

# Disadvantages of professional training of human resource management specialists in the context of their employment

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**Abstract** — The article presents the results of studying the employment of the graduates of the first in the Russian Federation HR (human resource) management department at the State University of Management (Moscow). Questioning former students showed that the majority of respondents works in their specialty in organizations of various forms of ownership and economic domains. The positions of the graduates and the duties they perform reflect the whole range of types of the professional activity of HR specialists, ranging from the general management of personnel in specific organizations to narrow positions. Simultaneously, respondents, as professionals, indicated the “weak points” of their training at a higher educational institution, mostly related to the limited practical orientation of training, namely the formation of competencies in the use of relevant personnel management tools. The survey among the graduates also revealed the variability of the professional interests of graduates, reflecting the current HR trends. The practical focus of the study is the possibility of studying the real state of the practice of personnel management through the professional experience of the graduates; as a resource for improving the educational process of the department to achieve scientific, educational, methodological and educational purposes; for the organization of career guidance among students enrolled in the department and the formation of their professional culture; for the development of a community of educators, graduates and students of the department through the development of trusting mutually beneficial relations.

**Keywords** — *human resource (HR) management department, personnel management department, vocational training, employment, graduates, position of HR specialist, position of personnel management specialist, functional duties.*

## I. INTRODUCTION

Education and especially vocational education is considered as a key source of staffing of modern enterprises and organizations with highly qualified personnel. Employment of graduates is one of the indicators for monitoring the effectiveness of educational institutions of higher education in the Russian Federation, which determine their competitiveness in the market of educational services and popularity among applicants. The State University of Management in Moscow is not an exception. Since 1990, the first human resource (HR) management department in the Russian Federation has been established and has been successfully operating, marking the beginning of a project for training a new generation of professionals [1].

HR management is a separate type of professional activity, the purpose of which is the development of human capital, as well as the realization of the professional and personal potential of employees. Human resource management appears as a set of profiles that are connected to each other by uniform labor functions aimed at providing enterprises and organizations with high-quality personnel and their effective use.

The HR manager has a specific place of work. These are, for example, personnel management services, personnel departments, personnel management departments, etc. No modern organization can work without this specialist, and the business cannot function effectively since it is this specialist who hand in hand leads an employee in the everyday process of performing functional duties and ensures employee's promotion during the entire period of professional development. Actually, HR manager selects personnel; gives business assessment and certification; realizes the tasks of vocational guidance and professional development of employees; deals with staff adaptation;

predetermines the effective organization of labor; solves the tasks of managing social development and staff training; is responsible for the management of business career and employee promotion; focuses its efforts on reserve personnel management and personnel release [2].

Analyzing the labor market of the Russian Federation in the median "Human Resource Management", some experts point to inconsistencies in the supply and demand of professionals in HR management. In their opinion, the labor force (graduates of educational organizations in "HR Management" specialty/direction of training) does not fully meet the needs of employers. In particular, there are contradictions between the objective need of enterprises for specialists in the field of HR management and the supply provided by the vocational education system. There is disharmony in the qualifications of a significant number of people employed in the sector between the education they received earlier (non-core for the sector) and those competencies that are necessary for the implementation of functional duties in specific positions; disagreements are revealed in the qualification of the received profile education and qualifications relevant to the successful performance of functional duties among university graduates [3].

The problem of the efficiency of university graduates, including HR management specialists, as workers of modern organizations, attracts interest of foreign authors. For example, "megatrends" have been identified; they determine graduates' professional preparedness — globalization, level of technology, demographic changes. It has been shown how these three trends relate to HR training at macro-level (increasing the requirements for personal and professional development of job seekers and workers, the impact of digital technologies, structural changes in labor markets, etc.), at micro-level (a deep understanding of the goals and conditions of effective training, the development of options for optimizing training and preventing the decline of knowledge and skills), and at the level of policy (analysis of the need for training in medium and small enterprises) [4]. There are also works on the development of criteria that are proposed to use for assessing the effectiveness of training at the intrapersonal, interpersonal and macro-levels of analysis - learning, influence, performance and financial impact [5]. In addition, discussions have been held on what competencies the market requires from university graduates - HR managers at bachelor's and master's levels, and what innovations are necessary for the introduction into the training process of HR management specialists in order to satisfy market demands as much as possible [6].

## II. MATERIALS AND METHODS (MODEL)

In order to get an idea about the employment of the graduates and identify the problems of their professional training at the HR management department at the State University of Management, the study was conducted (2019). The lecturers of the department (the authors of the article), who are responsible for the communication of the department with graduates, conducted a survey of students using telephone and e-mail.

The respondents were the graduates of HR (personnel) management department in 2006-2018, who got education:

- in the training programs for the "Human resource (HR) Management" specialty and for the bachelor's degree in "Human resource (HR) Management", the educational program "Organization human research (HR) Management" (bachelor's degree level) - 102 people;
- in the training program for the bachelor's degree in "Human resource (HR) Management", the educational program "Labor Economics" (bachelor's degree level) - 63 people;
- in the training program for the bachelor's degree in "Management", the educational program "Management of social and labor relations" (bachelor's degree level) - 40 people.

In total, 205 graduates took part in the survey.

## III. RESULTS AND DISCUSSION

Thus, graduates of the department pursuing a bachelor's degree in "Human resource (HR) Management" (educational program "Labor Economics") are employed at the Moscow Metro State Enterprise, ANCOR Personnel Holding, MVideo-Eldorado, "FitnessMania MDM"; JSCB "RosEvroBank" X5 Retail Group; VimpelCom; Triol Corporation; 101xp Company, Yandex Market LLC, etc.

In particular, they occupy the following positions directly related to their professional training: "HR Assistant", "Recruiter", "Personnel Manager", "Personnel Specialist", "Head of the Personnel Recruitment Subgroup", "Head of the Personnel Department", "Senior Professional Analyst for Professional Selection", "Document Management Specialist", "Coordinator assistant", "Human Resource Management Specialist", "Personnel Specialist", "Leading Personnel Recruitment Specialist", "Leading HR Manager", "HR-generalist", etc. In general, 32% of graduates in this area of training work in the specialty, 51% do not work in the specialty, 9% of respondents do not work at the time, 8% continue further studying.

The graduates of the department in the specialty "Human resource (HR) Management", as well the graduates pursuing a bachelor's degree in "Human resource (HR) Management" (Organization human recourse Management) are accepted by the organization for the following positions (work in the specialty): "Human resources manager", "Human resource assessment and development specialist", "Human resource consulting group specialist", "HR specialist", "Junior HR business partner", "Reseller", "Chief HR specialist", "Assistant of recruitment department", "IT HR", "Recruiter", "IT recruiter", "Leading specialist of the Department of personnel motivation", "Recruitment consultant", "Leading specialist in personnel management", "Head of the department for controlling the bonus process of the Office of motivation", "Human resource inspector", "Training Department manager", "Chief specialist in Corporate Programs of the Human Capital Management Directorate in the Compensation and Benefits Department", "IT Personnel recruitment specialist", "Senior personnel manager", "Personnel department manager", "Expert of the personnel recruitment and adaptation center", "Leading specialist in work with personnel", "Chief specialist of the personnel recruitment and adaptation department";

“Specialist in the recruitment and adaptation of personnel”; “Assistant specialist of the personnel administration department in the personnel management service”; “Leading specialist of the Office of Personnel Records”; “Training and Development manager”, etc.

The graduates of the department in the specialty “Human Resources (HR) Management”, as well as the graduates with bachelor’s degree in “Human Resources (HR) Management” (the educational program “Organization Human Recourses Management”) got jobs in Alfa-Bank JSC, Russian Railways, GUP MO MOSTRANSVTO, Russian Personnel Association PKA- consulting; PJSC Sberbank; Rostelecom LLC, Ministry of Internal Affairs of Russia; British recruiting company Hays; RGF Professional Recruitment Japan; Chekhov City Administration; AlfaStrakhovanie PLC; LLC "Bee Service"; Metro Cash and Carry; Gazpromneft-MNPZ JSC; Global Kids, China; X5 Retail Group CJSC Trading House Perekrestok; PJSC MGTS, International Investment Bank, Smart LLC (Smart Staff Agency); Globaltrak Logistics LLC; EY (Ernst & Young), etc. In this category of department graduates, 56% of respondents work, 43% do not work in a specialty, 1% does not work at all.

The graduates of the department with bachelor’s degree in “Management” (the educational program “Management of social and labor relations”) hold, in particular, the positions of “Customer service manager”; “Project manager”; “Specialist in primary documents”; “Administrator”; “Manager”; “A specialist in the planning and economic department”; “Internal communications manager”; “Accountant”; “Specialist in transactions”; “Leading specialist”; “Leading specialist of the Selection and Adaptation Department”, “Personnel Records Management specialist with recruiter responsibilities”; “Inspector”; “HR-manager”; “Staff development manager”; “Specialist of the 1st category of the Ministry of the Russian Federation”; “A leading expert - an expert of the civil service and personnel department”, etc. The places of employment of the graduates of this training program are the Department of Property Relations of the Ministry of Defense of the Russian Federation; Ministry of Industry and Trade of the Russian Federation; Sheremetyevo VIP LLC; Ministry of Agriculture of the Russian Federation, etc.

As you can see, among the graduates of the department with the bachelor’s degree “Management” (the educational program “Management of social and labor relations”) there are those whose professional activities are directly related to personnel management. This is due to the fact that the scope of activities of the graduates in this field of study is quite broad, and the educational program is more interdisciplinary in nature, including academic disciplines directly related to personnel management. In general, 44% of the graduates in this area of training work in their specialty, 36% do not work in their specialty, 15% of respondents do not work at the time of the study, and 5% continue further studying.

Now we turn to the functional duties of the graduates. The knowledge of the functions performed by former students of the department allows not only to form a complete picture of the quality of their professional training, but also provides opportunities to study the real state of personnel management practices in specific organizations,

to understand the diversity of modern professional activities in the median "human resource management". In addition, on the basis of the positions and functions indicated by graduates, it is possible to describe the operational subsystem of the professional activity of a personnel management specialist of modern organizations, using these characteristics in the educational process in the future.

For example, the position of “Recruitment specialist” implies work on projects in the direction of “marketing”, search for candidates from middle to top level using various search tools, telephone interviews, interaction with candidates by feedback, approval of interviews. A graduate of the department who holds the position of “HR manager” carries out the selection of candidates, the formulation of staff in the organization, interviewing, scheduling vacations. In the framework of the same position, other graduates perform the following functions: selection, adaptation and development of personnel; partial management of personnel records; organization of corporate events, as well as recruitment; support for agile changes; consulting clients on various HR issues (adaptation, competency model, HR management, etc.). “HR specialist” implements personnel records management in full, recruitment organizes corporate events, training and development of personnel. “The head of organizational efficiency” solves problems in the field of organizational design, head-count management, HR-analytics, Employee experience.

Being on the “Researcher” position, the graduate deals with searching and recruiting staff, conducting telephone interviews and maintaining the internal database of candidates. The position of “HR business partner” requires supervising a number of divisions of the company on all HR issues, and the “chief HR specialist” organizes selection, adaptation, assessment, motivation, etc. The responsibilities of a graduate of the department of HR management, occupying the vacancy of the “Assistant of the personnel recruitment department” cover document flow, conducting primary telephone interviews, meeting of candidates in the office, making reports. In particular, the “Recruitment specialist” carries out the recruitment activity; “Personnel department specialist” is involved in “personnel records management; “Lead Manager for Personnel Training and Development” organizes assessment, development, education and training of personnel; “Leading specialist” deals with personnel records management with the duties of a recruiter.

The graduates of the department also solve specific tasks. For example, “The head of the division for controlling the bonus process of the Bank’s staff motivation department” has the following functional duties: forming and developing a team, setting goals and monitoring their implementation; organization of support and control of the bonus process; participation in the automation of the bonus process (building a business process diagram, monitoring compliance with system requirements, interface and reporting, testing and finalizing the system, developing a user interface); organization of control over the payment of bonuses under the current Regulations on bonuses and ensuring compliance with their rules; organization of storage and accounting documentation; organization of control over the legitimacy of payments (compliance of payments to Regulations, payment security by internal

regulatory legal acts); registration and agreeing Regulations on bonuses. Recruitment Consultant carries out a search for English-speaking employees for international companies advise candidates on job changes and advises companies on staff recruitment. "Head-count Management Specialist" carries out "head-count planning (unloading MF, loading efficiency plans, calculating staffing for a month, agreeing on unplanned changes, etc.); summarizing the implementation of performance plans (entering data from outsourcing, agreed protections and verification of final plans); ensuring the development, updating and support of the methodology and models for calculating the categorization of retail stores; support of the SAR HR corporate information system. The "Training and Development Manager" is engaged in the selection of organizations and programs for the requests of an internal customer; organization of a comprehensive staff assessment; monitoring the preparation of individual development plans. "The leading specialist of the department for selection and adaptation" performs the functions of staff recruitment for vacant positions, accompanies the candidate during the probation period. Responsibilities of HR-generalist cover all areas of HR management - selection, adaptation, evaluation, training, preparation, budgeting, HR office work, organization of events, an internal and external brand of the employer.

Understanding professional positions (in particular, their names, functions) can be used in the process of curriculum adjustment, in case design, organization of "round tables", brainstorming, business games, etc. In our opinion, it is interesting to study these aspects of the activity in the context of the formation of a professional culture of a specialist in the field of HR management. At the same time, it is worth noting that the process of joining a professional community should begin at the stage of vocational training, through the development of relevant competencies. However, knowledge of positions in the practice of HR management and their functional content can play a significant role in conducting vocational guidance of students in the department - identifying students' interests and predispositions to specific areas of professional activity in the field of HR management (HR office work, personnel training and development, staff recruitment, etc.).

However, not all graduates of the department in all areas of training work in their specialty. For example, some of them hold the positions of "Merchandiser", "Medical representative and regional head of development department"; "Sales manager (selling higher education)"; "Accountant-Clerk Assistant"; "Accountant"; "State Customs Inspector"; "Event-manager", "Secretary", "Administrator", "Specialist of planning and economic department"; "Bank Customer Relations Specialist", "President's Assistant"; "Coordinator Manager"; "Deputy director"; "Sales Manager", "Bank Settlement and Accountancy Officer"; "Specialist in transactions"; "Head of Sales"; "A specialist of the first category in the sector of organizing planning and coordinating educational work of the Directorate for the Development of Educational Programs of the University"; "Internet marketer"; "Chief Specialist of the Office for Work with Appeals of Citizens and Organizations, Department of Office Work"; "Contracting specialist"; "Administrator", "Rental

manager"; "Interaction with suppliers department Specialist"; "Specialist of contract maintenance department"; "Leading expert of the department of the Ministry of the Russian Federation"; "Manager"; "Leading specialist of the merchandiser department"; "A specialist in the planning and economic department"; "Retail development expert"; "A clerk in the administrative department of an advertising holding", "A university teacher"; "Vocal teacher"; "Senior Producer", "Head of Sales Department", "Entrepreneur", etc.

Let us turn to the individual duties of the graduates of the department, whose positions in organizations are not related to personnel management and social and labor relations. In particular, the "Specialist of the management department" deals with interaction with the accounting department, preparing reports, contracts, internal documentation, correspondence, communication with customers, etc. The functions of the "Chief inspector of the revenue department" include control of the receipt of funds in the budget, clarification of incorrect payments, the return of funds from the budget, monthly and quarterly reports. "Financial Analyst" carries out control over the financial activities of the restaurant chain, and "Bankruptcy trustee assistant" conducts personnel office work in full. The "Payroll Accountant" performs the calculation of all types of accruals and deductions for employees, works in IC ZUP and Company, works in a bank client, prepares payment orders, issues and accounts for accountable amounts, makes monthly/quarterly/annual reports for tax service and Social Insurance Fund in terms of salary. "Executive director" is responsible for monitoring, controlling the work of the personnel, closing the salary, working with negotiable statements, accounting, controlling orders, etc.

As the above answers indicate, some of the functions are intertwined with the HR management and management in the social and labor sphere. It can be assumed that former students of the department who are not working in their specialty actively apply vocational training in other positions, in other fields of activity (for example, in entrepreneurship). In this regard, to improve the educational process, the leadership of the department and teachers can analyze the reasons why the graduates are engaged in activities not related to their profession. Presumably, this may be a lack of interest in the profession, lack of professional motivation, lack of necessary professional competencies, etc.

Below we will give the graduates' selective answers to the question "What, from your point of view, should be added to the program of training students in the field of Human Resource (HR) Management in the State University of Management?" Here, the graduates were unanimous in their opinions and, from the standpoint of professional practitioners, gave specific recommendations to improve the educational process in order to harmonize professional competencies formed at the university and "relevant" competencies required by the employer. In particular, according to graduates' opinion, in the learning process it is necessary to add "real case studies from practice, more lectures from company representatives, round tables"; "subjects connected with personnel documents in a larger quantity"; "more practice from real managers and HR representatives of large companies"; "more realities of the

current market, more about the directions of “human resource (HR) management”, “more practical examples”; “... more attention to crisis management, less ‘water’- more real stories”, “an in-depth study of personnel production”, etc.

Further, according to the opinions of the graduates of the department, they “did not have enough study of the special programs in which personnel officers work: 1C, Excel”; students need “more practical master classes with current managers”; it is necessary to “increase the course of psychology”; to make “a bias on real modern business processes, how to build them”; “add more modern trends (compliance, personnel assessment techniques, new C & B trends, etc.)”; provide “the opportunity to gain practical experience in the field of small and medium business”; “You can invite members of various well-known companies to attend lectures so that they tell how things are going in practice”; “To organize performances of people who work in large corporations in the areas of HR”; “There is not enough Excel, IT in the field of personnel, case studies, practice, starting from the first course”, etc.

Here are some individual answers. “We need more meetings with graduates, where they would not just talk about the success of a single person, but about what helped them, what tools they used, whether knowledge from the university really worked for them, or experience in other companies played a large role. “It is necessary to update the information, as in our training there were a lot of outdated data and research”; “Modern tools for working with personnel, methods of building strategies for the company, calculating the KPI, working with Excel (macros, pivot tables, working with big data), studying Labor Code (at the level of memorization)” are very important.” “We need an in-depth study of the HR management, rather than a superficial theory, the study of Labor law, the study of the Labor Code, the study and practice of conducting and passing interviews”. “There is not enough immersion in IT systems, on the basis of which HR processes are built”. “The HR analytics course should be in the curriculum (not about fluidity, stability, and statistical accounting)”. “We should know practical first steps in work: what should be in the resume, cover letter; training on the development of communications and leadership”.

Answers of the respondents to the question “What, from your point of view, should be added to the program of training students in the field of HR Management in the State University of Management?” demonstrate the development of professional thinking and the ability of the graduates of the department to critically evaluate themselves as professionals.

It was the question: “What direction in personnel management is most interesting for you at this stage?” The graduates of the department mainly answered: “C & B (system of benefits and compensation), staff motivation, remuneration of labor, labor relations”; “Search and selection of personnel, organizational culture”; “Training and development, internal communications”; “Labor law”; “Assessment and certification of personnel”; “Organizational culture, organizational design, head-count management, HR analytics, Employee experience”; “Personnel office work, remuneration, conflict

management”; “Remuneration, motivation, number of staff, staff efficiency”, “Personnel records management”, “Compensation system and benefits, assessment and development of personnel”, “Personnel training”, etc.

Here is one of the interesting answers to this question: “The direction of HR management is being transformed very much now, now I need not only knowledge from the university, but also knowledge of software, more IT knowledge (the bonus process is being automated)”. And one more pressing answer is: “We are interested in the systems of compensation and benefits, staff motivation (only more advanced), marketing issues in HR management (HR branding), the Labor Code of the Russian Federation and the law in HR management, the role of IT in HR management, 1C, Excel”; “recruitment with the latest techniques and practices are necessary”.

Thus, we can argue that the professional interests of the graduates of the department, working in their specialty, stem from the general trends in the development of HR management, current tasks of the functioning of modern organizations. At the same time, this fact suggests that the graduates are ready to develop professionally, improve themselves as subjects of labor: they are ready to develop, adapting to the profession.

#### IV. CONCLUSION

1. In general, places of work (organization) and professional positions of the graduates of the Department of Human Resource Management (HR) at the State University of Management (Moscow) indicate that they have received a thorough theoretical and practical training, and they are able to successfully solve all kinds of modern HR management problems. The graduates are fully prepared to implement the goals of the personnel policy of the organizations in which they work, namely to contribute to the development of an effective human capital management system aimed at shaping and maximizing the potential of employees in achieving the strategic objectives of organizations.

2. The graduates of the Department of Human Resource (HR) Management in the State University of Management are employed in enterprises and organizations (domestic and foreign) of various fields of activity and legal forms. The answers of the graduates show that many of them carry out labor activity in their specialty in large domestic and foreign companies.

3. The graduates of the department working in the specialty hold the whole range of positions reflecting modern professional activities in the median “human resource (HR) management”, starting from the overall management of the organization’s personnel management system (in particular, “Head of human resources”, “HR Manager”, “chief HR specialist”, etc.), and ending with positions that imply solving more limited tasks (for example, “Specialist in analytics of professional selection”, “Leading specialist in the staff motivation office”, “Specialist in the selection and adaptation of personnel”, etc.).

4. The graduates' answers to the questions “What, from your point of view, should be added to the program of training students in “Human Resource (HR) Management”

at the State University of Management?”, and “What direction in HR management is most interesting for you at this stage?” indicate that the modern economy extremely requires the implementation of practice-oriented vocational training programs (modules, disciplines, practices), involving deep penetration of enterprises and organizations into the educational process. In this regard, the study has practical significance, showing the critical points of professional preparedness of graduates of the department, pointing to the insufficient adaptation of curricula to the needs of the modern labor market, indicating gaps in mastering the graduates of the department cutting-edge tools for working with staff. This study is only the first step towards the use of feedback from the graduates for educational and methodological purposes (changes in the programs of educational disciplines, improvement of the forms of studies, the preparation of educational and methodological materials, etc.). In this case, the graduates of the department act as professional experts who are able to offer innovations in the teaching of HR management for the formation of professional competencies necessary for modern organizations [6].

5. The professional issues of interest indicated by the graduates of the department, as well as gaps in vocational training, reflect the trends in the development of personnel management in the modern conditions of the organization's functioning. In particular, the globalization of the economy, the aggressive introduction of information and communication technologies into all spheres of life require special attention to be paid to personnel policy and human resources management in the IT sphere [7]. Here, the graduates of the department, taking care of the development of HR, act as formed representatives of the professional community who care for the profession and seek to develop it [8].

6. The conducted study has set new tasks for more in-depth and multi-aspect study of the employment of the graduates and problems in their professional training. For example, in the future, professionally important quality (PIQ) can be identified. Employers' feedback on graduates and difficulties in their activities can be analyzed; their resumes for the job can be studied. Other factors affecting the employment process can be examined (for example, personal connections, specific individual psychological traits, unique professional qualities, etc.). It is also interesting to study the factors that played a decisive role for the graduates (in the status of applicants) when choosing an organization for work and how satisfied they were with the hiring process itself (interpersonal recruiter skills and information about interviews provided about compensation/benefits, career in an organization, security issues, etc.) [9].

7. The information about employment provided by the graduates of the department should be supplemented with other materials: data on monitoring the employment of the graduates in the human resource (HR) management segment for the regions and the country as a whole, feedback from employers (on the quality of professional competencies formed in the training process), information from recruiting agencies, other indicators from various sources. The place of collecting all the information of analytical value can be a repository, while for management decisions by the

administration of the department and the administration of the university, OLAP should be used as a combination of multidimensional analysis of data accumulated in the repository [10].

8. The limitations of the survey were the consciousness of the respondents and their sincerity. In particular, some respondents gave answers to the question about official duties, which turned out to be the material copied from the site of the company's online recruitment HeadHunter (hh.ru). In this regard, it is extremely important to form the trust of the graduates in the department, with the aim of forming a special social community that unites teachers, students and graduates seeking active and mutually beneficial interaction. It also contributes to improving the quality of professional training of current and future specialists.

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