

BUNIN YELETS STATE UNIVERSITY

THE DISCIPLINE'S WORK PROGRAM
B1.V.01.02 Labour organisation and personnel management

Course of study: 38.03.02 Management

Orientation (profile): Organization management and logistics

Qualification (degree): Bachelor's degree

Form of study: full-time

Institute: Economics, Management and service technologies

Department of Economics and Management named after N.G. Nechaev

	full-time form	full-time and part -time education	correspondence form
Course	3		
Semester/trimester	5, 6		

Lectures	60		
Laboratory classes	4		
Practical (seminar) classes			
including practical training	60		
Interim assessment form(s)	4		
Control	Exam – 0,6		
Other forms of work	18		
Independent work	221,4		

Total hours: 360

Labor intensity: 10 credits.

Developer of the work program:

Candidate of Economic Sciences, Associate Professor T.A. Kostenkova

I. ORGANIZATIONAL AND METHODOLOGICAL SECTION

The purpose of studying the discipline is to form students' knowledge and practical skills in economics, organization, rationing and payment of employees, as well as personnel management of enterprises.

Objectives of the discipline study:

- consideration of general theoretical principles of economics and labor organization;
- formation of an idea about the basics of rationing of various labor processes;
- consideration of the mechanism of interaction between employers and employees in the field of social and labor relations;
- gaining knowledge in the field of salary organization, its forms, systems and practical skills of its calculation;
- acquisition of practical skills in designing measures to improve the organization of labor at enterprises and determine their economic efficiency;
- study of principles, methods and tools of personnel management of enterprises.

The place of the discipline in the structure of the OPOP: it is implemented within the framework of the part formed by the participants of educational relations, block B1. Disciplines (modules).

Planned learning outcomes in the discipline:

Competence code	Indicators of competence achievement	Planned learning outcomes by discipline
UC-9	To know: <ul style="list-style-type: none">– features of the psychophysical development of people with disabilities and people with disabilities;– the list and content of regulatory and legal documentation regulating professional activity in relation to persons with disabilities and persons with disabilities.	Knows: <ul style="list-style-type: none">- - fundamentals of legal regulation of professional activity of persons with disabilities and disabled persons
	Be able to: <ul style="list-style-type: none">- plan professional activities based on the application of basic defectological knowledge with a different contingent of people with disabilities and people with disabilities;– apply basic defectological knowledge in social and professional spheres.	Can: <ul style="list-style-type: none">- - to organize professional activities of persons with disabilities and persons with disabilities
	Own: <ul style="list-style-type: none">- skills of interaction in the social and professional spheres with people with disabilities and people with disabilities based on the	Possesses: <ul style="list-style-type: none">- - skills of professional interaction with people with disabilities and people with disabilities

	application of basic defectological knowledge.	
UC-11	To know: – current legal norms that ensure the fight against corruption in various areas of life, as well as ways to prevent corruption and create an intolerant attitude towards it.	Knows: - - the current legal norms that ensure the fight against corruption in enterprises
	Be able to: - plan, organize and carry out activities that ensure the formation of a civic position and the prevention of corruption in society.	Can: to organize and carry out measures to ensure the prevention of corruption in the company's activities.
	Own: - rules of public interaction based on an intolerant attitude towards corruption.	Owens: - - rules of public interaction based on an intolerant attitude towards corruption.
PCS -1	To know: – typical methods and methods of performing professional tasks in the field of production planning and organization; – fundamentals of using modern management approaches.	Knows: - - basic concepts and methods of personnel work organization used in the company's activities
	Be able to: – to apply in practice methods and methods of solving problems in the field of planning, organization of production using modern management approaches; to use modern management approaches in solving professional tasks in various fields of economic activity.	Can: - allocate labor resources in carrying out activities, taking into account the interests of employees and the company
	Own: - skills in applying standard methods and methods of performing professional tasks in the field of planning, production organization, and modern management.	Possesses: - - skills in developing managerial decisions aimed at improving the efficiency of the organization of the labor process and personnel management.

II. CONTENT AND SCOPE OF THE DISCIPLINE

indicating the number of hours allocated for students' contact work with a teacher (by type of training) and for independent work

Full-time education

№ п/п	Naming of sections and topics	Total	Classroom classes			Independent work
			ЛК	ПЗ	ЛБ	
	Section 1. Organization,	134,7	32	32		70,7

	rationing and remuneration at the enterprise					
1	Topic 1. Historical development and socio-economic foundations of labor organization	8	2	2		5
2	Topic 2. Division and cooperation of labor	8	2	2		5
3	Topic 3. Organization and maintenance of workplaces	8	2	2		5
4	Topic 4. Working and leisure conditions at the enterprise	8	2	2		5
5	Topic 5. The labor process and its components	8	2	2		5
6	Topic 6. The essence of labor rationing. Types of labor standards	9	2	2		5
7	Topic 7. Methods of labor rationing and study of working time costs	13	2	2		5
8	Topic 8. Methods of calculating labor standards for various production processes	13	4	4		5
9	Topic 9. Rationing of maintenance and production management	9	2	2		5
10	Topic 10. Management of the organization and rationing of work at the enterprise	9	2	2		5
11	Topic 11. The essence of the organization of wages in the enterprise. The tariff system of labor remuneration	8	2	2		5
12	Topic 12. The organization of wages based on the tariff system	13	4	4		5,7
13	Topic 13. Organization of current and one-time employee incentives	8	2	2		5
14	Topic 14. Tariff-free payment systems	12,7	2	2		5
	<i>Control</i>	9				
	<i>Exam</i>	0,3				
	<i>Total for the 5th semester</i>	<i>144</i>	<i>32</i>	<i>32</i>		<i>70,7</i>
	including practical training	4	2	2		

	Section 2. Personnel management of the organization	206,7	28	28		150,7
15	Topic 15. Principles and methods of personnel management	18	2	2		14
16	Topic 16. Personnel policy and planning	16	2	2		12
17	Topic 17. Formation of the personnel management service	16	2	2		12
18	Topic 18. Human resources potential of the organization	22	4	4		14
19	Topic 19. HR marketing Technology	16	2	2		12
20	Topic 20. Managing the recruitment, selection and hiring process	21	4	4		13
21	Topic 21. Adaptation of personnel in the organization	17	2	2		13
22	Topic 22. Personnel development	17	2	2		13
23	Topic 23. Business career management	16	2	2		12
24	Topic 24. Technology for evaluating the activities of the organization's personnel	16	2	2		12
25	Topic 25. Management of the staff release process	16	2	2		12
26	Topic 26. Conflict management in the organization	15,7	2	2		11,7
	<i>Control</i>	9				
	<i>Exam</i>	0,3				
	<i>Total for the 6th semester</i>	216	28	28		150,7
	including practical training	4	2	2		
	total:	360	60	60		221,4

Full-time and part-time education (not implemented)

Correspondence education (not implemented)

III. EVALUATION MATERIALS FOR THE CURRENT AND INTERMEDIATE CERTIFICATION OF STUDENTS IN THE DISCIPLINE

The current certification is carried out in the form of a test paper (in test form), an abstract.

A typical version of the test

Section 1

- 1. There are the following forms of division of labor in an enterprise:**
 - a) functional and professional;**
 - b) technological and professional;**
 - c) technological and functional.**
- 2. Depending on the degree of differentiation of labor processes, there are:**
 - a) operational, substantive and detailed division of labor;**
 - b) postoperative, technological and detailed division of labor;**
 - c) postoperative, professional and detailed division of labor.**
- 3. The assignment to a specific contractor of a set of works that make it possible to fully manufacture the product is:**
 - a) detailed division of labor;**
 - b) postoperative division of labor;**
 - c) the substantive division of labor.**
- 4. Securing the manufacture of a finished part of a product or part to a specific contractor is:**
 - a) an operational division of labor;**
 - b) detailed division of labor;**
 - c) the substantive division of labor.**
- 5. The main forms of labor cooperation in an enterprise are:**
 - a) inter-shop, intra-shop and intra-site;**
 - b) inter-shop, subject and intra-stage;**
 - c) inter-shop, sub-stage and intra-stage.**
- 6. The economic boundary of labor cooperation is defined by:**
 - a) the possibility of maximizing the cost of human labor per unit of output;**
 - b) the possibility of maximizing the cost of human labor per unit of output;**
 - c) the possibility of maximizing the cost of living and materialized labor per unit of output.**
- 7. What type of production achieves the highest level of job specialization:**
 - a) during mass production;**
 - b) in mass production;**
 - c) in case of a single production.**
- 8. The norm of time is:**
 - a) the amount of time required in certain organizational and technical conditions for maintenance during a change of equipment;**
 - b) the established amount of work that an employee or a group of employees must perform over a certain period of time in compliance with certain product quality requirements;**

c) the amount of working time required to perform a unit of specific work by one worker or a group of workers in the most rational organizational and technical conditions.

9. The number of employees of a certain professionally qualified staff required to complete a production task is:

- a) the norm of the number of employees;
- b) the standard of numbers;
- c) the norm of controllability.

10. There is no relationship between the time rate and the output rate:

- a);
- b) there is a direct relationship;
- c) there is an inverse relationship.

11. What are the objectives of employee labor rationing?

- a) calculation and planning of the number of managers, specialists and employees in the whole enterprise, for individual management functions and structural divisions;
- b) formation of units of optimal size;
- c) distribution of work among performers;
- d) drawing up staffing tables.

12. Which groups of managers, specialists and employees are divided for the purpose of rationing their work:

- a) line managers and heads of functional departments responsible for the overall management of the workforce;
- b) specialists performing economic functions;
- c) specialists who provide engineering and technical support for production;
- d) employees engaged in record keeping, information and economic maintenance of production.

13. The number rate is:

- a) the number of employees of a certain professionally qualified staff required to complete the production task;
- b) the number of employees required to perform a unit of work;
- c) the number of employees required to maintain a certain object;
- d) the number of employees required to maintain the equipment, the number of jobs, square meters of area.

14. The tariff schedule is:

- a) weighted arithmetic averages;
- b) a set of tariff categories and their corresponding tariff coefficients;
- c) distribution of identified deviations among employees;
- d) the degree of differentiation of the salary fund;
- e) the distribution of the absolute deviation of the actual payments from the planned ones.

15. A fixed amount of remuneration for an employee for performing a standard of work (work duties) of a certain complexity (qualification) per unit of time is called:

- a) the tariff coefficient;
- b) the tariff rate;

- c) tariff category;
 - d) qualification category.
- 16. Collections of qualification characteristics of professions and positions of employees, grouped by industries and types of work, are called:**
- a) tariff directories;
 - b) qualification reference books;
 - c) tariff and qualification reference books;
 - d) there is no correct answer.
- 17. The tariff coefficient of each category of the tariff grid is determined:**
- a) by dividing the tariff rate of this category by the tariff rate of the first category;
 - b) by multiplying the tariff rate of this category by the tariff rate of the first category;
 - c) by dividing the tariff rate of this category by the tariff rate of the previous category;
 - d) there is no correct answer.
- 18. The main functions of wages are:**
- a) reproduction, labor, cost;
 - b) stimulating, reproductive, accounting;
 - c) stimulating, accounting, labor-saving.
- 19. Indirect piecework payment depends on:**
- a) the volume of a certain set of works to be performed;
 - b) individual worker development;
 - c) labor participation rate;
 - d) the time worked;
 - e) the results of the work of other employees.
- 20. Time-based remuneration depends on:**
- a) the volume of a certain set of work to be performed;
 - b) individual worker development;
 - c) labor participation rate;
 - d) the time worked;
 - e) the results of the work of other employees.
- 21. Simple piecework payment depends on:**
- a) the volume of a certain set of work to be performed;
 - b) individual worker development;
 - c) labor participation rate;
 - d) the time worked;
 - e) the results of the work of other employees.
- 22. The amount of the premium, as the basis for calculating the premium, means that:**
- a) for each percentage of the performance of bonus indicators, 10 percent of the salary fund is paid;
 - b) for each percentage of the performance of bonus indicators, this percentage of the salary fund is paid;
 - c) the amount of the salary fund is not taken into account when calculating the bonus;
 - d) when calculating the premium, the amount of expected savings is taken into account when achieving the premium indicators;

e) when calculating the premium, the salary intensity of the products is taken into account.

23. The piecework rate can be determined by:

- a) multiplying the hourly rate by the time rate per unit of work;
- b) multiplying the hourly tariff rate by the shift rate of production;
- c) dividing the hourly tariff rate by the shift rate of production;
- d) dividing the daily tariff rate by the shift rate of production.

24. A legal act regulating social and labor relations in an organization and concluded between an employer and employees represented by their representatives is called:

- a) an employment contract;
- b) by agreement;
- c) the collective agreement;
- d) there is no correct answer.

25. The remuneration system, in which an employee is awarded a bonus for meeting the conditions and bonus indicators in addition to the salary based on piecework rates, is called:

- (a) piecework-progressive;
- b) time-based-premium;
- c) piecework-premium;
- d) accordion.

Section 2

1. The principle of responsibility in personnel management means:

- a) a clear definition and ranking of goals for each enterprise and its division;
- b) punishing members of the organization for failure to perform their assigned functions or tasks;
- c) knowledge of the management object by the manager;
- d) unconditional fulfillment of received assignments and orders.

2. The principle of purposefulness in personnel management means:

- a) a clear definition and ranking of goals for each enterprise and its division;
- b) punishing members of the organization for failure to perform their assigned functions or tasks;
- c) knowledge of the management object by the manager;
- d) unconditional fulfillment of received assignments and orders.

3. The principle of discipline in personnel management means:

- a) a clear definition and ranking of goals for each enterprise and its division;
- b) punishing members of the organization for failure to perform their assigned functions or tasks;
- c) knowledge of the management object by the manager;
- d) unconditional fulfillment of received assignments and orders.

4. The principle of hierarchy in personnel management means:

- a) clear setting and ranking of goals for each enterprise and its division;
- b) vertical division of managerial labor;

- c) knowledge of the management object by the manager;
- d) unconditional fulfillment of received assignments and orders.

5. Economic methods of personnel management:

- a) are based on power motivation based on obedience to the law, law and order, and a senior position;
- b) they assume financial motivation for work;
- c) presuppose an impact mainly on the consciousness of employees, on the social, ethical, religious and other interests of people;
- d) they assume moral stimulation of labor activity

6. What methods of personnel management does the order relate to?:

- a) to the economic;
- b) socio-psychological;
- c) organizational and administrative;
- d) socio-economic issues.

7. Administrative methods of personnel management:

- a) are based on power motivation based on obedience to the law, law and order, and a senior position;
- b) they assume financial motivation for work;
- c) presuppose an impact mainly on the consciousness of employees, on the social, ethical, religious and other interests of people;
- d) they assume moral stimulation of labor activity

8. Socio-psychological methods of personnel management:

- a) are based on power motivation based on obedience to the law, law and order, and a senior position;
- b) they assume financial motivation for work;
- c) presuppose an impact mainly on the consciousness of workers, on the social, ethical, religious and other interests of people, as well as moral stimulation of labor activity;
- d) presuppose moral and material stimulation of labor activity.

9. Which of the above definitions of personnel planning is correct?:

- a) personnel planning is forecasting through the application of economic and mathematical methods of changes in staff training and advanced training;
- b) personnel planning is the calculation of the need for personnel and its turnover;
- c) personnel planning is the scientific anticipation of the need for personnel, their movement and use.

10. The method of personnel demand planning, based on the mutual alignment of the resources available to the organization and the needs for them within the planning period, is called:

- a) resource planning;
- b) regulatory;
- c) balance sheet;
- d) needful.

11. The personnel policy, which is characterized by the fact that the organization is "transparent" to potential employees at any level and it is possible to come and start

working both from the lowest position and from a position at the senior management level, is called:

- a) closed;
- b) active;
- c) open;
- d) progressive;
- e) passive.

12. Which of the characteristics of working with personnel correspond to the stage of the organization's establishment:

Choose the correct answers.

- a) the formation of basic values;
- b) search for talented specialists and production organizers;
- c) organization of staff retraining and advanced training;
- d) freezing the hiring of new employees, planning staff reduction;
- e) control of wage costs, adjustment of compensation programs.

13. What type of personnel policy corresponds to this definition: management has reasonable forecasts of the development of the situation, but there are no means to influence it: a) active

;

- b) preventive;
- c) reactive;
- d) passive.

14. Personnel policy is generally understood to mean:

- a) the principles of personnel selection;
- b) areas of staff motivation;
- c) a set of criteria for evaluating personnel in an organization;
- d) a set of personnel management methods;
- e) a system of conceptual ideas, requirements, principles that define the main areas of work with personnel.

15. Which departments are not included in the organizational structure of personnel management:

- a) Labor relations Department;
- b) HR Research Department;
- c) accounting,
- d) the economic department.

16. What elements should be taken into account when building the organizational structure of personnel management:

- a) type of communication;
- b) the content of the link;
- c) consulting;
- d) periodicity;
- e) material media.

17. What types of organizational structures of personnel management are found in practice:

- a) elementary;
- b) linear;
- c) horizontal;
- d) functional;
- e) matrix.

18. What types of operations and procedures prevail in the budget of the working time of managers:

- a) logical,
- b) creative,
- c) technical,
- d) all the above types of operations and procedures have the same special weight.

19. The company's open personnel policy:

- a) manifests itself in the absence of any program of action for the administration regarding personnel;
- b) is carried out in accordance with the personnel management strategy, which is consistently developed and implemented by the administration of the organization.;
- c) it is characterized by the fact that new employees are attracted only to lower positions, staff training is carried out mainly in training centers within the corporation;
- d) it is aimed at attracting employees from outside, at training staff in external centers, and at improving labor incentives.

20. The closed personnel policy of the enterprise:

- a) is manifested in the absence of the administration of any program of action regarding personnel;
- b) is carried out in accordance with the personnel management strategy, which is consistently developed and implemented by the administration of the organization;
- c) it is characterized by the fact that new employees are attracted only to lower positions, staff training is carried out mainly in training centers within the corporation;
- d) it is aimed at attracting employees from outside, at training staff in external centers, and at improving labor incentives.

21. Active personnel policy of the company:

- a) it is manifested in the absence of the administration of any program of action regarding personnel;
- b) is carried out in accordance with the personnel management strategy, which is consistently developed and implemented by the administration of the organization.;
- c) it is characterized by the fact that new employees are attracted only to lower positions, staff training is carried out mainly in training centers within the corporation;
- d) it is aimed at attracting employees from outside, at training staff in external centers, and at improving labor incentives.

22. The passive personnel policy of the enterprise:

- a) is manifested in the absence of the administration of any program of action regarding personnel;
- b) is carried out in accordance with the personnel management strategy, which is consistently developed and implemented by the administration of the organization.;

c) it is characterized by the fact that new employees are attracted only to lower positions, staff training is carried out mainly in training centers within the corporation;
d) it is aimed at attracting employees from outside, at training staff in external centers, and at improving labor incentives.

23. A group of people created by the will of the organization's administration is called:

- a) independent;
- b) informal;
- c) responsible;
- d) formal.

24. A person's ability to influence people so that they voluntarily strive to achieve goals that are not their personal goals is called:

- a) power;
- b) administration;
- c) leadership;
- d) there is no correct answer.

25. A group of people who are not connected by an official hierarchy and united on the basis of friendly relations, common interests, etc., is called:

- a) independent;
- b) informal;
- c) responsible;
- d) formal.

Approximate topics of the essays

Section 1

1. 1. The role of studying production processes and labor operations for their rationalization.
2. 2. Symbols of the elements of working hours and breaks in the study of working time costs and calculation of labor standards.
3. 3. The methodology of comprehensive monitoring.
4. 4. Technological regulations and their importance in the development of labor standards.
5. 5. Technical and economic advantages of automated hardware processes.
6. 6. Compensation and incentive payments, their place in the system of labor relations in the organization.
7. 7. Collective agreement regulation of income and wages.
8. 8. Methods of payroll planning.
9. 9. Analysis of the expenditure of funds for labor and social benefits.
10. 10. The main features and objectives of social policy in the field of income.
11. 11. Social protection and support of the population: forms and mechanisms of implementation.
12. 12. Social standards.
13. 13. The role of taxes in regulating wages and incomes.
14. 14. The role of collective agreements and agreements in regulating social and labor relations.

- 15.15. The influence of technological progress and the growth of cultural and technical level on the content and forms of division of labor.
- 16.16. The main directions of improving the division and cooperation of labor.
- 17.17. Complex mechanization and automation and in-line production methods as the basis for the development of collective forms of labor organization.

Section 2

1. Concepts of personnel management: school of scientific management.
2. Concepts of personnel management: classical school.
3. Concepts of personnel management: the school of human relations and the behavioral school.
4. Modern management concepts.
5. The contribution of Russian scientists to the development of management theory and practice.
6. The role of the HR department at the enterprise.
7. Concepts and principles of personnel selection and recruitment.
8. Team and personality.
9. Principles of the HR strategy of the organization.
10. Business assessment and staff selection.
11. Organization of the selection of applicants for a vacant position.
12. Technology of contactless assessment of hiring staff.
13. Personnel evaluation through testing.
14. Methods of obtaining information from job applicants.
15. Training of the organization's personnel.
16. Organization and methods of training and retraining of the organization's personnel.
17. Selection and placement of the organization's personnel.
18. Certification of the organization's personnel.
19. Adaptation of personnel at the enterprise.
20. The management training system.
21. Business career planning.
22. Business communication management.
23. Power and leadership.
24. Motivation and stimulation of labor activity.
25. Assessment of labor efficiency and personnel costs.
26. Principles and methods of recruitment at the enterprise.
27. Staff mobility and stability.
28. Organization's personnel management styles.
29. Evaluation and diagnostics of the effectiveness of the personnel management system.
30. The manager's activity as a team leader.
31. The role and responsibilities of the HR manager at the enterprise.
32. Social responsibility and ethics of a manager.

33. Factors influencing the socio-psychological climate in the team.
34. Analysis of conflict situations and methods of their elimination at the enterprise.
35. Conflict management in the organization.

Intermediate certification of students is carried out in the form of tests and exams using the following assessment materials: a list of exam questions.

Exam questions

(5th semester full-time education)

1. 1. The essence and content of the organization of labor in the enterprise.
2. 2. Historical development of scientific organization of labor in foreign countries.
3. 3. The development of scientific organization of labor in Russia.
4. 4. The essence and forms of division of labor.
5. 5. Labor cooperation and its forms.
6. 6. Collective forms of labor organization.
7. 7. Combining professions and functions.
8. 8. Multi-point service
9. 9. The concept and classification of workplaces, requirements for their organization.
- 10.10. Specialization and equipment of workplaces.
- 11.11. Workplace layout.
- 12.12. Workplace maintenance.
- 13.13. Certification and rationalization of workplaces.
- 14.14. Classification of work according to the conditions and severity of work.
- 15.15. Assessment of working conditions.
- 16.16. Certification of workplaces according to working conditions.
- 17.17. The concept of work and rest regime, general requirements for its development.
- 18.18. Shift work and rest regime
- 19.19. Weekly, monthly, and annual work and rest schedules. Flexible working hours.
- 20.20. The content and objectives of labor rationing.
- 21.21. The contractor's working hours.
- 22.22. Equipment usage time.
- 23.23. Types of labor standards. The structure of the time norm.
- 24.24. Classification of labor standards.
- 25.25. Classification of methods for studying labor processes and working time costs.
- 26.26. Timing and stages of its implementation.
- 27.27. The essence, meaning, objects, and varieties of workplace photography.
- 28.28. Individual photo of working hours.
- 29.29. Group (team) photo of working hours. Self-photography of working hours.
- 30.30. Labor standards: their role and significance.
- 31.31. Methods of labor rationing.
- 32.32. Establishment of labor standards for manual and machine-manual work.
- 33.33. Definition of labor standards for machine (mechanized) processes.
- 34.34. Rationing of automated production processes.
- 35.35. Rationing of hardware production processes.

- 36.36. Rationing for multi-site maintenance.
- 37.37. Rationing in the case of brigade labor organization.
- 38.38. Rationing the labor of auxiliary workers.
- 39.39. Rationing of employees' work.
- 40.40. Accounting and analysis of the quality of labor standards.
- 41.41. Introduction, replacement and revision of labor standards.
- 42.42. Assessment of the economic effectiveness of measures to improve the organization and rationing of labor.
- 43.43. The composition of the salary fund.
- 44.44. The essence and purpose of the tariff system.
- 45.45. Elements of the tariff system of remuneration.
- 46.46. Conditions for the use of piecework and time-based forms of remuneration.
- 47.47. Piecework form of remuneration and its systems: direct piecework, piecework-premium, piecework-progressive.
- 48.48. Piecework form of remuneration and its systems: indirectly-piecework and accord
- 49.49. Collective (brigade) piecework system of remuneration.
- 50.50. Time-based form of remuneration and its systems.
- 51.51. Objectives and principles of employee bonuses.
- 52.52. Elaboration of the regulations on bonuses, its main elements.
- 53.53. Bonuses for workers.
- 54.54. Bonuses for managers, specialists and other employees.
- 55.55. Surcharges and wage surcharges and their role in stimulating work.
- 56.56. Types of incentive payments.
- 57.57. Collective tariff-free wage systems: a system of qualification levels.
- 58.58. Collective tariff-free wage systems: a system of labor cost coefficients.
- 59.59. Individual tariff-free payment systems.
- 60.60. Foreign experience in the application of tariff-free payment systems.

Exam questions (6th semester full-time education)

1. 1. The place of personnel in the organization's management system.
2. 2. Principles of personnel management.
3. 3. Methods of human resource management.
4. 4. The essence and content of personnel policy.
5. 5. The content and tasks of personnel planning at the enterprise.
6. 6. Personnel planning indicators.
7. 7. Levels of personnel planning.
8. 8. Personnel planning methods.
9. 9. Personnel control and controlling.
- 10.10. Purpose, main tasks, functions and rights of the personnel management service.
- 11.11. The organization of labor in the management apparatus.
- 12.12. Information and technical support of the personnel management service.
- 13.13. Legal and regulatory methodological support of personnel management system.
- 14.14. Human resources potential and methods of its analysis.

- 15.15. The concept of the labor collective and its structure.
- 16.16. Formal and informal groups in a team.
- 17.17. The essence of power. Forms of power: coercion-based power and reward-based power.
- 18.18. Forms of power: expert power, reference power and legitimate power.
- 19.19. The essence of leadership. Theories of leadership: theory of personal qualities.
- 20.20. Theories of leadership: behavioral, situational and charismatic.
- 21.21. The essence, goals and types of personnel marketing.
- 22.22. Types and characteristics of sources of replenishment of the company's personnel.
- 23.23. Professionogram and methods of its compilation.
- 24.24. Objectives and principles of personnel selection. Organization of the selection process of applicants for a vacant position.
- 25.25. Methods of evaluating candidates for recruitment.
- 26.26. Employment and registration of an employment contract. Determination of the effectiveness of selection and hiring.
- 27.27. The essence, goals, principles and types of personnel adaptation.
- 28.28. Stages of employee adaptation in the organization. Adaptation management in the organization.
- 29.29. Development and training of the organization's personnel.
- 30.30. The concept and stages of a career.
- 31.31. Business career planning.
- 32.32. Requirements for personal and business qualities of a manager.
- 33.33. Reserve for management positions and work with it.
- 34.34. Horizontal career.
- 35.35. The essence and objectives of personnel performance assessment. Current trends in personnel performance assessment.
- 36.36. Staff releases: essence, causes, types.
- 37.37. Types of dismissals. A set of measures to release staff.
- 38.38. Meaningful theories of motivation.
- 39.39. Procedural theories of motivation.
- 40.40. Stimulating the work activity of personnel: concept, functions, principles and types.
- 41.41. The essence and structure of the conflict.
- 42.42. Dynamics of the conflict.
- 43.43. Classification of conflicts.
- 44.44. Causes of conflicts.
- 45.45. Conflict functions.
- 46.46. Features of conflict management in the organization.

IV. THE LIST OF LITERATURE NECESSARY FOR MASTERING THE DISCIPLINE

4.1. Basic literature

1. Ivanov, I.N. The organization of labor in industrial enterprises : a textbook for universities / I.N. Ivanov, A.M. Belyaev. Moscow : Yurait Publishing House, 2022. 305 p. (Higher education). — ISBN 978-5-534-11376-1. — Text : electronic // Yurayt educational platform [website]. — URL: <https://urait.ru/bcode/495701> (date of access: 04/19/2024).

2. Odegov, Yu. G. Personnel management: textbook and workshop for universities / Yu. G. Odegov, G. G. Rudenko. — 2nd ed., revised and add. Moscow : Yurait Publishing House, 2022. 467 p. (Higher education). — ISBN 978-5-9916-8710-2. — Text : electronic // Educational platform Yurayt [website]. — URL: <https://urait.ru/bcode/488798> (date of access: 04/19/2024).

4.2. Additional literature

1. Pugachev, V. P. Personnel management of an organization : textbook and workshop for universities / V. P. Pugachev. — 2nd ed., ispr. and add. Moscow : Yurait Publishing House, 2022. 402 p. (Higher education). — ISBN 978-5-534-08905-9. — Text : electronic // Yurayt educational platform [website]. — URL: <https://urait.ru/bcode/493784> (date of access: 04/19/2024).

2. Labor economics : a textbook for universities / M. V. Simonova [et al.] ; under the general editorship of M. V. Simonova. Moscow : Yurait Publishing House, 2022. 259 p. (Higher education). — ISBN 978-5-534-05423-1. — Text : electronic // Yurayt educational platform [website]. — URL: <https://urait.ru/bcode/493029> (date of access: 04/19/2024).

V. THE LIST OF RESOURCES OF THE INTERNET INFORMATION AND TELECOMMUNICATION NETWORK NECESSARY FOR MASTERING THE DISCIPLINE

№ пп	Link to an information resource	The name of the development in electronic form	Availability
1.	http://www.aup.ru/	Administrative and management portal. It includes an electronic library of business literature and documents, a business forum on various aspects of the theory and practice of organization, planning and management of enterprises. The sections also contain ready-made business plans, statistical reference books, and analytical reviews.	Free access
2	http://pro-personal.ru	Administrative and management portal. It includes an electronic library of business literature and documents, a	Free access

		business forum on various aspects of the theory and practice of organization, planning and management of enterprises. The sections also contain ready-made business plans, statistical reference books, and analytical reviews. Information portal for HR and personnel management specialists: contains practical materials on the regulation of labor relations in organizations and human resource management	
3	http://hr-portal.ru	HR Community and publications: provides links and materials on labor, employment, remuneration, and personnel management	Free access

VI. MODERN PROFESSIONAL DATABASES AND INFORMATION REFERENCE SYSTEMS

1.	http://www.biblioclub.ru	Electronic Library System (EBS) University Library Online	Registration via any university computer. In the future, unlimited individual access is provided from any point where Internet access is available.
2.	http://www.e.lanbook.com	The Electronic Library System (EBS) of the Lan Publishing House	Free access
3.	нэб.рф	National Electronic Library	Access is provided only within the framework of an organized electronic reading room from terminals installed on the territory. IGU Scientific Library (28 Kommunarov St.): reading room, room 305 b; YSU Electronic Information Center, room 406 a

VII. LICENSED AND FREELY DISTRIBUTED SOFTWARE

The following licensed and freely distributed software is used in the implementation of the academic discipline:

- Microsoft Windows;
- Microsoft Office;
- LibreOffice, etc.

VIII. EQUIPMENT AND TECHNICAL TRAINING FACILITIES NECESSARY FOR THE IMPLEMENTATION OF THE EDUCATIONAL PROCESS IN THE DISCIPLINE

Training sessions are held in classrooms equipped with specialized furniture, including stationary or portable technical training equipment (projector, screen, computer/laptop).

Independent work is carried out in classrooms equipped with computer technology with the ability to connect to the Internet and provide access to the electronic information and educational environment of the university.