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Информация о владельце:  
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Должность: Ректор  
Дата подписания: 12.05.2026 15:36:49  
Уникальный программный ключ:  
ca953a0120d891083f939673078ef1a989dae18a

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

### **Higher School of Management**

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educational division (faculty/institute/academy) as higher education programme developer

## **COURSE SYLLABUS**

**Human Resource Management**

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(course title)

**Recommended by the Didactic Council for the Education Field of:**

**43.04.02 Tourism**

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field of study / speciality code and title

**The course instruction is implemented within the professional education programme of higher education:**

**Business Processes in Tourism and Hospitality**

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higher education programme profile/specialisation title

## 1. COURSE GOAL

The purpose of mastering the Human Resource Management course is to form students' theoretical knowledge, practical skills, and management skills of tourism enterprises.

## 2. REQUIREMENTS FOR COURSE OUTCOMES

Mastering the Human Resource Management course is designed for students to acquire the following competencies (parts of competencies):

*Table 2.1. List of competences that students acquire when mastering the course*

<b>Competence Code</b>	<b>Competence Descriptor</b>	<b>Competence Formation Indicators (within this course)</b>
GC-6.	Able to identify and implement priorities for own activities and ways to improve them based on self-assessment	GC-6.1. Able to control the amount of time spent on specific activities GC-6.2. Able to develop tools and methods of time management when performing specific tasks, projects, goals GC-6.3. Able to analyze own resources and their limits (personal, situational, temporary, etc.) to successfully complete the task GC-6.4. Able to distribute tasks into long-, medium- and short-term ones justifying the relevance and analysis of resources for their implementation
GPC-7.	Able to carry out teaching activities under main professional educational programmes and continuing professional programmes	GPC-7.1. Able to carry out teaching activities under main educational master's programmes and continuing professional programmes focused on training personnel for the tourism industry GPC-7.2. Able to select forms and methods of preparation for conducting classes under main professional educational programmes and continuing professional programmes GPC-7.3. Able to plan learning outcomes, conducts ongoing knowledge monitoring and intermediate assessment in disciplines
PC-6.	Able to organize and conduct vocational training and education, advanced training in educational organizations under vocational training programmes in tourism	PC-6.1. Able to conduct lecture and seminar classes on training courses, disciplines (modules) of the tourism profile in master's programmes, continuing professional programmes PC-6.2. Able to organize research, design and educational and professional activities of master's students and continuing professional programmes in tourism

## 3. COURSE IN HIGHER EDUCATION PROGRAMME STRUCTURE

The Human Resource Management course refers to the variable component of the B1 block of the higher educational programme curriculum.

Within the higher education programme students also master other disciplines (modules) and / or internships that contribute to the achievement of the expected learning outcomes for the Human Resource Management course.

Table 3.1. The list of the higher education programme components that contribute to the achievement of the expected learning outcomes for the course.

Competence Code	Competence Descriptor	Preceding Disciplines/Modules, practices*	Subsequent Disciplines/Modules, Practices*
GC-6.	Able to identify and implement priorities for own activities and ways to improve them based on self-assessment	-	<ul style="list-style-type: none"> <li>• Research and Development</li> <li>• Pre-Graduation Internship</li> <li>• Preparing for defence and defending a graduation thesis</li> </ul>
GPC-7.	Able to carry out teaching activities under main professional educational programmes and continuing professional programmes	-	<ul style="list-style-type: none"> <li>• Pre-Graduation Internship</li> <li>• Preparing for defence and defending a graduation thesis</li> </ul>
PC-6.	Able to organize and conduct vocational training and education, advanced training in educational organizations under vocational training programmes in tourism	-	<ul style="list-style-type: none"> <li>• Preparing for defence and defending a graduation thesis</li> </ul>

\* -To be filled in according with the competence matrix of the higher education programme

#### 4. COURSE WORKLOAD AND ACADEMIC ACTIVITIES

The total workload of the Human Resource Management course is 2 credits.

Table 4.1. Types of academic activities during the period of mastering the HE programme

Type of Academic Activities	TOTAL, academic hours	Semester
		1
<i>Контактная работа, ак.ч.</i>	<b>34</b>	<b>34</b>
including:		
Lectures	17	17
Lab work	-	-
Seminars	17	17
<i>Self-study, academic hours</i>	29	29
<i>Evaluation and assessment (graded pass/fail), academic hours</i>	9	9
<b>Course workload</b>	ac. hrs.	72
	credits	2

#### 5. COURSE MODULE CONTENTS

Table 5.1. Course Module Contents

<b>Module Title</b>	<b>Course Module Contents</b>	<b>Learning Activities*</b>
<p>Section 1. Fundamentals of the organization of the personnel management service at the enterprise</p>	<p>Topic 1. The personnel of the enterprise as a special object and subject of management. The personnel management system at the enterprise. The relationship of the personnel management system with the goals of the organization. The organization's management system, the composition of subsystems and elements. The main requirements for the personnel management system. Principles and methods of building a personnel management system. The external and internal environment of the personnel management system. The evolution of approaches to personnel management. Features of personnel management in the context of the formation of market relations. Analysis of personnel management concepts. The role of management in the organization in the personnel management process.</p> <p>Topic 2. Organization of the personnel management service. The main functions of personnel management and options for organizational structures of the personnel management service. The role of the personnel management service in the development of the organization. Principles, functions and organizational structure of the personnel management service. HR management procedures and operations</p> <p>Topic 3. Organization of work with personnel and personnel service at the enterprise. The composition and content of the regulations on personnel management units and job descriptions of personnel management specialists. HR technologies: operations and procedures. The main norms and standards used in the practice of personnel management. Interaction of the personnel management service with other structures of the institution (organizations, enterprises) and line managers. Making personnel decisions and the responsibility of the head.</p>	<p>Lecture, Seminar</p>
<p>Section 2. Recruitment and organization of personnel adaptation activities</p>	<p>Topic 4. Recruitment and career guidance. Recruitment policy. Selection of recruitment sources. The relationship of recruitment methods with the personnel policy of the organization. Determining the need for recruitment. Research of the external and internal labor market. Search for candidates inside and outside the company. External and internal recruitment sources. Interaction of the personnel management service with external organizations in the selection and career guidance of personnel.</p>	<p>Lecture, Seminar</p>

Module Title	Course Module Contents	Learning Activities*
	<p>Topic 5. Modern forms and methods of finding and hiring employees. Methods and technology of personnel search, evaluation and selection. Competitive recruitment of staff. Principles of professional selection. Organization of the selection procedure. Methods of evaluating applicants for a vacant position (workplace). Staff release. The main forms of career guidance work.</p> <p>Topic 6. Professional and organizational adaptation of staff. Adaptation management system, professional and social adaptation in the team. Organization of personnel adaptation management. Indicators of the success of the adaptation process of specialists and managers.</p>	
Section 3. Management of professional promotion and staff development	<p>Topic 7. Management of staff professional advancement. The stages of the system of professional promotion of line managers in the organization. Working with the personnel reserve. Conducting competitions to fill vacant positions of specialists and managers. Development of young employees with leadership potential. The concepts of the work path and career. Strategy for changing the level of competence of the staff</p> <p>Topic 8. Staff promotion programs. Personnel promotion programs – as a regulator of its development in the organization. The main types of programs. Their orientation and structure. Career development issues and support programs.</p> <p>Topic 9. Personnel development management. The goals and objectives of training qualified personnel. Principles, methods, forms and types of training. The structure of the personnel training system. Strategic and operational planning of the retraining and advanced training process. Intensive learning technologies: types, purpose, use.</p> <p>Topic 10. Staff motivation management. The concept and essence of the motivation process. Modern theories of motivation. The system of needs of a "social person" and its use in personnel management</p> <p>Topic 11. Staff remuneration is the concept, principles and policy of the organization. The objectives of the remuneration system, its main forms. Stimulation of labor activity.</p>	Lecture, Seminar

<b>Module Title</b>	<b>Course Module Contents</b>	<b>Learning Activities*</b>
	<p>Topic 12. Evaluating the effectiveness of personnel management.</p> <p>The goals and objectives of the personnel performance assessment system in the organization. The essence of management personnel assessment methods. Assessment methodology and procedures. The essence of the audit of the personnel management system in the organization.</p> <p>The ratio of economic and social efficiency of personnel management</p>	

\* - To be filled in only for **FULL-TIME** mode of study: *Lecture, Lab Work, Seminar.*

## **6. CLASSROOM EQUIPMENT AND TECHNOLOGY SUPPORT REQUIREMENTS**

*Table 6.1. Classroom Equipment and Technology Support Requirements*

<b>Classroom for Academic Activity Type</b>	<b>Classroom Equipment</b>	<b>Specialized educational / laboratory equipment, software and materials for mastering the discipline (if necessary)</b>
Lecture	Classroom equipped with a set of specialized furniture; whiteboard; a set of devices includes portable multimedia projector, laptop, projection screen, stable wireless Internet connection.	Microsoft Garant Consultant Plus Windows 11 KMS Corp (OS, Windows), MSOffice Professional Plus (office applications, MSOffice)
Seminar	Classroom equipped with a set of specialized furniture; whiteboard; a set of devices includes portable multimedia projector, laptop, projection screen, stable wireless Internet connection.	Microsoft Garant Consultant Plus Windows 11 KMS Corp (OS, Windows), MSOffice Professional Plus (office applications, MSOffice)
Self-Studies	Classroom equipped with a set of specialized furniture; PCs with access to electronic information and educational environment.	Microsoft Garant Consultant Plus Windows 11 KMS Corp (OS, Windows), MSOffice Professional Plus (office applications, MSOffice)

## **7. RESOURCES RECOMMENDED FOR THE COURSE STUDY**

### *Main Readings:*

1. Marzena, S. Human Resources Management in Multinational Companies: A Central European Perspective. Oxfordshire: Routledge; 2023. URL: <https://search.ebscohost.com/login.aspx?direct=true&db=e001mww&AN=3504220&site=ehost-live>
2. Dias, D. (ed.), Magalhães, C. (ed.). People Management. London: IntechOpen, 2023. URL: [https://mts.intechopen.com/storage/books/11603/authors\\_book/authors\\_book.pdf](https://mts.intechopen.com/storage/books/11603/authors_book/authors_book.pdf)
3. Nghia Chi Nguyen, Nghia Chi Nguyen. A Microscopic Theory of Resource and Psychology Management Under Constraint [Электронный ресурс] 2026. ISBN 9789819567881 URL: <https://search.ebscohost.com/login.aspx?direct=true&db=e001mww&AN=4424123&site=ehost-live>

### *Additional Readings:*

4. Iqbal, S., Litvaj, I., Drbúl, M., Mamoona R. 2023. "Improving Quality of Human Resources through HRM Practices and Knowledge Sharing" Administrative Sciences 13, no. 10: 224. URL: <https://doi.org/10.3390/admsci13100224>
5. Nieżurawska-Zajac, J. (ed.) Managing Generation Z. Motivation, Engagement and Loyalty. Oxfordshire: Taylor & Francis, 2023. URL: <https://library.oapen.org/bitstream/20.500.12657/61148/1/9781000867824.pdf>

### *Internet sources:*

1. Electronic libraries (EL) of RUDN University and other institutions, to which university students have access based on concluded agreements:
  - RUDN University Electronic Library System (RUDN University ELS) <http://lib.rudn.ru/MegaPro/Web>
  - ELS "University Library Online" <http://www.biblioclub.ru>
  - ELS "Urait" <http://www.biblio-online.ru>
  - ELS "Student Consultant" [www.studentlibrary.ru](http://www.studentlibrary.ru)
  - ELS "Lan" <http://e.lanbook.com/>
  - ELS "Troitsky Bridge"

### *Databases and search engines:*

- electronic fund of legal and normative-technical documentation <http://docs.cntd.ru/>
- Yandex search engine <https://www.yandex.ru/>

### *Educational and methodological materials for student self-studies when mastering the course/module\*:*

1. Lecture course on Human Resource Management.

2. Methodological guidelines for students' self-studies when mastering the course.
3. Methodological recommendations for ensuring accessibility of the programme for students with limited health capacities.

\* - The methodological materials and guidelines for the self-studies are placed on the course page in the university telecommunication training and information system under the set procedure.

#### **DEVELOPERS:**

<b>Associate Professor, PhD in Economics</b>		<b>O.Yu. Zeveke</b>
_____ Position, Educational Department	_____ Signature	_____ Name
_____ Position, Educational Department	_____ Signature	_____ Name
_____ Position, Educational Department	_____ Signature	_____ Name

#### **HEAD OF EDUCATIONAL DEPARTMENT:**

<b>Head of the Department</b>		<b>K.S. Goryainov</b>
_____ Educational Department	_____ Signature	_____ Name

#### **HEAD OF HIGHER EDUCATION PROGRAMME:**

<b>Professor, Doctor habil. in Economics</b>		<b>E.S. Bogomolova</b>
_____ Position, Educational Department	_____ Signature	_____ Name