

**СПИСОК НАУЧНЫХ ТРУДОВ
ЗАВЬЯЛОВОЙ ЕЛЕНА КИРИЛЛОВНЫ (2009 – 2016 гг.)**

№ п/п	Наименование трудов	Название издательства, журнала (номер, год)	Количество о печатных листов или страниц	Фамилия соавторов работ	РИНЦ	SCOP US, ABS	Аннотация
1	2	4	5	6			
Монографии							
1	Human Resource Development in the Russian Federation.	Routledge, 2015. https://www.routledge.com/Human-Resource-Development-in-the-Russian-Federation/Ardichvili-Zavyalova/p/book/9780415737258	181	Ardichvili A.		да	This book provides an in-depth analysis of the current state of HRD in the Russian Federation. It covers country-level policies, organizational-level programs and strategies, and individual-level educational and training efforts. While the study is focused on Russia, its conclusions will be of value to scholars, students, and practitioners examining similar issues surrounding the emergence and development of HRD systems in emerging countries. Furthermore, the authors' framework for analyzing HRD on multiple levels and across various parts of the adult and vocational education and development systems offers a unique and important contribution to the theoretical debate on comparative educational systems outside the HRD and HRM communities.

Главы в коллективных монографиях

1	National human resource development strategies: comparing Brazil, Russia, India and China	International Human Resource Development (3 rd edition), Ed. by John P.Wilson, KoganPage, 2012, 177-195 http://opentrolley.co.id/BookDetails.aspx?BookID=4506471	19	Ardichvili A, Minina V		да	This book offers an international perspective on the significant developments in the field and covers HRD and learning, organizational learning including a discussion of change management, a comparative view of learning education, training and human resource development in both developed and emerging countries, a section covering the training cycle from identification of training needs to design, delivery and evaluation and a final discussion of HRD management including functions and services, leadership development, learning spaces and business ethics
2	Employment Equality and Diversity Management in a Russian Context	International Handbook on Diversity Management at Work: Country Perspectives on Diversity and Equal Treatment (2nd edition). Edward Elgar Publishing, Chapter 13. Edited by Alain Klarsfeld , Lize A.E. Booyesen , Eddy Ng , Ian Roper , Ahu Tatli, 2014, 217-240 http://www.elgaronline.com/abstract/9780857939302.xml?rsk	23	Fiona Colgan, Aidan McKearney, Elena Bokovikova, Sofya Kosheleva		да	This chapter considers DM in the Russian Federation (hereafter referred to as Russia) following the dissolution of the Soviet Union and the creation of the Russian Federation in 1991 (Domsch and Lidokhover, 2007). Russia's size, unique history, diverse population, fast-growing economy and increasing penetration by multinational companies (MNCs) over the past two decades (Zavyalova et al., 2011) make it a fascinating example of a transitional economy.

		ey=wuo2t9&result=3					
3	Human Resource Management in Russia, Central and Eastern Europe.	Handbook of Human Resource Management in Emerging Markets. Eds. F. Horwitz, P. Budhwar. Edward Elgar Publishing. 2015, 357-371 http://www.elgaronline.com/view/9781781955000.xml	14	Dirani K. M., Ardichvili A., Cseh M.		да	This chapter focuses on the development of human resource management (HRM) practices in Central and Eastern Europe (CEE) and Russia. CEE includes six former countries of the Eastern Bloc (Poland, the Czech Republic, Slovakia, Hungary, Bulgaria, and Romania)
Статьи в международных журналах							
1	Assessment of Labor Behavior Factors and Selecting Line Managers. Lines of Development at Russian Industrial Enterprises	Journal of European Industrial Training, 2009, vol.33, No 3 271-296	25	S. Kosheleva		да D	The paper investigates personal and environmental factors providing for the efficiency of line managers' activity and contributing to their professional and career advancement. The paper studies the prognostic value of the assessment of personal and environmental factors providing for the efficiency of line managers' activity according to Blumberg and Pringle's methodology in order to select their lines of training and development.

2	Management by Values as a Core Tool of HRD during the Economic Transition: An Example of Russian Enterprises	Human Resource Development International, 2009, vol.12, No 4 449-457	8			C	The article analyses the role and the significance of management by values in the conditions of transition from one socio-economic system to another. The theoretical aspects of the problem and the results of empirical research conducted in a number of Russian companies are examined. An assumption is made about organizational values influencing the formation of personal priorities and guiding principles of the employees, which leads to the increase of the degree of social responsibility of a given business.
3	Gender Stereotyping and its Impact on Human Capital Development in Contemporary Russia	Human Resource Development International, 2010, vol.13, No 3 341-349	8	S. Kosheleva		C	This article starts with a brief overview of role of women in the workforce in the former USSR and contemporary Russia. Next, gender stereotypes in human capital development practices of Russian companies are described. The article presents the results of a study of gender aspects of human capital practices (including hiring, evaluation, training and development, and promotion policies) in 60 Russian companies from 9 sectors of the economy.
4	Relationship between Organizational Culture and Job Satisfaction in Russian Business Enterprises	Human Resource Development International, 2010, vol.13, No 2 225-235	11	D.Kucherov		C	This paper examines the correlation between organizational culture, psychological contract and job satisfaction in the context of cooperation between employers and employees in a new social and economical environment. The empirical study is based on the analysis of the personnel survey data from thirteen St. Petersburg and Moscow companies.

5	Human resource management and development practices in indigenous Russian companies and foreign MNCs: a comparative analysis	Int. J. Human Resources Development and Management, 2011, V/2/3/4, 179-193	14	A.Ardishvili, S. Kosheleva.		да	This study compared HRM/HRD practices of indigenous Russian companies and foreign MNCs, operating in Russia. The respondents included 358 employees from 30 large business organisations in IT and advertising/PR sectors of industry, located in Moscow, St. Petersburg, and other large industrial centres of the European part of Russia. Statistically significant differences were found among the two groups of companies in approaches to goal setting, decision making, performance assessment, and employee training and development. Implications for HR managers and recommendations for future research are provided.
6	Work meaning among mid-level professional employees: A study of the importance of work centrality and extrinsic and intrinsic work goals in eight countries	Asia Pacific Journal of Human Resources, 2011 49(3) 264–284	20	P.Kuchinke A.Ardichvili M.Borchert E.Cornachione		да С	A survey-based study on the meaning of work of some 1500 mid-level professional employees in private and public organizations in eight countries. Using the country clustering described in the GLOBE series of studies and the theoretical framework of the Meaning of Work study, five hypotheses were tested. The study found support for the universal valuation of work and family as major life domains and the relative importance of leisure, religion, and

							community involvement.
7	HRD practices and talent management in the companies with the employer brand	European Journal of Training and Development, 2012, Vol.36, 1, 86-104	18	D.Kucherov		да	This paper is the first large-scale study in Russia which examines the relationship between HRD system and employer brand and enables companies to modify their HRD policies and practices in order to become attractive employer in an era of the so-called “war for talents”.
8	Human capital development: comparative analysis of BRICs	European Journal of Training and Development 2012, Vol. 36, No.2, pp.213-233	20	A.Ardichvili, V.Minina		да	The paper is aimed at conducting a macro-level analysis of Human Capital Development strategies, pursued by four countries, commonly referred to as BRICs. Our analysis is based on comparisons of macro indices of human capital and innovativeness of the economy, the measures of society’s innovativeness and its efforts to promote its knowledge-based resources. The analysis and comparison of the above indices is supplemented by the evidence review based on a comprehensive review of related academic articles, reports of international organizations, and government publications. The authors assess strengths and weaknesses of each country’s HC development efforts.

9	Assessing the efficiency of HRD practices in knowledge-intensive firms	Human Resource Development International, 2013, 16:5, 590-598	8	S. Kosheleva		C	The article presents the results of a comparative study of human resource development (HRD) in two groups of knowledge-intensive firms: those working in the information technology (IT) field and in advertising/public relations (PR) field. One hundred Russian medium-sized enterprises participated in the study. The questionnaire was developed on the basis of the European quality standard 'Investors in People'. The study findings suggested that the differences in HR practices aimed at personnel development between two groups of companies were statistically significant.
Статьи в российских журналах							
1	Особенности управления человеческими ресурсами инновационно-активных компаний.	Вестник Санкт-Петербургского университета. Серия «Менеджмент». – 2012. – Вып. 2.		С.Кошелева, Е.Яхонтова, Ш.Каххаров	да		В статье исследуются особенности систем управления человеческими ресурсами инновационно-активных компаний. Описываются подходы отечественных и зарубежных специалистов к рассматриваемой проблеме. Анализируются особенности стратегии и практики управления человеческими ресурсами, способствующие инновационной активности. Делается вывод о том, что в настоящий период времени модели управления

							инновационной активностью нельзя считать окончательно сформированными, однако в тех компаниях, в которых проводятся инновационные проекты, существует целостная стратегия их реализации, включающая систему управления человеческими ресурсами, отличающую их от «неинновационных»
2	Практики управления человеческими ресурсами в инновационно-активных компаниях.	Вестник СПбГУ. Серия Менеджмент, 2014, № 2, с. 136 – 163.	27	В.Цыбова	да		Статья представляет результаты теоретического анализа зарубежного опыта и эмпирического исследования российских компаний. Целью исследования является выявление практик УЧР, способствующих развитию инновационного рабочего поведения и как следствие повышающих инновационную активность компаний. К основным задачам исследования можно отнести: <ul style="list-style-type: none"> •выявление факторов, определяющих формирование инновационного рабочего поведения в инновационно-активных компаниях; •выявление практик УЧР, связанных с инновационной активностью компаний, посредством сравнительного анализа инновационно-активных компаний и контрольной группы компаний.

3	Практики обучения и развития персонала как фактор инновационного развития организации.	Вестник СПбГУ. Серия Менеджмент. 2014. Вып. 3. Стр. 76-109	27	А.Алсуфьев	да		В статье исследована взаимосвязь практик обучения и развития персонала и инновационной деятельности компаний. В основу анализа положена концепция научающейся организации. Полученные результаты эмпирического исследования позволили заключить, что не все практики обучения персонала положительно связаны с инновационной активностью компаний
4	Взаимосвязь управления человеческими ресурсами и инновационной активности российских компаний	Российский журнал менеджмента. – 2014. – Вып. 12, № 3 с. 3-32.	29	В.Цыбова, Е.Яхонтова	да		В настоящей работе сделан обзор западных исследований и теоретический анализ опыта зарубежных компаний, на основе которого проведено эмпирическое исследование взаимосвязи стратегии и практик управления персоналом и инновационной активности российских компаний.
5	Подходы к обучению и развитию персонала в инновационно-активных компаниях стран БРИК	Вестник СПбГУ. Серия Менеджмент. 2015. № 3. с. 47 – 83.	36	А.Алсуфьев, А. Ардишвили, Д. Ли, Э. Корначионе, С. Ядав	да		Результаты анализа информационных источников и проведенного эмпирического исследования позволили заключить, что в инновационно-активных компаниях стран БРИК существуют как универсальные, так и контекстно обусловленные подходы к развитию и обучению персонала. В целом используемые подходы можно оценить как гибридные. В качестве основных факторов, влияющих на выбор подходов и соответствующих практик обучения,

								рассмотрены социально-экономический и культурный контексты.
--	--	--	--	--	--	--	--	---