

**APPROVED at the meeting of the
Academic Council of JSC
"Sh. Yesenov Caspian University
of Technology and Engineering".
Minutes No. 09 dated May 26, 2026.**

**Entrance exam program
for applicants for doctoral studies per group of educational programs
D072 – «Management and administration»**

1. General provisions.

1. The program is compiled in accordance with the Order of the Minister of Education and Science of the Republic of Kazakhstan dated October 31, 2018 No. 600 'On Approval of the Model Rules for Admission to Education in Educational Organizations Implementing Higher and Postgraduate Education Programs' (hereinafter referred to as the Standard Rules).

2. The entrance examination for doctoral studies consists of an interview with the applicant conducted by the Examination Committee of the higher education institution, writing an essay, and an examination in the specialty of the educational program group.

Block	Points
1. Interview with the applicant conducted by the admissions examination committee of the higher education institution	30
2. Essay	20
3 Exam in the specialty of the educational program group	50
Total	100

3. The duration of the entrance examination is 3 hours and 30 minutes, during which the applicant undergoes an interview, writes an essay, and responds to an electronic examination ticket. The interview is conducted at the higher education institution prior to the entrance examination.

Procedure for conducting the entrance exam.

1. Applicants to the doctoral program group D072 – «Management and Administration» must write a problem-oriented / thematic essay. The essay should be at least 250-300 words long.
2. The electronic exam ticket consists of 3 questions.

Essay Writing Requirements

The essay usually has a length of about 250-300 words and is written in one of the exam languages — Russian, Kazakh or English.

The structure of the essay should be logical and consistent. In the introduction, it is necessary to identify the problem, reveal the relevance of the topic and briefly formulate the main idea. The main part includes 2-3 arguments supported by analysis, examples, or explanation of cause-and-effect relationships. Here it is important to show the depth of understanding of the topic and the ability to

critically comprehend. In conclusion, generalizing conclusions are formulated and, if necessary, prospects or recommendations are outlined.

When evaluating an essay, criteria such as:

1. Analyticity and depth of reasoning.
2. Logical and structured presentation.
3. Reasonableness of the position.
4. Relevance of the content.
5. The use of professional terminology.
6. Literacy and presentation style.
7. Originality of thinking.
8. The integrity and completeness of the work.

Topics for Exam Preparation
According to the profile of the educational program group.

Discipline «**Management**»

TOPIC 1: Goals and objectives of management

Subtopics: The concept of management, its necessity. Definitions of management. Management as a special type of activity, its specifics. Organization as an object of management: components, levels, main processes. Elements of the management process. Management functions. Management personnel and their roles. Necessary skills and qualities of a manager.

TOPIC 2: Evolution of management thought

Subtopics: Classical school of management. Human relations and behavioral science schools. Quantitative approach to management. Systemic and situational approaches. 7-S theory. American, European and Japanese management models. «New management philosophy».

TOPIC 3: Internal and external environment of an organization

Subtopics: The concept of the «organizational environment».

The internal environment and its variables: managers, employees, culture. Organizational culture, its elements and types. The external environment of direct and indirect influence. Characteristics of the external environment. Organizational responses to changes in the external environment.

TOPIC 4: Managerial ethics and social responsibility of the organization

Subtopics: The concept of management ethics. Criteria-based approaches to ethical decision-making. Ways to improve the ethical behavior of managers and ordinary employees. Problems of ethics and social responsibility in domestic organizations.

TOPIC 5: Management decision-making

Subtopics: The concept of a management decision and its place in the management process. Classification of management decisions. Factors influencing the decision-making process. Group decision-making. Decision effectiveness. Principles of decision-making. Stages of making a rational decision

TOPIC 6: Strategic management

Subtopics: The concept of strategic management, its necessity and characteristics. The essence and significance of strategic planning. Strategy, its elements and levels. Formulating a strategy: main stages and tools. Diversity of strategies: corporate strategy and its types; business strategy and its types; functional strategies of an organization.

TOPIC 7: Management Structure

Subtopics: The concept of management structure and the factors that determine it. Building a vertical structure: division of labour, chain of command, delegation of authority, manageability, centralization and decentralization, coordination. Departmentalization. Functional, divisional and matrix structures. Team structure and network structure.

TOPIC 8: Communication in an organization

Subtopics: The concept and role of communication in management. The communication process, its elements and stages. Forms of interpersonal communication and their barriers. Forms of organizational communication and their barriers. Types of communication networks. Managing communication in an organization.

TOPIC 9: Staff motivation in an organization

Subtopics: Concept and model of motivation. Development of the concept of motivation by different management schools. Substantive theories of motivation: Maslow's hierarchy of needs theory; two-factor theory theory F. Herzberg; theory acquired needs McClelland; K. Alderfer's ERG theory. Process theories of motivation: equity theory, expectancy theory; model. Concept and classification of management methods. Basic principles of management.

TOPIC 10: Leadership in an organisation

Subtopics: The nature of leadership and its basis. The balance of power and its forms. Effective leadership style: the personal qualities approach; behavioural and situational approaches. Classification of leadership styles in the behavioural approach. R. Blake's managerial grid.

Situational leadership theories of Fiedler, Hersey-Blanchard, Reddin, Vroom-Yetton. Women's leadership.

TOPIC 11: Group management

Subtopics: Groups in organizations and their types. Informal groups and the reasons for their emergence. Managing informal groups. Characteristics of groups and their effectiveness. Group processes. Creating and managing teams. Advantages and disadvantages of working in teams.

TOPIC 12: Conflict and stress management

Subtopics: The nature and types of conflicts in an organisation. Causes and consequences of conflicts. Methods of resolving conflict situations. Causes of stress and reducing its level.

TOPIC 13: Managing change in organizations

Subtopics: Nature, model and stages of the change management process. Types of organizational change. Methods of resolving conflict situations. The concept of organizational development.

TOPIC 14: Self-management

Subtopics: The necessity, nature and advantages of self-management. Symptoms and causes of irrational work organisation by managers. Self-management tools: the "life curve," a time series for ranking life goals, analysis of one's strengths and weaknesses, setting priorities using ABC analysis and the Eisenhower principle. Delegation: significance, rules, reasons for resistance from subordinates and managers.

TOPIC 15: Human Resource Management

Subtopics: Changing the role of human resource management in an organisation. Objectives and functions of HR management. Strategic and operational roles of HR management. Stages of HR management. Attracting an effective workforce. HR planning, sources, methods and criteria for recruitment and selection. Building an effective workforce. Staff training and development. Career management. Maintaining a highly effective workforce. Determining a staff remuneration system.

TOPIC 16: Control in an organisation

Subtopics: The concept of control, its objectives and areas. Stages of the control process. Forms of operational control. Forms of organizational control. General characteristics of the control method. The organization's internal control system.

List of sources used.

(Management)

Main:

1. M.H. Mescon Fundamentals of Management / M.H. Mescon, M. Albert, F. Hedouri. - Moscow: Delo, 2017. - 704 p.
2. Maslow, A. On Management / Maslow, Abraham. - Moscow: St. Petersburg: Piter, 2016. - 416 p.
3. Glukhov, V.V. Management: for Economic Specialities /V.V. Glukhov. - St. Petersburg: Piter Press, 2017. - 600 p.
4. Goncharov, V. I. Management: Textbook / V. I. Goncharov. – Minsk: Sovremennaya Shkola, 2016. – 635 p.
5. Romanova Yu. D., Vokina S. G., Gerasimova V. G. Information Technologies in Management. Textbook and Practical Guide. – Moscow: Yurait. 2020. – 412 p.
6. Management Skills. – Moscow: Rosmen, 2017. – 864 p.
7. Mikhnenko P. A. Management Theory. Moscow: Synergy University Publishing House. 2018. 518 p.
8. Schein. Organisational Culture and Leadership /Schein, Edgar. - Moscow: St. Petersburg: Piter, 2019. - 336 p.
9. Blinov A. O., Ugryumova N. V. Management. Assignments, Tests, Case Studies. Textbook. - Moscow: KnoRus. 2020. -208 p.
10. Dashkova I. A., Tkachenko I. V., Zakharchenko N. S. Management. Methods of Management Decision-Making. - Moscow: Yurait. 2020. 276 p.

Additional:

1. Vinokur M. E. Production Organisation and Management. Teaching and Methodological Complex. - Moscow: Prospekt. 2020. 168 p.
2. Korgova, M. A. Management. Organisational Management. Moscow: Yurait. 2019. 198 p.
3. Parabellum, Andrey Power, Leadership and Charisma / Andrey Parabellum. - Moscow: AST, 2015. - 171 p.
4. Abchuk, V. A. Management in 2 parts. Part 1: Textbook and practical guide for universities / V. A. Abchuk, S. Yu. Trapitsyn, V. V. Timchenko. Third ed., rev. and expanded. Moscow: Yurait Publishing House, 2020. – 239 p.
5. Bugaev, V. M. Human Resource Management: Textbook / V. P. Bychkov, V. M. Bugaev, V. N. Goncharov; Edited by V. P. Bychkov. Moscow: INFRA-M Research Centre, 2017. – 237 p.
6. Deming, E. Management in the New Era: Simple Mechanisms Leading to Growth, Innovation and Market Dominance / Edwards Deming; Translated from English. Moscow: Alpina Publisher, 2019. - 182 p.
7. Aydarkina, E. E. Theory and Practice of Management: A Textbook/E. E. Aydarkina; Southern Federal University. - Rostov-on-Don; Taganrog: Southern Federal University Press, 2020 - 164 p.

Discipline «Strategic Management»**TOPIC 1: Introduction to strategic management.**

Subtopics: Features of modern business. Strategic management training. Characteristics of a manager in strategic management.

TOPIC 2: Development of a company's strategy, mission, and development goals.

Sub-themes: The concept of strategy. The vision and mission of the organization. The goals of the organization. The missions and development goals of large domestic (joint) companies.

TOPIC 3: Strategic analysis of the company's internal environment.

Subtopics: Directions and types of analysis. Analysis of the «value chain». Key Success Factors (KFC). Portfolio analysis.

TOPIC 4: Strategic analysis of the company's environment.

Subtopics: Application of SWOT analysis. Analysis of the company's macro environment (PEST analysis). Analysis of the external microenvironment of the company.

TOPIC 5: Types of strategies.

Sub-themes: Basic (reference) strategies. Competitive strategies. A cost-saving leadership strategy. Differentiation strategy. The strategy of focusing. Product update strategy.

TOPIC 6: Strategic planning.

Subtopics: Rules and methods of planning. Strategic and tactical planning. Strategy implementation and consolidated plans.

TOPIC 7: Business-planning strategy.

Subtopics: The purpose of the business plan. The structure and content of the business plan.

TOPIC 8: Integration strategies.

Sub-themes: Strategic alliances and joint ventures. Horizontal and vertical integration. Insourcing and outsourcing. Mergers and acquisitions of companies. Strategies to protect against unfriendly takeovers.

TOPIC 9: Integration in the context of public-private partnership.

Sub-themes: Managing the interaction between government and business. Signs and forms of public-private partnership. Historical experience. Mechanisms for the implementation of public-private partnerships. Production sharing agreements.

TOPIC 10: Balanced scorecard in strategic management.

Sub-themes: The structure and principles of the balanced scorecard. Projections of a balanced scorecard. Features of the balanced scorecard application. The revival.

TOPIC 11: Corporate and competitive strategies

Subtopics: Strategic management pyramid and company strategy levels. Integration strategies. Strategies for concentrated growth. Diversified growth strategies. Competitive strategies.

TOPIC 12: Strategic change management

Sub-themes: The main areas of strategic change. Comprehensive methods of implementing changes in the organization.

List of sources used.

(Strategic Management)

Main:

1. Agafonov, V.A. Strategic Management. Models and Procedures: Monograph / V.A. Agafonov. - Moscow: Infra-M, 2019. - 350 p.
2. Akmayeva, R.I. Strategic Management / R.I. Akmayeva. - Moscow: Rusains, 2016. - 189 p.
3. Barinov, V.A. Strategic Management: Textbook / V.A. Barinov, V.L. Kharchenko. - Moscow: Infra-M, 2017. - 289 p.
4. Volodina, O.A. Strategic and Innovative Management: Textbook / O.A. Volodina. - Moscow: Academia, 2019. - 446 p.
5. Kuptsov, M.M. Strategic Management: Textbook / M.M. Kuptsov. - Moscow: Rior, 2017. - 640 p.
6. Guskov, Yu.V. Strategic Management: Textbook / Yu.V. Guskov. - Moscow: Alfa-M, 2019. - 448 p.
7. Damodaran, A. Strategic Risk Management: Principles and Methods / A. Damodaran. - Moscow: Williams I.D., 2017. - 496 p.
8. Zaitsev, L.G. Strategic Management: Textbook / L.G. Zaitsev, M.I. Sokolova. - Moscow: Magister, 2017. - 960 p.
9. Zubkova, A.G. Strategic Management: Textbook / A.G. Zubkova. - Moscow: Academia, 2018. - 576 p.
10. Baranenko, S.P. Strategic Management. / S.P. Baranenko. - Tsentrpoligraf, 2019. - 480 p.

Additional:

1. Kotler, F. Strategic Management According to Kotler: Best Practices and Methods. / F. Kotler. - Moscow: Alpina Publisher, 2016. - 132 p.
2. Golubkov, E.P. Strategic Management: Textbook and Workbook for Academic Bachelor's Degree Programmes / E.P. Golubkov. - Lyubertsy: Yurait, 2015. - 290 p.
3. Basovsky, L.E. Strategic Management: Textbook / L.E. Basovsky et al. - Moscow: Infra M, 2018. - 80 p.
4. Egorin, A.P. Strategic Management: Textbook / A.P. Egorin, I.V. Guskov. - Moscow: Infra-M, 2018. - 240 p.
5. Volkogonova, O.D. Strategic Management: Textbook / O.D. Volkogonova, A.T. Zub. - Moscow: Forum, 2016. - 240 p.

Discipline «Project Management»

TOPIC 1: Introduction to project management and its role in modern organization

Subtopics: The essence and importance of project management in the modern economy. The difference between a project and an operational activity. The role of project management in the strategic development of the organization. The history of the formation and development of project management. International Project Management Standards (PMI, IPMA). Competencies of the project manager.

TOPIC 2: Project lifecycle and its phases

Sub-themes: The concept of the project life cycle. The main phases of the project are initiation, planning, implementation, control and completion. Features of management at different stages of the project. The relationship of the phases of the life cycle. Project lifecycle models (waterfall, flexible, etc.).

TOPIC 3: Project initiation and justification of its feasibility

Sub-themes: Project concept development. Stakeholder analysis. Formation of a business idea and project goals. Feasibility study of the project. The Charter of the project (Project Charter). Criteria for the success of the project.

TOPIC 4: Project planning

Sub-themes: Development of a project plan. Decomposition of works (WBS). Defining deadlines for completing tasks. Network models and calendar planning. Project resource planning. Budgeting of the project.

TOPIC 5: Project timing and resource management

Sub-topics: Project time planning methods (Gantt chart, network graphs). Defining the critical path. Project resource management. Optimization of resource utilization. Project deadline control.

TOPIC 6: Project cost management

Sub-themes: The concept of project cost. Cost estimation methods. Formation of the project budget. Cost control. The method of acquired volume (Earned Value Management). Cost deviation management.

TOPIC 7: Project risk management

Sub-themes: The concept and classification of project risks. Identification of risks. Qualitative and quantitative risk analysis. Risk assessment methods. Developing risk response strategies. Monitoring and control of risks.

TOPIC 8: Project quality management

Sub-themes: The concept of quality in a project. Quality planning. Quality assurance. Project quality control. International quality standards. Methods of quality management.

TOPIC 9: Project team and communications management

Sub-themes: Project team formation. Roles and functions of the project participants. Leadership and motivation of the team. Project communications management. Conflict management. Effective communication strategies.

TOPIC 10: Project completion and evaluation of its effectiveness

Subtopics: Project completion procedures. Evaluation of project results. Analysis of the achievement of the project objectives. Project knowledge management (lessons learned). Evaluation of the effectiveness of the project. Post-project analysis.

List of sources used.

(Project management)

Main:

1. Balashov, A.I. Project Management: Textbook and Workbook for Academic Bachelor's Degree Programmes / A.I. Balashov, E.M. Rogova, M.V. Tikhonova et al. - Lyubertsy: Yurait, 2016. - 383 p.
2. Verzukh, E. Project Management: Accelerated Course for the MBA Programme / E. Verzukh. - Moscow: Dialektika, 2019. - 480 p.
4. Gontareva, I.V. Project Management / I.V. Gontareva, R.M. Nizhegorodtsev, D.A. Novikov. - Moscow: KD Librokom, 2018. - 384 p.

5. Zub, A.T. Project Management: Textbook and Workshop for Academic Bachelor's Degree / A.T. Zub. - Lyubertsy: Yurait, 2016. - 422 p.
6. Cole, R. Brilliant Agile. Flexible Project Management with Agile, Scrum, and Kanban / R. Cole, E. Scotcher. - St. Petersburg: Piter, 2015. - 376 p.
7. Leach, L. On Time and Within Budget: Critical Chain Project Management / L. Leach. - Moscow: Alpina Publisher, 2018. - 352 p.
8. Moroz, O.A. Project Management in ProjectLibre / O.A. Moroz. - RN/D: Phoenix, 2018. - 384 p.
9. Ostrovskaya, V.N. Project Management: Textbook / V.N. Ostrovskaya, G.V. Vorontsova et al. - St. Petersburg: Lan, 2019. - 400 p.
10. Popov, V.L. Innovative Project Management: Textbook / V.L. Popov, D.A. Markov, N.D. Kremlev, V.S. Kovshov. - Moscow: Infra-M, 2017. - 320 p.

Additional:

1. Popov, Yu.I. Project Management: Textbook / Yu.I. Popov, O.V. Yakovenko. - Moscow: Infra-M, 2016. - 352 p.
2. Potashova, G.A. Project Management: Textbook / G.A. Potashova. - Moscow: Infra-M, 2018. - 288 p.
3. Scotcher, E. Brilliant Agile. Flexible Project Management with Agile, Scrum, and Kanban / E. Scotcher. - St. Petersburg: Piter, 2019. - 304 p.
4. Sosnin, E.A. Innovative Project Management: A Study Guide / E.A. Sosnin. - Rn/D: Phoenix, 2018. - 256 p.
5. Stillman, E. Head First Agile. Flexible Project Management / E. Stillman. - St. Petersburg: Piter, 2019. - 464 p.

Discipline «Change and innovation management»

TOPIC 1: The essence and role of change in modern management

Sub-themes: The concept of organizational change. Causes and factors of changes. The external and internal environment of the organization. The role of change in improving efficiency. The relationship of changes with the development of the organization. The life cycle of changes. Changes as a factor of competitiveness. The impact of globalization on change. Changes in conditions of uncertainty and risk.

TOPIC 2: Theoretical approaches to change management

Sub-themes: Classical and modern models of change. The model is Kurt Lewin. The concept of continuous change. Comparative analysis of approaches. Limitations and advantages of the models. The 8 steps model of change by John Kotter. Theory of organizational development. A behavioral approach to change. A systematic approach to change management.

TOPIC 3: Types and types of organizational changes

Sub-themes: Strategic and operational changes. Radical and gradual changes. Proactive and reactive changes. Innovative changes. Classification of changes by management levels. Structural changes. Technological changes. Cultural changes. Business process changes.

TOPIC 4: Resistance to change and methods of overcoming it

Sub-themes: Reasons for resistance to change. Individual and organizational resistance. Methods of resistance diagnostics. Strategies for overcoming resistance. The role of communication and leadership. Psychological aspects of resistance. Methods of staff involvement. Employee training and development. Conflict management in the process of change.

TOPIC 5: Leadership and Change management

Sub-themes: The role of a leader in the process of change. Leadership styles. Transformational leadership. Team management in the face of changes. Creating a culture of change. The emotional intelligence of a leader. Leadership in the face of uncertainty. Motivation of staff in the process of change. Development of leadership competencies.

TOPIC 6: Innovation as a factor of organizational change

Sub-themes: The concept of innovation and its types. Innovation and competitiveness. The relationship between change and innovation. The role of innovation in the development of the organization. The life cycle of innovation. Classification of innovations. Technological and managerial innovations. Open and closed innovations. Innovative activity of organizations.

TOPIC 7: Innovation management process

Sub-themes: Stages of the innovation process. Generation and selection of ideas. Development and implementation of innovations. Evaluation of the effectiveness of innovations. Risk management of innovation activities. Commercialization of innovations. Management of innovative projects. Financing of innovations. Knowledge management in innovation activities.

TOPIC 8: Change and innovation management strategies

Sub-themes: Developing a strategy for change. Innovative strategies of the organization. Innovation portfolio management. Strategic planning of changes. Integration of changes into business processes. Agile strategies. Digital development strategies. Competitive strategies in the context of innovation. Strategic risk management.

TOPIC 9: Organizational culture and change

Sub-themes: The concept of organizational culture. The influence of culture on change. Formation of an innovative culture. Changing organizational values. Corporate culture management. Types of organizational cultures. Diagnostics of the organization's culture. Culture and leadership. Culture as a factor of sustainable development.

TOPIC 10: Evaluating the effectiveness of change and innovation

Sub-themes: Indicators of the effectiveness of changes. Methods of innovation assessment. Economic and social efficiency. Control and monitoring of changes. Feedback and strategy adjustments. KPIs of changes. Evaluation of innovative projects. Benchmarking. Analysis of risks and results of changes.

List of sources used.
(Innovation Management)

Main:

1. Barancheev, V. P. Innovation Management. Textbook / V. P. Barancheev, N. P. Maslennikova, V. M. Mishin. - Moscow: Yurait, 2018. - 720 p.
2. Blochina, T. K. Economics and Management of Innovative Organisations. Textbook / T. K. Blochina, O. N. Bykova, T. K. Ermolova. - Moscow: Prospekt, 2017. - 428 p.
2. Gavrilov, L.P. Innovative Technologies in Commerce and Business / L.P. Gavrilov. - Moscow: Yurait, 2018. - 388 p.
3. Gluhov, V.V. Innovative Development of the Economy of a Megacity / V.V. Gluhov. - Moscow: LAN, 2017. - 217 p.
4. Grishin, V.V. Management of Innovative Activity in the Context of National Economic Modernisation / V.V. Grishin. - Moscow: Dashkov and Co., 2017. - 514 p.
5. Ermasov, S.V. Innovative Management / S.V. Ermasov, N.B. Ermasova. - Moscow: Higher Education, 2018. - 510 p.
6. Kozlov V.V., Kozlova E.Yu. Innovation Management in the Agro-Industrial Complex: Textbook / V.V. Kozlov - Moscow: KURS, NITs INFRA M, 2016-364 p. (p) / Kozlova E.Yu. Kozlov V.V. - Moscow: Mir, 2018. - 622 p.
7. Organisation and financing of innovative activities. Textbook. - Moscow: Finance and Statistics, 2017. - 264 p.
8. Orlov, Mikhail K-37416 ABCs of TRIZ. Fundamentals of Inventive Thinking / Mikhail Orlov. - Moscow: Solon-Press, 2018. - 208 p.
9. Surin, A. V. Innovation Management / A. V. Surin, O. P. Molchanova. - Moscow: INFRA-M, 2017. - 368 p.

Additional:

1. Polyakov, N. A. Management of Innovative Projects. Textbook and Practical Guide / N. A. Polyakov, O. V. Motovilov, N. V. Lukashov. - Moscow: Yurait, 2017. - 332 p.
2. Tebekin, A. V. Innovation Management. Textbook / A. V. Tebekin. - Moscow: Ogni, 2018. - 496 p.
3. Chernikov, B.V. Information Management Technologies / B.V. Chernikov. - Moscow: Forum, Infra M, 2017. - 352 p.
4. Yankovsky, K. Organisation of Investment and Innovation Activities / K. Yankovsky, I. Mukhar. - Moscow: Piter, 2017. - 448 p.
5. Yanchevsky, V. G. Innovation Management. Concepts and Categories / V. G. Yanchevsky. - Moscow: Tetralit, 2018. - 144 p.

Discipline «Human resource management»

TOPIC 1: Conceptual foundations of human resource management theory

Subtopics: Actualization of the problem of human resource management.

The relationship between the concepts of «personnel management» and «human resource management», «human resource» and «human capital». Goals, objectives, and functions of human resource management.

TOPIC 2: Evolution of the human resource management function

Sub-themes: Human resources management in historical perspective. Human resource management functions of a modern corporation. Types of human resource management activities and roles.

TOPIC 3: Formation of human resources

Sub-themes: Personnel planning. Recruitment and hiring. Development of a compensation system.

TOPIC 4: Human resource development

Sub-themes: Staff motivation. Employee training. Assessment of human resources. Career and leadership development in the organization

TOPIC 5: The problem of the role of culture in human resource management

Sub-themes: The concept and perspectives of organizational culture. Organizational and national culture. Differences of national cultures. Managing organizational cultures.

TOPIC 6: International experience in human resource management

Sub-themes: The main trends in human resource management in international companies. The American approach to human resource management. Human resource management. The European model of human resource management. The Japanese model of human resource management. The problem of human resource management in developing countries.

TOPIC 7: Strategic human resource management

Sub-topics: HR management processes. Organizational development strategies and personnel management. The main methods of personnel planning.

TOPIC 8: Effective personnel management

Sub-themes: The relationship of the personnel management system with the goals of the organization. Compliance of the personnel management system with the state of the external environment and the culture of the organization. The integrity of the personnel management system. The participation of the organization's management in the personnel management process. A competent and developing HR management service.

TOPIC 9: Personnel management of crisis enterprises

Sub-themes: The crisis of the organizational system and its impact on the labor sphere. Anti-crisis management and the role of the arbitration manager in the overall complex of health measures. Informational, potential and applied models of personnel management during bankruptcy restructuring.

TOPIC 10: Modern approaches to human resource management

Subtopics: Personnel in a modern organization. The essence of human resource management. A new concept of human resource management. Political and organizational aspects of human resource management. Human resource management system.

TOPIC 11: Formation of human resources

Sub-themes: Personnel planning. Recruitment and hiring. Development of a compensation system. Professional orientation and adaptation.

TOPIC 12: Human resource development

Sub-themes: Staff motivation. Employee training. Assessment of human resources. Career development and leadership in the organization.

TOPIC 13: International aspects of human resource management

Sub-themes: Globalization and human resource management. International experience in human resource management. The main directions of human resource management in international companies. Global manager.

List of sources used.
(Human resource management)

Main:

1. Human Resource Management: a training manual / Edited by Rudenko A.M. - Ph/D: Phoenix, 2018. 320 p.
2. Asaliev, A.M. Economics and human resource management: A textbook / A.M. Asaliev, G.G. Vukovich, T.G. Stroiteleva. Moscow: Infra M, 2017. 240 p.
3. Birman, L. Human resource management / L. Birman. - M.: Publishing house "Delo" RANHiGS, 2017. - 346 p.
4. Vesnin, V.R. Human resource management. Theory and Practice: Textbook / V.R. Vesnin, Moscow: Prospekt Publ., 2015, 688 p.
5. Genkin, B.M. Human resource management: Textbook / B.M. Genkin, I.A. Nikitina. - M.: Norma, 2017. - 352 p.
6. Deineka, A.V. Human resource management: A textbook for bachelors / A.V. Deineka, V.A. Bespalko. Moscow: Dashkov and K, 2016. 392 p.
7. Dementieva, A.G. Human resource management: Theory and practice: Textbook / A.G. Dementieva, M.I. Sokolova. - M.: Aspect-Press, 2016. - 352 p.
8. Zaitsev, G.G. Human resource management: textbook / G.G. Zaitsev. Moscow: Academia, 2018. 352 p.
9. Isaeva, O.M. Human resource management: Textbook and practical course for applied bachelor's degree / O.M. Isaeva, E.A. Priporova. Lyubertsy: Yurait, 2016. 244 p.
10. Kartashova, L.V. Human resource management: Textbook / L.V. Kartashova. - M.: Infra-M, 2016. - 48 p.

Additional:

1. Makarova, I.K. Human resource management: lessons of effective HR management: A textbook / I.K. Makarova. Moscow: Delo ANKH, 2015. - 422 p.
2. Makarova, I.K. Human resource management: lessons of effective HR management: A textbook / I.K. Makarova. Moscow: RANHiGS Publishing House, 2019. - 424 p.
3. Pugachev, V.P. Strategic management of human resources of the organization: A textbook / V.P. Pugachev, N.N. Oparina. - M.: KnoRus, 2016. - 109 p.
4. Shapiro, S.A. Human resource management: A textbook / S.A. Shapiro. Moscow: KnoRus, 2017. - 208 p.
5. Shakhovskaya, L.S. Human resource management (for bachelors) / L.S. Shakhovskaya. Moscow: KnoRus Publ., 2017. 176 p.

