



# **PERSONNEL MANAGEMENT IN A CROSS-CULTURAL ENVIRONMENT**

**MASTER'S PROGRAMME DEGREE**



## PROGRAM ADVANTAGES

- ✔ Studying various models of HR service operation in Russian and international companies.
- ✔ Shaping practical skills (mastering methods and technologies) in key areas of professional activity.
- ✔ Opportunity to work in any part of the world thanks to the knowledge of specific information processes and national approaches.
- ✔ International student teams help establish one's own professional network while still being a student.
- ✔ Opportunity to take part in foreign internships and exchange programs with partner universities.
- ✔ An array of individual and group practice-oriented projects using active learning methods and giving the students the skills of operating specialised software.
- ✔ Opportunities of advanced foreign language learning.
- ✔ Taking part in academic conferences and research projects, including overseas ones.
- ✔ Regular lectures and workshops by HR managers from Russian and abroad, joint projects and conferences.



# STUDYING PROCCCESS

**120 credits.**

Lectures, seminars, practices and internships,  
as well as research activities.



## PERSONNEL MANAGEMENT: RUSSIAN AND FOREIGN EXPERTISE

- HP policy.
- HR strategy.
- Assessment of staffing needs.
- Technology.
- Recruitment technology.
- Primary diagnostics and candidate selection.
- Headhunting sources.
- Hiring.
- Orientation.
- Motivation systems.
- Coaching, mobbing, outsourcing, teambuilding.



## CROSS-CULTURAL MANAGEMENT

- Inter-ethnic relations.
- Individual differences as the basis for intergroup conflicts.
- Cross-cultural shock and ways to overcome it.
- Cross-cultural differences management.
- Cross-cultural interaction.
- Verbal and non-verbal communications and their specifics in different countries.
- Correlation between communication and national and cultural context.
- Ethnic foundations and interconnections of language, mentality and culture.





## **LATEST TECHNOLOGIES OF HR DEVELOPMENT TECHNOLOGIES**

- Intrinsic features of professional development.
- Formation of professional self-identification in the course of professional development.
- Learning as a prerequisite for professional development.
- Career as a result of professional growth.
- Career self-management as a way of career development.



## **RECRUITMENT TECHNOLOGY: FOREIGN AND RUSSIAN PRACTICE**

- External and internal recruitment.
- Hiring marketing.
- MArketing technologies in recruitment.
- Key performance indicators (KPI).
- Mass recruitment.
- Labour force transit.
- Personnel outsourcing.
- Special aspects of temporary personnel recruitment.
- Staff leasing.
- Executive search technology.
- Talents search (Talents hunting) as a new recruitment line.
- Staffing and restaffing of BoDs.
- Headhunting technology and specifics.
- Cross-country headhunting.



## **ASSESSMENT OF LABOUR EFFICIENCY AND MANAGEMENT**

- Methods of labour efficiency assessment.
- Competence method.
- Behavioural rating scales.
- MBO (Management by Objectives) – management and assessment through work objectives setting.
- Assessment Center as a method based on Modelling key aspects of activity to assess the employee's professionally relevant abilities and qualities.
- Balanced scorecard system (BSS), its concept and composition.



## **PERFORMANCE ANALYSIS AND GRADING TECHNOLOGY IN INTERNATIONAL COMPANIES**

- Personnel management and grading.
- Work analysis methodologies: PAQ, CMQ, FJA, O\*NET.
- Methods of position significance identification.
- Key position isolation and assessment.
- Market-based pay research.
- Salaries and job weight comparing and contrasting.
- Identification of grades and grade groups.
- Classic grading methods: Hay Group method (Hay Guide Chart), Watson Wyatt method, Kodak job evaluation method.



# STUDENTS FEEDBACK



**VALERIA LOMAKINA**



Perhaps, it is widely believed now that C-students do better in terms of career. But mark this well - if you are a C-student and wish to establish yourself in your career, you should have inherent soft skills and be well-versed in many things. Otherwise, do not rely on popular beliefs and stereotypes which have not been verified by your own experience. When I was a bachelor student myself I possibly had the same opinion about career, however I made an informed decision to take up the Personnel Management in a Cross-Cultural Environment program, and that decision has proved crucial in my entering the labour market and expanding my theoretical expertise.

Now, working in a company, I can see that every other colleague is a perfectionist with a healthy share of ambitions and a tendency to be an overachiever – and this helps generate mind-boggling creative solutions and pull off projects that make our general managers and heads of departments squeal in delight. Thanks to the “overachiever complex” which I developed as a master student, I managed to land my own projects while still on probation (in my second month of working there). It was while working towards my master degree that I had a dig at my soft skills at a completely different level of communication with my professors where they acted already as my mentors, cultivating my critical and out-of-box thinking skills, feedback and the ability to stand my ground defending my own take on the processes that I have studied and considered.

My biggest achievement at university was not even graduating from it with honours and being awarded the title of the Best Graduate of 2019 but the fact that I managed to draw the attention of highly experienced professors to the generation theory and studying HR from the perspective of the psychological aspects of Generation Y. This demonstrates the proactive interest the professors have to what you wish to contribute to science.

A particularly valuable experience for me was my internship in Barcelona together with my university peers and professors, as well as a teaching experience extensive enough for a master student, interaction with university colleagues and professors, regular workshops, our joint visit to the Economic Forum and other conferences. I have particularly fond memories of informal communication with the faculty members and their willingness to support me even in dealing with personal problems in a particularly difficult time and I am really happy to have had such people around me.

The only thing I regret looking back is not making even more effort or doing a little more than I did.





# STUDENTS FEEDBACK

## KRISTINA VASILEGA

“ When choosing the master program, I knew for certain that first, I would like to connect my future profession with HR management and consulting, and second, that I will go onto further study at RUDN after obtaining my bachelor degree.

When the time came to make a choice, I studied the curriculum, the list of program professors and instructors and opted for the Personnel Management in a Cross-Cultural Environment program. I have no regrets about that choice whatsoever. I am truly happy about how the interaction with the professors is arranged and how the education process is organised. I really like it that the program administration successfully implements the ideas about the student-centered education. This approach gives one a sense of safety and comfort in the learning process, a reliance on support and help from the faculty members. I feel their consideration and attention for myself and my professional achievements in the learning process.



## ARTEM STAROSTIN

“ First of foremost I would like to thank all the organizers and professors of the Personnel Management in a Cross-Cultural Environment master program. It is only through you and your individual approach that the students have had the opportunity to build their career and business on a higher level. It is thanks to you that we have been able to assume active positions in the leading companies of our country. Following the Personnel Management master track and specifically the Personnel Management in a Cross-Cultural Environment program has been a crucial stage of my life. Having previously obtained the bachelor degree in Management majoring in Personnel Management, I decided to go on with my education to enhance and expand my knowledge in the professional environment. The two years I spent as a master student of the Management department were extremely interesting, eventful and productive.







# STUDENTS FEEDBACK



**MAKSIM KHARLAMOV**



I would like to say thank you to our professors and point out that the Personnel Management in a Cross-Cultural Environment master program is unparalleled in terms of idea and content, is inherently innovative, uniquely designed and clearly custom-made. Having a wide range of research, theoretical and practical options this program's master students have a great opportunity to locate their own area of concentration and development in the professional activity. I made a conscious choice in favour of this program based on its name, which did not specify the approach to training. This at the time was completely new and unfamiliar to me. Yet, I proved right in my choice. A graduate of this master program receives a good training involving understanding of the relevant HR concepts and categories, which not only makes him or her stand out on the professional job market but also helps navigate modern-day approaches, society's demands and expectations, as well as opt for the best possible personnel management models.



**KIRILL EMELYANOV**



When I have received a bachelor degree from the National Research University Higher School of Economics I understood that my interests lie in the field of HR. However, much as we would like to think otherwise, one's development is inconceivable without high-quality education and obtaining skills and knowledge in their field of choice. And that's a given. At the time of enrolling with the program, I had a job and planned to further progress in an international company, so I went for the Personnel Management in a Cross-Cultural Environment program without a moment's hesitation. I was struck by the fact that I found myself in a truly cross-cultural environment, as most of my peer students come from foreign countries. It is really cool when cross-cultural stands for not only the program's focus but for the learning process itself. During our study we have touched upon various aspects of personnel management, have received instructions and advice from experts and practitioners, while academic conferences, lectures and seminars have become part and parcel of our life. What else is important for a master student? Naturally, it's the work-study integration! Our schedule includes evening classes, and our faculty are always willing to meet our needs half way.







# HEAD OF THE PROGRAMME

**ALLA VAVILINA**



Candidate of Economic Sciences,  
Associate Professor of Management  
Department.

## **AREAS OF SCIENTIFIC CONCENTRATION:**

Human Resources Management, Corporate Social Responsibility, Innovative Technologies in Management, Innovative Infrastructure, Corporate Governance, Economic and Personnel Security, Modern-day Educational Methodologies.

Author of research papers in peer-reviewed Russian and foreign journals (SCOPUS, Web of Science, as well as journals approved by the State Commission for Academic Degrees and Titles under the Russian Ministry of Education), a regular international conference speaker. Has had fellowships with Barcelona Business School, European Institute of Applied Sciences and Management, Prague (Czech Republic) and the Erasmus+ program at Abertay University Dundee, Scotland (UK).