

Digital Transformations in HR Management Syllabus

The goal of mastering the discipline

The aim of the course is to acquaint students with the main trends and consequences of digital transformations in the management of the personnel of companies, as well as in the labor market and in labor relations between workers and employers.

Planned learning outcomes

- Evaluates and compares the transformations in human resources management in the digital age
- Knowledge and assessment of barriers to personnel management in digitalization conditions
- Skills in assessing the digital literacy of the population
- Enterprise digitalization assessment skills
- Comparison and application of new forms of employment in the context of digitalization
- Assessment of hiring and firing workers in the context of digitalization
- Analysis and application of distance learning methods for company employees
- Development of wage systems in the context of digitalization

Content of the discipline

The main functionality of HR management companies and its transformation in the era of digitalization

Labor market imperfection and personnel economics. Staff Economics Toolkit. The main functionality of HR management companies. Signs of digitalization. Digital transformation of the functionality of HR companies. Practical significance of digitalization of personnel management for heads (managers) of enterprises.

Barriers and institutions for digitalization of HR processes

The main barriers to digitalization of enterprises. Normative acts regulating the digitalization of enterprises. Transformation of employee-employer relations in the context of digitalization. Features of regulatory barriers to digitalization of work with personnel in Russia. Distance employment barriers and ways to solve them: experience of Russia and other countries of the world.

Digital literacy of the population: measurement indicators and cross-country comparisons

Methodology for assessing digital literacy of the population. Indicators of digital literacy of the population. Digital literacy of the population in Europe and Russia: a comparative analysis.

Personnel incentive systems and pay differentiation in the era of digitalization

Principles and varieties of personnel incentive systems. Monetary and non-monetary personnel incentive systems. Differentiation of wages between categories of workers. The stimulating effect of remuneration for the result. Principles and problems of development of systems of remuneration for the result. The system of indicators characterizing the results of the activity of the enterprise and the employee. The choice between price, quantitative and qualitative indicators in the

development of systems of remuneration for the result. Choice between rewarding and punishing workers. Benefits and risks for businesses and employees pay for seniority. Refusal of enterprises to stimulate work experience. Optimal retirement and displacement of workers to retire. Motivation of employees when paying for seniority. The profitability of forced layoffs with seniority. Career as a tool for managing employee productivity. Income structure and individual efforts of employees. The influence of random factors on the decision to move up the career ladder. Organization principles and efficiency of performance tournaments. Challenges in incentivizing employee productivity based on tournaments. Absolute and relative, objective and subjective indicators of labor productivity and the organization of tournaments. Selective and motivational aspects of career advancement. Diverse and homogeneous structure of workers. Differentiation and alignment of the structure of wages during the tournament. Choice between intra-firm career advancement and external recruiting. Formation of working groups with information asymmetry. Remuneration strategies for employees' cooperation. Features of wage systems in the cooperation of workers. Principles of the impact of wage systems on the cooperation of workers. Choice between wages and compensation for employment conditions. Voluntary social payments from enterprises. The principle of "cafeteria" with heterogeneous preferences of workers. Offering social packages by enterprises and their selective impact on workers.

Digitization of search, hiring, selection and dismissal of personnel when introducing digital technologies

Employee search channels and their digitalization. The introduction of digital technologies and their impact on the hiring, selection and dismissal of workers. Types of digital technologies. Winners and losers from digital adoption. Implications of digitalization for the employment of different categories of workers. Adverse Selection problem. Early retirement and outplay.

Transformation of labor relations. Protection, types and conditions of digital employment

Transformation of labor relations in the context of digitalization. Types of digital employment. Employment on the platform. Protection and employment conditions in the digital age. Distance employment conditions. Employee labor accounting and digital employment security.

Enterprise Digitalization: Scope, Extent and Country Differences

Methodology for assessing the scale and degree of assessing the scale and degree of digitalization of enterprises. Indicators of digitalization of enterprises. The scale and degree of digitalization of enterprises in Europe and Russia: a comparative analysis

Investments in human capital and distance learning of workers

Investing in human capital: a solution from the side of employees and from the side of employers. Forms and sources of financing for employee training. Training in perfect and imperfect labor markets. Optimizing the benefits and costs of education. Monetary and non-monetary costs of education. General and specific investments in education. Factors of market imperfection and their influence on the decision of enterprises to train employees. Types of training programs from enterprises. Formal and informal training for workers. Enterprise Education Strategies: A Cross-Country Comparison. Advantages and disadvantages of distance learning for employees. The demand for skills and knowledge in the digital economy. Online Learning: Benefits and Costs. Continuous learning and obsolescence of knowledge and skills. Teaching young and old: features and methods of financing. Self-study and professional knowledge. International learning

experience in the digital economy. Availability and necessity of training, types and forms of training in the digital economy.

Control elements

- Lecture and seminar activity
- Independent work

Intermediate certification

Intermediate certification (3 module)

$0.5 * \text{Activity at lectures and seminars} + 0.5 * \text{Independent work}$