



# Human Resource Management in Business Environment

22.2.2024

# Human Resource Management in Business Environment

## Lecturer/guarantor/seminars:

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## Seminars

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- **Ing. Tereza Michalová**

## Office Hours:

Friday: 15:00 – 16:00

Previously agreed via e-mail



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# Preliminary plan for lectures

Date	Preliminary topic
22.02.2024	Current trends in HR, strategic HR, legislative framework
29.02.2024	Training and Development
07.03.2024	Diversity at workplace
14.03.2024	Employee well-being
21.03.2024	<b>Recruitment in the international company - paní Kuncová Lasvit</b>
28.03.2024	HR activities in small and medium sized enterprises - I
04.04.2024	<b>Reward management in the human resource context (Bergamo online)</b>
11.04.2024	HR activities in small and medium sized enterprises II
18.04.2024	<b>BIP v Görlitz - individual work</b>
25.04.2024	Motivation and Talent Management
02.05.2024	Selected HR processes in corporations - Employer Branding, EVP, HR marketing
09.05.2024	Selected HR processes in corporations
16.05.2024	Selected HR processes in corporations
23.05.2024	Summary and pre-exam date



Materials for the course:

[e-learning.tul.cz](https://e-learning.tul.cz)

Pdf books

books in the library

# PDF BOOKS - elearning

MARŠÍKOVÁ, K., aj. *A Good Practice Guide To Managing Human Resources in Regional SMEs*. Huddersfield, UK: University of Huddersfield Press, 2019. ISBN 978-1-86218-167-0.



MARŠÍKOVÁ, K., O. MOŠ, P. RYDVALOVÁ a E. ŠTICHHAUEROVÁ. *People management challenges for SMEs in five European regions: Spotlighting the (in)visible and the (in)formal and embedding SME HR issues firmly in the business and knowledge environment*. 1. vyd. Huddersfield: University of Huddersfield, 2019. ISBN 978-1-86218-168-7.



<https://sharpen.ef.tul.cz/upload/RLZvMSP.pdf>

# Literature – Printed books

•**Basic:** FOOT, M., C. HOOK, and A. JENKINS.

•*Introducing Human Resource Management. 7th ed.* Harlow: Pearson, 2016. ISBN 978-1-138-80518-7.

•**Basic:** WAPSHOTT, R., and O. MALLETT.

•*Managing Human Resources in Small and Medium-Sized Enterprises.* Abingdon and New York: Routledge, 2016. ISBN 978-1-1388-0519-4.

•**Recommended:** ARMSTRONG, M., and S. TAYLOR.

•*Armstrong's Handbook of Human Resource Management Practices. 13th ed.* London: KoganPage, 2014. ISBN 987-0-7494-6964-1.

# Topics of the learning module

**Introduction**

**Module I: Specifics of HRM  
in the International Environment**

**Module II: HRM in SMEs**

**Module II: Specifics of HRM in Corporations**

**Review**

What word do you associated with "H" "R" "M"



# Core activities in Human Resource Management



Source: <https://www.aihr.com/blog/human-resources-functions/>



Current approach in HRM, strategic HRM,  
trends from the perspective of globalisation and digitalisation.

## What is Human Resource Management (HRM)?

Human resource management can be defined as a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations.

### **Current international trends:**

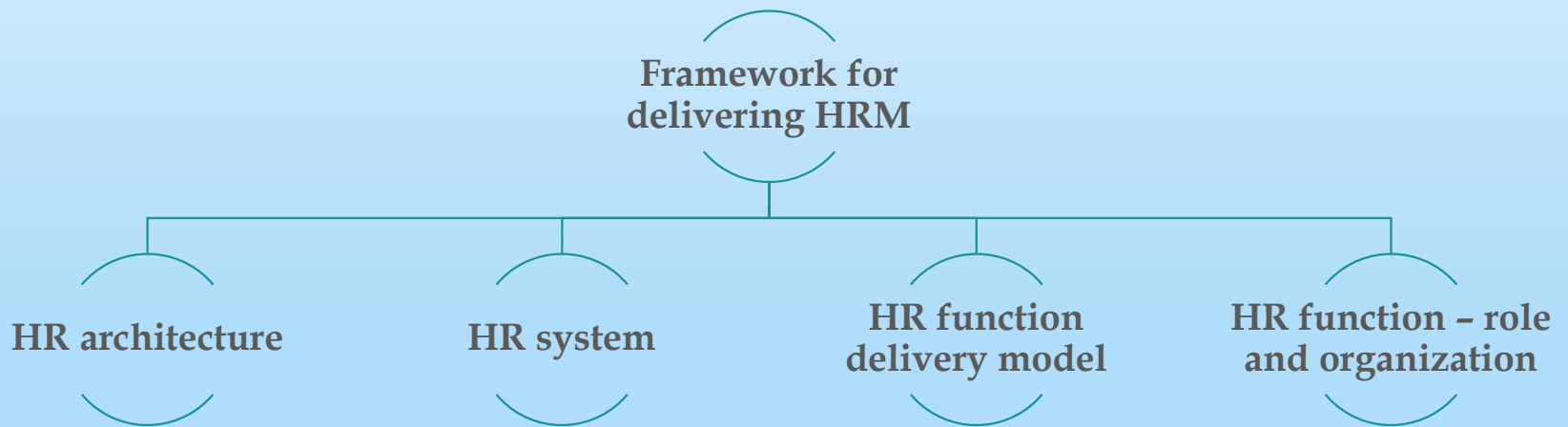
- Covid-19 pandemic
  - Globalization
  - Digitalization
- Demographic Development and migration trends
  - Change of values (Generations Y and Z)

# WHY HR - What are the goals of HRM

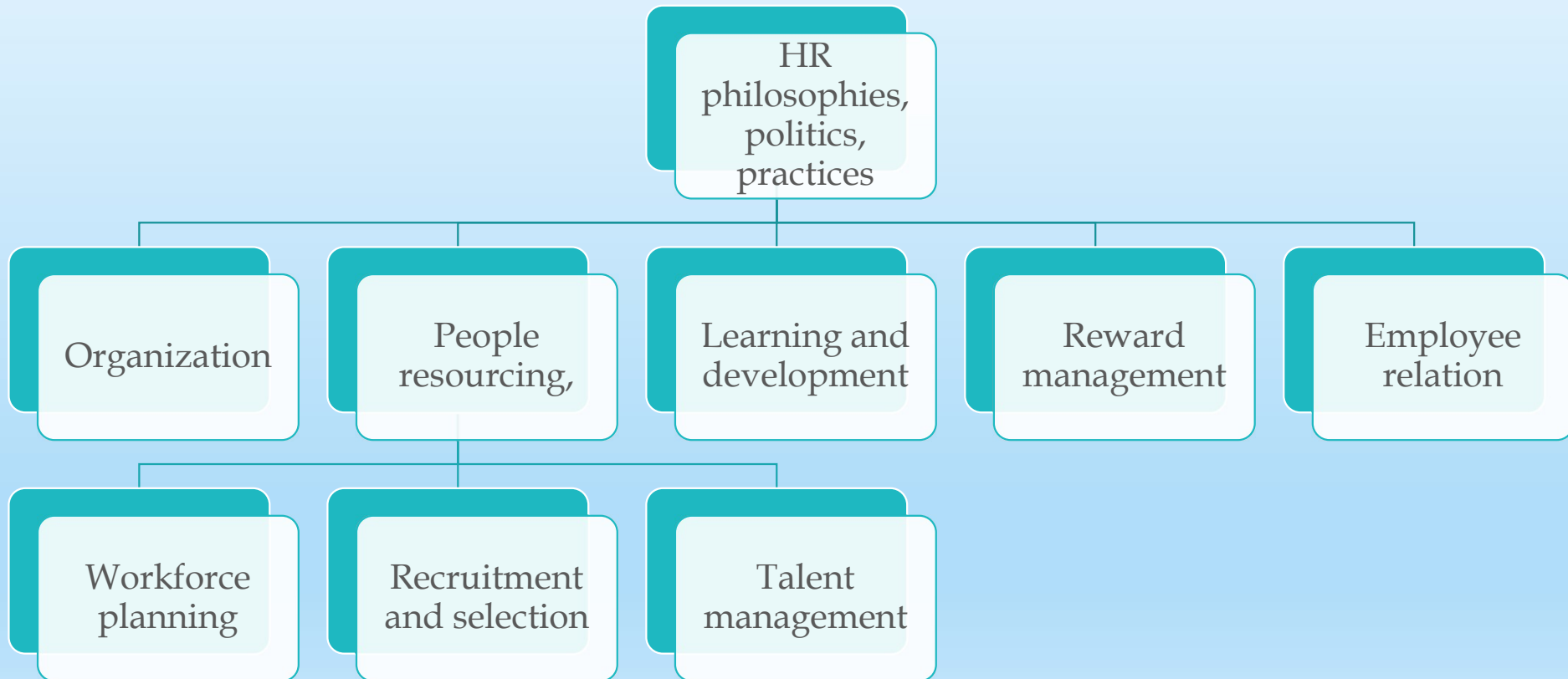
- **support the organization in achieving its objectives** by developing and implementing human resource (HR) strategies that are integrated with the business strategy (strategic HRM);
- contribute to the development of a high-performance culture;
- ensure that the organization has the talented, skilled and engaged people it needs;
- create a positive employment relationship between management and employees and a climate of mutual trust,
- encourage the application of an ethical approach to people management.

# Delivering HRM - systems and roles/Overview

The framework for delivering HRM is provided by the **HR architecture** of an organization, which consists of the **HR system**, HR practices and the **HR delivery model** adopted by the **HR function**.



# HR system



# Strategic HRM

In essence, strategic HRM is conceptual; it is

- a general notion of how integration or 'fit' between HR and business strategies is achieved,
- the benefits of taking a longer-term view of where HR should be going and how to get there,
- and how coherent and mutually supporting HR strategies should be developed and implemented.

# Aims of Strategic HRM

## Main objectives:

- to achieve integration – the vertical alignment of HR strategies with **business strategies** and the horizontal integration of HR strategies.
- to provide a sense of direction in an **often turbulent environment** so that the business needs of the organization and the individual and the collective **needs of its employees** can be met by the development and implementation of coherent and practical HR policies and programmes.
- to contribute to the formulation of business strategy by drawing attention to ways in which the business can capitalize on the advantages provided by the **strengths of its human resources**.

Name one trend you notices in HR in 2023?

The code lets your audience join the presentation. It expires in 2 days.

**Name one trend in human resource management in last year?**

Mentimeter

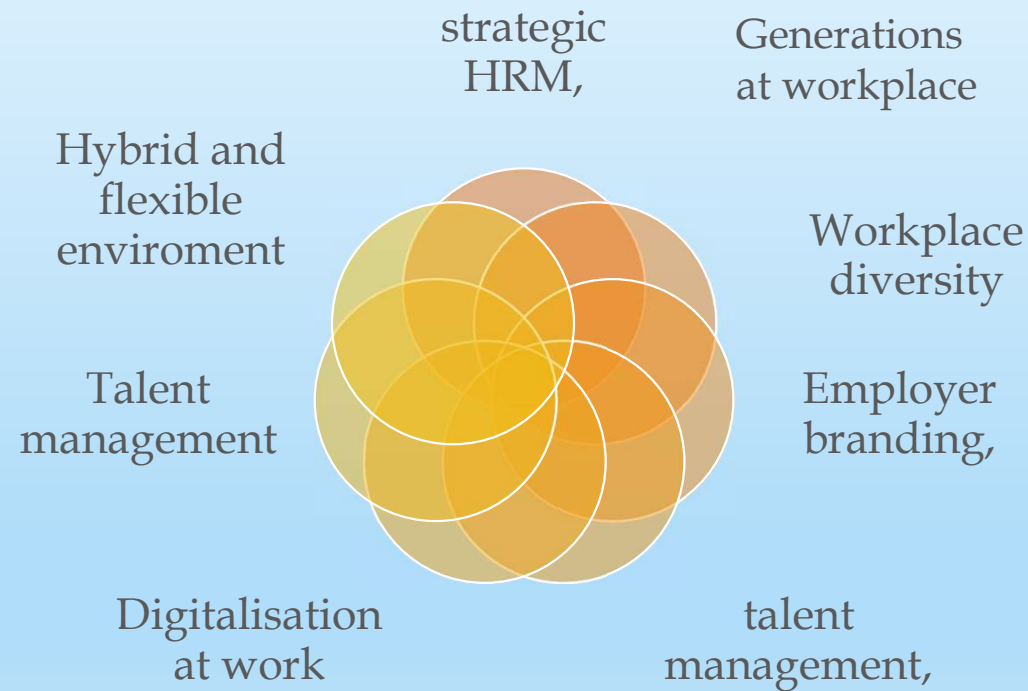


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# What important trends effect HRM (examples)?

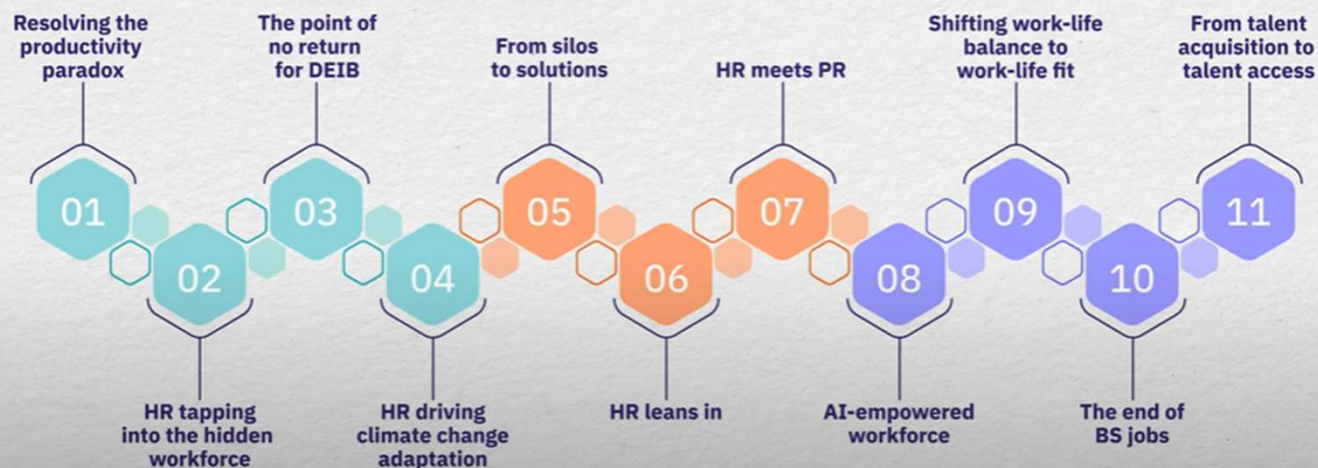
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# Trends in HR - videos

## 11 HR trends for 2024



[https://www.youtube.com/watch?v=KzQlKK6uY1Y&ab\\_channel=AIHR-AcademytoInnovateHR](https://www.youtube.com/watch?v=KzQlKK6uY1Y&ab_channel=AIHR-AcademytoInnovateHR)

[https://www.youtube.com/watch?v=LRTpGBLHO9M&ab\\_channel=RecruiterPreston](https://www.youtube.com/watch?v=LRTpGBLHO9M&ab_channel=RecruiterPreston)

## Trends in HR - videos

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[https://www.youtube.com/watch?v=LRTpGBLHO9M&ab\\_channel=RecruiterPreston](https://www.youtube.com/watch?v=LRTpGBLHO9M&ab_channel=RecruiterPreston)

# Globalization



- Culture
- Environment
- Economy
- Politics
- Society

Source: [http://cdn.slidesharecdn.com/ss\\_thumbnails/globalisation-150516154458-lva1-app6892-thumbnail-4.jpg?cb=1431791250](http://cdn.slidesharecdn.com/ss_thumbnails/globalisation-150516154458-lva1-app6892-thumbnail-4.jpg?cb=1431791250)

# Digitalization



Source: <http://www.financialgazette.co.zw/wp-content/uploads/digitalisation.jpg>

- Information technologies
- Marketing, sales and service
- Innovation and product development
- Organization, change and leadership
- Industry 4.0
- **Human Resources Management 4.0?**

# Generations in the Workplace Chart



## The Silent Generation

Born between 1928 and 1945

- Not familiar with technology
- Personal interactions
- Managerial experience
- Pension plans are a priority

## Baby Boomers

Born between 1946 and 1964

- Traditional recruiting process
- Face to face interactions
- Do not like changing jobs
- Prefer mentoring younger groups

## Generation X

Born between 1965 and 1980

- Can adapt to technologies to some extent
- Usually proud of their industry experience
- Financially responsible
- Self-reliant

## Millenials

Born between 1981 and 1996

- Tech friendly
- Want to lead
- Value deeper purpose and phylosohpy at workplace
- Want to be judged by the quality of work and not the hours of work

## Generation Z

Born between 1997 and 2012

- Extremely comfortable with the latest tech
- Looking for stability
- Prefer flexible working hours
- Prefer diverse workplaces

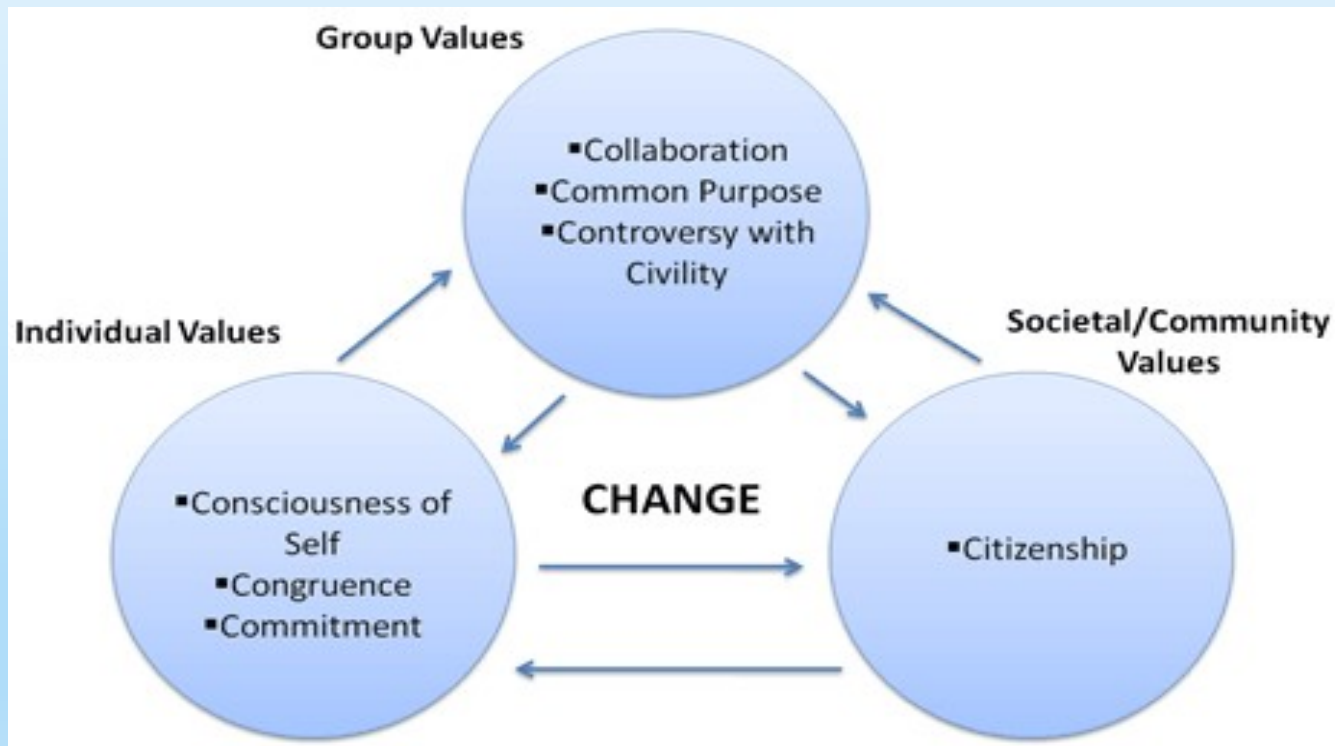
[https://www.youtube.com/watch?v=2Znw9UGSGIw&ab\\_channel=BrianTracy](https://www.youtube.com/watch?v=2Znw9UGSGIw&ab_channel=BrianTracy)

# Different values in different generations (vgl. Kriegler, 2012)

	Birth Year between	Characteristics	Work life	Motivation	Kommunikation
Generation Z (Digital Natives/ „Always On“ Generation)	Since 1999	Grow up with digital media, use digital media in work and private life, short time relationships	„volatility“ → job must be exciting, without commitment, and must fit into family plan	Personal development, autonomous implementation	Smartphone, tablet, Social Networks
Generation Y (Millennials)	1976 – 1998	Value-orientated, self-confident, living their lives today	Job must be fun, work is lifestyle, many freelancers, self-sufficient	Want to make a significant contribution, networking with like-minded partners	New Media, Web 2.0
Generation X	1956 – 1976	Pragmatic, independent/freelancers, entrepreneurs, time is more important than money	Success-orientated, multitasking, share power and responsibility, consensus-orientated	Work structure needs a high level of freedom, increasing the own market value, Work-Life-Balance	E-Mail, Mobile Phone
Baby Boomers	1945 – 1956	Idealistic, team-orientated, career-minded, job is very important	Structured work, periodic exchange with team members, relationship management very important	Personal growth, appreciation for personal experiences, feeling that one is needed	Phone

Source: <https://www.lecturio.de/magazin/generation-z/> <http://www.management-circle.de/blog/von-generation-y-zu-generation-z/>

# Change of values



Source: <http://www.uwsp.edu/centers/SIEO/PublishingImages/leadership/social-change-model.png>

## To reveiw

1. What are the goals of HRM?
2. What is the position of HRM today?
3. What is HRM architecture?
4. What is the best practice model and to what extent is it valid?
5. What are the typical features of a high-performance work system?
6. What is the role of HR in promoting CSR?