

## COURSE DESCRIPTION

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| <b>Academic year:</b> 2026/2027                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                              |
| <b>University:</b> Comenius University Bratislava                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                              |
| <b>Faculty:</b> Faculty of Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                              |
| <b>Course ID:</b><br>FM.KMn/077AB/21                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Course title:</b><br>Personnel Management |
| <b>Educational activities:</b><br><b>Type of activities:</b> lecture / seminar<br><b>Number of hours:</b><br><b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28<br><b>Form of the course:</b> on-site learning                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                              |
| <b>Number of credits:</b> 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                              |
| <b>Recommended semester:</b> 4.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                              |
| <b>Educational level:</b> I.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                              |
| <b>Prerequisites:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                              |
| <b>Course requirements:</b><br>During the semester the student has the possibility to get 60% of the total number of points. 40% of the total number of points consists of the exam after leaving the class. 100% = 100 points. The minimum E rating is 60 points. Tasks cannot be retrospectively presented and earned points.<br>- 30% assignments and their in time presentations during the semester in scheduled week<br>- 15% TEST 1 (week 7, covers topics from weeks 1-5)<br>- 15% TEST 2 (week 11, covers topics from weeks 6-10)<br>- 40% final oral exam<br>Scale of assessment (preliminary/final): 60/40                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                              |
| <b>Learning outcomes:</b><br><b>COURSE OBJECTIVES OR LEARNING OUTCOMES:</b><br>Human Resource Management provides an overview of the fundamentals of human resource management and the impact and importance of these concepts and principles in an organization. It is designed to build a broad foundation of knowledge and skills required for managing human resources. The course has wide appeal and assists both Human Resource Professionals and Human Resource Managers (line or operational managers) in managing human resources more effectively and efficiently. The course will focus on seven major topic areas:<br>- Strategic Human Resource Management;<br>- Planning Human Resources;<br>- Attracting and Selecting Human Resources;<br>- Placing, Developing and Evaluating Human Resources;<br>- Motivating and Rewarding Human Resources;<br>- Maintaining High Performance; and<br>- Human Resource Management in the Global Context.<br>Upon completion of the course, students will understand the fundamentals of human resource management and be able to evaluate how these functions can affect an organization. |                                              |
| <b>Class syllabus:</b><br>1. Introduction to HR management and strategic HR management. Trends influencing HRM.<br>2. Job Analysis. Managing Work Flows.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                              |

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| <p>3. Human Resource Planning.<br/>Strana: 2</p> <p>4. Recruitment,</p> <p>5. Selection of employees.</p> <p>6. Performance management. TEST 1.</p> <p>7. Training of employees.</p> <p>8. Career development of employees and career management.</p> <p>9. Work Motivation.</p> <p>10. Managing Rewards, Compensation</p> <p>11. Employee Retention, Turnover and Absenteeism. TEST 2.</p> <p>12. Downsizing and outplacement. Decruitment. Termination of contract.</p> <p>13. Managing Employee Relations, Labor unions &amp; collective bargaining</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>Recommended literature:</b></p> <p>Required:</p> <p>[1] Dessler, G. (2024) Human resource management (17th edition). Pearson. 688 p. ISBN-13: 978-1-292-44987-6</p> <p>[2] Dessler, G. (2020) Human resource management (16th edition). Pearson. 720 p. ISBN-13: 978-1-292-30912-5</p> <p>Recommended:</p> <p>[1] Dessler, G. (2016) Human resource management (15th edition). Pearson. 711 p. ISBN-13: 978-0134237510</p> <p>[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.</p> <p>[3] Saks, A.M. &amp; Haccoun, R.R. (2019) Managing performance through training and development (8th ed.). Nelson. 492 p. ISBN: 9780176798079</p> <p>[4] Martocchio, J.J. &amp; Martocchio, J. (2019) Human Resource Management (15th edition). Pearson. ISBN: 9780134739724</p> <p>[5] Carbery, R., Cross, C. (2019) Human Resource Management. 329 p. ISBN 978-1-137-00939-5</p> <p>Mondy, R. Wayne Dean (2013) Human Resource Management, (13th ed.). Pearson. 432 p. ISBN 978-1-352-00402-1</p> <p>[6] Groschl, S. et al. (2009) International human resource management. Nelson. ISBN:9780176440978 Houndmills, Basingstoke, Hampshire: Palgrave Macmillan.</p> <p>[7] Human Resource Management. (2011) University of Minnesota Libraries Publishing [online] Available at: <a href="https://open.lib.umn.edu/humanresourcemanagement/">https://open.lib.umn.edu/humanresourcemanagement/</a></p> <p>[8] Journal of Human Resource Management. Bratislava: Comenius University, Faculty of Management. ISSN 2453-7683.</p> <p>Selected Case Studies</p> |
| <p><b>Languages necessary to complete the course:</b></p> <p>English</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>Ethics:</b></p> <p>The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>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</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

*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 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.

**Notes:**

**PARTICIPATION IN CLASS**

It is imperative that students make every effort to meet the originally scheduled course requirements and it is a student's responsibility to write examinations as scheduled. Therefore, all students are expected to attend and complete the specific course requirements (i.e. attendance, assignments, and tests/exams) listed in the course outline on or by the date specified. Students who need to arrange for coursework accommodation, as a result of medical, personal or family reasons, must contact the course instructor within 48 hours of the originally scheduled due date. Students should contribute meaningfully students must come to class prepared. This means they have read the readings and are ready to discuss the subject matter intelligently. It is the student's responsibility to keep up with course work, even when he or she has been absent. Students should note that while attendance is not required, class time serves as the primary opportunity to participate. Experience has shown that regular attendance will significantly help your performance in the course.

**Past grade distribution**

Total number of evaluated students: 287

| A     | ABS | B     | C     | D     | E     | FX   | M    |
|-------|-----|-------|-------|-------|-------|------|------|
| 23,34 | 0,0 | 19,51 | 14,98 | 13,94 | 11,85 | 8,36 | 8,01 |

**Lecturers:** Mgr. Michaela Poláková, PhD.

**Last change:** 16.09.2026

**Approved by:** prof. Mgr. Anna Lašáková, PhD.