



**SLEZSKÁ  
UNIVERZITA**

OBCHODNĚ PODNIKATELSKÁ  
FAKULTA V KARVINĚ

# HUMAN RESOURCE MANAGEMENT

## Lesson 2

### **HRM – significance, developement, functions**

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## Experts from practice - topics

### 25.3. 14.45 Branding. Social media.

Presenters: Daria Wojtkowska, Global Talent Marketing Lead - Early Careers & Social, together with Kavya Kundalia, Social Media Marketing Senior Lead.

### 6.5. 14.45 Resolving conflicts

### 13.5. 14.45. International HR management

Cooperation with Kyndryl, IBM division.

on-line during the HRM lesson

# Content

- personnel management,
- human resource management,
- personalities of management and personnel management history – **TASK** (team work)
- differences of personal and human resource management
- geographical differences of the development and their reasons

# Development of HRM

## The emergence of industrial relations and personnel management

- Late 19th century to 1920
- Connected with the need of improvement of working condition and need of higher efficiency
- Labour movements across the newly industrialized world
- Typical conditions: working hours, child labour, improved health and safety at work.

# Development of HRM

## How to achieve efficiency?

(notions of bureaucracy, division of labour, *Principles of Scientific Management*)

## Efficiency may be attained through:

1. The increasing mechanisation of the workplace.
2. The simplification and routinisation of work.
3. The extrinsic, out-put related, reward-based motivation of employees.

# Development of HRM

## 1st stage - people care (care about employees)

- 1920 - 30
- technical aspect of hiring, evaluating, training, compensating
- Taylorism, often referred to as Scientific Management, was the first theory of management to focus specifically on analyzing and optimizing workflows.
- conflict of managers and employees – motivation/only money
- a human was a part of technological process.

# Development of HRM

2nd stage

Personnel administration

- explosion of academic research in psychology, anthropology and sociology
- human relations movement
- rise of behavioural, psychological and emotional perspective
- divided into processes, technical background is still important

# Development of HRM

3rd stage (1940s – 50s)

Personnel management – development

- specific social needs of a person
- comprehensive plans for personal and social development
- personnel management (not just administration )
- corporate management was both operational and tactical



# Development of HRM

4th stage (1960s – 70s)

Personnel management – maturity

- specific social needs of a person
- comprehensive plans for personal and social development
- personnel management
- corporate management was both operational and tactical
- **employees as a part of the system, increasing role of education, HR generally**

# Development of HRM

5th stage (1980s - )

Human resource management

- more strategies
- learning and developing people – learning organization
- man was seen as a highly individualized
- organised and pro-social system
- systems are interconnected and processes build on each other
- more oriented towards the external environment of the company

# TASK 1

## Trip to history (2-point activity)

4 group of students

Search for information about 4 historical personalities of management:

Henri Fayol      Frederick W. Taylor

Peter F. Drucker      Max Weber

1. Basic biography
2. What is their benefit in management, especially HRM?
3. What is relevant today?
4. Present it to your co-students.

# Development of HRM

It developed differently in the world.

It differs geographically.

Discuss:

What are the reasons of geogr. differences of the HRM development?

Find some examples.

## Key differences

### Personnel Management

employee focused

operational, administrative

reactive

fragmental, ad hoc

policies and practises

focus on performance  
measurment



### Human Resource Manag.

business partner

strategic

proactive

integrated, coordinated

policies and practises

focus on added value

# Hard x soft HRM

## Hard HRM

- emphasises on the efficient utilisation of the workforce
- employees are the source to achieve organisational goals

## Soft HRM

- people management practises and activities to gain commitment of employees „emotionally“ – you want to do that because you believe it...

# Hard x soft HRM

## Hard HRM

Employees are a resource  
utilized

Deployment

Control

Direction

Rigidity

Performance measurement

## Soft HRM

...they are a source of  
competitive advantage

Development

Commitment

Involvement

Flexibility

Performance enabling

# Common HR activities

Operational HR Activities	Strategic HR Activities	Administrative HR Activities	People-focused HR Activities
<ul style="list-style-type: none"><li>• Business partnering</li><li>• Advice to line managers</li><li>• Recruitment</li><li>• Selection</li><li>• Learning and development</li><li>• Training</li><li>• Management development</li><li>• Reward and benefits management</li><li>• Performance management</li><li>• Disciplinary and grievance proceedings</li><li>• Dismissals</li><li>• Redundancy</li><li>• Employment law advice</li></ul>	<ul style="list-style-type: none"><li>• Executive Board membership</li><li>• Strategic decision-making</li><li>• Workforce planning</li><li>• Succession planning</li><li>• Organisational (job) design</li><li>• Talent management and development</li><li>• Policy development</li></ul>	<ul style="list-style-type: none"><li>• HR-related administration</li><li>• Upkeep of personnel records</li><li>• Pay, and managing the payroll system</li><li>• Pensions</li><li>• Health and safety</li><li>• Equal opportunities monitoring</li></ul>	<ul style="list-style-type: none"><li>• Employee engagement and motivation</li><li>• Career management</li><li>• Counselling</li><li>• Occupational psychology</li><li>• Occupational health</li><li>• Change management</li></ul>



# The pillars of HRM

Company culture

Philosophy

HRM Strategy

Policies and procedures

# Company culture

Company culture is about the climate in the company, about relationships, behaviour towards employees and clients, respect to each other.

It goes through strategies and policies.

It is based on philosophy (usually of the founder or owner).

Main values of the company.

CSR – what is it? Is it important? Is it what can company culture be built on? Name some rules...

# CSR pyramid



## CSR in the social area

Social activities of a socially responsible company may include:

- philanthropy
- communication with stakeholders
- **strict respect for human rights (holidays, overtime, sick days, benefits, not trying to set a minimum wage saying there are 20 more people waiting outside)**
- compliance with labour standards
- <https://digitalmarketinginstitute.com/blog/corporate-16-brands-doing-corporate-social-responsibility-successfully>

**Thank you  
for your attention.**

