



## RTU Course "Talent and Personnel Management"

22161 Starptautisko programmu nodāļa

### General data

Code	IEU529
Course title	Talent and Personnel Management
Course status in the programme	Compulsory/Courses of Limited Choice
Course level	Post-graduate Studies
Course type	Professional
Field of study	Business Management and Administration
Responsible instructor	Inga Lapīņa
Volume of the course: parts and credits points	1 part, 4.0 Credit Points, 6.0 ECTS credits
Language of instruction	LV, EN
Possibility of distance learning	Not planned
Abstract	<p>The course elaborates on the key topics of modern human resources management with focus on its impact on business processes and goals achievement, and having specific topics related to talent management.</p> <p>The course covers the essential human resource management functions, methods and tools: The role, functions and key processes of human resources management. The actual topics of human resources management in Latvia and globally. The role of personnel planning in an organization. Overview of employment regulations and personnel documentation. Recruitment process and methods. Approaches on personnel motivation, description of motivation elements and reward types. Performance management process. Personnel development and training in organizations. Talent management. Organizational culture and its key elements. The role of human resources management in change management process. Organizing the function of human resources management, analysing its effectiveness.</p>
Goals and objectives of the course in terms of competences and skills	<p>The goal of the course is to provide knowledge on theory and practical application of HRM, describe its functions and approaches, as well as elaborate on hot topics of the area in Latvia and globally.</p> <p>Competences and skills have to be obtained:</p> <ul style="list-style-type: none"> <li>- To understand the role of HRM in an organization, its link to the organization's goals, strategy and other processes;</li> <li>- To analyse the impact of HRM processes on organization's effectiveness and future development opportunities;</li> <li>- To understand key HRM processes, methods and approaches of their successful implementation;</li> <li>- To analyse risks related to personnel and use risk mitigation methods;</li> <li>- To develop recommendations for improving HRM.</li> </ul>
Structure and tasks of independent studies	<p>Group task is compiled within the deadlines given by the lecturer, when students in small groups perform case analysis, develop detailed analysis of one HRM process and propose solutions for improvement and development of that process. The group task summary is presented. Groups presents its conclusions based on analysis performed and recommendations for further improvements, as well as answers the questions of audience. A written summary of a group task on 15-20 pages is submitted after the presentation.</p> <p>Each individual task consists of an exercise or case analysis related to the topic, which has been elaborated and discussed during the course on that particular time.</p>

Recommended literature	<p>Pamatliteratūra: Ešenvalde, I. Personāla vadības mūsdienu metodes – Merkūrijas Lat, Rīga, 2008 – 349 lpp.</p> <p>Papildus literatūra: 1. Boitmane, I. Personāla atlase un novērtēšana – Lietišķās Informācijas birojs, 2006. – 160 lpp. 2. Dāvidsone, G. Organizāciju efektivitātes modelis – Organization Development Academy, Rīga, 2008 – 332 lpp. 3. Reņģe, V. Organizāciju psiholoģija – Kamene, Rīga, 2001. 4. Armstrong, M. Handbook of Human Resources Management Practice – 10th edition. – Kogan page, London, 2006 – 1057 pp. 5. Besker, B. E. The HR Scorecard: Linking People, Strategy, and Performance / B. E. Besker, M. A. Huselid D. Ulrich. – Boston, Harvard Business School Press, 2001 – 235 pp. 6. Martocchio, J. J. Strategic Compensation – Human Resource Management Approach – Pearson/Prentice Hall, New Jersey, 2006 7. Kearns, P. HR Strategy: Business Focused, Individually Centred - Butterworth-Heinemann, 2003 8. Johnson, M. The New Rules of Engagement: Life-Work Balance and Employee Commitment – CIPD Enterprises, 2004</p> <p>Kursa apgūvē var izmantot arī periodiku, lai sekotu aktualitātēm: 1. Avīze “Diena”, tās biznesa pielikums „Lietišķā Diena” 2. Avīze “Dienas Bizness” 3. Žurnāls “Biznesa psiholoģija” 4. Žurnāls “Harvard Business Review”</p> <p>Kursa apgūvē var izmantot arī interneta resursus: 1. Latvijas Personāla vadības asociācija - www.lpva.lv 2. LR normatīvo aktu apkopojums - www.likumi.lv 3. CV Online - www.cvo.lv 4. Eiropersonāls - www.eiropersonals.lv</p>
Course prerequisites	Basic knowledge on personnel management

### Course outline

Theme	Hours
1. Introduction. The role and functions of HRM. Global and local development trends in HRM. Key processes of HRM	4
2. Personnel planning. Legal background of employment relations. Personnel documentation	4
3. Recruitment: types and effectiveness. Job interview and other recruitment methods. Adaptation of new employees	8
4. Motivation and reward management. Motivation and hierarchy factors. Principles of reward systems. Elements of rewards	8
5. Performance management. Performance management process and methods. Job analysis – principles and approach	8
6. Personnel development. Knowledge management process. Training – approaches and methods	8
7. Talent management. Principles and steps in career management. Talent management approach	8
8. Organizational culture: definition, typology, key elements. Communication. Working environment. Brand. CSR	8
9. HRM functions in an organization. The role of human resources in change management process	4
10. Consulting, coaching, stress and conflicts management. HRM process outsourcing. Analysis of effectiveness of HRM	4

### Learning outcomes and assessment

Learning outcomes	Assessment methods
1. Student will be able to describe the role, functions and key processes of HRM in an organization and be able to provide a summary of hot topics of HMR in Latvia and world.	Home assignment
2. Students will be able to articulate the role of personnel planning in an organization and evaluate its link to organization's goals, strategy and processes. Will understand the key labour law regulations and use of personnel documentation.	Home assignment
3. Students will understand recruitment process and its key principles and will be able to perform certain steps of recruitment activities, will be able to analyse the effectiveness of recruitment process	Evaluation the advantages and risks of different recruitment methods. Description of the process and common problems of new employee's adaptation. Example – recruitment
4. Students will be able to summarise the key principles and approaches of personnel motivation. Will be able to describe the key elements of reward system and their link to achieving an organization's goals.	Analyses and comparison of advantages of different motivation methods, aware of limitations of their practical application. Example – reward and motivation system
5. Students will be able to provide an overview of a role of performance management process and its link to other processes in an organization. Will be able to compare different performance management methods, their advantages and limitations.	Individual task I Example – performance management
6. Students will be able to formulate a knowledge management process. Will be able to weight the advantages and disadvantages of different training methods. Will be able to apply methods and tools to analyse the training effectiveness.	Example – personnel training
7. Students will be able to describe a role of career planning in an organization, will be able to formulate the key principles of talent management and to describe its advantages and risks. Will be able to provide a general description on how leaders are identified and developed in organizations.	Group task – I part Example – personnel development, talent management
8. Students will be able to formulate a definition of organizational culture and make comparison among several popular typologies. Will be able to explain the term of corporate social responsibility and how it is embedded in organizations in Latvia and globally.	Description of key elements of organizational culture (communication, working environment, brand of employer) and assessment of their impact to organization. Example – internal communications Example – employees surveys

9. Students will be able to summarise the role of human resources management in managing stress and conflicts in an organization. Will be able to identify the opportunities for outsourcing human resources management processes.	Articulated principles of measuring effectiveness of human resources management function. Individual task II Group task – II part Example – outsourcing human resources management processes
10. Students, in addition, will be able to prepare and present one example, which describes one human resources management process in a real organization.	The course rating is not given, if a student has not completed the group task. If any of the individual tasks has not been submitted, the final course rating is decreased respectively.
The course rating is based of the results of performing 2 individual tasks and one group task that incorporates all topics of this course and demonstrates a student’s capability to apply the obtained knowledge in analysis of real situations and developing practical solutions.	The successful final rating is only provided, if during the course a student has successfully completed a group task and, at least, one individual task.

**Study subject structure**

Part	CP	ECTS	Hours per Week			Tests		
			Lectures	Practical	Lab.	Test	Exam	Work
1.	4.0	6.0	2.0	2.0	0.0		*	