamentals of stimulating professional activity
- 1.3. The role of motivation and stimulation of labor activity in the personnel management system of the organization

Subject 2. Theories and Concepts of Professional Motivation, Stimulation. Trends of Their Development.

- 2.1. Theory of Motivation and Stimulation of Professional Activity
- 2.2. The Concept of Motivation and Stimulation of Professional Activity
- 2.3. The Russian Concept of Motivation and Stimulation of Professional Activity

Subject 3. The Specifics of Professional Motivation Process.

- 3.1. Classification of motives of professional activity.
- 3.2. Structure, elements and mechanisms of motivation of professional activity
- 3.3. Formation of the motivational core of the organization's staff

Subject 4. Implementation of the Stimulating Professional Activity

- 4.1. Classification of incentives and areas of stimulation of professional activity
- 4.2. Material stimulation of professional activity
- 4.3. Non-monetary stimulation of professional activity

Subject 5. The Essence and Specifics of the Formation of the Motivation System and Professional Stimulation

- 5.1. The Essence and Main Elements of the Motivation System and Professional Stimulation.
- 5.2. Technology for the formation of a motivation system and stimulation of the work of the organization's personnel

12.5 Methodological materials defining the procedures for assessing knowledge, skills, and (or) experience of activities that characterize the stages of competence formation)

Assessment of knowledge, skills and abilities in the academic **B1.V.22 Evaluation of Labor Efficiency and Personnel Management** discipline is carried out through the use of the following types of evaluation tools:

- surveys: oral;
- solving practical tasks at seminars and in an independent form;
- solving tasks in a test form;
- conducting seminars;
- exam.

Surveys

Surveys are conducted during practical classes and are possible during the test as an additional challenge if there is insufficient written response and problem solving. Survey questions should not go beyond the scope of the subject announced for this lesson. Surveys should be built in such a way as to involve the maximum number of students in the group in the subject of discussion, draw parallels with the already passed educational material of this discipline and related courses, find successful examples from modern reality, which increases the efficiency of assimilation of the material in associations.

The main questions for such survey are brought to the attention of students at the previous seminar session.

When evaluating surveys, the accuracy of formulations, the coherence of the presentation of the material, the validity of judgments, and reliance on factual data are subject to analysis.

Solving tasks in practical classes and in an independent form

During the practical lesson and in the form of homework, the student performs a task in order to consolidate the material. The teacher should determine the initial data for students and familiarize them with methodological recommendations for completing the task, including typical tasks with formulas, solutions and conclusions.

Exam

The midterm certification in the *Evaluation of Labor Efficiency and Personnel Management* discipline in the 7th **semester** takes place in the form of an **exam or project defense**.

The exam is conducted in the form of an exam card survey and also includes the solution of situational practical tasks.

Evaluation of test results under current control

"excellent" - 76-100% of correct answers;

"good" - 51-75% of correct answers;

"satisfactory" - 35-50% of correct answers;

"unsatisfactory" - 34% and fewer correct answers.

Developer:

Senior lecturer of the

Applied Economics Department

position, name of the department

signature

A.G. Demidova

Name, surname

HEAD OF EDUCATIONAL DEPARTMENT:

Deputy Head of the Applied

Economics Department



A.A. Chursin

Name of the educational
department

Signature

Name, surname

Associate Professor of the Applied
Economics Department

Position, educational department



Signature

A.A. Ostrovskaya

Name, surname