



APPROVED

Vice-rector for educational activities

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**Управление человеческими ресурсами в международных компаниях / HR Management in international companies**

**Syllabus of the course**

Specialty	38.03.02 Management
Specialization	Business management and digital innovations
Level of higher education	Bachelor
Form of training	Full-time
Year of enrolment	2023
Authored by:	
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Total number of hours	108	<b>Form of final attestation:</b>  Exam: semester 5
incl:		
contact work	48	
self-study	24	
practical training	0	
control hours	36	

**Hours distribution:**

Semester:	5
Type of classes	Hours
Contact hours	20
Practical training	28
Laboratory work	
<b>Total contact hours</b>	<b>48</b>
Self-study	24
Control hours	36
<b>Total academic hours</b>	<b>108</b>
<b>Total credits</b>	<b>3</b>

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## 1. LEARNING OBJECTIVES

<b>Objective:</b>	Formation of students' knowledge, skills and abilities in the organization of human resource management, as well as the development, design and implementation of personnel development strategies.
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## 2. COURSE PLACE IN THE PROGRAMME STRUCTURE

Discipline B1.V. HR Management in international companies refers to the part formed by the participants of educational relations of Block 1.

## 3. EXPECTED LEARNING OUTCOMES

Code and name of graduate competence	Code and name of the competence achievement indicator	Expected learning outcomes
PC-1 – Is able to form possible solutions based on the targets developed for them	PC-1.2 – Analyzes the requirements of stakeholders in terms of quality criteria determined by the selected approaches	<p>To know: key basic indicators and quality criteria of the human resource management system at various economic levels</p> <p>To be able to: interpret the values of target socio-economic indicators, analyze, predict and critically assess the prospects for the state and development of the human resource management system</p> <p>To possess: basic knowledge and methods of decision-making in the field of human resource management and their practical implementation</p>
UC-9 – Is able to use basic defectological knowledge in social and professional spheres	UC-9.2 – Promotes successful professional and social adaptation of persons with disabilities	<p>To know: theoretical prerequisites for the use of defectology in the human resource management system; Tools for social and professional adaptation of persons with disabilities</p> <p>To be able to: make a choice of problem-solving tools based on modern methods and advanced scientific achievements</p> <p>To possess: basic knowledge and methods of successful professional and social adaptation of persons with disabilities in the labor process</p>

## 4. COURSE STRUCTURE AND CONTENT

Code and name of the topics	Course content	Academic hours			
		Contact work			Self-study
		Lectures	Practices	Workshops	
Section I. Methodological foundations of human resource management					
Topic 1. The concept, principles, goals of human resource management	Etymology of the origin and history of the development of the concept of "strategy". Strategic aspects of economic development. Strategic management in economic activity: areas, levels, sublevels. Strategy in the field of human resource management: the purpose, objectives, object, subject of SUCHR. The relationship of the organization's mission, its strategic goals with general and personnel management. Strategy as a method of organizing people's systemic activities to achieve strategic goals. Organizational, staff, social, role, functional structure of the enterprise as an object of strategic management. Laws of strategic human resource management (goal setting, necessary diversity, compliance). Principles of strategic HRM (the principle of unity of command; the principle of optimal combination of centralization and decentralization; the principle of combining rights, duties and responsibilities for officials; the principle of reasonable and conscious choice of goals and strategies for the development of the organization and its employees; the principle of compliance with the goals and strategies for the development of functions and structure of the management system). Formation of an organizational portfolio of strategic alternatives (changes) in the field of people management.	2	2		2
Topic 2. The main approaches to the formation and implementation of a human resource management system	Levels of HRM system development: for the organization as a whole (as a functional strategy at the corporate level); for individual areas of activity (as a functional strategy of a separate business area). The main approaches to the formation of HRM strategy: HRM performs a service function; HRM is a central independent function; the compliance of the business strategy with available human resources is determined. The algorithm for the formation of HRM strategy: 1) determining the goals of people management, taking into account the costs, results, needs and interests of employees, working conditions, development of abilities; 2) formation of the ideology and principles of personnel work; 3) determination of conditions for ensuring a balance between the economic and social efficiency of the use of human resources in the organization; 4) the stages of development of the HRM strategy (analysis of the environment, formation of mission and goals; strategy development, evaluation and control of strategy implementation, strategy adjustment). Methods of development and implementation of HRM strategy (HR strategy): survey methods; analysis methods; methods of building a new HRM system; methods of updating the HRM system;	2	2		2

	methods of introduction (implementation) of the new personnel strategy and personnel policy. Analysis of the external and internal environment of the organization in the formation of the HRM strategy. The purpose of the analysis is to identify strengths and weaknesses; opportunities and risks; key success factors in the target market of the organization; designing a scientifically sound business strategy and HR strategy. Factors influencing HRM strategy. Signs of a strong and weak competitive position of the organization; their influence on the formation of HRM strategy. The process of studying the external environment of the organization (STEP analysis). Aspects of self-diagnosis of the organization (analysis of the internal environment): marketing, financial, production, organizational, personnel. Methods of self-diagnosis (examination, analysis, personnel audit, identification of key competencies of employees). SWOT analysis (a matrix of possible scenarios for the strategic development of the organization, taking into account external and internal factors). Conditions and tasks for the successful implementation of the business strategy and HRM (the rule of five "Y"). Procedures for the phased implementation of the HRM strategy: the procedure for implementing the HR strategy; the procedure for strategic control; the procedure for coordinating the HRM strategy. The composition of measures and factors influencing the procedures for implementing the HRM strategy.				
<b>Section II. Theoretical foundations of personnel policy development</b>					
Topic 3. Principles of formation and structure of personnel policy	Personnel policy as a general direction of personnel work, a set of principles, methods and forms for the preservation and development of the personnel potential of the organization. Personnel policy in a broad and narrow sense. Principles of personnel policy formation: strategic orientation, complexity, consistency, consistency, economic validity (accounting for the cost of labor resources), legality, flexibility, scientific validity. The place and role of personnel policy in the general organizational policy of production and economic activity. The structure of personnel policy (employment and labor relations policy; personnel training and development policy; policy of remuneration, motivation and stimulation of labor).	2	2		2
Topic 4. Tasks and stages of personnel policy formation, methods of its implementation	Tasks of personnel policy (alternative choice of possible ways to form the composition and structure of personnel). External and internal factors influencing the formation of personnel policy. Expected effects from the formation (change) of personnel policy: economic, social, compliance with labor legislation and labor regulations. Alternative approaches to the implementation of personnel policy (priority of production interests; consideration of social costs). Methods of implementing personnel policy in the field of employment; in the field of education; in the field of remuneration; in the field of welfare; in the field of labor relations. Stages of personnel policy formation: coordination of the human resources management system with the strategic goals of the organization;	2	2		2

	development of a program of personnel changes; monitoring of the personnel situation in the organization. Personnel measures and programs for the phased formation of personnel policy. Factors influencing the content and specifics of phased personnel measures and programs (regulatory restrictions; taking into account the situation on the labor market; the influence of professional and public associations; quantitative and qualitative composition of employees; the level of staff turnover; the level of wages and labor productivity; the efficiency of the use of human resources in the workplace).				
Topic 5. Principles and directions of personnel policy implementation	The principle of compromise search; the direction of personnel policy implementation (achievement of individual and collective goals). The principle of conformity, the principle of professional competence, the principle of practical achievements, the principle of individuality; the direction of implementation of personnel policy (selection and placement of personnel). The principle of competitiveness, the principle of rotation, the principle of individual training, the principle of compliance with the position, the principle of regularity of assessment of individual qualities and capabilities; the direction of implementation of personnel policy (formation and preparation of a reserve for senior positions). The principle of selecting indicators for assessing individual qualities, the principle of assessing the qualifications of an employee, the principle of evaluating the results of activities; directions for the implementation of personnel policy (evaluation and certification of personnel). The principle of professional development, the principle of self-expression, the principle of self-development; the direction of implementation of personnel policy (personnel development). The principle of compliance (efficiency) of remuneration, the principle of a uniform combination of incentives and sanctions, the principle of motivation; the direction of implementation of personnel policy (motivation and stimulation of personnel, remuneration of their labor).	2	2		2
Topic 6. Types of personnel policy	Types of personnel policy depending on the level of influence of the management apparatus on the personnel situation (passive, active, reactive, preventive). Types of personnel policy according to the degree of openness of the organization to the external environment (open, closed). Characteristic features of each type of personnel policy. Subspecies of active personnel policy (rational, adventurous); their features.	2	3		2
Topic 7. Ensuring the HRM system for the implementation of personnel policy	The role and activities of the HRM service (HR department) in the implementation of the HR strategy and HR policy of the organization. The structure, staff and functional specialization of the employees of the KCR service. Types of support of the HRM service for the implementation of personnel policy (scientific and methodological, financial, logistical, personnel, legal, informational, organizational). Documentation required for the implementation of personnel policy (internal regulations; regulations on the structural unit; job descriptions, staff regulations; organizational and	2	3		2

	administrative documents on personnel in accordance with the requirements of the state standard; documents characterizing the division of labor and labor relations in the organization (staffing, organizational structure, collective agreement, employee employment contract).				
Topic 8. Effectiveness of HRM in the organization	Efficiency as an estimated category of result value and cost value. Methodological approaches to assessing the effectiveness of human resource management in an organization: economic efficiency of labor; social efficiency of labor; evaluation of labor activity by final results; labor productivity management; quality of work life management; point evaluation of labor efficiency; assessment of collective and individual contribution to the final results of labor; key performance indicator (KPI). Factors influencing the choice of criteria for evaluating the effectiveness of human resource management. Indicators for evaluating the effectiveness of human resource management in different methodological approaches.	2	3		4
<b>Section III. Strategic personnel planning using the case-study method</b>					
Topic 9. Procedure of personnel planning and budgeting of personnel expenses	Personnel planning as a process of developing a set of measures for the implementation of personnel policy. Levels of personnel planning (strategic, tactical, operational). Various approaches to personnel planning (management orientation to high labor performance; management orientation to partnerships; management orientation to expand the commitment of the management system and the team to strategic goals). Tasks of strategic personnel planning. Types of management activities in the process of strategic personnel planning (allocation of human resources; adaptation of the team to the external environment; internal labor and personnel coordination; organizational strategic foresight (awareness of the need to form management plans for personnel development and strategic thinking of managers). A comprehensive plan (program) of personnel development for the business strategy. Structure of personnel expenses (basic expenses; additional expenses (based on tariffs and legislation; social expenses). Sources of covering personnel costs (employer's expenses from profit; expenses attributed to the cost of production (works, services). The process of planning (budgeting) personnel costs. Budgeting objectives (a tool for planning and forecasting personnel work; coordinating the activities of organizational units; monitoring and evaluating the performance of managers and departments of the organization) Stages of planning (budgeting) of personnel expenses (budgeting; budget execution (accounting and control of spending); analysis of budget execution). The algorithm for designing the personnel budget (accounting for the goals and mission of the organization for a specific period; determination of the need for the necessary human resources in accordance with the business plan; development by the HR department of a personnel management plan, including measures to provide the organization with the necessary personnel; calculation of personnel	2	3		2

	<p>maintenance costs taking into account basic and additional expenses; coordination and approval of the personnel budget; budget adjustment). Personnel cost management as a tool of personnel policy (planning of control (key) indicators of the personnel budget; coordination, coordination of budgets and plans of divisions and areas of activity of the organization; delegation of authority to the heads of structural divisions on the use of resources for staff remuneration; authorization of expenses (decision-making on the use of resources) by heads of departments within the approved budget; evaluation of the effectiveness of the use of funds for the maintenance of personnel (budget benchmarks) by managers at all levels; motivation staff in order to increase their interest in the implementation of the budget plan; compliance with legal requirements in the regulation of remuneration). Difficulties in implementing the personnel cost budgeting system (complexity and cost; insufficient motivation to use budgeting as a means of monitoring and evaluating employees' activities; insufficient economic training of HR department employees, their resistance to implementing a budgeting system). Restrictions on the implementation of budgeting of personnel costs.</p>				
Topic 10. The case-study method for solving personnel problems of the organization	<p>The case-study method in management as an analytical method of solving problems in the process of strategic planning. American and Western European case development schools. The purpose, objectives, the subject of the case, the style of presentation of the problem situation. Case structure (introduction with a brief description of the problem situation; description of the company (what, for whom, in what volumes it produces, what are the results); description of the problem situation using a SWOT analysis of strengths and weaknesses, identified opportunities and risks; with the definition of what hinders the development of the company, department, project); appendix to the description of the problem situation (statistics, interviews, press publications, reference material); solution of the problem (what should be done, what results should be planned, in what time frame, with what resources). Possible sources of information for the preparation of the case. Preparation of non-text material (diagrams, graphs, tables, slides, computer simulation).</p>	1	3		2
Topic 11. Strategic development and features of strategic level personnel training	<p>Strategic management of personnel development as a process and result of the formation of the competitiveness of the organization. Organizational culture as a personnel management tool. Planning organizational changes. The role of a modern leader in an organization (coordinator, informant, innovator, decision maker). The professionalism of the manager and the forms of professionalism. Features of training a strategic manager (strategic thinking, taking responsibility under risk conditions, autopsychological competence). Problems of training strategically thinking managers.</p>	1	3		2
<b>Control hours:</b>					<b>36</b>



<b>Total hours:</b>	<b>20</b>	<b>28</b>	<b>0</b>	<b>24</b>
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## 5. TEACHING AND LEARNING TOOLS OF THE COURSE

### 5.1 Recommended literature

<b>Bibliographic description of the publication (author, title, type, place and year of publication, number of pages)</b>	<b>Digital resources</b>
Aliyev, I. M. Labor Economics : textbook and workshop for universities / I. M. Aliyev, N. A. Gorelov, L. O. Ilyina. — 4th ed., reprint. and add. — Moscow : Yurayt Publishing House, 2021. — 486 p.	<a href="https://urait.ru/book/ekonomika-truda-476084">https://urait.ru/book/ekonomika-truda-476084</a>
Gorelov, N. A. Human resource management: a modern approach : textbook and workshop for universities / N. A. Gorelov, D. V. Kruglov, O. N. Melnikov ; edited by N. A. Gorelov. — Moscow : Yurayt Publishing House, 2020. — 270 p.	<a href="https://urait.ru/bcode/451300">https://urait.ru/bcode/451300</a>
Genkin B. M. Motivation and organization of effective work (theory and practice) : Monograph .— 2, ispr. — Moscow ; Moscow : LLC "Legal Publishing house Norma" : LLC "Scientific Publishing Center INFRA-M", 2018 .- 352 p —	<a href="https://znanium.com/catalog/document?pid=952147">https://znanium.com/catalog/document?pid=952147</a>
Armstrong M. Human Resource Management Practice. 14th ed. / M. Armstrong, S. Taylor.— St. Petersburg : Peter, 2018 .— 1040 p .	<a href="https://ibooks.ru/bookshelf/24894/reading">https://ibooks.ru/bookshelf/24894/reading</a>

### 5.2 List of software (including national production)

- 7-Zip
- LibreOffice
- ОС АЛТ образование 10

### 5.3 List of reference systems and modern professional databases

<b>№</b>	<b>Name of reference systems and professional databases</b>
1.	Digital library Grebennikon.ru – <a href="http://www.grebennikon.ru">www.grebennikon.ru</a>
2.	Science Digital Library eLIBRARY – <a href="http://www.elibrary.ru">www.elibrary.ru</a>
3.	Science Digital Library КиберЛенинка – <a href="http://www.cyberleninka.ru">www.cyberleninka.ru</a>
4.	Database ПОЛПРЕД Справочники – <a href="http://www.polpred.com">www.polpred.com</a>
5.	Database OECD Books, Papers & Statistics on the platform OECD iLibrary <a href="http://www.oecd-ilibrary.org">www.oecd-ilibrary.org</a>
6.	Legal reference system КонсультантПлюс (installed resource UNECON or <a href="http://www.consultant.ru">www.consultant.ru</a> )
7.	Legal reference system «ГАРАНТ» (installed resource UNECON or <a href="http://www.garant.ru">www.garant.ru</a> )
8.	Information and referral system «Кодекс» (installed resource UNECON or <a href="http://www.kodeks.ru">www.kodeks.ru</a> )

9.	Digital library system BOOK.ru - <a href="http://www.book.ru">www.book.ru</a>
10.	Digital library system ЭБС ЮРАЙТ – <a href="http://www.urait.ru">www.urait.ru</a>
11.	Digital library system ЗНАНИУМ (ZNANIUM) – <a href="http://www.znanium.com">www.znanium.com</a>
12.	Digital library UNECON – <a href="http://opac.unecon.ru">opac.unecon.ru</a>

## 6. TECHNICAL FACILITIES

There are special rooms for lectures, seminars, coursework, group and individual consultations, current and interim assessments, as well as rooms for self-study.

The premises are equipped with equipment and teaching aids.

The rooms for students' independent work are equipped with computers with Internet connection and access to the university's electronic learning environment.

Name of classroom	Classroom location
Classroom 2004 The classroom (for conducting lecture-type classes and seminar-type classes, course design (course work), group and individual consultations, ongoing monitoring and interim certification), is equipped with a multimedia complex. Specialized furniture and equipment: Educational furniture for 54 seats, teacher's workplace, department - 1 pc., chalk board (3-section) - 1 pc., chair - 1 pc., blinds - 2 pcs., Intel i3-2100 2.4 Ghz/4Gb/500Gb/Acer V193 19" computer - 1 pc., Multimedia projector Type 1 Optoma x 400 - 1 pc. Sets of demonstration equipment and visual aids: multimedia applications for lecture courses and practical classes, interactive visual aids.	191023, St. Petersburg, Griboyedov Canal str., 30/32, letters "A", "B", "R"
Classroom 2022 Laboratory "Laboratory Complex" Specialized furniture and equipment: Educational furniture for 19 seats (19 computer tables, 19 black chairs) teacher's workplace (1 pc computer table, 1 pc chair), 1 pc single-section chalk board, 1 pc marker board on wheels, 1 pc table, 1 chair 1 piece., 1 piece blinds., 1 piece rack hanger. Intel i5 4460/1TB/8Gb computer/Samsung 23" monitor - 1 pc., Intel i5 4460/1Tb/8Gb computer/ Samsung 23" monitor - 18 pcs. Sets of demonstration equipment and visual aids: multimedia applications for lecture courses and practical classes, interactive visual aids.	191023, St. Petersburg, Griboyedov Canal str., 30/32, letters "A", "B", "R"

## 7. METHODOLOGICAL GUIDELINES FOR STUDENTS

The following documents should be made available to the trainee before the start of the course:

- training and methodological documentation;
- local normative acts regulating the main issues of the organisation and implementation of educational activities, including those regulating the procedure for current monitoring and interim assessment of students;
- the schedule of consultations of the teaching staff.

The level and depth of mastering the discipline is determined by the active and systematic work of students in lectures, seminars, independent work, including in terms of identifying the most significant and relevant problems for further study. A special condition for qualitative mastering of the discipline is an effective organisation of work, which allows distributing the academic workload evenly in accordance with the schedule of the educational process.

When preparing for classes, students have the opportunity to attend consultations with the staff of UNECON according to the timetable set out in the schedule of consultations.

The students' in- and out-of-classroom work should aim to form:

- the fundamentals of the learner's world view and scientific understanding;
- basic knowledge relevant to the training area and the declared professional field, forming the target and professional basis for training;
- professional competences oriented towards the needs of the labour market;
- an individual trajectory by mastering a unique set of professional competences that complement the learner's competence model, through a focus on specific professional specialised areas of knowledge defined by labour market representatives;
- meta-skills for learners, such as teamwork and leadership, data analysis, digital skills, project design and implementation, intercultural interaction.

## **8. SPECIFICATIONS FOR TEACHING DISABLED PERSONS**

Students with disabilities, if necessary, are taught on the basis of an adapted work programme using special teaching methods and didactic materials that take into account the particularities of their psychophysical development, individual capacities and health status.

In order for disabled persons and persons with disabilities to master the curriculum, the University shall ensure that:

- for the visually impaired and visually impaired: availability of information on the timetable in accessible places and adapted forms for learners who are blind or visually impaired; presence of an assistant to assist the learner as needed; production of alternative formats of teaching materials (large print or audio files);
- for the hearing-impaired and hearing-impaired: adequate sound reproduction of information;
- for persons with disabilities and persons with mobility impairments: the possibility of unimpeded access for students to classrooms, restrooms and other areas of the department, as well as their stay in these areas.

Learners with disabilities and persons with disabilities are provided with printed and/or electronic educational resources in forms adapted to their disabilities. The education of students with disabilities may be organised with other students or in separate groups or organisations.

## ASSESSMENT RESOURCES

### 1.1 Control tasks and assignments for interim attestation

1. Methodological foundations of human resource management in the digital economy.
2. The concept of an INSTITUTION
3. Principles of the INSTITUTION
4. HRM Objectives
5. Principles of personnel policy formation
6. Structure of personnel policy
7. Main approaches to the formation and implementation of the HRM strategy
8. Tasks of personnel policy formation
9. Stages of personnel policy formation
10. Methods of personnel policy implementation
11. The influence of the type of business strategy of the organization on the formation of the type of personnel strategy
12. Types of personnel policy
13. Ensuring the HRM system for the implementation of personnel policy
14. Effectiveness of HRM in the organization
15. Procedure of personnel planning and budgeting of personnel expenses
16. Strategic development and features of strategic level personnel training

### 1.2 Topics for written task

Is not provided by the work programme of the discipline.

### 1.3 Interim checkpoints

Number	Type	Method of conduct	Topic number
1	Test	written	1-6
2	Case assignment	written	1-11
3	Monitoring	with the help of technical means and information systems	1-11

### 1.4 Other assessment objects

Is not provided by the work programme of the discipline.

## 1.5 Self-study

Name of self-study	Topic number
Doing homework	1-11
Preparation for lectures and practical classes	1-11
Execution of calculation, analytical, calculation and graphic tasks, etc.	1-11
Exam preparation	1-11

## 1.6 Grading scale

Scales of assessment and procedures for assessing learning outcomes of the discipline are regulated by the Regulations on the current control of progress and interim attestation of students in higher education programmes and the Regulations on the scoring and rating system.

**A grading and rating system** is used to assess the learning outcomes of the discipline:

The final control of the discipline is an examination (or a differentiated test), the final grade being formed in accordance with the scale given in the table below:

Points	Grade
$\leq 54$	fail
55-69	satisfactory
70-84	good
$\geq 85$	excellent

## Grading scale

2 (points to 54)	Demonstrates a lack of understanding of the problem. Many of the requirements of the assignment are not met. An initial perception of the material is demonstrated. The work is incomplete and/or plagiarised.
3 (points 55-69)	Demonstrates a partial understanding of the problem. Most of the requirements of the task have been met. Mastery of the elements of the assigned material. The material is mostly clear and coherent.
4 (points 70-84)	Demonstrates considerable understanding of the issue by the discipline. All requirements of the assignment are fulfilled. The content of the completed tasks is disclosed and examined from different perspectives.
5 (points 85-100)	Demonstrates full understanding of the problem. All requirements of the assignment are fulfilled. Demonstrates proficiency in the discipline. The completed assignments are holistic, complete, structured, present different points of view and demonstrate creativity.