

COURSE DESCRIPTION

University: <i>University of Presov</i>	
Faculty/university workplace: <i>Faculty of Management and Business</i>	
Code: 7KMN/HRMG-ER/26	Course title: <i>Human Resource Management</i>
Type, scope and method of educational activity: <i>Type of educational activities: lectures, seminars</i> <i>Scope of educational activities: 2 hours lecture, 1 hours seminar per week</i> <i>Method of educational activities: combined</i> <i>Lectures - possibility of distance form up to 30% via MS Teams, Moodle or other applications and platforms.</i>	
Number of credits: 5	
Recommended semester: winter	
Study grade: 1.	
Prerequisites:	
Conditions for passing the course: <i>Continuous assessment:</i> <i>Throughout the semester, students are required to prepare and successfully defend a semester project (30 points) and to fulfil the attendance requirements in accordance with the Study Regulations of the University of Prešov.</i> <i>Final assessment:</i> <i>The final examination is assessed with a maximum of 70 points. A student successfully completes the course provided that they defend the semester project with at least 50% of the available score (i.e. a minimum of 15 points for the semester project) and obtain at least 35 points in the final examination. The overall course grade is determined by the total number of points earned.</i> <i>Grading scale in accordance with the Study Regulations of the University of Prešov:</i> <i>The performance criteria (expressed as a percentage of the total course assessment) for individual grades are as follows: A: 100.00–90.00%; B: 89.99–80.00%; C: 79.99–70.00%; D: 69.99–60.00%; E: 59.99–50.00%; FX: 49.99% and below.</i> <i>A student who obtains less than 50% will receive a grade of FX.</i> <i>Successful completion of the course is conditional upon meeting all prescribed assessment requirements and fulfilling the attendance requirements in accordance with the Study Regulations of the University of Prešov.</i>	

Learning outcomes:

The graduate of the course will acquire knowledge, skills and competences.

Knowledge:

The graduate of the course will be proficient in declarative and operational knowledge, acquired, internalized knowledge:

- acquire the necessary terminological apparatus, components of personnel strategy, organisation and tasks of the HRM;*
- understand the issues related to a range of HRM-related practice development;*
- understand the need for HRM in practice and how to ensure that this need is met by other departments in the enterprise;*
- know the possible role of the human resources management unit and its competences,*
- define the subjects of human resources management;*
- describe the activities of the unit and the distribution of work tasks between the different job roles;*
- understand the importance of HR planning and be able to apply this process in the production of the required documents;*
- describe the different activities of the staffing process;*
- characterise the different forms of staff adaptation;*
- be familiar with the formal and informal staff appraisal process;*
- define methods and forms of staff training;*
- explain the use of intra- and extra-company mobility of workers from the active and passive side;*
- characterise the nature of individual and collective employment relationships and the social care options within these relationships;*
- explain the differences between working time, working hours and rest periods and describe the requirements for the beginning and end of working time.*

Skills:

The graduate of the Human Resource Management course will be able to:

- Apply the components of HR strategy;*
- produce the required job analysis documents;*
- Evaluate individual HR practices with an emphasis on more efficient processes;*
- ensure the process of staff appraisal both practically and formally;*
- develop and evaluate the documents required in the recruitment, selection and selection process and manage these processes;*
- develop training plans and programmes;*
- develop career development plans;*
- apply employee care options and assist in the development of the necessary documents;*
- develop and manage a portfolio of employee benefits;*
- design various options and situational trends used for specific human resource management needs (homeoffice options, offshoring, talent management, online testing, etc.),*
- suggest different situational trends, help other departments to ensure the necessary application of process assurance with an emphasis on efficient work execution e.g. homeoffice option, online testing.*

Competencies:

The graduate of the Human Resource Management course has the ability and competence to:

- Acquiring, forming, functioning, using, organizing personnel work, working abilities of individuals,*
- evaluate the relationship to the work performed, the enterprise and co-workers;*
- demonstrate the ability to evaluate the personal and social development of HR;*
- competence in the application of appropriate procedures and methods in working with people;*
- understand career anchors and recognise career structures;*
- produce the required documents used in individual HR practices;*
- Perform all activities where the focus is on employees and where synergy is involved with other functional areas.*

Course content:

- 1. Fundamentals and developmental concepts of personnel work. Definition, objectives, tasks of HRM. HRM as an integral part of enterprise management. Concepts of HRM in the world. Development stages of HRM.*
- 2. HR strategy. Activities of HR strategy. HR philosophy, HR policies, programs and practices.*
- 3. Organisation of HR work. HRM unit. Types and structure of departments. Tasks and organisation of work. Profile of the HR manager. Contribution of the unit to the success of the organisation.*
- 4. Human resource planning - purpose, process, areas of planning, importance. The position of personnel planning (and the plan) in the planning of the organization.*
- 5. Job design, redesign and analysis - purpose, process, products: job description and specification of job holder requirements, importance and measures of success.*
- 6. Human Resource Provision (sourcing, selection, recruitment and orientation) - purpose, process, importance and measures of success.*
- 7. Internal and external staff mobility - qualitative and quantitative aspects of mobility. Promotion, reassignment, downgrading. Active and passive side of deployment.*
- 8. Staff appraisal and remuneration - purpose and nature of appraisal, formal, informal, complex appraisal, principles, problems and errors of appraisal, importance and measures of appraisal success. Remuneration system, wage and non-wage reward system.*
- 9. Staff training and development, training system in the organization, purpose, development of training plans and career planning, importance and success measures.*
- 10. Management of labour relations and care of workers. Individual and collective labour relations. Social care of workers.*
- 11. Recording and scheduling of working time and rest periods. Start and end of working time.*
- 12. Current practices and trends in human resource management. Positives and negatives of different practices (offshoring, online testing, homeoffice, etc.)*
- 13. Repetition and discussion*

Recommended literature:

ARMSTRONG, M. and TAYLOR, S. 2023. Armstrong's Handbook of Human Resource Management Practice: A Guide to the Theory and Practice of People Management. 16th ed. Kogan Page Publishers, London. ISBN 978-1-398-60664-7.

BEARDWELL, J. and THOMPSON, A. 2014. Human Resource Management ; A Contemporary Approach. Person Education Limited, Harlow UK. ISBN 978-1-292-00272-9.

COCUĽOVÁ, J., SVETOZAROVOVÁ, N., BERTO VÁ, D. 2020. Analysis of factors determining the implementation of talent management. In: Marketing and Management of Innovations. ISSN 2218-4511. Vol. 3, pg. 249-256.

CRAWSHAW, J.R., BUDHWAR, P and DAVIS A. 2014. Human resource management. Strategic and International Perspectives. Sage Publications London. ISBN 978-1-4462-7079-0.

LAWLER, E.E., BOUDREAU, J.W., LAWLER, E.E.III, BOUDREAU, J. 2015. Global Trends In Human Resource Management: A Twenty-Year Analysis. Stanford: Stanford University Press, 2015. ISBN 978-0-8047-9455-8.

MACHADO, C. 2019. Sustainable Human Resource Management: Policies and Practices. Gistrup: River Publishers, 2019. ISBN 978-87-7022-119-1.

MARCHINGTON, M and WILKINSON, A. 2015. Human Resource Management at Work. Published by Chartered Institute of Personal and Development London . ISBN 978-1-84398-267-8.

SVETOZAROVOVÁ, N., COCUĽOVÁ, J., TOMČÍKOVÁ, Ľ. 2025. Modern approaches to human resource management in the era of digital transformation. In: Proceedings of the 46th International Business Information Management Association Conference: Green and Digital Transitions, and Artificial Intelligence to Boost Competitiveness in Global Economies. Norristown (USA): International Business Information Management Association. ISBN 979-8-9867719-8-4. ISSN 2767-9640, pp. 982–989.

SVETOZAROVOVÁ, N., COCUĽOVÁ, J., TOMČÍKOVÁ, Ľ. 2025. Enhancing HR practices through neuroscience: the evolution and impact of neuromanagement. In: International Journal of Economic Behavior. ISSN 2069-5756. ISSN (online) 2285-0430. Vol. 15, no. 2, p. 19.

Language which is necessary to complete the course: *English language*

Notes:

20% of the workload – lectures

30% of the workload – work on the semester project

50% of the workload – exam preparation

For students with specific needs, an individualized approach is ensured on the basis of the recommendation of the faculty coordinator for students with specific needs.

Course evaluation

Total number of students evaluated: 34

A	B	C	D	E	FX
68%	3%	21%	3%	6%	0%

Lecturers:

doc. Mgr. Nella Svetozarovová, PhD., PhDr. Daniela Bertová, PhD., Mgr. Roman Novotný, PhD., examiner

Date of last change: *14th of April 2026*

Approved by: *prof. Ing. Dr. Róbert Štefko, Ph.D.*