

Human Resources Management

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- **Consultation hours:** **by appointment**

Human Resources Management

- **Course assessment:**
 - **presentation of the project;**
 - **written multiple-choice test (two questions per topic, at least 60 % of correct answers);**
 - **oral examination.**



Human Resources Management

1. Essence, Purpose and Significance

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MVŠO

Presentation Objectives:

- **approaching the essence and principle of personnel management**
- **explaining the process of personnel management**
- **familiarization with individual developmental approaches to personnel management**
- **defining key methods of modern personnel management**
- **describing current problems in personnel management**

Presentation Outline:

- 1. Introduction to the topic**
- 2. Human resource management process**
- 3. Methods of modern personnel management**
- 4. Current issues in human resource management**

1. Introduction to the Topic

latinsky ruka = manus:



francouzsky řídit = ménegement



anglicky řídit = to manage

1. Introduction to the Topic

- **Management means:**
 - the art of managing, influencing a specific system, e.g., a company, and controlling its activities;
 - the process of creating and maintaining an environment in which individuals work together in groups and effectively achieve selected goals;
 - the designation of managers in a specific organization.
- **The emergence and development of management theory is linked to the development of entrepreneurship (feudalism) and industrial production (the Industrial Revolution).**

1. Introduction to the Topic

- **The essence of human resource management:**
 - **every organization (company):**
 - has production resources (production factors);
 - transforms them into products and services (uses them in production).
 - **Production resources are limited (contradiction between the unlimited nature of human needs (customers) and the limited nature of scarce resources).**
- 
- **The need for effective management of these resources.**

1. Introduction to the Topic

- **The essence of human resource management:**
 - **There are 3+1 basic production resources:**
 - labor;
 - land;
 - capital;
 - technology (a combination of the three production resources mentioned above).
 - **Labor (human resources) is therefore one of the key production resources/factors of an organization.**

1. Introduction to the Topic

- **The essence of human resource management:**
 - **There are many definitions of human resource management, e.g.:**
 - **management activities necessary to secure employees for the organization and maintain their high performance;**
 - **the part of the organization's management that focuses on people and their issues in the work process so that the organization achieves its goals.**
 - **The human aspect is a key factor in the long-term success of an organization.**

1. Introduction to the Topic

- **The essence of human resource management:**
 - **HRM versus human resources:**
 - **human resources = exclusively administrative relationship between the organization and its employees (agenda including, for example, recruitment, record keeping, statistics, wages, occupational health and safety, etc.);**
 - **HRM = a comprehensive concept of an organization's relationship with its employees (i.e., synonymous with PM), see previous slide (personnel agenda, long-term goals and plans, motivation, roles of all levels of management, etc.).**

1. Introduction to the Topic

- **The essence of human resource management:**
 - **The organization strives to achieve its goals with the lowest possible expenditure of resources.**
 - **For all production factors, this is a battle between two millstones.**
 - **For the production factor of labor (the human factor), this duality is most significant (reducing costs leads to a reduction in work performance → it is necessary to find the optimal balance).**

1. Introduction to the Topic

- **The essence of human resource management:**
 - **What is the main competitive advantage of all companies today? Motivated and high-quality employees (the growing importance of knowledge workers - Global trend: 30% of workers are knowledge workers, 80% of all new jobs will be in high-tech sectors, 70% of all workers will have high information literacy).**
 - **Examples of employee quality characteristics:**
 - work ethic;
 - responsibility;
 - diligence;
 - qualifications for the position;
 - sharing of company goals.

1. Introduction to the Topic

- **Human resource management entities within a company (all levels of organizational management):**
 - **senior management (human resource strategy and policy, plans);**
 - **human resource specialists – human resource department, or HRBP (creating conditions and prerequisites, preparing documentation for management, dealing with authorities, employee records, etc.);**
 - **managers – line management (implementation of the outputs of the previous two entities: actual management of people – directly influencing the awareness (attitudes and preferences) and behavior of employees).**

1. Introduction to the Topic

- **Examples of techniques for increasing work performance:**
 - **self-managing work teams; rotation in relation to different types of work;**
 - **high level of training to improve skills;**
 - **total quality management (TQM) procedures and processes;**
 - **support for innovation and creative thinking and behavior;**
 - **intensive employee involvement and training;**

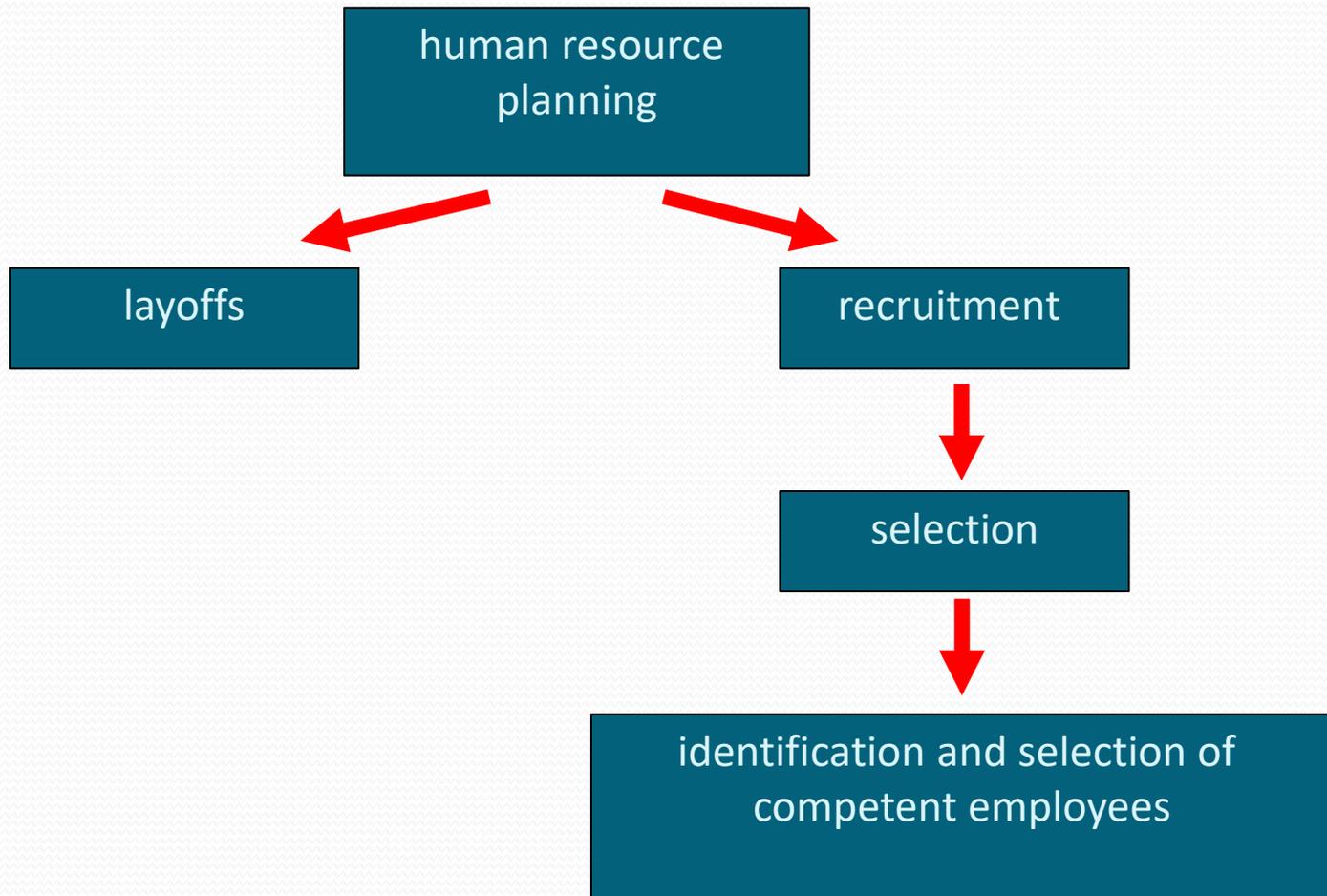
1. Introduction to the Topic

- **Examples of techniques for increasing work performance:**
 - **implementation of employee suggestions;**
 - **linking part of remuneration to performance;**
 - **coaching and counseling;**
 - **regular information sharing;**
 - **conducting employee satisfaction surveys;**
 - **cross-functional integration;**
 - **clear and accessible information for recruitment and selection of employees.**

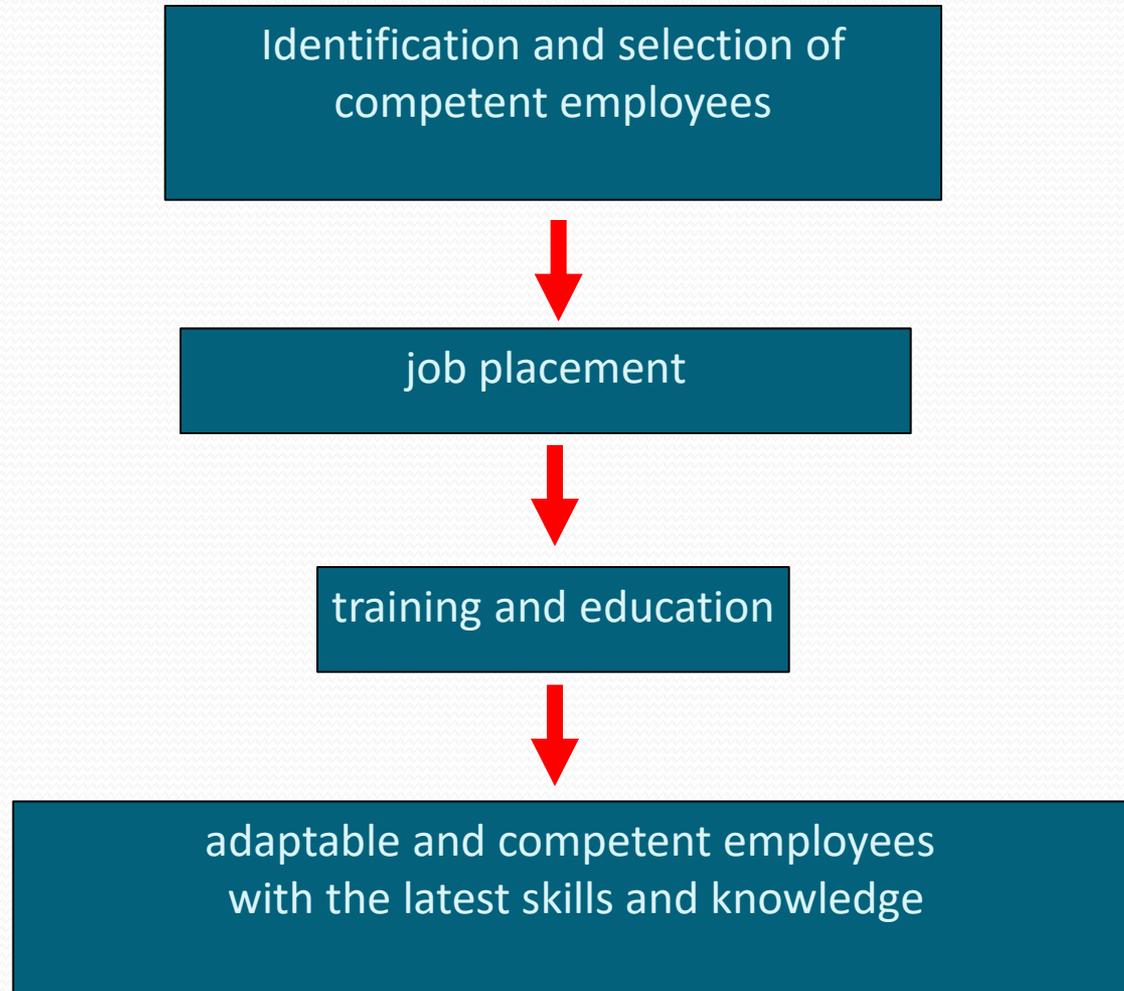
1. Introduction to the Topic

- **HR management positively influences the economic results (labor productivity) of an organization in the following ways:**
 - **by introducing and monitoring occupational health and safety programs (reducing absenteeism and employee turnover);**
 - **by reducing overtime, eliminating downtime due to lack of knowledge or disorientation;**
 - **training and developing employees;**
 - **selecting only the best candidates;**
 - **applying a competitive and motivating reward system;**
 - **encouraging self-development and the presentation of own ideas.**

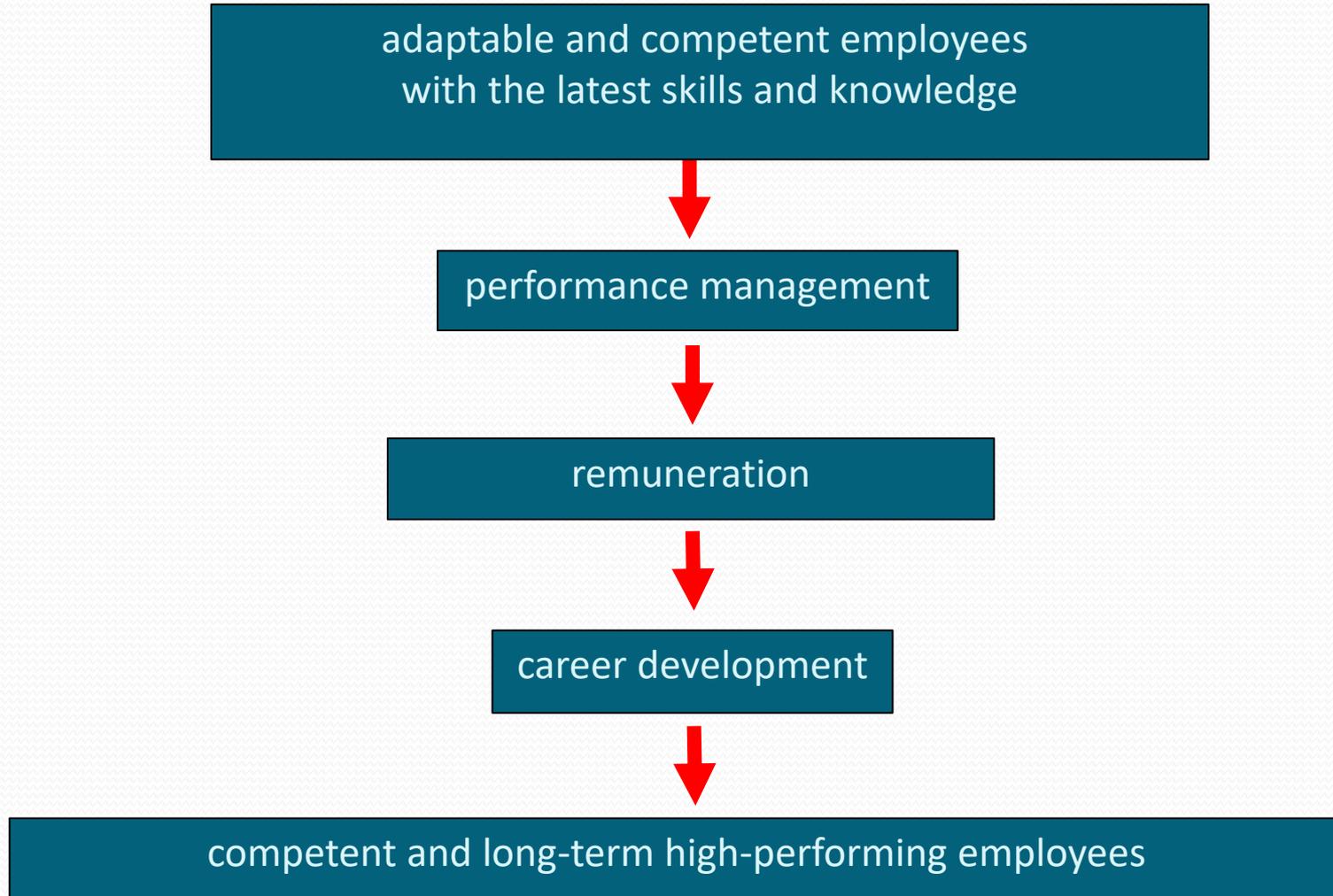
2. Human Resource Management Process



2. Human Resource Management Process



2. Human Resource Management Process



3. Methods of Modern Personnel Management

- A modern approach to employees uses many tools and methods.
- The most important ones are:
 1. motivation;
 2. delegation;
 3. coaching;
 4. effective communication.

3. Methods of Modern Personnel Management

1. Motivation:

- **Definition: the targeted creation of incentives that cause an individual to behave and act in a certain way.**
- **It is a combination of processes:**
 - intellectual;
 - psychological;
 - physical.
- **These processes determine how energetically a subordinate acts and in what direction their energy is focused.**
- **Goal: to get the most out of employees' knowledge, abilities, skills, and work performance (so that they want to do so themselves, see internal and external motivation and inspiration – the role of leadership).**

3. Methods of Modern Personnel Management

2. Delegation:

- **Delegation is an absolutely crucial part of management, because the following applies:**
 - a capable and successful manager delegates correctly;
 - an unsuccessful manager does not delegate, or delegates poorly.
- **Principle: transferring tasks or a precisely defined scope of authority and responsibility to another person, organizational unit, or lower level of management (this is not merely assigning tasks).**

3. Methods of Modern Personnel Management

2. Delegation:

- **Delegation is not merely a management tool – it is the fundamental essence (philosophy) of management.**
- **Delegation has three levels:**
 - **redistribution of tasks;**
 - **a tool for motivating and developing employees;**
 - **a form of communication between a superior and their subordinates.**

3. Methods of Modern Personnel Management

3. Coaching:

- **A method of communication and leadership that reveals and unleashes an employee's potential (enabling them to maximize their performance).**
- **Origin in sports: the manager is an advisor and coach – removing obstacles in the work of subordinates (acting openly, focusing on the needs, interests, and goals of the coached subordinate – the opposite of directive management).**

3. Methods of Modern Personnel Management

3. Coaching:

- **Coach versus mentor:**
 - **coach:** striving for self-development and strengthening the potential of the employee;
 - **mentor:** passing on experience within the scope of the work performed (e.g., an experienced colleague).
- **Coach versus instructor:**
 - **Coach:** must get to know their mentee (or team), start thinking like their mentee, identify their potential, and develop it further.
 - **Instructor:** explains what technique the mentee should use, what training to choose, etc.

3. Methods of Modern Personnel Management

4. Effective communication:

- **the speed and dynamics of changes in the economy (new segments of labor markets, new segments of competitive markets, legislation, etc.) require flexibility in decision-making;**
- **Managers are the point of contact between subordinates and the organization.**
- **Employees work better when they have up-to-date information related to their performance (see the roles of leadership, motivation, and delegation).**

4. Current Issues in Human Resource Management

- **Managing a diverse workforce – in all areas of HR (recruitment, selection, orientation, training, etc.).**
- **Sexual harassment – unwanted activity of a sexual nature that affects an individual's employment.**
- **Work-life balance:**
 - **family-friendly benefits – benefits aimed at balancing work and personal life;**
 - **dual-career couples – couples in which both partners hold professional, managerial, or administrative jobs.**



**Thank You for Your
Attention.**