

ZÁPADOČESKÁ UNIVERZITA V PLZNI  
FAKULTA FILOZOFICKÁ

BAKALÁŘSKÁ PRÁCE

MAIN TASKS AND POSITION OF HUMAN RESOURCES DEPARTMENT IN A  
COMPANY'S HIERARCHY: CASE STUDY OF A GERMAN FIRM IN THE CZECH  
REPUBLIC

DANA WEISSOVÁ

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## Prohlášení

Prohlašuji, že jsem tuto bakalářskou práci vypracovala samostatně, s použitím odborné literatury a pramenů uvedených v seznamu, který je součástí této bakalářské práce.

Dále prohlašuji, že veškerý software, použitý při řešení této bakalářské práce, je legální.

V Plzni dne

Dana Weissová

## Poděkování

Tímto bych ráda poděkovala vedoucímu této bakalářské práce panu Alok Kumarovi, M.A. za cenné profesionální rady, připomínky a metodické vedení práce.

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# 1 Introduction

At present, the Human resources department is one of the most important elements of every business. Many people consider this department as an unexpendable part of any business.

The aim of this work is to find out that Human Resources managers and HR departments are an integral part of all businesses, to show what HR managers are supposed to do and also highlight the position of HR manager. The position of HR manager and recruiters is a very responsible and important one because for all the achievements of companies the responsibility lies squarely and professionally with the selected staff of a company.

The first part of this bachelor thesis (theoretical part) defines important terms. Furthermore, it defines the meaning and concept of human resources and its tasks throughout the organization. There are also explanations of specific HR activities such as gaining, selection and recruitment of employees. Another part of this bachelor thesis is glossary of terms related to the human resource sector.

The practical part includes an interview with the manager of the human resources department of a German company, Mrs. Alexandra Baumannová. The practical part also includes examples of main mistakes that applicants do during an interview with HR manager. This is done especially to benefit future graduates who would read this research work.

## **2 Theoretical part**

The theoretical part of bachelor thesis consists of the main tasks and position of Human resources department. Here theoretical terms of human resources field, together with the personality of HR manager and competence are explained. The theoretical part also discusses types of recruitments and organizations.

### **2.1 Types of organizations**

In practice, it is possible to divide the organization into a for-profit and nonprofit types. Among them, there are many differences, which are very important for the management of the specific company, its organization and its position in the market.

#### **2.1.1 Nonprofit organization**

A nonprofit organization has nothing to do with having or not having a profit. Nonprofit organizations, also called charitable organizations, have its own vision of development and goals. The main task of a nonprofit organization is to support society and ensure public support. Ownership and its purpose are very important too. There are some characteristics of a nonprofit organization:

- Purpose – A nonprofit organization can make a profit, the organization just must make sure that the organization's revenues exceed its expenses like in any other business. But profit is not a main goal, most important task for nonprofit organization is to ensure public benefit purposes.  
Ownership – A nonprofit organization has a public ownership with a control of public and society. The assets are used for the charitable, educational, literary, scientific, or religious purposes of the organization. The cash and other property of nonprofit organization cannot be used or given for benefit of one person, it's not about some private ownership or the right of one person.
- Control – A nonprofit organization is controlled by governing board of directors or trustees- of which members act as a group, not as individuals. Most of them are not compensated, they are paid for traveling to and from board meetings.
- Accountability - Nonprofit organizations are accountable to the public. This means that every year must file annual returns. This helps to control the current financial status, property of organization, management of organization etc. The members of



governing board of directors or trustees must report information about finances of organizations, including the salaries.

### **2.1.2 For-profit (business) organization**

The primary goal of the for-profit organization is making a profit. The company is controlled by owners and managers. The main difference between for-profit and the nonprofit organization is about maximizing profit, that is used (in the for-profit organization) for its own development and to the further growth of the company, not just capital. For a for-profit organization is very important its position in the market and the scale of competition. Increasing competitiveness is another important aim of this type of organization. Because of it is very important to maximizing of making money to improve technologies and development of the organization. The money is the main feature of a for-profit company.

*„ Supreme Success as achieving profitability generally firm, businesses which has been long focused more on other objectives: the quality of its product innovation, its good relations with customers, employees with other partners. Motivation of managers and employees is mainly focused on how to professionally carry out their activities. ” [1]* Very important is also a reputation with customers, mainly because of competitiveness. A for-profit organization usually operates in the private sector. The ownership is available per shares. The purchasers of those shares then become the company's shareholders. This type of organization is not aided by the government because of operating in the private sector. All these organizations are corporations and have separate legal personality.

For the for-profit organization is necessary a high productivity of goods. Only this can help the profit grow. There are several types of for-profit organizations, which are nowadays very popular [2]:

- Public Limited Company - It is a kind of corporation, whose capital consist of the shares, which are securities (or book-entry securities). Holders of shares (also called shareholders) have the right to participate in managing the company, the right to share in profits (dividends) and the related rights and obligations. Most

companies are private equity Business Corporation with the free transferability of shares.

- Limited liability Company - It is a separate legal entity, which performs under its brand name. Among other identification of the company the identification number (ID) and business address, which must have each company. Head office is always only one. The Company may have from one to fifty shareholders. When founding partners are obliged to repay at least part of the capital. Business management and corporate governance belong exclusively to executives.

## **2.2 Human resources department**

This chapter is devoted to the concept, importance, and challenges of human resources department. The chapter also deals with HR and its role. These terms are within human resources very important. The human resources department is very important part of every company. It helps to evolve company's plans, future goals and capacity of employees.

### **2.2.1 The concept and importance of human resources department**

*“Management in business pursuits and organization can be defined as the process of coordinating people and processes in order to accomplish specific goals and objectives. Business management specifically includes planning, organizing, staffing, directing operations, and resourcing.” [3]*

The term human resources, or the concept of personal work, as you can imagine, is one of the areas of the organization, which is associated with the management and leadership of the people. Both of these terms are often used interchangeably with terms of personnel administration, personnel management or human resource management. Every term has its own meaning, but the tasks are comparable and are very important for future development of the company.

In practice, often called HR, it is a very important part of people management and leadership in the organization. In theory, therefore, it indicates the different stages of development of human resources and different approaches to management and leadership in the organization. The main task is to get human resources for the organization, who are

qualified and motivated enough and their means of achieving strategic goals of the organization. [4]

The HR can also be understood as interdepartmental service, which has the task of not only selecting suitable employees, who will be beneficial for the organization but also to incorporate them into the running of the organization and create a suitable environment for them to exploit their potential. The role of HR is also rewarding employees for good work, for their training, education and compliance of OSH<sup>1</sup>. [5]

### **2.2.2 Tasks of HR**

According to Seugensová et al. [6], the responsibility of HR is to provide adequate service to the enterprise. Every company wants to meet its goal of being powerful, successful and competitive in the market. Of course, it also wants to make a profit, improve its performance and market position. Therefore, that all these priorities are met, personnel must observe the following ways [7]:

- Striving for optimal exploitation of employees.
- Formation of work groups, striving for an efficient way of keeping people healthy and their interpersonal relationships on a high level.
- Providing personal and social development of workers.
- Ensure compliance with the labour laws.
- Finding a link between human and work tasks, and constantly improving this relationship.

It is necessary that the human resources department always ensures compliance with all conditions. It is important for safety and for the future development of the company.

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<sup>1</sup> Occupational safety and health (Koubek, 2007b)

### **2.2.3 Personnel activities**

Among the most important personnel activities include the search for new employees and managing internal documents. For a thriving business, it is very important to find suitable employees who are ambitious, diligent and quick to learn. Finding the right staff is the priority activity for the personnel department and for the department, which the job seeker looks for.

Specific personnel activities (also called HR activities) are created by each company individually. It is for this reason that each company has its own objectives and needs. However, as stated in Koubek's book [8], the basic activities of human resources department can be summarized in the following points:

- Create and analyze jobs
- Personnel Planning
- Recruitment, selection, and recruitment
- Guest workers
- Placement (marshalling) employees and termination of employment
- Rewarding
- Educating Workers
- Labour relations
- Care of workers
- Personal information system

Additionally, we may share personal activities into separate activities, which are decided by every company itself. Each management of the company must know which activity is important for maintaining competitiveness. It is all about getting information that strengthens the company's competitiveness.

There are some examples:

- A survey of the labour market
- Health care for workers
- Activities focused on research methodology, surveys and information processing
- Compliance with laws on labour and employment

The role of the HR department is aptly defined by Armstrong: *"The role of the HR department is to enable the organization to achieve their goals by giving her presents stimulus intervenes, providing advice and support to everything that somehow relates to its employees. The basic objective it is to ensure that the organization created the HR strategy<sup>2</sup>, policies and practices that effectively serve anything that relates to the employment and development of people and the relationship between the management and workers. The HR department can play a major role in creating an environment and conditions which enable people to make the best use of their skills and realize their full potential to benefit the organization and for their own benefit."*[9]

Personnel department of the organization performs the following functions [10]:

- Conceptual - prepares and updates the HR strategy
- Planning - planning and development needs of staff in accordance with financing needs
- Information - provides information systems and employee awareness
- Management and Coordination - sets out the main directions, challenges, and priorities while coordinating their implementation
- Expertise and research - seek the views, attitudes, and degree of employee satisfaction, assesses and compares individual work
- Methodology - provides guides
- Consulting - provides consulting services for managing employees of the company

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<sup>2</sup> „HR strategy is one of the key documents of the organization (which it has) and relates to the long-term, general and comprehensively conceived objectives in labour needs and resources, meet this need and also in the use of labour and management. "(Hřebíček , 2008, p. 18)

## **2.3 Profile of the HR manager**

The HR manager can be also called the personnel manager, but in practice, the former is the more frequently used expression. The HR manager should be the main bearer of human resources in companies and is part of the top management. For this reason, it is necessary for it to have not only excellent theoretical knowledge but also practical experience in the field. According to Sequensová et al. [11], it is necessary that the HR manager could empathize with other people, since in practice often have to solve employee's problems, and should, therefore, be able to listen, understand and encourage. HR professional must also support the company's goals and policies throughout the company.

HR manager ensures optimal quantitative and qualitative status of the workforce of the organization and related paperwork. Working activities are the creation and assurance personnel policy organization. A prerequisite for a successful profession is a university, college or full secondary technical education and courses in personnel management and personnel work, the ability of systematic work, the ability to correct and rapid judgment - especially in what concerns people, precision, sophisticated appearance and demeanor, the ability to deal with people. [12]

The HR manager must be also able to motivate employees and to respond quickly to innovation in the firm. „ *Innovations in work organization emerge primarily in response to expanding markets, new technology, shifting patterns of demand, population growth, changes in transportation and communication, etc.* ” [13]

### **2.3.1 The basic roles of the HR manager**

With the development of human resources the role of HR professionals was also developed. As indicated [14], recruiters were only responsible for personnel administration. Recruiting senior employees are therefore regarded as a service, which ensures the relevant requirements. Thus, the role of HR managers was inferior and did not give any added value. But as developing human resources, improving the status and the HR managers. In the vast majority ceased to be a mere administrative personnel clerk employee and he became a creative executive for whom communication with workers and company management become an everyday matter of course. [15]

Armstrong [16] highlights the diversity of roles of recruiters. It depends on the extent to which they are: specialists (departmental head) or generalists (human resources manager).

The decisive factor is, therefore, the levels at which they work (administrative, executive), the need for organization, the conditions in which they work or on their personal abilities. There is, therefore, a proactive role (the role of initiator), reactive (one who responds to requests and suggestions) or the role of both proactive and reactive, that is a mixed role.

Roles that HR professional can keep playing, are as follows:

1. The role of a strategist - there was HR manager focuses on the importance of long-term organizational problems, a business plan for it thus becomes a control element, though they did not participate individually in formulating business goals.
2. The role of innovator and change agent - a personnel clerk in the role of innovator analyses the processes in the organization and observing the changes that occur within the organization when they hired new employees through analysis performed diagnosis that occurs occasion or the cause of the problem, based on these diagnoses suggests personnel innovation.
3. The role of business partner - HR manager is responsible for the success of the company and its operation must be able to recognize opportunities for the company and know how through their work to achieve business objectives.
4. The role as guardian of values - HR protects the value of the organization, regarding people, the main task is to draw attention to inappropriate.
5. The role of Internal Consultant - HR professional working with colleagues, respectively with clients, helping to analyze and diagnose the problem and suggests its subsequent solutions.
6. The Monitoring role - a role that is important for the function of consistent personnel policy and HR practices.

*"HR managers need to think carefully about what they do and what the context and conditions their organization and under the required set of skills, and they have to make efficient performance in terms of providing advice, guidance and services to help the organization achieve its strategic objectives." [17]*

### 2.3.1.1 *Types of recruiters*

Labour recruiters offer a wide range of positions. A few are defined below:

- General HR professional - this type is beneficial for small businesses as an HR professional manages all personnel work alone and has a wide range of knowledge and skills, personnel, therefore, cares about compensation, training, employment and employee safety.
- Personnel Director - HR directors may be referred to by various titles. HR manager, in larger organizations, oversees personnel managers at many different departments that can be supervised by an administrator who specializes in the functions of human resources, such as employment, interviews, benefits or training, HR managers spend much of their time communicating with management and employees, as well as planning, management and coordination tasks.
- Managers of employment and placement - these managers specialize in the recruitment and placement of workers in the enterprise, employment managers, therefore, subject to the application process, informing applicants about job opportunities, job duties, responsibilities, remuneration and manage records of applicants who were not admitted.
- Recruitment Specialists - these specialists maintain contacts with a certain group of people, often traveling as attending job fairs and colleges in order to search for potential employees, it may interview applicants testing and to offer job opportunities. This type of HR recruiters encompasses so-called Head Hunters<sup>3</sup>.
- Training managers – they create and develop educational programs for employees and also seeking ways to effectively train employees while staying within budget training companies need, they have good communication and interpersonal skills.

*„Whatever the organization’s view of strategy, HR specialists should be trying to ensure that the HR policies align with, support — and possibly even shape — business strategy.” [18]*

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<sup>3</sup> an informal name for an employment recruiter, sometimes referred to as executive search (In: *Wikipedia: the free encyclopedia* [online]. San Francisco (CA): Wikimedia Foundation, 2001- [cit. 2017-02-05]. Dostupné z: <https://en.wikipedia.org/wiki/Recruitment>)



### **2.3.2 The new role of HR Professional**

The question of what role, responsibility and competence must develop HR for the effective exercise of their profession, solves Tureckiová and Pešková [19]. Important changes are by their personnel departments and the resulting changes in the responsibilities of HR professionals. Furthermore, there are changes in the job description HR managers and specialists. For this reason, the authors distinguish between three types of the roles of recruiters:

- Administrative (HR) officer is mainly engaged in the care of employees, personnel administration, assisting the manager in its activities and creating a suitable background.
- Personnel Specialist, whose aim is to create methodologies, implementation of HR activities and providing service line<sup>4</sup> of management.
- Personnel manager is often referred to as a 'senior manager', strategist and architect of personnel work.

### **2.4 Competence of the HR manager**

The most important objective of HR activities is considered aligning human resources development programmes with the strategic needs of the organization so that all these programmes are beneficial for the organization. For this reason, recruiters must understand the business and management of the organization, must master both theoretical and practical aspects of human resource management and work effectively with staff at all levels of the organization. [20]

Personnel management thus requires deeper and broader knowledge of personnel management, payroll policy, planning and management of human resources, employment law and collective bargaining. In the last twenty years, there has been a number of exploration competence of HR professionals. It is also necessary to clarify the qualification requirements for personnel officers, define their basic roles and competence to develop models for employees in human resources. [21]

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<sup>4</sup> Basic level position managers are responsible for the administration and management activities that directly contribute to the production of goods and services (Tureckiová, Pešková, 2003)

HR competence thus affecting the specific means working with people, not by location, industry, culture, organization and status of the personnel department. We cannot find common competence that are applicable to all the experts in HR. In 1998 conducted the research, which was tasked to find out if there is a possibility how to define the basic core skills of professionals in the field of human resources management and if there are opportunities to define professional personnel work. The research was carried out by the Association - WFPMA<sup>5</sup>. The tasks of the project included the determination of the standard of education and development necessary to achieve and maintain standards in the work of HR professionals.

HR competence model



(Source: corehr.wordpress.com) [22]

#### 2.4.1 Types of competence

HR competence are divided into four groups: personal, relational - managerial, business and functional competence. [23]

<sup>5</sup> The World Federation of People Management Associations (WFPMA) is a worldwide association which gathers experts in the field of personnel work (*Wikipedia: the free encyclopedia* [online]. San Francisco (CA): Wikimedia Foundation, 2001- [cit. 2017-02-05]. Dostupné z: [https://en.wikipedia.org/wiki/Chartered\\_Institute\\_of\\_Personnel\\_and\\_Development](https://en.wikipedia.org/wiki/Chartered_Institute_of_Personnel_and_Development))

### ***Personal competence***

Every professional, even to stifle education must be evaluated positively in the area of personal characteristics. So important is the ability to deal with people, networking, maintenance and development of cooperation and social and psychological skills of HR professionals. [24]

The personnel manager should, therefore, have excellent communication, organizational and negotiation skills. The manager should be loyal, creative, responsible, and should also have team spirit. Nowadays, however, there are competence called personal credibility. Under this concept, you can imagine reliability, ethical quality, creating relationships of trust and respect. [25]

The personnel managers should constantly work on their professional development, their knowledge and skills should improve and develop. Furthermore, keep track of the news and keeping abreast of research in the field of personnel management. [26]

The personnel managers should also be resistant to loads and internally balanced. Their behaviour is thus seen as balanced, without major fluctuations on an emotional level and performance. This may involve "business sense of smell". [27]

*„ Recruiters are expected to develop emotional intelligence, which is the ability to effectively self-esteem, self-control and self-regulation, the ability to motivate self-confidence, the ability to empathy." [28]*

### ***Relational and managerial competence***

*„ HR manager contributes to analyses and diagnoses of problems associated with people proposing their practical solutions. When it uses the process of consulting and coaching to their clients cope with their problems." [29]*

These competence include the ability to manage relationships within the company. The personnel managers should thus provide support for their development in others. Their colleagues should also motivate. It should also regulate the flow of information since information is a very important element and every employee for them to have access. [30]

At present, it is very important to work with the talented and managing their careers, because this allows them to effectively implement corporate strategy and increase competitiveness. Since talented employees contribute more to achieving the economic goals.

Using their different costs and recruit new employees. That's why talent management is one of the most important competence. Working with talents is possible by comparing the present with the future and laying the questions where we are headed. It is also necessary to recognize the hard working employees and motivate them to work even better. [31]

*„ As employees are increasingly recognised as a key organisational asset, the management of the psychological contract becomes paramount in monitoring and shaping employee attitudes and expectations, In particular, the significance of the psychological contract is as the mediating factor which translates HR Management policies and practices into individual performance. ‘‘ [32]*

### **Entrepreneurial competence**

The personnel manager should understand the scope of business in an organization in which they work. Thus, the need is knowledge of economics, marketing, and finance. Therefore, he should also know personalist's strategy of the company, its processes and should be done to improve the performance. [33]

These skills include knowledge and ability to manage change. The command change is supported by the strategic determination, into which engages the entire organization. The aim is, therefore, to change the thinking and actions of people manage processes and achieve results. These changes primarily affect the forms of history, corporate culture, and personality of leaders. It is necessary to minimize resistance to change and actively encourage employees to the success of the project. If company's directors want that recruiters strategically plan business success, they must know what they employees offer. An important role is played by communication over long distances. [34]

### ***Functional competence***

„ HR professionals must also handle administrative tasks, need to be able to assess and evaluate their work, must comply with increasingly complex laws and regulations." [35]

The term functional competence imaginable knowledge,, best practices "in the field of people management. HR professionals should be able to use and develop all the critical HR systems and processes. [36]

Beneath this competence, there may also be considered a Human Resources electronic, which is defined as computerized personnel system, which consists of a fully integrated, organization-wide networks data, services, tools, information and databases in the field of Human resources. Here they apply conventional voice and network technologies to administration processes and transactions. The advantage of this type is to control the recruitment process with the application of measures of its effectiveness. Thus, they can evaluate the effectiveness of this in terms of speed, quality, and price.

### 3 Glossary

The Glossary contains terms that are related to human resources. These terms are very often used in the human resources sector and are part of the theoretical part of this bachelor thesis. Some of the terms are also used in practical part, especially in an interview with the manager of Human resources department, Mgr. Alexandra Baumann. The Glossary used to guide the terms which are in this thesis uses. This will help the readers to understand these terms used in the bachelor thesis.

English	Czech
human resources department	oddělení lidských zdrojů
HR	lidské zdroje
management and leadership	řízení a vedení
development of the company	vývoj společnosti
interdepartmental service	vnitropodniková služba
to provide adequate service	vytvářet přiměřené služby
exploitation of employees	využití zaměstnanců
personnel activities	personální aktivity
selection and recruitment	výběr a nábor
the company's competitiveness	konkurenceschopnost společnosti
survey of the labour market	průzkum pracovního trhu
methodology	metodika
environment and conditions	rozvoj a postavení
implementation	realizace, zavedení
managing employees	řízení zaměstnanců
bearer of human resources	nositel lidských zdrojů
the workforce	pracovní síla, zaměstnanci
correct and rapid judgment	správné a rychlé posouzení
the relevant requirements	relevantní požadavky
long-term organizational problems	dlouhotrvající problémy společnosti
the success of the company	úspěch společnosti

analysis and diagnose the problem	analýza a diagnostika problému
a wide range of knowledge and skills	široký rozsah znalostí a dovedností
coordination tasks	koordináční úkoly
the recruitment and placement of workers	nábor a umístění pracovníků
development of educational programs	vývoj výukových programů
strategist	stratég
management of the organization	management (vedení) organizace
collective bargaining	kolektivní vyjednávání
the determination of the standard of education	stanovení standardu vzdělání
to maintain standards	zachovat standardy
knowledge of business	znalost obchodní činnosti
strategic contribution	strategické přispění
determination of the influence	stanovení vlivu
development of cooperation	rozvoj spolupráce
psychological skills	psychologické dovednosti
creating relationships	vytváření mezilidských vztahů
professional development	profesionální vývoj
major fluctuations	závažné kolísání
emotional intelligence	emocionální inteligence
to motivate self-confidence	motivovat sebedůvěru
ability to empathy	schopnost empatie
diagnostic of problems	diagnostika problémů
consulting and coaching	konzultování a vedení
relationships within the company	vztahy uvnitř společnosti
regulate the flow of information	regulace toku informací
managing of careers	vedení kariér
economic goals	ekonomické cíle
comparing the present with the future	porovnání současnosti s budoucností
scope of business	rámec podnikání
personalist's strategy	strategie personalisty
to improve the performance	zlepšit výkon

to achieve results	dosáhnout výsledků
to minimize resistance	minimalizovat odpor
administrative tasks	administrativní úkoly
conventional voice	obecný hlas
to control the recruitment process	kontrolovat náborový proces
terms of speed	podmínky urychlení
terms of quality	podmínky kvality



## 4 Practical part

This thesis aims to describe main tasks of human resources department. The basic element of the practical part of this bachelor thesis is the interview with the manager of the human resources department. This interview consists of twenty questions relating largely to the process of recruiting new employees, working process out and work in the human resources department. Thanks for this interview, it was possible to analyse the main tasks of this department and its cooperation with other departments in the company. The HR department is one of the most important components of each company. It is necessary for the company to find the most suitable employees who will continuously increase the effectiveness of their work and will strengthen the company's competitiveness. Every HR department should support corporate growth by selecting suitable employees, who will carry out their duties on behalf of the entire company.

### 4.1 Specification of the firm

This bachelor thesis focuses on the human resources department of the company Kostal Kontakt Systeme GmbH<sup>6</sup>. This company is part of Kostal Group. The domicile of the firm is in Germany, concretely in Lüdenscheid in the Märkischer Kreis in North Rhine-Westphalia. This company has more than 75-year history. The company specializes in the automobile industry, especially in the development, manufacture, and sale of electro-mechanical components with particular emphasis on connectors. The Kostal Group has offices throughout the world, among the largest are subsidiaries in Germany, Czech Republic, Italy, France, the United States, China and South Korea. The main task in this company is the development and quality of products. Given the fact that it is one of the leading automotive suppliers, observe emphasis on upgrading production lines and accurate monitoring of individual products. The Kostal Group was founded in 1912 in Lüdenscheid in Germany. The founder, Mr. Leopold Kostal started to make sockets, plugs and switches for industrial and domestic use. In 1927 the company began to manufacture components for the automotive industry. After a few years, the company expanded into

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<sup>6</sup>Gesellschaft mit beschränkter Haftung = společnost s ručením omezeným (*Wikipedia: the free encyclopedia* [online]. San Francisco (CA): Wikimedia Foundation, 2001- [cit. 2017-04-10])

foreign markets. Today the company is led by a grandson of the founder, Dipl.-Kfm<sup>7</sup>. Helmut Kostal. The company has more spread around the world. While it is one of the international firms, it is led by descendants of the founder, and it is one of the biggest family companies in the Czech Republic. As mentioned previously, this bachelor thesis deals with the human resources department at KKS<sup>8</sup> subsidiary in the Czech Republic, concretely in Čenkov, Jince in Central Bohemian Region.

#### **4.1.1 The Human resources department of KKS GmbH**

The Human resources Department of the company KKS GmbH is led by Mgr. Alexandra Baumannová. Thanks to the interview that new insights were gained into the process of recruitment of new staff in cooperation with other departments within the company and also on international cooperation with company management. HR manager might, as professionals in their field (thanks to professional practice as head of the human resources department) experience and disprove myths about these positions. This interview is carried out because of the most important element of the practical part of this thesis. Interview consists of twenty questions that are directly related to the personnel regarding their activity of the company.

#### **4.2 The Interview with HR manager**

1. How and where do you find talented job applicants?

Recruitment is now a very challenging area in HR because of the situation on the labour market and unemployment rate being below 5%. Currently, we use several sources: social network (LinkedIn THP, managers); Facebook (indirect advertising in the context of cooperation for example with the town Jince), local periodicals (Periskop), our websites, cooperation with employment office in Příbram (Notification of job vacancies - up to send out various job portals), staffing agencies, schools, and cooperation with them.

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<sup>7</sup> Diplom-Kaufmann = the prestigious German academic master's degree, which is similar to a Czech engineer economy degree (*Wikipedia: the free encyclopedia* [online]. San Francisco (CA): Wikimedia Foundation, 2001- [cit. 2017-04-10])

<sup>8</sup> Kostal Kontakt Systeme ([Http://www.kostal.cz/k/](http://www.kostal.cz/k/) [online]. [cit. 2017-04-03]. Dostupné z: <http://www.kostal.cz/k/>)

2. What is the most important skill of a job applicant - Education, Experience or Language skills?

Definitely reliability. Today, candidates often lack working habits, especially graduates or long-term unemployed. Furthermore, we evaluate education - ideally technical direction (depending on the field of the employer), practical experience, and knowledge of English language, at least basic. These are solid foundations of candidates with potential for growth.

3. Is the "first impression" of an applicant important for the job interview e.g. the looks of the applicant?

First impressions are important and meaningful especially for candidates for lower positions. At higher position (managers) it is important to examine more deeply, for example, the role playing (several cycling competitions). Social behavior is the image of the candidate as a person, so for all positions, it is the "calling card" and a picture for recruiters and cannot be forgotten .

4. Can you describe the typical process of recruitment? Does it look like an exam or is it more like a friendly talk?

Regarding the interview (one is part of the recruitment process) and friendly part is the beginning of a conversation with a personnel. Following performances and presentation. Subsequently, the invited leaders of the position to be filled up and coming part of specialization candidate. Each candidate will be presented in terms of work experience, language skills, IT skills, etc ... Depending on the position to be filled.

5. Is it necessary to consult your choice of job applicants with company's manager?

The selection of candidates is always consulted with the leader, respectively leadership chooses the candidates presented by the HR department. The company's management consults only the leader of concrete departments where a selection is made.

6. The company has a German base. Is it necessary for a job applicant to speak the German language?

The official language in the company is English. But there are some departments where colleagues from the domicile company are still refusing to speak English. So it depends on the department for which we are seeking the candidate.

7. Could you comment on the cooperation with other departments in the firm during a job interview? Do you work together during interviews with job applicants or do you work alone?

Cooperation is needed and is the basis for successful recruitment. In the preparation of advertising and interviews is everything always discussed with the head of the department that will be filled by the vacant position. The leader of the department is then always participating in selecting and basically regards his decision who will be the new member of his team. The HR department is also, in this case, the service and consultative "body" of the company.

8. Is there any cooperation between the human resources department of the Czech subsidiary and its German headquarters? Can you describe the cooperation?

Cooperation exists, but to a limited extent on the basis of the monthly teleconference. Due to the fact that in both countries are different legal requirements, habits, and traditions, we cannot be more interdependent. We welcome the possibility of autonomy.

9. Does the firm have any special programmes for fresh graduates?

In this case, we can prepare Trainee program, which accepts candidates within an agreement out of employment (agreement on work or contracts for work) and prepares a "tailored" programme. For example, the last graduated of Západočeská univerzita v Plzni, Faculty of Electrical Engineering. He started his practice in our company within the trainee program in the construction, but he also passed production (assembly and pressroom). He currently docked in the department of planning and preparation of production, where he completed training of Standardization of work. We'll see how it goes in this department, but we are ready to offer him and other technical issues. Graduates with technical education have for us in the future high potential.

10. Do you offer any practical courses or education of high school students?

Yes, it is the same as in the previous point. We offer language education if the practice is carried out in the department, where language is needed.

11. How do you motivate employees? Are there any special benefits for employees?

Primarily we motivate staff remuneration system (various bonuses, variable component of wages, payment of overtime, annual bonus) and social benefits (discount programs, events for employees). Another motivating factor is open communication, a pleasant working environment, flexible working hours ... and many others. We try to take care of employees and addressing their concerns (via the Works Council).

12. Does the firm support further education of employees, e.g. language courses, studying at a university etc.?

Yes, we evaluation process on an annual basis, which is an integral part of development planning, training, and evaluation of training undertaken in the previous year. We respond well to current needs, such as when new technology arrives, when the law changes or when a new colleague needs additional training before the annual evaluation.

13. In your experience, what is the most effective way to resolve employee and upper-level management conflicts?

In any case communication. Without communication does not work for any company. But it is always necessary to know the opinion of all interested parties. We cannot just blindly accept a proposal to resolve and go after that. Usually, it is always a complex problem that requires gathering information from multiple sources and a wider view on the matter.

14. How do you define company culture? What would you do to help maintain it as the company grows?

Corporate culture in our firm is informal (a set of values, which the company professes and a kind of behavior which is used both: internally and externally). There is a way of open communication with management and open access to leadership at all levels. Part of the corporate culture is the development of employees and building so-called 'Learning organization'. This is not possible without consistent triad "to be able, to want, to can." It is important to have staff who have (knowledge and skills) want (personality) but are able. And that is the task of the employer and leaders which must create the conditions so that employees "could". Give them education, to motivate them to tackle the raised points etc. The HR department is the centerpiece of this area and must constantly and tirelessly "to measure the temperature in the organization" (the phrase from one of the books about personnel management), because you can never be satisfied with the current state. If there

are some people, then all are still changing - according to their moods, worry, joy, energy. It all affects well to corporate culture and recruiters' task is to deal with it.

15. Do you think that human resources department is also responsible for the possible failure of the company?

Absolutely not. It's a question of leadership and corporate strategy. With that is then connected to, respectively derived therefrom, personnel strategy. So everything goes from the head. Although the HR department should be one of the first to report, that something is wrong.

16. What is your "daily routine" as HR manager?

Employees and all the activity around them. Training candidates for the vacant positions (of internal and external), recruitment, solutions of problematic situations with employees and managers, development within the company, company branding, IPK indicators<sup>9</sup> and solutions when is something "out of the plan". The main tool is communication, including meetings, e-mails, searching on various websites ... And of course, working with a team of skilled HR staff.

17. The HR manager has many roles and responsibilities. Do you feel this position as exhaustive, because of daily contact with a lot of people? Do you consider yourself as the "face" of the company because of it?

HR manager's job was my dream and I must acknowledge that although I enjoy it a lot, it's very exhausting. This work gives you a lot and you can learn a lot about yourself, but is also very exhausting, concretely I mean energy. Everyone must find the source of energy, where to complement it. Then it's okay. I am sure that this question about "face" of the company should answer top managers or colleagues. I am trying to be the "face". Positive face.

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<sup>9</sup> IPK indicator = is a new macroeconomic indicator aimed at monitoring the development of the business environment in the Czech Republic

18. How do you stay current and ensure compliance with national labor laws like taxes, industrial laws, social security and health insurance?

Compliance is defined by the system of rules and regulations that should be followed by staff. All are familiar with it at the entrance into the company and then are regularly trained. Regarding taxes, then we have a contract with a supplier who provides us with payroll, which includes the calculation of taxes. Similarly, it is with finances, work safety, and environmental protection.

19. Which HR technology tools do you prefer and why?

If it is meant to personnel and payroll system, then Target from M-Pro Company. It is intuitive and enables centralization of many agendas that were previously held in various instruments type Excel, Access...

20. Do you support any charity or humanitarian organization?

We support on the basis of individual requests a specific event or association when these requests are reviewed according to established rules. Support for NGOs<sup>10</sup> and their activities is very important. Our aim is to support regional, we specifically support schools or kindergartens, civic associations and also the municipal office in our area.

### **4.3 Analysis of interview**

Interview with the Manager of Human Resources department was held in electronic form. The interview consisted of twenty questions that are loosely linked. The questions were prepared in advance, and related particular to the work activities of Human Resources Manager. The interview was conducted in Czech language and then subsequently translated.

The interview started with questions which related the recruitment and how and where reach candidates. The responses show that a very important resource to capture eventual employees' are social networks. This is particularly because of almost zero cost on advertising, the rapid dissemination of information and the possibility of an immediate response to complaints or inquiries of seekers. Social networks are now very popular source of information. Users have the ability to be in immediate contact the HR department

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<sup>10</sup> A non-governmental organization = non-profit organization, voluntary citizens' group, is organized on a local, national or international level

and also with the employees, who can share their experience with the firm. Thanks to social networks each company has the opportunity to be immediately informed in detail and can also see the current number of views of a particular post or number of sharing, which can be called a survey of the labor market. This type of research is particularly important to strengthen the competitiveness of the company. It can determine what benefits the other company in the region offers to their employees, and thereby improve own employees benefits and company presentation. Among the specific benefits included the manager of the HR department for example staff training, corporate discounts at partners or cash contributions that are an integral part of motivating employees to better job performance.

Further questions related to cooperation with other departments in the company and the German headquarter. It is clear that cooperation is one of the main reasons for the company's success in the automotive industry. As mentioned in the interview, each head of department is looking for good worker for its team. The HR department is, therefore, confident as an intermediary between candidates and executives. For each manager of the department is important not only the candidate's qualifications but also manner and personality. Each manager decides whether the applicant is a suitable candidate who will strengthen the team. Cooperation with German headquarter is, therefore, necessary only in case of approval of a candidate for the top management positions in the Czech subsidiary. It's a logical progression if we consider that for the German company's management are important senior managers who are responsible for the management of the Czech subsidiary. In this case, it is possible to talk about a certain autonomy, which is a benefit for the Czech subsidiary.

An important step for the development of the company is, according to Manager of Human Resources, creating vacancies for graduates, in this case mainly graduates of the electro-technical industry. The advantages of these programs are the fact that each candidate so-called Trainee program is created an individual plan. An applicant can get acquainted with almost all departments in the company, and he/she can then better decide what is most attractive to him/her. Trainee programs are in firms increasingly popular. It is for this reason that the company can provide graduates an experience in the field and also can offer them employment contract for an indefinite period. The company thus offers trainee programs for graduates of those fields that have for the company in the future the greatest potential. Everything is in the competence of graduates who can thanks to diligence and



conscientiousness become an integral part of a company with a rich history and high potential. The company has the opportunity to introduce its vision, and then to adapted the graduate into the working process of the company. It is, therefore, the possibility to transform the graduate from student to full-fledged employee.

Manager of HR department further presented that a very important means of motivating the employee is communication and participation in solving their problems, which can be negatively reflected in their job performance. This is another indicator that works in the HR department is not monotonous and the staff is very wide. Work on the leading position of Human Resources is mentally very exhausting, especially because of daily contact with people. It is therefore very important to lay out a daily schedule so as to meet the needs of HR manager and the people who interact with the HR department. Creating and work in programs that are used by HR departments, is another important step to successfully organize the daily work schedule. An important part of HR work is also informing the management of the company of any changes on (not only on labor) market. As mentioned manager of HR department, HR department should alert top management about problems that could threaten the company. Particular those relating to mentioned about competitiveness or changes in legislation.

Changes in legislation are also controlled by agencies that provide administering of health and social insurance of employees and also payroll. Such agencies are becoming in the Czech Republic more and more popular, especially for foreign companies, which can better orientate in the Czech legislation.

Corporate culture is the described as informal. For the company, it is important not only to be in daily contact with employees but also with the public outside the company. This is precisely why the company Kostal GmbH sought as an employer. For managers is very important communication with subordinates. Employees will appreciate the atmosphere of the workplace and open access to their superiors. It can be said that this is a new concept of company management, when the manager of each department is not only superior but also a colleague. In practice, we are talking about an individual approach to each person. This approach is considered key features for creating a perfectly functional team, which is necessary to sustain the development of interpersonal relationships in the workplace, thus leading to employee's motivation (improve, gain new knowledge in the field,...) who are then loyal to the firm in the future.

The last question was about supporting non-profit organizations. The company is mainly involved in supporting the organization in the region, thus helping it to develop. Support for kindergartens and primary schools is also in a sense a benefit that a company can offer its employees. Other institutions that company Kostal GmbH supports are for example the regional civic associations and municipal authorities at the place where is the subsidiary of the company. This company so opening up new opportunities to contribute to its development in the region. Furthermore, it improves an image of the company, which is nowadays for customers more than important.

The overall impression of the interview is very positive. It is obvious that the company takes to care of its employees, creates them a pleasant environment that motivates them to work. Benefits offered by the company are further proof that the company is aware of the competition. It is positive that the company allows its employees to further education, thanks to which they can then offer career advancement. Definitely, this is one of the firms in which are needs and initiatives to improve employee very important aspect that despite the development of the company

#### **4.4 Mistakes during recruitment**

This chapter covers the biggest mistakes that job seekers commit. These mistakes are then the reasons why the applicant is not an invitation to the next narrower selection rounds. There are mistakes that are completely unnecessary and could threaten the tenderer's reputation. The following four mistakes was chosen by the manager of the personnel department Mrs. Mgr. Alexandra Baumannová, and are based on her experience in HR department.

##### **4.4.1 High self-confidence during the presentation**

Job seekers need to realize that they, the HR department are in a position of interviewing the applicant. Too high self-esteem demonstrated by a candidate is therefore not appropriate. Jobseeker at each must draw particular attention to skills, not superiority over others. During the interview, it is important to realize that less is more. The need is to establish credibility, sympathetic and above all respectful. Collegial behavior is nowadays very important. Every company is looking for someone, who will be an acquisition not

only for a particular department but also for the entire company. The applicant, having high self-esteem during the interview affect other conflicting and often hostile. In every company need departments to unite and contribute a friendly team. During the interview, applicants must prove humility, but also appropriate self-expression. Confidence is very important, but it is necessary to act with respect and empathy, not only with a high ego. High self-confidence threatens interview at the beginning, this is what candidates often do not even realize. It is important to act during the interview pleasant and polite impression. It is necessary always to show the better side of personality. The self-presentation is very important part of the interview especially for the fact that the selected tenderer will continue to represent the company in public.

#### **4.4.2 Use of non-literary (vulgar) words**

This mistake relates to the mistake mentioned above. It is necessary to note that candidates must be careful and easily can't use inappropriate words. There are such claims on applicants, which can be very stressful for them, especially if the interview is guided in a foreign language. Every job seekers (mainly candidates to higher positions, for example, managers, head officers etc.) must be great speakers, must be capable of formulating sentences correctly and to perceive members of the admissions committee. It is necessary to speak coherently, literary and understandable language. It is necessary to respond to the question without longer delays, use technical words and have a great intonation. Applicants must demonstrate that they decide and know what they saying and phrase shall be continuous.

#### **4.4.3 Inability to describe the character of the work comprehensibly**

The third flaw is related to preparing job seekers. Questions concerning the character of the position of HR managers are very popular. It is because that it can be examined whether the candidate is professionally qualified to do the job and whether has the experience in the sector. It is often a major problem, the job seeker is not able to describe on which position is currently working and what are the skills and abilities. Candidates must have a clear vision of what kind of position are applying, what his or her workload and foremost duties. It is necessary to act judiciously and prove that the candidate understands the contents of a particular position, is able to describe the individual working practices and its contribution

to the department. Persuasiveness and knowledge are key elements of a successful interview. HR professionals accurately recognize a person who has no knowledge of what they say. There is thus a necessary preparation, a staged all the required things.

#### **4.4.4 Inability to present what is mentioned in the CV**

Curriculum Vitae is an essential element of the entire request. Applicants must not be underestimated but should not do a CV and motivation letter to state something that is not provable and true. If there is a chance to demonstrate the ability to help confirm, it is welcome. These include documented copy of diploma, certificates, and other confirmations. As mentioned above, the human resources department managers will know exactly whether the candidate is telling the truth or not. Likewise, it is also demonstrating knowledge and skills. Most of the interview today, has been running in two languages in mother tongue and in a foreign language. It is especially due to test the language skills of candidates. Very welcome are nowadays documented language proficiency certificate for example of achieved language education. Thus, for example, successful completion of foreign language courses, internationally acceptable language exam or participation in Erasmus stay during a study at university. Each documented work experience brings job seekers closer to the selected job. False facts in candidate's CV is for HR staff proves that the candidate is incompetent and untrustworthy. Such a candidate is then for interview panel only loss of time, which could devote candidates who mention truthful informations based on documented facts.

## 5 Conclusion

The aim of this bachelor thesis was to present the work of the manager of the human resources department and the human resources department as a whole. The HR department can be seen as the engine of the company mainly due to a key selection of suitable employees.

Human resources department has a tremendous responsibility for guiding the recruitment process and subsequent documentation of employees. As is clear from the interview with HR manager from the firm Kostal Kontakt Systeme GmbH, this position is very ramified and competence HR departments are touching nearly all sections of business as the already mentioned produce of the Unit else about certain problems, a survey of the labor market etc. Thanks to the interview, which is part of the practical part of this thesis to evaluate the human resources department as one of the key departments. The interview is probably that cooperation with other departments of the company is very important for the development of the most precious asset of the company-workers. The main tasks of the HR department are still care for employees and motivating them for better working results. Personal access to employees is a key element in establishing a suitable working environment. The HR department is in most cases a particular concentration between employees and management of the company.

Thanks to an interview with the manager of the human resources department Mrs. Baumann was possible to obtain detailed information about individual work processes and procedures. In the practical part are also the most common and biggest mistakes committed by job seekers. These mistakes are, according to the human resources department manager, a frequent reason for non-acceptance of candidates. The task was to describe in detail why these mistakes are wrong and what not to underestimate during the interview. Thanks to this work were possible to gain insight into the work processes and individual activities of Human resources department. This bachelor thesis suggests that this is an indispensable part of every department of the company and of its competence and responsibilities are very flexible. The interview was a good means to a closer examination of HR activities in particular because of personal experience of the manager of HR department. This bachelor thesis was written because of the possibility of obtaining examples and tips from a real environment that its existence is very popular not only from customers but also employees. Personal experience has become an essential item for processing this thesis, which was

aimed at closer look at the Human resources department of the German company with a long tradition. Cooperation with a person who has in the sector of human resources with long experience greatly benefits this thesis.

## 6 Resumé

Cílem bakalářské práce bylo přiblížit personální oddělení, jeho činnosti a pracovní pozici manažerky tohoto oddělení. K tomu bylo využito jejích osobních dlouholetých zkušeností ve vedení personálního oddělení firmy Kostal Kontakt Systeme GmbH. Teoretická část obsahuje vymezení základních pojmů, popis kompetencí a konkrétních činností personálního oddělení. Další částí bakalářské práce je glosář klíčových slov, které se v práci vyskytují. Praktická část se skládá z rozhovoru s manažerkou personálního oddělení, paní Mgr. Alexandrou Baumannovou, a dále rozbořem tohoto rozhovoru. Ten je klíčovým prvkem celé bakalářské práce. V praktické části je dále věnován prostor nejčastějším chybám, kterých se uchazeči o zaměstnání dopouštějí. Podle paní Baumannové jsou tyto chyby hlavním důvodem pro nesplnění podmínek přijetí, a je třeba jim věnovat zvýšenou pozornost.

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## 9 Appendix

Rozhovor s manažerkou personálního oddělení:

1. Jak a kde hledáte talentované uchazeče o zaměstnání? Recruitment je dnes velmi problematická oblast v HR vzhledem k situaci na trhu práce a výši nezaměstnanosti pod 5%. Aktuálně využíváme několik zdrojů: sociální síť (LinkedIn-THP, manažeři); Facebook (nepřímá inzerce v rámci spolupráce např. s Městyssem Jince), lokální periodika (Periskop), webové stránky, spolupráce s ÚP v Příbrami (hlášenka volných míst – ÚP rozpošle na různé job portály), personální agentury, školy a spolupráce s nimi.

2. Jaká je nejdůležitější dovednost uchazeče o zaměstnání? Vzdělání, zkušenost, nebo jazykové znalosti? Jednoznačně spolehlivost. Dnešní uchazeči často postrádají pracovní návyky, zejména absolventi nebo dlouhodobě nezaměstnaní. Dále pak hodnotíme vzdělání – ideálně technického směru (vždy podle oboru zaměstnavatele), praktická zkušenost, angličtina (alespoň základ). To jsou solidní základy uchazeče s potenciálem na růst.

3. Jak důležitý je pro Vás "první dojem" při pohovoru? Je důležité, jak uchazeč o zaměstnání vypadá a jaké je jeho společenské chování (oblečení, vzhled, gestikulace,...)? První dojem je důležitý a vypovídající zejména u uchazečů na nižší pozice. U vyšších (manažeři) je důležité prověřit hlouběji, např. hraním rolí (několika kolová výběrová řízení). Společenské chování je obrázkem uchazeče jako člověka, takže u všech pozic je to „vizitka“ a obrázek pro personalistu a nelze opomenout.

4. Jak vypadá proces náboru? Jedná spíše o jakousi formu zkoušky, či ho lze připodobnit k přátelskému rozhovoru? Pokud jde o pohovor (jedna je součástí procesu náboru), tak přátelská část je začátek rozhovoru s personalistou. Následuje představení a prezentace společnosti. Následně je přizván vedoucí dané obsazované pozice a přichází část specializace kandidáta. Každý kandidát se představí, co se týče pracovních zkušeností, znalosti jazyka, IT atd... Vždy podle obsazované pozice.

5. Je nutné konzultovat výběr uchazečů o zaměstnání s vedením firmy? Výběr uchazečů se vždy konzultuje s vedoucím, respektive vedoucí si vybírá z kandidátů představených personálním oddělením. S nejvyšším vedením se konzultuje výběr top managementu.

6. Společnost má německé základy. Je pro uchazeče o zaměstnání nezbytné ovládat německý jazyk? Oficiálním jazykem firmy je angličtina. Jsou ale některá oddělení, kde

kolegové z mateřské firmy stále angličtinu odmítají. Takže záleží na tom, do kterého oddělení uchazeče vyhledáváme.

7. Jak vypadá spolupráce s dalšími odděleními ve firmě? Spolupracuje oddělení lidských zdrojů při pohovorech s dalšími odděleními ve firmě? Spolupráce je nutná a je základem úspěšného náboru. Při přípravě inzerce a pohovorů je vždy diskutováno s vedoucím oddělení, které obsazuje volnou pozici. Vedoucí dané pozice je pak vždy účasten výběru a v podstatě jde o jeho rozhodnutí, kdo bude nový člen jeho týmu. Personální oddělení je i v tomto případě servisní a poradní „orgán“ firmy.

8. Existuje spolupráce mezi odděleními lidských zdrojů v české dceřiné společnosti a německou centrálou? Jak konkrétně spolupráce vypadá? Spolupráce existuje, ale jen v omezené míře na bázi měsíčních telekonferencí. Vzhledem k tomu, že v obou zemích jsou rozdílné zákonné podmínky, tradice i zvyky, nemůže být spolupráce provázanější. Vítáme možnost autonomie.

9. Má firma nějaké speciální programy pro absolventy vysokých škol, kteří zatím neměli možnost získat praxi v oboru? V tomto případě jsme schopni připravit Trainee program, kdy přijmeme uchazeče v rámci některé z dohod mimo pracovní poměr (Dohoda o pracovní činnosti nebo Dohoda o provedení práce) a připravíme program „na míru“. Naposledy například absolvent ZČU, fakulty elektrotechnické. Začal svoji praxi v naší firmě v rámci trainee programu v konstrukci, ale prošel i výrobou (montážemi a vstříkolisovnou). Aktuálně zakotvil v oddělení Plánování a příprava výroby, kde absolvoval školení Normování práce. Uvidíme, jak mu daná oblast půjde, ale jsme připraveni mu nabídnout i další technickou oblast. Absolventi s technickým vzděláním mají pro nás do budoucna vysoký potenciál.

10. Nabízíte nějaké vzdělávací kurzy nebo odbornou praxi studentům středních škol? Ano, viz předchozí bod. Nabídnout můžeme i jazykové vzdělávání, pokud praxe probíhá v oddělení, kde je jazyk potřeba.

11. Jak motivujete zaměstnance? Nabízíte zaměstnancům nějaké speciální benefity? Zaměstnance motivujeme jednak systémem odměňování (různé bonusy, variabilní složky mzdy, úhrada přesčasových hodin, roční odměna) a dále sociálními benefity (slevové programy, akce pro zaměstnance). Dalším motivačním faktorem je otevřená komunikace,

příjemné pracovní prostředí, flexibilní pracovní doba... a mnoho dalších. Snažíme se pečovat o zaměstnance a řešit jejich podněty (prostřednictvím Rady zaměstnanců).

12. Podporujete další vzdělávání zaměstnanců, jako jsou například jazykové kurzy, vysokoškolské studium atd.? Ano, máme proces hodnocení zaměstnanců na roční bázi, jehož nedílnou součástí je i plánování rozvojových školení a hodnocení školení realizovaných v předchozím roce. Reagujeme ale i na aktuální potřebu, pokud např. přijde nová technologie, dojde k legislativní změně nebo nastoupí kolega, který potřebuje další vzdělávání dříve, než je roční hodnocení.

13. Co je podle Vaší zkušenosti v oblasti HR nejefektivnější způsob, jak vyřešit konflikty zaměstnanců? Každopádně komunikace. Bez komunikace nefunguje žádná firma. Vždy je ale nutné zjistit názor všech zúčastněných stran. Nelze jen bezhlavě přijmout podnět k řešení a jít za ním. Většinou jde vždy o komplexnější problém vyžadující sběr informací z více zdrojů a širší pohled na danou věc.

14. Jak byste definovala firemní kulturu? Jak se personální oddělení podílí na firemním růstu? Firemní kultura v naší firmě je neformální (soubor hodnot, které firma vyznává a způsob chování, jakým jedná vně i navenek). Existuje zde otevřený způsob komunikace s vedením a otevřený přístup k vedení na všech úrovních. Součástí firemní kultury je rozvoj zaměstnanců a budování tzv. učící se organizace. To se neobejde bez souladu triády „Umět, chtít, moci“. Je důležité mít zaměstnance, kteří umí (znalosti a dovednosti), chtějí (osobnost), ale také mohou. A to už je úkol na straně zaměstnavatele a vedoucích, kteří musí vytvořit takové podmínky, aby zaměstnanci „mohli“. Dát jim vzdělání, motivovat je, řešit vznesené podněty atd. Personální oddělení je středobodem v této oblasti a musí neustále a neúnavně „měřit teplotu v organizaci“ (výraz z jedné z knih o personálním řízení), protože se nikdy nemůžete spokojit s aktuálním stavem. Pokud jsou někde lidé, pak se stále vše mění – podle jejich nálady, starostí, radostí, energií. To vše působí i na firemní kulturu a úkolem personalistů je se tím zabývat.

15. Myslíte si, že je oddělení lidských zdrojů zodpovědné za případné selhání společnosti na místním trhu? To absolutně ne. Je to otázka vedení a firemní strategie. S tou je pak propojená, respektive z ní vychází, personální strategie. Takže všechno jde od hlavy. I když personální oddělení by jako jedno z prvních mělo hlásit, že něco není v pořádku.

16. Co patří do Vaší "každodenní rutiny"? Zaměstnanci a všechny aktivity kolem nich. Školení, uchazeči o volné pozice jak interní, tak externí, výběrová řízení, řešení problematických situací se zaměstnanci a vedoucími, rozvoj v rámci firmy, branding společnosti, IPK ukazatele a řešení, když něco „nevychází“. Hlavním nástrojem je komunikace včetně porad, e-maily, vyhledávání na různých webových stránkách... A samozřejmě spolupráce s týmem zdatných personalistek.

17. HR manažer má spoustu rolí a kompetencí. Můžete definovat tuto pozici jako vyčerpávající? Můžete sebe samu označit za "tvář" společnosti, zejména z důvodu denního kontaktu s uchazeči o zaměstnání či zaměstnanci? Práce HR manažera byla mým snem a musím potvrdit, že přestože mě moc baví, tak je velice vyčerpávající. Tato práce Vám hodně dá a dozvíte se hodně i o sobě, ale zároveň hodně vyčerpává, myšleno energeticky. Člověk si musí najít zdroj energie, kde si ji bude doplňovat. Pak je to v pořádku. Zda jsem „tvář“ společnosti by měl odpovědět nařízený nebo kolegové. Snažím se tou tvář být 😊. Pozitivní tvář.

18. Jak firma zajišťuje dodržování pracovních zákonů a dalších předpisů, např. výběr daní, dodržování průmyslových práv, zajišťování sociálního zabezpečení a zdravotního pojištění? Pro dodržování zákona je definován celý systém pravidel a předpisů, který by měli zaměstnanci dodržovat. Všichni jsou s ním seznámeni při vstupu do společnosti a dále pak pravidelně školeni. Co se týče daní, pak máme kontrakt s dodavatelem, který nám zajišťuje zpracování mezd, kdy součástí je i výpočet daní. Obdobně je to s financemi, bezpečností práce, ochranou životního prostředí.

19. Jaké HR technologie dáváte přednost? Pokud je myšleno personální a mzdový systém, pak Target od společnosti M-Pro. Je intuitivní a umožňuje centralizaci mnoha agend, které dříve byly vedeny v různých nástrojích typu excel, acces ...

20. Podporuje firma, ve které pracujete, nějakou charitativní nebo humanitární organizaci? Je to pro image firmy důležité? Podporujeme na základě jednotlivých žádostí různé akce nebo konkrétní sdružení, kdy tyto žádosti posuzujeme podle stanovených pravidel. Podpora neziskových organizací a jejich činností je velice důležitá. Naším cílem je zejména podpora regionální, kdy jsme cíleně podpořili například školy nebo školky, občanská sdružení a rovněž městský úřad v našem okolí.



Nejčastější chyby během pohovoru:

- příliš sebevědomí při prezentaci
- použití nespisovných (vulgárních) slov
- neschopnost popsat charakter práce / zodpovědnost srozumitelně
- nemožnost prezentace toho, co uvedli v CV