

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**

**SUMY NATIONAL AGRARIAN UNIVERSITY**

**Chair of Management**

**«CONFIRMED»**

**Head of the Chair of Management**

  
\_\_\_\_\_  
**(A.M. Mykhailov)**

**«09» June 2020**

**CURRICULUM (SYLLABUS)**

**PP-4. Human Resource Management**

**Specialty:** 073 «Management»  
**Educational level** Bachelor  
**Faculty:** Economics and Management

**2020 – 2021 academic year**

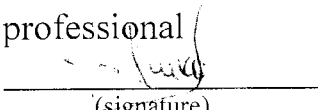
Curriculum of the discipline «**Human Resource Management**» was worked out for the third-year students of specialty: **073 «Management»**


Elaborated by: Mykhailov A.M.  Prof., Dr.S. (econ), Head of Chair of Management.

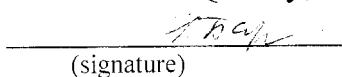
Curriculum is reviewed during the meeting of the Chair of Management.  
Protocol № 12 dated from 09 June 2020.

Head of the Chair of Management  A.M. Mykhailov

### Coordinated by:

Guarantor of educational and professional program (project team leader)  (signature) (A.M. Mykhailov) (surname and initials)

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## 1. Curriculum description

Indicators	Branch of knowledge, training direction, qualification level	Characteristics of course	
		full-time education	extramural studies
Number of credits – 3/3	Branch of knowledge 07 “Management and Administating”	<i>Normative</i>	
	Specialty: 073 “Management”		
Modules 2	Qualification level - Bachelor	<b>Years</b>	
Content modules 2		2020-2021	2020-2021
Individual scientific research task: <i>Preparation of abstracts</i>		<b>Course</b>	
		3	4
		<b>Semester</b>	
Total quantity, hours – <b>90/90</b>		6	7
Week classes for full day studding: classes – 3 individual –3		<b>Lectures</b>	
		30 hr.	6
		<b>Practical classes</b>	
		14 hr.	6
	<b>Labs</b>		
	-	-	
	<b>Individual work</b>		
46 hr.	78		
<b>Individual tasks</b>			
<b>Forms of Control: Exam</b>			

**Note.**

Correlations of numbers of classes to individual work are:

for full-time education students – 48/52 (44/46)

for extramural studies students – 20/80 (12/78)

## 2. Aim and Tasks

**2.1. The purpose of discipline** "Human resource management" is get an overview on the major principles, methods, aims and strategies of personal management, features of forming and classification of personnel by the participation in the management and production

Students mastering basic concepts of Human resource management, its types, structures and models; formation of thinking about the problems and the role of personal in economic on the success of using applied situations and business games.

### 2.2. Tasks of the discipline

The study of the discipline "Human resource management" involves the formation of students' competencies (derived from the educational and professional program):

№	Type of program competencies	Program competence	Code
1	<b>General</b>	Ability to work in a team and establish interpersonal interaction in solving professional problems.	GC5
2		Ability to adapt, be creative, generate ideas and actions in a new situation.	GC7
1	<b>Professional (special)</b>	Ability to manage the organization and its departments through the implementation of management functions.	PC 4
2		Ability to create and organize effective communications in the management process.	PC 8
3		Ability to form and demonstrate leadership qualities and behavioral skills.	PC 10
4		Understand the principles of psychology and use them in professional activities.	PC 12

### 2.3. Program learning outcomes

As a result of studying the discipline "Human resource management" the student must be able to demonstrate the following learning outcomes (derived from the educational-professional program):

№	Program learning outcomes	Code
1	Describe the content of the functional areas of the organization.	PRN 5
2	Demonstrate skills of interaction, leadership, teamwork.	PRN 9
3	Have the skills to justify effective tools to motivate the organization's staff.	PRN 10
4	Identify the causes of stress, adapt yourself and team members to a stressful situation, find ways to neutralize it.	PRN 14
5	Demonstrate skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.	PRN 16

## 3. Program of Discipline

(confirmed of Scientific Council SNAU protocol №1 from 27.08.2014.)

### Content module 1. Foundations of Personnel Management.

Theme 1: Human Resources Management organizations. The role and importance of human resource management as a science. Man as an object of HR in the organization. The main stages of work with personnel. Introduction to the methods of studying individual psychological characteristics of individuals. Working with the analysis and evaluation of the behavior of certain people in different situations.

Theme 2. Evolution of the management staff. Becoming views on HR. Formation of scientific views on human resource management. The development of national approaches to human resource management. Modern theories of management personnel. The acquisition of the contents of the most

important social and psychological qualities of modern senior managers. Modeling a portrait of the head and the rationale for self-development and self in preparation for management activities.

Theme 3: The composition and structure of the staff Personnel, its main features and characteristics. Classification involving staff in the management and production. The structure of the personnel by occupation, profession, skill, educational level. Mastering the nature and characteristics of the methods of selection and placement of managerial personnel. Mastering the technique of selecting candidates for the vacant post of using the method of ranking. Determine the most suitable applicant for employment vacancies.

Theme 4. Personnel policies and controls in the personnel management system HR Policy and HR strategy of the organization. National and regional authorities of human resources. Organizing activities of personnel services of information provision. Forming constituents personnel policies of the organization. Strategy for HR policies of the organization.

Theme 5: Human Resource Planning in organizations Planning the number of personnel at the facility. Types of planning staff. Methods for determining staffing needs. Staffing organizations abroad. Mastering the nature and awareness of the importance of basic documents regulating the activities of persons and services HR (position of the HR department and job descriptions). Development of provisions for personnel department (personnel services) and job descriptions for its staff (Head of Department, Department Inspector, Manager HR).

Theme 6: Organizing the recruitment and selection of staff The content of the process of recruitment and hiring. Models and methods of personnel selection. The organization of the competition specialists. Methodological approaches to enterprise requirements planning staff. Calculation of the organization's needs in employees and employees.

Theme 7: Professional Orientation and adaptation in the management of staff Career guidance as a system of objective informing of the population. Criteria and performance management of staff. Methods for evaluating the efficiency of use of personnel and activities of HR.

Theme 8: Human resources management The formation of managerial personnel. Payment Adjustment managers. Education and Training of administrative staff. Introduction to different types of critical evaluations of work behavior of employees. Acquiring skills in using various forms of criticism, without damage to the dignity of workers.

### **Content module 2. Evaluation, development and management of staff.**

Theme 9. Reserve personnel management The concept and purpose of provision of personnel. Stages and principles of reserve staff. Methods of selecting candidates in reserve. Work with reserve. Planning and preparation of personnel reserve. Developing a plan for the reserve management training and consistency management.

Theme 10. valuation of staff in organizations Essence, objectives and methods of evaluation staff. Psychosocial evaluation managers and specialists. Certification as a form of evaluation staff. Introduction to the basic components of a comprehensive evaluation of managers and experts. Organization and documentary support personnel certification.

Theme 11. Management of staff The essence of the task and the professional development of staff. Types and methods of training personnel. Organizational and methodological support learning. Staff development and the human collective investment institutions. Developing a plan for training and staff development organization.

Theme 12. Career management and personnel moving The essence of the concept of career and career growth. Planning and career development. The system of professional moving staff management business career. Planning of career employees.

Theme 13. The system of compensation and rewards in personnel management Criteria for determining the remuneration and organization. Determination of compensation and benefits. Mastering the methods of determining the motivation of staff. Plans the labor movement of workers.

Theme 14. Formation of team The concept and importance of the collective in personnel management. The structure and stage of development team. Socio-psychological climate factors and its regulation. Conflict management in the team. Managing the development team (steps, structure) and productivity. Mastering the technique of evaluating socio-psychological climate of the team.

Theme 15. Documentation and records in the personnel management system The basic requirements of contentment personnel services. The documentation for management personnel. Organization of accounting and reporting personnel. Information system personnel abroad.

#### 4. Structure of training discipline

Name of content modules and topics	Number of hours											
	full-time education						extramural studies					
	total	also					total	also				
		L ct	P C	L a b s	I W	I W		L ct	P C	L a b s	I W	I W
<b>Module 1 Fundamentals of personnel management.</b>												
1. Personnel management in the management of organizations	6	2	2			2	8	2	2			4
2. Evolution of thinking on personnel management	4	2				2	4					4
3. Members and structure of the personnel	6	2	2			2	8	2	2			4
4. Personnel policy and controls in the personnel management	4	2				2	6					6
5. Workforce planning in organizations	6	2	2			2	6					6
6. Organization set and personnel selection	4	2				2	6					6
7. Professional orientation and adaptation in the personnel management	6	2	2			2	4					4
8. Potential personnel management	4	2				2	4					4
<b>Sum of Module 1</b>	<b>40</b>	<b>16</b>	<b>8</b>			<b>16</b>	<b>46</b>	<b>4</b>	<b>4</b>			<b>38</b>
<b>Module 2 Assessment, development and management of HR.</b>												
9. Reserve in management personnel	6	2	2			2	8	2	2			4
10. Evaluation of the personnel in the organization	4	2				2	6					6
11. Development management personnel	6	2	2			2	6					6
12. Career management and movement of personnel	4	2				2	6					6
13. System of compensations and rewards in the personnel (hr) management	6	2	2			2	6					6
14. Formation of team	4	2				2	6					6
15. Documentation and record keeping in hr system	4	2				2	6					6
<b>Total hours for module 2</b>	<b>34</b>	<b>14</b>	<b>6</b>			<b>14</b>	<b>44</b>	<b>2</b>	<b>2</b>			<b>40</b>
<b>Individual task</b>	<b>16</b>				<b>16</b>							
<b>Total hours for subject</b>	<b>90</b>	<b>30</b>	<b>14</b>		<b>16</b>	<b>30</b>	<b>90</b>	<b>6</b>	<b>6</b>			<b>78</b>

## 5. Topics and plans of lectures

### Full-time education

<i>Nº</i>	<i>Name of topics</i>	<i>Quantity of hours</i>
1	Topic 1: Human Resources Management organizations. Plan. 1. Role and importance of human resource management as a science. 2. A person as an object of HR in the organization. 3. Main stages of work with staff	2
2	Topic 2. Evolution of the management staff. Plan. 1. Formation of views on human resource management. 2. Forming scientific views on human resource management. 3. Development of national approaches to human resource management. 4. The theory of modern personnel management.	2
3	Topic 3. The composition and structure of the staff Plan. 1. Personnel, its main features and characteristics. 2. Classification with staff in the management and production. 3. Structure of personnel by occupation, profession, skill, educational level.	2
4	Topic 4. Personnel policies and controls in the personnel management system Plan. 1. Personnel policy and personnel strategy of the organization. 2. Nationwide and regional government human resource management. 3. Organizing activities of personnel services of information provision.	2
5	Topic 5. Human Resource Planning in organizations Plan. 1. The number of planning staff at the facility. 2. Kinds planning staff. 3. Methods for determining staffing needs. 4. Staffing organizations abroad.	2
6	Topic 6: Organizing the recruitment and selection of staff Plan. 1. Contents recruitment process and recruitment. 2. Models and methods of personnel selection. 3. Organization Contest professionals.	2
7	Topic 7. Professional Orientation and adaptation in the management of staff Plan. 1. Career guidance as a system of objective informing of the population. 2. Profesioloziya and profesiogram in the management of staff. 3. Labour adaptation personnel.	2
8	Topic 8. Human resources management Plan. 1. Formation process management training. 2. Regulation paying managers. 3. Education and Training of administrative staff.	2
9	Topic 9. Reserve personnel management Plan. 1. Concepts and objective provision of personnel. 2. Stages and principles of reserve staff. 3. Methods of selecting candidates in reserve. 4. Organization of to allowance.	2
10	Topic 10. Evaluation of staff in organizations	2

	Plan. 1. Essence, objectives and methods of evaluation staff. 2. Psychosocial evaluation managers and specialists. 3. Certification as a form of evaluation staff.	
11	Topic 11. Management of staff Plan. 1. Essence and objectives of the professional development of staff. 2. Types and methods of training personnel. 3. Organizational and methodological support learning.	2
12	Topic 12. Career management and personnel moving Plan. 1. Essence of the concept of career and career growth. 2. Scheduling and career development. 3. Moving system of professional staff 4. Managing a business career.	2
13	Topic 13. The system of compensation and rewards in personnel management Plan. 1. Criteria for determining remuneration and organization. 2. Determining compensation and benefits. 3. Methods for determining the remuneration of staff	2
14	Topic 14. Formation of team Plan. 1. The team concept and importance of personnel management. 2. Structure and stages of development team. 3. Socio-psychological climate factors and its regulation. 4. Conflict Management in the team.	2
15	Topic 15. Documentation and records in the personnel management system Plan. 1. Contentment basic requirements of personnel services. 2. Documentation for management personnel. 3. Organization of accounting and reporting personnel. 4. The information system staff abroad.	2
	<b>TOTAL</b>	30

### Extramural studies

<i>Nº</i>	<i>Name of topics</i>	<i>Quantity of hours</i>
1	Topic 1: Human Resources Management organizations. Plan. 1. Role and importance of human resource management as a science. 2. A person as an object of HR in the organization. 3. Main stages of work with staff	2
2	Topic 3. The composition and structure of the staff Plan. 1. Personnel, its main features and characteristics. 2. Classification with staff in the management and production. 3. Structure of personnel by occupation, profession, skill, educational level.	2
3	Topic 9. Reserve personnel management Plan. 1. Concepts and objective provision of personnel. 2. Stages and principles of reserve staff. 3. Methods of selecting candidates in reserve. 4. Organization of to allowance.	2
	<b>TOTAL</b>	6



## 6. Topics and plans of practical classes full-time education

<i>N<sup>o</sup></i>	<i>Name of topics</i>	<i>Quantity of hours</i>
1	Theme 1. Methods of studying personality	2
2	Theme 2. Selection for the vacant position	2
3	Theme 3. Regulatory documents in personnel management	2
4	Theme 4. Effective management personnel.	2
5	Theme 5. Reserve planning and consistency management.	2
6	Theme 6. Managing the development and training of personnel.	2
7	Theme 7. Motivation staff of organization.	2
	<b>TOTAL</b>	14

### extramural studies

<i>N<sup>o</sup></i>	<i>Name of topics</i>	<i>Quantity of hours</i>
1	Theme 1. Methods of studying personality	2
2	Theme 2. Selection for the vacant position	2
3	Theme 3. Regulatory documents in personnel management	2
	<b>TOTAL</b>	6

## 7. Individual work full-time education

<i>N<sup>o</sup></i>	<i>Name of topics</i>	<i>Quantity of hours</i>
1	Theme 1: Theoretical Foundations of HR	2
2	Theme 2: The evolution of the management staff	2
3	Theme 3: The controls in the system of personnel management	2
4	Theme 4. Legal aspects of personnel management.	2
5	Theme 5. Planning and personnel in the enterprise	2
6	Theme 6: The organization of recruitment and selection of personnel	2
7	Theme 7. Vocational guidance HR system.	2
8	Theme 8. Staff potential management.	2
9	Theme 9. Socionics staff	2
10	Theme 10. Career development in the enterprise	2
11	Theme 11. Reserve of staff	2
12	Theme 12. Periodic assessment of staff	2
13	Theme 13. Certification of the personnel	2
14	Theme 14. Development and training	2
15	Theme 15 Documentation and HR Administration HR system	2
	<b>TOTAL</b>	30

### extramural studies

<i>N<sup>o</sup></i>	<i>Name of topics</i>	<i>Quantity of hours</i>
1	Theme 1: Theoretical Foundations of HR	4
2	Theme 2: The evolution of the management staff	4
3	Theme 3: The controls in the system of personnel management	4
4	Theme 4. Legal aspects of personnel management.	6
5	Theme 5. Planning and personnel in the enterprise	6
6	Theme 6: The organization of recruitment and selection of personnel	6
7	Theme 7. Vocational guidance HR system.	4
8	Theme 8. Staff potential management.	4
9	Theme 9. Socionics staff	4

10	Theme 10. Career development in the enterprise	6
11	Theme 11. Reserve of staff	6
12	Theme 12. Periodic assessment of staff	6
13	Theme 13. Certification of the personnel	6
14	Theme 14. Development and training	6
15	Theme 15 Documentation and HR Administration HR system	6
	<b>TOTAL</b>	78

## 8. Individual task

### Preparation for essay topics:

1. Place of HR in the organization's management.
2. Objectives HR today.
3. The main stages of the management personnel in the organization
4. The historical development of scientific management.
5. Changing views on the management of people with the emergence of the school of scientific management.
6. Features national and regional workforce management
7. The essence of humanistic and technocratic approaches to personnel management.
8. Contribution prominent local scientists to science management.
9. Planning and organization of work of HR departments in enterprises and associations.
10. Controls workforce of the country.
11. Planning needs and utilization of human resources.
12. Types of planning staff.
13. Internal and external factors affecting the formation of staffing needs.
14. The selection of personnel.
15. Requirements occupation of vacant positions.
16. Methods of attracting and selecting candidates for the organization.
17. Socionics staff.
18. The organization of vocational training.
19. Profesiology and profesiograms in system management.
20. Certification as a form of personnel evaluation.
21. Management reserve personnel.
22. Transfer of managerial knowledge in personnel management.
23. Coaching as a tool for the diffusion of knowledge in virtual groups.
24. Investing human resources and personnel management.
25. Intellectual capital organization.
26. Features training in Ukraine.
27. Skills development.
28. Methods for determining the remuneration of staff.
29. Social partnership in the company.
30. The role of conciliation procedures in resolving the dispute.
31. The behavior of the individual in the team.
32. System of vocational training abroad.
33. Management motivation in the company in today's
34. Features services employment.
35. Stimulating labor activity staff.
36. Foreign experience of social partnership.
37. The organization and methods of layoffs.
38. The concept of "fluidity, motion and movement of personnel": similarities and differences.
39. Management turnover and labor discipline abroad.
40. Ethics of business relationships with staff

## 9. Methods of study

1. Methods of learning source of knowledge:
  - 1.1. Verbal: story, explanation, conversation (heuristic and reproductive), lecture, briefing, summarizing, making tables, graphs, supporting lecture notes and so on.
  - 1.2. Visual: demonstration, illustration, observation.
  - 1.3. Practical: practical work, exercise.
2. Methods of studying the nature of logic knowledge.
  - 2.1. Analytic
  - 2.2. Synthesis
  - 2.3. Inductive method
3. Methods of studying the nature and level of independent intellectual activity of students.
  - 3.1. Problem (problem-information)
  - 3.2. Part-search (heuristic)
  - 3.3. Exploratory
  - 3.4. Reproductive
  - 3.5. Explanatory, demonstrative
4. Active learning methods - brainstorming, solving crosswords, competitions, debates, round tables, business games, training, use of problematic situations, tours, group study, self knowledge, simulation methods of learning, training and supervising of tests, the use of basic lectures )
5. Interactive learning technology - the use of multimedia technology, Kahoot, interactive Google tools, MIND mapping, platform MOODLE, Zoom; as well as:
  1. Plan • play and correct basic knowledge and experience of students; • communication of the topic, goals, objectives of the lesson and motivation of learning; • study of new material for mastering skills (training exercises); • primary application of acquired knowledge; • the use of knowledge by students in standard conditions; • creative use of knowledge and skills; • the results of the lesson, homework.
  2. Objective To form the skills and knowledge application.
  3. Active students Fulfillment of mental tasks for analysis, synthesis, comparison, generalization; organization of competitions, educational games.
  4. Logical system of evidence Performing exercises: a) on the model; b) according to the instructions; c) on the instructions of the teacher; poll; joint discussion of issues; case-method, carousel, debate; analysis of professional situations; discussion with brainstorming. Development of features of new professional situations. Training in collaboration.
  5. Prediction of questions method of trial and error, exercises “complete the sentence”
  6. Summing up intermediate conclusions, formulating conclusions orally, talking to students, drawing up summary tables, charts, graphs, forecasts of the situation, testing,
  7. Fixing proposed ideas on the blackboard or with the help of other visual aids, presentation, project method
  8. The ability of students to carry out the conclusions of performing written tasks of a creative nature (reports, abstracts); analysis of the production situations proposed by the teacher.

## 10. Methods of evaluation

- 1 Rating control a 100-point scale assessment ECTS
2. Implementation of the interim control during the semester (intermediate certification)
3. Polikryterial assessment of the current work of students:
  - The level of knowledge demonstrated in practical laboratory work;
  - Activity when discussing issues submitted to school;
  - Express control during practical classes;
  - Writing papers, essays, reports;
  - The results of testing;
  - Writing assignments during the tests;
  - Industrial situations, case studies and more.
4. Direct incorporation in the final assessment of student performance of certain individual tasks:
  - Educational and practical study of the presentation of results and more.

## 11. Distribution points that get students

Routine testing and independent work			Total for modules and Individual task	Certification	Final test - exam	Amount
Module 1 - 20 points	Module 2 - 20 points	Individual task				
Content module 1	Content module 2					
T1- T8	T9-T15		55	15	30	100
20	20	15	(40+15)			

## Evaluation (points, ECTS, national)

Total points	ECTS	National rating	
		Exams, term paper, practice	credit
90 – 100	<b>A</b>	Excellent	passing
82-89	<b>B</b>	Good	
75-81	<b>C</b>		
69-74	<b>D</b>		
60-68	<b>E</b>	Satisfactory	
35-59	<b>FX</b>	Unsatisfactory	Not passing, but can have second attempt
1-34	<b>F</b>	Poor	Not passing, need add training

## 12. Methodological literature

1. Mykhailov A. Human resource Management. Lecture notes to subject «Human resource Management» for 3rd year full-time students majoring in 073 Management of educational and qualification level "Bachelor" - Sumy: SNAU. - 2018. 66 p.

2. Mykhailov A. Workbook for practical classes to subject «Human resource Management» for students of 3rd and 4th year full-time and part-time education, specialty 073 "Management" educational degree "Bachelor". - Sumy: SNAU. - 2018. - 86 p.

3. Mykhailov A. Human resource Management. Guidelines for independent study courses to subject «Human resource Management» for 3rd and 4th year full-time and part-time students majoring in 073 "Management" educational degree "Bachelor". - Sumy: SNAU. - 2018. - 39p.

4. Mykhailov A. Educational and methodical manual «Human resource management: theory, practice, independent study» for «Bachelor» degree students of specialty 073 «Management» of full-time and part-time study. SNAU, Sumy. 2019. 101 pages

5. Educational - methodical materials of the course «Human resource management» in the distance learning system MOODLE: <https://cdn.snau.edu.ua/moodle/course/view.php?id=3100>

### 13. Literature Main

Anderson, V. (2015), "International HRD and offshore outsourcing: a conceptual review and research agenda", <i>Human Resource Development Review</i> , Vol. 14 No. 3, pp. 259-278.
Carmen Paz-Aparicio, Joan E. Ricart, Jaime Bonache, (2017) "Understanding the decision to offshore human resource activities: a coevolutionary perspective", <i>International Journal of Physical Distribution &amp; Logistics Management</i> , Vol. 47 Issue: 2/3, pp.175-197, <a href="https://doi.org/10.1108/IJPDLM-09-2015-0224">https://doi.org/10.1108/IJPDLM-09-2015-0224</a>
Guide on employment policy and International Labor Standards / International Labor office, International Labor Standards Department, Employment policy Department. Geneva : ILO, 2013. 64 p.
Nils-Ole Hohenstein, Edda Feisel, Evi Hartmann, (2014) "Human resource management issues in supply chain management research: A systematic literature review from 1998 to 2014", <i>International Journal of Physical Distribution &amp; Logistics Management</i> , Vol. 44 Issue: 6, pp.434-463, <a href="https://doi.org/10.1108/IJPDLM-06-2013-0175">https://doi.org/10.1108/IJPDLM-06-2013-0175</a>
Paz-Aparicio, C. and Ricart, J.E. (2013), "Offshoring activities impact a company's business model: the case of BBVA and Banco Santander", in Pedersen, T., Bals, L., Ørberg Jensen, P.D. and Larsen, M.M. (Eds), <i>The Offshoring Challenge: Strategic Design and Innovation for Tomorrow's Organization</i> , Springer, London, pp. 21-35. , <a href="#">[Google Scholar]</a>
Reichel, A. and Lazarova, M. (2013), "The effects of outsourcing and devolvement on the strategic position of HR departments", <i>Human Resource Management</i> , Vol. 52 No. 6, pp. 923-946. <a href="#">[Google Scholar]</a> <a href="#">[Crossref]</a> , <a href="#">[ISI]</a> <a href="#">[Infotrieve]</a>
Schmeisser, B. (2013), "A systematic review of literature on offshoring of value chain activities", <i>Journal of International Management</i> , Vol. 19 No. 4, pp. 390-406. , <a href="#">[Google Scholar]</a> <a href="#">[Crossref]</a> , <a href="#">[ISI]</a> <a href="#">[Infotrieve]</a>
Sidhu, J.S. and Volberda, H.W. (2011), "Coordination of globally distributed teams: a co-evolution perspective on offshoring", <i>International Business Review</i> , Vol. 20 No. 3, pp. 278-290. , <a href="#">[Google Scholar]</a> <a href="#">[Crossref]</a> , <a href="#">[ISI]</a> <a href="#">[Infotrieve]</a>
Tate, W.L., Ellram, L.M., Schoenherr, T. and Petersen, K.J. (2014), "Global competitive conditions driving the manufacturing location decision", <i>Business Horizons</i> , Vol. 57 No. 3, pp. 381-390. , <a href="#">[Google Scholar]</a> <a href="#">[Crossref]</a> , <a href="#">[ISI]</a> <a href="#">[Infotrieve]</a>

### Additional

Albertoni, F. and Elia, S. (2014), "The global sourcing of business services: evidence from the offshoring research network survey", <i>Journal of Industrial and Business Economics</i> , Vol. 41 No. 2, pp. 131-146.
Cunningham L. How to craft a successful career by Chad Dickerson / Lillian Cunningham // <i>The Washington Post</i> . – 2014. – November, 20. – P. 6–10.
Internal Control – Integrated Framework for Public Comment [Electronic resource] / Committee of Sponsoring Organizations of the Treadway Commission, copyright, November, 2010. – The mode of access: <a href="http://www.ic.coso.org/default.aspx">http://www.ic.coso.org/default.aspx</a>
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