



Syllabus PERSONNEL MANAGEMENT

Code of the course in AiS2: FM.KMn/077AB/21

Code of the course in MS Teams: eotnmg

Academic year: 2023/2024, spring semester

Teachers:

Mgr. Michaela Poláková, PhD., michaela.polakova@fm.uniba.sk

Type, extent and method of educational activity:

compulsory course

combined method

lecture – online form

class – face-to-face method

(group ERASMUS students, Fridays 10:30 am – 11:50 am, lecture room B6)

(group ENG1, ENG2, Thursdays: ENG2 9:00 – 10:20 am, ENG1 10:30 – 11:50, lecture room B2)

consultation – online form (Wednesdays 10:30 – 11:50)

5 ECTS credits

Study program:

study program management/in the Economics and Management field of study, Bachelor studies/
full-time form of study/

Course objectives:

The objective of this course is to acquaint students with the primary functions of personnel management, offer an in-depth understanding of the distinct functions of personnel management within the framework of an organization's complex operations, and establish a meaningful linkage between theoretical knowledge and practical application.

Knowledge, skills, competences and transferrable skills the student acquires by completing the course successfully, influencing his/her personal development and useful in his future career and life as active citizens in democratic societies:

<input checked="" type="checkbox"/>	general knowledge and overview
<input checked="" type="checkbox"/>	specialist theoretical and methodological knowledge
<input checked="" type="checkbox"/>	ability to use specialist knowledge in practice
<input checked="" type="checkbox"/>	knowledge of conditions for utilization of specialist methods and theory in practice
<input type="checkbox"/>	mother tongue language skills
<input checked="" type="checkbox"/>	foreign language skills

<input type="checkbox"/>	mathematical skills
<input type="checkbox"/>	computer skills
<input checked="" type="checkbox"/>	working with information skills
<input checked="" type="checkbox"/>	ability to identify and tackle problems
<input checked="" type="checkbox"/>	ability of creative and flexible thinking and behavior
<input checked="" type="checkbox"/>	presentation skills
<input checked="" type="checkbox"/>	writing skills
<input checked="" type="checkbox"/>	independent decision-making ability
<input checked="" type="checkbox"/>	team-work ability
<input checked="" type="checkbox"/>	having active approach
<input type="checkbox"/>	entrepreneurship, ability to identify new (entrepreneurial) opportunity
<input type="checkbox"/>	ability to tackle difficult situations and obstacles
<input checked="" type="checkbox"/>	ability to be responsible
<input type="checkbox"/>	managing and leading, ability to lead a group of people
<input type="checkbox"/>	ability to think and act economically
<input checked="" type="checkbox"/>	communication skills, negotiating
<input checked="" type="checkbox"/>	ability to adapt to changed circumstances
<input checked="" type="checkbox"/>	ability to work in intercultural/international environment
<input checked="" type="checkbox"/>	ability to learn and manage own learning
<input type="checkbox"/>	legal capacity
WEEK 1 19. – 23.2.2024	LECTURE and on-line consultation: Introductory study session. Lecturer: Mgr. Michaela Poláková Content: <ul style="list-style-type: none"> • Course Introduction, Objectives and Goals • Course structure and Course calendar • Weekly topics and key assignments • Grading Policy • Expectations and Requirements SEMINAR: Introductory session.
WEEK 2 26.2 – 1.3.2024	LECTURE and on-line consultation: Role and importance of personnel management activities in an organisation. Trends influencing HRM. Lecturer: Mgr. Michaela Poláková Content: <ul style="list-style-type: none"> • Defining Personnel Management • History of Personnel Management Thoughts • Identify HR management functions • Describe who performs HR activities • Understanding strategic approach to Personnel management • Trends in Personnel Management SEMINAR: Application of lectured topic – quiz, mini-workshop on Personnel Management understanding.

<p>WEEK 3 4. – 8. 3.2024</p>	<p>LECTURE and on-line consultation: Job Analysis Lecturer: Mgr. Michaela Poláková, PhD. Content:</p> <ul style="list-style-type: none"> • Definition and importance of Job Analysis • Steps of Job Analysis Process • Methods of Job Analysis (work oriented, worker oriented) • Utilization of Job Analysis (job description, job specification) <p>SEMINAR:</p> <ul style="list-style-type: none"> • Quiz or Discussion on lectured topics • Creation of Job specification or Job description on given examples of job positions
<p>WEEK 4 11. – 15.3.2024</p>	<p>LECTURE and on-line consultation: Personnel Planning Lecturer: Mgr. Michaela Poláková, PhD. Content:</p> <ul style="list-style-type: none"> • Definition and Importance of Personnel Planning • Components of HR planning process <p>SEMINAR:</p> <ul style="list-style-type: none"> • Quiz or Discussion on lectured topics • Case study - Applying selected principles of personnel planning
<p>WEEK 5 18. – 22.3.2024</p> <p>22.3.2024 Rector's day off</p>	<p>LECTURE and online consultation: Recruitment Lecturer: Mgr. Michaela Poláková, PhD. Content:</p> <ul style="list-style-type: none"> • Definition, purpose and importance of recruitment • Primary steps of recruitment process • Recruitment methods • Measuring the effectiveness of recruitment <p>SEMINAR:</p> <ul style="list-style-type: none"> • Quiz, discussion • Creating job advertisement based on given information about the job
<p>WEEK 6 25. – 29.3.2024</p> <p>28.3.2024 Rector's day off</p> <p>29.3.2024 Bank Holiday</p>	<p>LECTURE and online consultation: Selection Lecturer: Mgr. Michaela Poláková, PhD. Content:</p> <ul style="list-style-type: none"> • Purpose, importance and primary steps of selection process • Selection methods <p>SEMINAR: Practical exercise (follow-up to recruitment exercise) – choosing and reasoning the choice of selection method, evaluation phase of selection using the given criteria, selection of the candidate</p>
<p>WEEK 7 1. – 5.4.2024</p>	<p>LECTURE and online consultation: Performance Management Lecturer: Mgr. Michaela Poláková, PhD. Content:</p> <ul style="list-style-type: none"> • Purpose and the importance of performance management • Process of performance management • Performance management and Performance appraisal • Performance appraisal methods

	SEMINAR: TEST 1 (ENG 1,2 - 4.4.2024; ERA – 5.4.2024), ASSIGNING CASE STUDY TO TEAMS.
WEEK 8 8. - 12.4.2024	LECTURE and online consultation: Training of Employees Lecturer: Mgr. Michaela Poláková, PhD. Content: <ul style="list-style-type: none"> • Purpose and importance of employee training in the organisation • Diagnostic model of training • Training method • Evaluation of training – Kirkpatrick model SEMINAR: Application of selected steps of diagnostic training model - CS
WEEK 9 15. – 19.4.2024	LECTURE and online consultation: Employee Development and Career. Lecturer: Mgr. Michaela Poláková, PhD. Content: <ul style="list-style-type: none"> • Distinguishing training and development • Career management, career planning and development • Career anchors SEMINAR: Career anchors test, discussion
WEEK 10 22. – 26.4.2024	LECTURE and online consultation: Managing Rewards, Compensation System Lecturer: Mgr. Michaela Poláková, PhD. Content: <ul style="list-style-type: none"> • Compensation and Motivation • Components of compensation and designing a compensation system. • Pay Model Compensation (Milkovich) SEMINARS: <ul style="list-style-type: none"> • Practical exercise – application of techniques related to Internal structure, pay structure and Merit guidelines
WEEK 11 29.4 – 3.5.2024 1.5.2024 Bank Holiday – no online consultation	LECTURE and online consultation: Turnover and Absenteeism Lecturer: Mgr. Michaela Poláková, PhD. Content: <ul style="list-style-type: none"> • Definition and types of turnovers • Causes of turnover and absenteeism in the workplace • Prevention of turnover and absenteeism SEMINAR: TEST 2 (ENG 1, 2 – 2.5.2024; ERA 3.5.2024). SUBMISSION OF CASE STUDY SOLUTION.
WEEK 12 6. – 10.5.2024 8.5.2024 Bank Holiday – no online consultation	LECTURE and online consultation: Downsizing and Outplacement. Lecturer: Mgr. Michaela Poláková, PhD. Content: <ul style="list-style-type: none"> • Process of downsizing management. • Negative sides of downsizing. • Termination of contract. SEMINAR: <ul style="list-style-type: none"> • Quiz, Discussion • Presentations of case study solutions

WEEK 13 13. – 17.5.2024	Topic: Employee Relations, Labour Relations, Legal Requirements & Global perspective Lecturer: Mgr. Michaela Poláková, PhD. Content: <ul style="list-style-type: none"> • Nature of the employment relationship • Role and functions of employee representatives and employer organisations as actors in the employment relationship • Role and functions of state dispute resolution bodies SEMINAR: <ul style="list-style-type: none"> • Quiz, Discussion • Presentations of case study solutions
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Requirements for completing the course:

60 % continuous evaluation	<ul style="list-style-type: none"> • Active participation in seminars - 15% • Case study – 15% • Test 1 – 15% • Test 2 – 15 %
40 % final examination	<ul style="list-style-type: none"> • exam – written form

To successfully complete the course and earn credits, obtaining a minimum of 60 percent (points) from the overall course assessment is necessary. Points can be earned continuously during the semester (up to a maximum of 60 points) and through a written examination during the examination period of the semester (up to a maximum of 40 points).

Students must work on and present solutions for a case study during the semester, actively participate in seminars, and successfully pass two written tests.

ACTIVE PARTICIPATION (15%): During seminars, students can work on assignments related to the topic being taught, reflecting active participation in the seminar. According to the instructor's instructions, individual assignments can be done individually or in groups, depending on the nature of the task (short quiz, short practical assignment).

For correct solutions to individual seminar assignments, a student can earn from 0.5 to 5 points, depending on the complexity of the task.

CASE STUDY (15%): The case study is a team project for four/five students (according to the instructor's instructions). It is assigned during a seminar in the 7th week of the semester. The deadline for submission of solutions is the same for all students (seminar in the 11th week of the semester). Solutions presentations occur during the seminar exercises in the 12th and 13th weeks of the semester.

The case study solution must be submitted electronically via MS Forms. The scope of the solution is 6 - 10 pages (excluding content and bibliography). The work must adhere to citation techniques according to ISO 690. The recommended font type is Times New Roman, size 12. Recommended page settings: line spacing 1.5; left margin 3.5 cm, right margin 2 cm; top and bottom margins 2.5 cm; portrait orientation, A4 format.

Case Study Maximum 15 Points (15%), Evaluative Criteria:

- Summary of the case study task - 2 points
- Identification and analysis of case study problems - 2 points
- Alternatives for solving the case study - 3 points

- Selection of the most suitable solution, argumentation, implementation proposal, and conclusion - 5 points
- Presentation of the case study - 3 points

The number of points obtained is multiplied by the number of team members. The resulting total points are divided based on the consensus of individual students, considering their level of participation in the solution.

TESTS: Two written tests are conducted during the semester. The mid-semester test includes questions from topics covered in the first half of the teaching. The end-of-semester test covers material taught in the second half of the semester. The instructor will specify the exact scope of topics included in the test.

FINAL EXAMINATION: The subject's examination is mandatory. A student who earns a minimum of 20 points during the semester can register for it. The examination takes place in written form.

According to the ECTS credit system, successfully completing the course requires obtaining a grade from A to E. A student who received a grade of FX in the course is entitled to one re-examination opportunity, provided they meet the requirements of continuous assessment.

BONUS POINTS:

Bonus points can be earned for quizzes during consultations, with the total points from all consultations being calculated up to a maximum of 5 points.

The knowledge, skills, competencies, and transferable abilities the student acquires by successfully completing the subject affect his personal development and can be used in his future career and life as an active citizen in democratic societies. These are listed in the subject syllabus. Following the provisions of § 71 of Internal Regulation no. 14/2023 approved by the Academic Senate of Comenius University Bratislava Full text of Regulation no. 23/2021 Internal system of ensuring the quality of higher education of the Comenius University Bratislava as amended by Addendum no. 1 and Appendix no. 2, **each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.** Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of internal regulation no. 13/2018 approved by the Academic Senate of the Comenius University Bratislava Disciplinary regulations of the Comenius University Bratislava for students, a student's disciplinary offence is **any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.** Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.

Individual levels of grading structure are awarded based on acquiring an overall number of percent/ points, which mirrors the level of successful course accomplishment. The proportion of continuous and final assessment is 60:40.

LITERATURE

Required:

- [1] Dessler, G. (2024) Human resource management (17th edition). Pearson. 688 p. ISBN-13: 978-1-292-44987-6
- [2] Dessler, G. (2020) Human resource management (16th edition). Pearson. 720 p. ISBN-13: 978-1-292-30912-5

Recommended:

- [1] Dessler, G. (2016) Human resource management (15th edition). Pearson. 711 p. ISBN-13: 978-0134237510
- [2] Carbery, R., Cross, C. (2013) Human Resource Management – A Concise Introduction. 269 p. ISBN 978-1-137-00939-5 Copies are available at the school library.
- [3] Saks, A.M. & Haccoun, R.R. (2019) Managing performance through training and development (8th ed.). Nelson. 492 p. ISBN: 9780176798079
- [4] Martocchio, J.J. & Martocchio, J. (2019) Human Resource Management (15th edition). Pearson. ISBN: 9780134739724
- [5] Carbery, R., Cross, C. (2019) Human Resource Management. 329 p. ISBN 978-1-137-00939-5 Mondy, R. Wayne Dean (2013) Human Resource Management, (13th ed.). Pearson. 432 p. ISBN 978-1-352-00402-1
- [6] Groschl, S. et al. (2009) International human resource management. Nelson. ISBN:9780176440978 Houndmills, Basingstoke, Hampshire: Palgrave Macmillan.
- [7] Human Resource Management. (2011) University of Minnesota Libraries Publishing [online] Available at: <https://open.lib.umn.edu/humanresourcemanagement/>
- [8] Journal of Human Resource Management. Bratislava: Comenius University, Faculty of Management. ISSN 2453-7683.

The overview of ways of communication and availability of study materials in the combined study method: All educational activities of the distance method of university education will be carried out through MS Teams, in the team named *FMUK_Personnel_Management_Spring_2024*.

Activity	Distribution method	Deadline
Lecture	MS Teams	According to the actual schedule
Class	Lecture room B6 Lecture room B2	Fridays 13:30 am – 11:50 am (ERASMUS) Thursdays 9:00, 10:30 am (ENG ₁ , ENG ₂)
Consultation	MS Teams	Wednesdays 10:30 am
Study materials	MS Teams	in "Files" divided according to weeks of the semester
Continuous evaluation	AiS ₂	Within 3 working days
Examination dates	AiS ₂	It will be announced 2 weeks before the end of semester
Signing for an exam	AiS ₂	no later than 24 hours before the exam
Signing out of an exam	AiS ₂	no later than 24 hours before the exam
Exam results	AiS ₂	no later than 3 business days after the exam
Exam consultation	MS Teams	according to schedule

Bratislava, February 2024