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**Federal State Autonomous Educational Institution for Higher Education
PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA
RUDN University**

Higher School of Management

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

COURSE SYLLABUS

Evaluation of Labor Efficiency and Personnel Management

course title

Recommended by the Didactic Council for the Education Field of:

38.04.02 Management

field of studies / speciality code and title

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

Engineering Management

higher education programme profile/specialisation title

1. COURSE GOAL(s)

Possible wording

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 LEARNING OUTCOMES

Possible wording

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. List of competences that students acquire through the course study

Competence code	Competence descriptor	Competence formation indicators (within this course)
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.
GPC-5.	Capability to generalize and evaluate critically scientific research in management and related fields, to carry out research projects.	<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</p> <p>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</p> <p>GPC-5.3 Masters the skills to generalize and formulate conclusions, develop recommendations based on the results of scientific research in management</p> <p>GPC-5.4 Participates in the implementation of R&D projects in management and related industries</p>
PC-1	Capability to manage the efficiency of an investment project	<p>PC-1.1 Defines the operations and their sequence to implement the investment project.</p> <p>PC-1.2 Evaluates operational, estimates human resources and determines the participants in the investment project</p> <p>PC-1.3 Plans the implementation stages of the investment project, ensures the quality and quality control of the investment project implementation</p> <p>PC-1.4 Can work in specialized computer programs for the preparation and implementation of an investment project</p> <p>PC-1.5 Can search the necessary information for the preparation and implementation of an investment project</p> <p>PC-1.6 Can identify and assess the degree (level) of an investment project risks and develop measures to manage them</p>

3.COURSE IN HIGHER EDUCATION PROGRAMME 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 programme components/disciplines that contribute to the achievement of the expected learning outcomes as the course study results

Competence code	Competence descriptor	Previous courses/modules*	Subsequent courses/modules*
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. COURSE WORKLOAD AND ACADEMIC ACTIVITIES

Possible wording

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)		18			18	
<i>Autonomous Work of students, academic hours.</i>		54			54	
<i>Control (exam /graded credit), academic hours.</i>		18			18	
Total Workload of the Discipline	academic hours	108			108	
	credits	3			3	

5. COURSE CONTENTS

5.1. Content of the Section of the Discipline

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

Course module title	Course module contents (topics)	Academic activities types
Module 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.	LC, S
Module 2: Theories and Concepts of Professional Motivation, Stimulation. Trends of Their Development.	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. Herzberg, 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	LC, S

	classification of motivation elements. Analysis of methods of work motivation. The current state of the development of scientific and practical problems of professional motivation in Russia and foreign countries.	
Module 3: The Specifics of Professional Motivation Process.	Classification of professional motives and areas of professional motivation. Structure, elements, and mechanisms of professional motivation. Elements of the external and internal environment that affect the motivation of the organization's staff. Methods of motivation. Structures responsible for effective motivation in the organization. Motivational resources of organization management. Formation of the motivational core of the staff.	LC, S
Module 4: Implementation of the Stimulating Professional Activity.	Classification of incentives and areas of stimulation of professional activity. Material incentives: monetary (wages, allowances and fringe benefits, bonus systems, profit sharing systems, capital), non-monetary (benefits, wage supplements). Non-monetary incentives: morale-boosting, organizational, free time.	LC, S
Module 5: The Essence and Specifics of the Formation of the Motivation System and Professional Stimulation.	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. Technology of formation of a motivation system and stimulation of staff of the organization: diagnostics of the existing motivation system and	LC, S

	<p>stimulation of staff; formulation of goals and principles of the organization's policy in the area of motivation and stimulation of staff, 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.</p>	
<p>Module 6: Monetary Incentive System Development.</p>	<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; differentiation of the social package by categories of personnel.</p>	<p>LC, S</p>
<p>Module 7: Non-Monetary Incentives System Development.</p>	<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. Formation of non-monetary incentives system: goals,</p>	<p>LC, S</p>

	principles, selection of efficient non-monetary incentives.	
Module 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 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.	LC, S
Module 9: Professional Motivation Measurement and Monitoring.	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	LC, S

	by T.G. Ozernikova. Advantages, disadvantages, possibilities of practical use and technology of application of various methods of measuring motivation.	
Module 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.	LC, S
Module 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.	LC, S
Module 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.	LC, S

* - to be filled in only for full-time training: LC - lectures; LW - lab work; S - seminars.

6. CLASSROOM EQUIPMENT AND TECHNOLOGY SUPPORT REQUIREMENTS

Table 6.1. Equipment and technological support of the discipline

Type of academic activities	Classroom equipment	Specialised educational / laboratory equipment, software, and materials for course study (if necessary)
Lecture	A lecture hall for lecture-type classes, equipped with a set of specialised furniture; board (screen) and technical means of multimedia presentations.	no
Lab work	A classroom for laboratory work, individual consultations, current and mid-term assessment; equipped with a set of specialised furniture and machinery.	no
Seminar	A classroom for conducting seminars, group and individual consultations, current and mid-term assessment; equipped with a set of specialised furniture and technical means for multimedia presentations.	no
Computer Lab	A classroom for conducting classes, group and individual consultations, current and mid-term assessment, equipped with personal computers (in the amount of ____pcs), a board (screen) and technical means of multimedia presentations.	no
Self-studies	A classroom for independent work of students (can be used for seminars and consultations), equipped with a set of specialised furniture and computers with access to the electronic information and educational environment.	419

* The premises for students' self-studies are subject to **MANDATORY** mention

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. RESOURCES RECOMMENDED FOR COURSE STUDY

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, 2025. — 314 p. — (Higher education).

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, 2025. — 398 p.

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, 2025. – 115 p.

Shapiro, S.A. Praktikum po discipline "Motivatsia trudovoi deyatel'nosti" [Workshop on the discipline "Motivation of labor activity"]: textbook / S.A. Shapiro, O.V. Shataeva. – Moscow ; Berlin : Direct-Media, 2025. – 87 p.

8. ASSESSMENT TOOLKIT AND GRADING SYSTEM* FOR EVALUATION OF STUDENTS' COMPETENCES LEVEL UPON COURSE COMPLETION

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

N.A. Diesperova

Name, surname

HEAD OF EDUCATIONAL DEPARTMENT:

Deputy Head of the Applied

Economics Department

Name of the educational department

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HEAD OF HIGHER EDUCATION PROGRAMME:

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