



## COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
<b>Personnel Management</b>	

Lecturer(s)	Department(s) where the course unit (module) is delivered
<b>Coordinator: Renata Korsakienė</b>	Faculty of Economics and Business Administration Sauletekio ave. 9, II building, LT 10222 Vilnius

Study cycle	Type of the course unit (module)
First	Compulsory

Mode of delivery	Period when the course unit (module) is delivered	Language(s) of instruction
Face-to-face / on-line	Spring semester	English

Requirements for students
<b>Prerequisites: Management, Global Marketing</b>

Course (module) volume in credits	Total student's workload	Contact hours	Self-study hours
5	130	48	82

Purpose of the course unit (module): programme competences to be developed		
The subject aims to develop: a systematic approach to personnel management and the processes of personnel management; the ability to apply theoretical knowledge for analysis of personnel management in organizations; the ability to formulate personnel management issues and find relevant solutions.		
Learning outcomes of the course unit (module)	Teaching and learning methods	Assessment methods
Student will know the concepts, principles and methods of personnel management	Lectures and seminars, group discussions, problem-based learning, collaborative learning, case studies, role play and simulations.	Preparation and presentation of group projects, oral and written presentation of problem-solving task (presentation form of report: e.g., pdf or ppt format). Oral or written case analysis (presentation form of report e.g., pdf or ppt. Format). Tests: open and multiple choice questions, cases.
Student will be able to analyze the processes of personnel management by using personnel management methods.		
Student will understand the relationship between personnel management and organizational performance and will be able apply this knowledge for cooperation with partners in the product / service value chain.		
Student will be able understand and adapt the personnel management system, taking into account the multicultural composition of the team.		
Student will know how to make independent personnel management decisions by considering market conditions.		
Student will develop a systematic approach to personnel management and will be able formulate and solve personnel management issues by considering the specific aspects of industry.		

Content	Contact hours								Self-study work: time and assignments	
	Lectures	Tutorials	Seminars	Exercises	Laboratory work	Internship/work placement	E-learning	Contact hours	Self-study hours	Assignments Present the planned assignments in detail
1. Introduction to Personnel Management course. Aim of the course, course structure and place in the syllabus. The requirements for students and work schedule.	1							1		
2. Strategic human resource management. Key concepts of personnel management. Transformations of personnel management and human resource management concepts. The relationship between personnel management and organizational performance. Personnel management policy and its implementation.	4							4	4	Human Resource Management : A Dynamic Approach Cover Author: Joseph M.Putti Date: 2015 eBook p. 7-14; 294-307 and supplementary reading. Individual participation in case discussions
3. Analysing works and designing jobs. Personnel management in the organization. The system and content of personnel management.	4							4	3	Human Resource Management : A Dynamic Approach Cover Author: Joseph M.Putti Date: 2015 eBook p. 20-36 and supplementary reading. Individual participation in case discussions
4. Planning the demand of personnel. The benefits of planning. Traditional and modern planning model. Planning stages and methods.	2							2	5	Human Resource Management : A Dynamic Approach Cover Author: Joseph M.Putti Date: 2015 eBook p. 20-36 and supplementary reading.
5. Personnel recruitment. The concept and objectives of personnel recruitment. The recruitment process and impacting factors. The main methods and sources of personnel recruitment.	2		2					4	5	Human Resource Management : A Dynamic Approach Cover Author: Joseph M.Putti Date: 2015 eBook p. 43-55 and supplementary reading. Individual participation in case discussions
6. Personnel selection. The process of selection and the main stages. Selection methods and effectiveness of their application.	3		2					5	10	Human Resource Management : A Dynamic Approach Cover Author: Joseph M.Putti Date: 2015 eBook p. 61-80 and supplementary reading. Simulations of job interview.
7. Recruitment, transfer and termination of contract. Work discrimination.	2		2					4	10	Human Resource Management : A Dynamic Approach Cover Author: Joseph M.Putti Date: 2015

										eBook p. 81-83 and supplementary reading. Individual participation in case discussions
8. Adaptation of personnel. The concept and objectives of adaptation. The stages and main methods of adaptation. Management of adaptation process in organization.	2		2					4	5	Human Resource Management : A Dynamic Approach Cover Author: Joseph M.Putti Date: 2015 eBook p. 90-92 and supplementary reading.
9. Training and development of personnel. The content and objectives of personnel development system. Strategies and methods of development.	2		2					4	10	Human Resource Management : A Dynamic Approach Cover Author: Joseph M.Putti Date: 2015 eBook p. 93-128 and supplementary reading. Individual participation in case discussions
10. Personnel appraisal and management of competences. The place of competences planning in personnel management, modelling of competences and appraisal methods.	2		2					4	10	Human Resource Management : A Dynamic Approach Cover Author: Joseph M.Putti Date: 2015 eBook p. 135-157 and supplementary reading. Simulations of appraisal interview.
11. Career planning and management of personnel. The concept and theories of career. Individual and organizational career planning.	2		2					4	10	Human Resource Management : A Dynamic Approach Cover Author: Joseph M.Putti Date: 2015 eBook p. 164-178 and supplementary reading. Individual participation in case discussions
12. Reward and performance management of personnel. motivation. Efficiency of motivation system and performance management in organization.	4		2					6	10	Human Resource Management : A Dynamic Approach Cover Author: Joseph M.Putti Date: 2015 eBook p. 184-205;248-267 and supplementary reading. Individual participation in case discussions
13. International human resource management	2							2		Human Resource Management : A Dynamic Approach Cover Author: Joseph M.Putti Date: 2015 eBook p. 313-330 and supplementary reading. Presentation of group project.
Total	32		16					48	82	

Assessment strategy	Weight, %	Deadline	Assessment criteria
Group project	30%	During the semester	<p>The following aspects of group work are to be evaluated:</p> <ul style="list-style-type: none"> <li>- The suitability and originality of proposed solutions -20% (Work includes factual analysis of the analysed problem; collected data and/or discovered solutions provided by the authors; solutions and proposals are provided (20%) If the analysis is performed superficially and conclusions, solutions are not specific or detailed enough – 15%. Unallowable, conscious distortion of factual material, plagiarism – 0%).</li> <li>- Requirements for academic written works are met, all required work sections are present, work possesses appropriate structure and content, work is written in academic language – 10% (If requirements are not met – 0%).</li> </ul> <p>If work is not provided – 0%.</p> <p>The contribution of group members is evaluated equally.</p> <p>The average mark is multiplied by 0.3</p>
Individual participation in case discussions	10%	During the semester	During seminars students are present cases. The evaluation is as follows: correct answers to questions and active participation (1 point).
Simulations of interviews	10%	During the semester	During seminars group of students are responsible for simulations of interviews. The evaluation is as follows: correct questions to interviewee and structure of simulation (1 point).
The assessment strategy for final test and mid-term test	50%	Mid-term in the middle of semester and final exam at the end of semester	<p>Assessment criteria of mid-term test (topics 1-7 are included) : test 10 multiple-choice(0.5 points each) and 2 open ended questions (2 points) and case study (3 points).</p> <p>Assessment criteria for the final test (topics 8-13 are included): test 10 multiple-choice(0.5 points each) and 2 open ended questions (2 points) and case study (3 points).</p> <p>The average mark is multiplied by 0.5</p> <p>The final mark will be round up according to mathematical rules.</p>
<b>Assessment strategy for taking the exam externally</b>			
Test	50%	During appointed time of exam	<p>Assessment criteria of text: test 20 multiple-choice (0.5 points each) and 4 open ended questions (2 points) and 2 case studies (3 points).</p> <p>The final mark is multiplied by 0.5</p>
Individual project	50%	During appointed time	<p>The following aspects of group work are to be evaluated:</p> <ul style="list-style-type: none"> <li>- The suitability and originality of proposed solutions -40% (Work includes factual analysis of the analysed problem; collected data and/or discovered solutions provided by the authors; solutions and proposals are provided (40%) If the analysis is performed superficially and conclusions, solutions are not specific or detailed enough – 25%. Unallowable, conscious distortion of factual material, plagiarism – 0%).</li> <li>- Requirements for academic written works are met, all required work sections are present, work possesses appropriate structure and content, work is written in academic language – 10% (If requirements are not met – 0%).</li> </ul> <p>If work is not provided – 0%. The final mark is multiplied by 0.5</p>

Author	Year of publication	Title	Issue of a periodical or volume of a publication	Publishing place and house or web link
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<b>Compulsory reading</b>				
Joseph M.Putti	2015.	Human Resource Management : A Dynamic Approach, Trinity press e-book		
<b>Supplementary reading</b>				
Trost Armin.	2020.	Human Resources Strategies: Subtitle Balancing Stability and Agility in Times of Digitization.		Publisher: Springer International Publishing.
Effron, Marc; Ort, Miriam	2018.	One Page Talent Management, with a New Introduction: Eliminating Complexity, Adding Value.		La Vergne: Harvard Business Review Press. Ebsco e-book.
Lepak, D. and Gowan, M.	2020.	Human resource management: managing employees for competitive advantage. Second edition.		United States of America: Chicago Business Press.
		Human Resource Management Journal. Wiley <a href="https://onlinelibrary.wiley.com/journal/17488583">https://onlinelibrary.wiley.com/journal/17488583</a>		
Paleri, P.	2018.	Human Investment Management: Raise the Level by Capitalising Human.		Verlag:Springer Singapore Springer e-books.
Charan, Ram; Barton, Dominic; Carey, Dennis C	2018.	Talent Wins: The New Playbook for Putting People First.		Boston, Massachusetts: Harvard Business Review Press. Ebsco e-book.