



## Syllabus of Module

# 2. Human Resource Management

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### Module Annotation

The terms personnel work, human resources, personnel administration, personnel management, or human resource management are often synonymous, but they are not. Personnel work or human resources are typically used as the most general designations for this area of organizational management, regardless of the concept, system, or developmental stage of this management. The terms personnel administration, personnel management, and human resource management refer to specific developmental phases or concepts of personnel work and its position within the organization's management hierarchy.

During the study, we should understand the differences between these concepts or developmental phases and particularly focus on the characteristics of the latest idea of personnel work, known as human resource management. The following three features are crucial: a strategic approach to personnel work, an orientation towards external factors affecting the formation and functioning of the organization's workforce, and the fact that personnel work has long ceased to be the sole domain of HR specialists and has become part of the daily work of all managerial employees.

The general task of human resource management is to ensure the organization's efficiency and continuous improvement of its performance, while optimally utilizing all resources, especially human resources. From this, the so-called main tasks of human resource management derive, some aimed at satisfying the organization's interests and needs, and others at meeting the interests and needs of employees. To fulfil these main tasks and achieve the set goals in the area of human resources, human resource management focuses

on specific and detailed tasks. These tasks are reflected in the so-called personnel activities or processes implemented within organizations.

Experts have been discussing for some time whether the tasks of human resource management, as defined, still meet the needs of personnel work in the increasingly changing conditions associated with globalization trends and labor market changes. Dave Ulrich, a leading global expert in human resources education, states that HR departments are not there to provide corporate therapy or serve as social and health shelters. He asserts that HR professionals must primarily create procedures that make workers more competitive, not carefree. He also emphasizes that HR activities must be based on theory and research, which means HR professionals must excel in both theory and practice and thus, not everyone can be an HR professional.

The impact of personnel work on organizational results must be measured, and HR professionals should learn to translate their work into the financial language. Their work cannot only represent the soft side of business. The function of personnel work is not to achieve consensus, willingness, and harmony, as this is the responsibility of managerial employees. Personnel work should not aim to make employees happy but dedicated to their work and loyal to the organization. HR professionals should assist managers in engaging employees and implementing company policies. Personnel procedures are constantly evolving, and it is essential to view this work as part of an evolutionary chain, continuously explaining and advocating for this part of the work within the organization.

### Module Objective

- Define personnel work in an organization. Understand the position of personnel work within the organizational management system.
- Differentiate between various concepts (or developmental phases) of personnel work.
- Characterize what distinguishes modern human resource management from personnel management or personnel administration.
- Know and define individual personnel activities. Understand the interconnection, interrelation, and continuity of personnel processes.
- Define the concepts of personnel strategy and personnel policy and understand the relationship between them.
- Define strategic human resource management.
- Understand who participates in human resource management and how, including the roles of managerial employees in various areas of personnel work, the function of the HR department, and its specific tasks.
- Understand the role of managerial employees from the perspective of personnel work. Recognize the concept of a managerial employee versus a "leader." Understand the specifics of "Leadership."

- Comprehend the significance and contribution of personnel work to the organization.

## Literature

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