

DOI: [10.52950/TE.2022.10.1.005](https://doi.org/10.52950/TE.2022.10.1.005)

TEACHING NEW TRENDS IN HUMAN RESOURCES MANAGEMENT AT UNIVERSITY

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Abstract:

Based on the authors' scientific cooperation, research results and teaching experience, the goal of the article is to analyse teaching lectures and seminars of new trends in human resources management at university, to include the nature of the novelty, and practical and long-term useful tool at present in the Czech Republic and compare different approaches and practices in human resource management activities. The aim of the article is to present the main findings of the authors' semi structured interview survey on new trends in human resource management in selected subjects of human resources management at three study programmes at Czech universities and define the current challenges in HRM practice. The survey by semi structured standardized interviews was conducted during the years 2021 - 2022. The respondents were students and personnel managers of three selected organisations in public and private sector. The relevant data were obtained from 152 students and 3 personnel managers. The research questions are concentrated on present opinions on changes in HRM methods and approaches to teaching HRM. The results show that in surveyed subjects is implemented changes in HRM processes in teaching HRM at universities.

Keywords:

Human resources management, teaching, university students, new trends

JEL Classification: I29, J24, M53

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Citation:

EVA ŠKORŇOVÁ, JANA MARIE ŠAFRÁNKOVÁ (2022). Teaching new trends in human resources management at university. *International Journal of Teaching and Education*, Vol. X(1), pp. 65-72., [10.52950/TE.2022.10.1.005](https://doi.org/10.52950/TE.2022.10.1.005)

Introduction

Incorporating and enriching teaching with new trends is a necessity that none of the subjects can do without, especially not human resources, where turbulent changes are taking place in response to the current situation in the field and the rapid development of technology.

The aim of the university is to motivate and teach graduates to be flexible in their work and to accept new challenges. At the same time, the goal of every pedagogue must be to teach students critical thinking, ie, among other things, to be able to evaluate new technologies and procedures and apply them in practice so that they bring profit to companies.

Not just promoting the news that "is now being worn and everyone is talking about", without considering whether it is useful for any society. The prevention of uncritical acceptance of new trends can be made by the teacher at school by a suitable choice of teaching methods. At the same time, it is important to respect that internal motivation is essential for the development of students, which we can influence by a suitable choice of teaching methods. Teaching must respond to the current situation in companies and be practically focused.

To illustrate, there is a section in the article that provides examples of good practice on how to incorporate some elements of new trends into teaching. A significant novelty in recent years in human resources is the growing importance of the employer brand and recruitment marketing. The importance of EVP (Employer Value Proposition) is related to the efforts of companies to establish themselves as an employer who care about attracting talented candidates and retaining quality employees.

It is proven that companies with a good employer brand are more successful in recruiting and the efficiency of employees is higher than in competing companies. Equally important is the growing importance of recruitment marketing, which uses all marketing tools and channels in an effort to attract new quality employees from which companies will be able to choose the best ones. In the teaching of students, it is necessary to underline and emphasize the impact of a well-managed employer brand (EVP) and recruitment marketing on practical examples.

Start from the discussion method, where students define what employers they know, how they perceive them and whether they would like to be employed in this company. Subsequently, it is appropriate to include a team solution of case studies, where they will be able to prepare a new tender project for the selected company using all components of recruitment marketing (target group, recruitment strategy, company photos, recruitment videos, blogs, infographics, ebooks, manuals, webinars, career sites, social networks, advertising, events, etc.) (Kmošek online)

The covid pandemic situation and beginning of 4.0 they also brought a lot of new things to the practice of personnel management from the point of view of university teachers on human resources management there are many questions on. (Grenčíková, Kordoš & Navickas, 2021; Tomčíkova et al, 2021) are today's management graduates (millennials) willing to take risks, have the necessary qualities, are they motivated by the study to acquire these qualities and will the school equip them with the necessary knowledge and skills? Educators should be able to answer these questions during the preparation and implementation of curricula. At the same time, they should be interested in how students are.

Teaching at universities must also be prepared for this fact, which should prepare flexible graduates within their teaching programs, in whose abilities and interest it will respond to unexpected situations and support flexibility as one of the key skills of human resources professionals. In addition to the classically introduced functions of human resources, new or

modified functions are created that respond to current needs. (Stachova, Stacho, Raišienė, Barokova, 2020).

1. Teaching Human resources activities

Competence models have been used in companies for a long time, competencies are the connection between the organization's strategy and the personal management, they contain part of strategy, have impact on the personnel strategy and reflect the job description, and processes of selection and evaluation of employees (Bilan, et al., 2021). The competence model describes all competencies, ie qualities, qualifications, experience, knowledge, abilities, skills and personality characteristics, that are needed for the effective performance of tasks and the overall success of the organization (Armstrong, Taylor, 2020).

The use of shadowing is a very popular process in today's human resources management. It has many undeniable benefits for the recipient organizations (minimizing mistakes, developing problem-solving skills, faster acclimatization to the corporate environment, personal knowledge of the company's relationships) and for the participants themselves (rapid acclimatization to the corporate environment and the ability to assess whether work and environment suits me).

However, you need to gain the necessary information and skills to set up this process to perform all the required functions and deliver results. (Vetráková, 2020; Vrchota, Řehoř, 2019.) The ideal way to get acquainted with this method is within the internship of students in companies and after graduating from school to sign up for the workplace rotation program.

During the internship, students share their experiences with others. For the organizers, the preparation and implementation of shadowing is very demanding at the time of preparation, implementation, evaluation and ensuring the protection of the company and legal security.

During the prosecution, new employees have access to sensitive information, so mentors must maintain the necessary level of confidentiality and be informed as to when they will be able to release the new adept. Of course, the consent and training of a mentor and a senior employee in the workplace where the shading takes place is required. (Mayrhofer, Gooderham. Brewster. 2019).

Recently, shadowing has seemed to be the most effective. It is a way of training during which the employee or external student follows an experienced colleague at work, which brings many benefits. These include gaining experience with minimizing mistakes, gaining instructions on how to do the job and how to avoid mistakes. At the same time, the new employee gets to know the colleagues to whom he is connected or to whom he provides the results of work.

New trend in HRM - examples for teaching

At present, more and more methods are used in human resources activities as staff training, there are for example online education, online courses, webinars or virtual reality in education and experiential learning - team building in the form of seemingly real situations involving actors and an extensive staff. (PudiL et al., 2021, Šikyř, 2016):

In management of work performance and evaluation of employees, there are using more and more methods of shift planning by employees themselves, in the field of development new robots as Arnold robot for measuring employee satisfaction. (Boon, Den Hartog, Lepak, 2021).

In the part of employee care start new conceptions as discussion about possibilities to reduce working hours (Mura, Hajduova, Smorada, Jakubova.2021), which perhaps will increase the

employee's efficiency and at the same time give him more time off and reflect respond to the demands of many young workers being less at work, have job with flexibility of free time as in the concept of free companies. (Paulet, Holland, Bratton, 2021). Many discussions are about benefits as dog friendly or children friendly office, etc.

2. Goal and Method

The goal of the article is to analyse teaching lectures and seminars of new trends in human resources management at university, to include the nature of the novelty, and practical and long-term useful tool at present in example of the Czech Republic and compare different approaches and practices in human resource management activities. The aim of the article is to present the main findings of the authors' semi structured interview survey and workshops on new trends in human resource management in selected lectures and seminars of the subject human resources management at three study programs at Czech universities and define the opinions on current challenges in human resources practice in companies.

The survey by semi structured standardized interviews and workshops was conducted during the years winter semester 2021 and summer semester 2022, in present education after three semesters in online education. The respondents were students from economical and managerial undergraduate and post graduate programs in present and part time study programs of 2nd year of studying and three personnel managers of three selected organizations in public and private sector. The relevant data were obtained from 152 students and 3 personnel managers. The research questions are concentrated on present opinions on changes in HRM methods and approaches to teaching HRM. The results show that in surveyed subjects is implemented changes in HRM processes in teaching HRM at universities.

When respondents answer to questions in questionnaire in sentences, the results were obtained by content analysis of respondents' statements, their comparison and summary of frequencies in key areas. The semi structured interviews and workshops were analysed by content analysis and the most frequently repeated statements are shown.

3. Results and Discussion

Personal managers opinions

Personal managers from organisation in interviews are discussing mainly about two main parts of changes in human resources management.

From their experiences and opinions during the pandemic situation, personal managers had to take on the new roles that the situation forced:

- a) Mentor of new technologies
- b) Manager of remotely connected teams
- c) Wellbeing manager
- d) Paramedic
- e) Data protection officer
- f) Change Coordinator

Second part where new trends in human resources are applied in practice faster and for human resources, functions arise that they had to adapt to quickly. They use techniques and products that free them from unnecessary administration, speed up processes while complying with all requirements.

In staff training, they are agreeing with using more and more online education or courses webinars or virtual reality, what is cheaper than seminars with attendance and accommodation etc. and it is possible to use it, in education and experiential learning - team building in the form of seemingly real situations involving actors and an extensive staff. For future they assume and involve a major shift in business education to e-learning or online.

In management of work performance and evaluation of employees, personal managers there are using more and more methods of shift planning by employees themselves, in the field of development new robots as Arnold robot for measuring employee satisfaction. This robot discuss online with employees about many -37 topics that are important and at the same time employees communicate more to the anonymous robot than to the HR specialist. This anonymization becomes well usable for some topics to obtain information about employee satisfaction and satisfaction with personnel care.

Personal managers are agreeing too with large discussion in the part of employee care when start new conceptions about possibilities to reduce working hours, which perhaps will increase the employee's efficiency and at the same time give him more time off and reflect respond to the demands of many young workers being less at work, have job with flexibility of free time as in the concept of free companies. Many discussions and in last five years are about benefits as dog friendly or children friendly office, etc.

Students' opinions

Students in these points are agree with experiences of personal managers, in on line education, in possibility to speak online with artificial intelligence in the form of robot, they prefer using in some cases not personal approach.

Students are agreeing too with large discussion in the part of employee care when start new conceptions about possibilities to reduce working hours, to have job with flexibility of free time as in the concept of free companies.

Students are agreeing too with benefits as dog friendly or children friendly office, etc, they not interesting mainly on meal vouchers (specific vouchers from organisation for lunch as benefit)

Examples in teaching human resources management

In the field of teaching human resources management emphasis is placed on creation and analysis of jobs, competency models and shadowing Students should have experienced skills and practical skills to compile appropriate competency models for the organizations in which they work. This is a prerequisite for them to be able to further develop and apply innovative elements of the use of competency models.

To obtain a quality foundation, it is appropriate to combine the use of classical teaching methods with activating methods such as the form of discussion and situational methods, ie problem solving. Situational methods (problem solving) - they overcome the one-sidedness of teaching methods, develops communication competencies, brings stories from practice into teaching; use in the analysis of events from social and economic practice, in the training of management

activities, in the acquisition of correct decision-making; situation resolution phase: choice of topic, acquaintance with materials, case study, solution proposals, discussion; methodological procedure for solving problem cases: case presentation, obtaining further information, solving the case, analysis of solution variants and discussion, evaluation of results and generalization of conclusions (confrontation with practice).

The specific application and use of competency models in new trends is the use of old-new and now highly recommended "shadowing" in the process of adaptation of new employees or in training existing employees for a new position. It is one of the most effective, proven and also the cheapest ways to train new employees, the opportunity to strengthen awareness of the company and its values among existing and potential employees.

During the pandemic situation, the importance of alternative forms of teaching increased, of which large-scale teaching in subjects such as management should not be limited to mere teaching, ie information transfer, but should be a comprehensive system of sharing and passing information between teachers and students and between students between respect each other with respect for the technological and communication habits of the target group of students.

The disadvantage of virtual teaching is often the absence of personal contact of students with the teacher and students with each other. Virtual communication without the participation of people mediated only by technical means lacks the emotional service resulting from interpersonal contact.

For subjects such as human resources, interpersonal communication and its emotional component, which is based on human contact, are necessary. Therefore, it is necessary to incorporate dialogue, discussions, meetings, listening, exchanges of views, conflict management and more into the teaching.

At the same time, it is important to respect that:

- Internal motivation of students is essential for the development of education.
- Increasing students' internal motivation requires a change in teaching methods.
- Teaching must reflect real life, be more practical and less theoretical.
- Part of science and technology education is mastering the professional language in oral and written form

Onboarding is an important trend in the entry and adaptation of new employees. Introducing students to this process is a must. They have the opportunity to meet onboarding as adepts and as organizers who must ensure optimal course. The process of adaptation is part of corporate education.

It is intended for newcomers at the time of entry, but it can also be attended by existing employees who move to other positions as part of the reorganization.

Adaptation uses the following methods: basic training, Buddy system (assigned patron helps the novice to orientate), shadowing of managers (shadowing), ie the junior learns from a senior colleague and monitors him at work. A certain form of shadowing is the buddy system, as well as job rotation and team sharing. Another novelty in company practice and education is a new concept, as the sexy trend is popularly called, is the gamification of "work through play". It can be encountered in many HR processes, such as recruitment, onboarding, training or teambuilding.

This method uses game elements and techniques for the needs of the corporate environment. At the same time, the participants are involved in a fun way in the processes and cooperation, but at the same time they evaluate this method as beneficial, as it increases their productivity. Students should have the opportunity to get acquainted with gamification using appropriately selected didactic games, staging and simulation methods. The integration of gamifications into teaching requires sufficient time reserve and thorough preparation using available professionally developed methodologies.

4. Conclusion

The aim of the article was concentrated on analyses of examples in new views and approaches on inclusion of new trends in human resources in practice of teaching human resources management at economics and management programs in Czech Republic and diagnose the nature of the news and characterized new or changed roles of human resources at present and implemented different approaches and practices in human resource management activities in lectures and seminars. The main findings of the semi structured interviews and workshops on new trends in human resource management with university students and personal managers show the current challenges in HRM practice. All 3 personnel managers use new approaches in HRM. Many of them are using as necessity. Interviewed students are satisfied with trends in organisation and in analysing examples of personal management practice.

In teaching personal management at three subjects of human resources at three managerial study programs are step by step implemented more topics as competencies, onboarding and examples of real situation in shadowing.

The covid pandemic situation and beginning of 4.0 they also brought a lot of new things to the practice of personnel management from the point of view of university teachers on human resources management and it is needed to integrate and incorporate these new approaches in topics of human resources lectures and seminars at universities.

New trends in human resources are applied in practice faster and for human resources, functions arise that they had to adapt to quickly. They use techniques and products that free them from unnecessary administration, speed up processes while complying with all requirements.

The research will be continued per enlarging interviews and workshops with students and in organizations too and by preparing online questionnaire for selected personal managers from private and public sector.

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