

## DESCRIPTION OF MODULE

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### [People Management]

<b>Aim</b>	The student obtains profound knowledge and skills in human resources management in order to effectively manage human resources of a company and to develop a human resources management strategy in an organisation.
<b>Tasks (Learning outcomes)</b>	<p><b>In accordance with competence and duties at workplace:</b></p> <ul style="list-style-type: none"> <li>To select the most appropriate human resources management methods taking into account the factors affecting human resources.</li> <li>To manage human resources processes in a manufacturing company.</li> <li>To lead teams and to resolve conflict situations in a manufacturing company.</li> <li>To develop a human resources management strategy in a manufacturing company.</li> </ul> <p><b>Able:</b> To select the most appropriate human resources management methods, management styles in a manufacturing company taking into account available human resources and factors (trends) affecting them.</p> <p><b>Know:</b> Human resources management functions, methods, management styles and political, economic and social factors (trends) affecting human resources in a production company.</p> <p><b>Understand:</b> Nature, meaning and tasks of human resources management in a manufacturing company. Role of a manager of human resources in a company. Understand possibilities of using theoretical knowledge in a manufacturing company.</p> <p><b>Able:</b> To manage human resources of a company. Able to ensure qualitative human resources management processes (planning, search, selection, adaptation, motivation, evaluation).</p> <p><b>Know:</b> Human resources management processes in a company (planning, search, selection, adaptation, motivation, evaluation).</p> <p><b>Understand:</b> Understand interactions between human resources management processes and their impact on the achievement of common goals of the company.</p> <p><b>Able:</b> To build effective teams in a company and to resolve conflict situations. Able to manage change processes in a company.</p> <p><b>Know:</b> Team building stages, effective cooperation and cohesion techniques. Types of conflicts and conflict management strategies. Change management models and tools.</p> <p><b>Understand:</b> Understand team building and management in a company. Importance and effect of conflicts on company activities. Change management process in a company.</p> <p><b>Able:</b> To develop and evaluate a human resources management strategy in a company.</p>

	<p><b>Know:</b> Methods and tools in determining and introduction of a human resources management strategy.</p> <p><b>Understand:</b> Meaning of a human resources management strategy in the achievement of goals of the company.</p>
<p><b>Assessment form</b> of raw materials</p>	<ol style="list-style-type: none"> <li>1. When learning the module the student studies the importance and functions of management of human resources in a manufacturing company identifying main factors affecting the availability of human resources. At the end of the module the student presents the prepared paper.</li> <li>2. When learning the module, the student performs in a manufacturing company a case study on human resources management processes, characterising all human resources management processes (planning, search, selection, adaptation, motivation, evaluation) and identifying problems in management of human resources and their reasons. On the basis of the conducted analysis proposals for the improvement of the processes are developed. At the end of the module the student presents an analysis of human resources management processes in a selected manufacturing company.</li> <li>3. When learning the module the student organises a team cohesion event in a selected structural unit in a manufacturing company. After the respective task the student analyses team work and cooperation within the team. At the end of the module the student presents the results (conclusions) about team work in the selected manufacturing company making proposals for the improvement of team work.</li> <li>4. When learning the module the student studies human resources processes in a selected manufacturing company and drafts a human resources management strategy for the manufacturing company. At the end of the module the student presents a human resources strategy drafted for the selected manufacturing company.</li> </ol>

## CONTENT OF MODULE

Learning outcomes	Topics	Content (suggested)	Units	Assessment of acquired learning outcomes (optimal level)	Methods and ideas for learning process	
<p><b>Able:</b> To select the most appropriate human resources management methods and management styles in a manufacturing company taking into account available human resources and factors (trends) affecting them.</p> <p><b>Know:</b> Human resources management functions, methods, management styles and political, economic and social factors (trends) affecting human resources in a production company.</p> <p><b>Understand:</b> Nature, meaning and tasks of human resources management in a manufacturing company. Role of a manager of human resources in a company. Understand possibilities of using theoretical knowledge in a manufacturing company.</p>	<p><b>1.1. Nature of human resources management.</b></p> <p><b>1.2. Role of a manager of human resources in a manufacturing company.</b></p> <p><b>1.3. Effective leader in a company.</b></p> <p><b>1.4. Human resources management trends (affecting factors) in a manufacturing company.</b></p>	<p><b>1.1.1. Historical development of the significance of human resources until today and its place in a manufacturing company.</b></p> <p><b>1.1.2. Functions and tasks of human resources management in a manufacturing company.</b></p> <p><b>1.1.3. Human resources management methods in a manufacturing company.</b></p> <p><b>1.2.1. Role of a human resources manager – tactical matters of daily human resources management, advisory and strategic aspects in a manufacturing company.</b></p> <p><b>1.3.1. Management styles and management technologies. Skills and traits a leader needs. Role, responsibility and duties of a leader.</b></p> <p><b>1.4.1. Political, social and economic challenges in human resources</b></p>		<p><b>Characterise the importance of human resources in a company, how it has been changing historically until today. Characterise the role and place of human resources in a manufacturing company.</b></p> <p><b>Name functions and tasks of human resources management in a manufacturing company.</b></p> <p><b>Name human resources management methods in a manufacturing company stating the most optimal ones for specific situations.</b></p> <p><b>Characterise the role of a human resources manager, his/her tactical, advisory and strategic tasks in a manufacturing company.</b></p> <p><b>Characterise management styles and management technologies. Identify skills and traits a leader needs. Characterise the role, responsibilities and duties of a human resources manager.</b></p> <p><b>Characterise political, social and</b></p>	<p>Students learn the historical development of the importance of human resources and the role of human resources in a manufacturing company.</p> <p><i>Discussion:</i> Students discuss the importance, tasks and functions of human resources in a manufacturing company. Students learn tasks and functions of human resources in a manufacturing company.</p> <p>Students learn human resources management methods in a manufacturing company.</p> <p>Students learn the role of a human resources manager, his/her tactical, advisory and strategic tasks in a manufacturing company. <i>Practical work – interview:</i> Students interview the human resources manager (specialist) in their company to understand his/her role in resolving tactical, advisory and strategic matters in the manufacturing company.</p> <p>Students learn management styles and management technologies, responsibility and duties of a manager. <i>Practical work:</i> Students draft a portrait of an effective manager based on skills and traits he/she needs.</p> <p><i>World cafe method:</i> Students in groups conduct a PEST analysis on factors affecting human resources management in a manufacturing company. Students in</p>	

	<p><b>1.5. Description of generations and trends in human resources management.</b></p> <p><b>1.6. Work and social rights. Labour law.</b></p>	<p><b>management in a manufacturing company.</b></p> <p><b>1.5.1. Description, values and expectations of traditionalists, baby boomers, X, Y and Z generations in a working environment in a manufacturing company.</b></p> <p><b>1.5.2. Challenges and solutions in generation management in a manufacturing company.</b></p> <p><b>1.6.1. Duties and rights of the employer and employees, legal framework for the establishment and termination of legal relations. Work and rest periods.</b></p> <p><b>1.6.2. Social protection of employees.</b></p>		<p><b>economic challenges in human resources management in a manufacturing company. Develop proposals for resolution of problems.</b></p> <p><b>Compare and characterise the portrait and expectations of traditionalists, baby boomers, X, Y and Z employees in a working environment in a manufacturing company.</b></p> <p><b>Characterise problems in management of employees of different generations in a manufacturing company, as well as develop proposals for management of employees of different generations.</b></p> <p><b>Characterise duties and rights of the employer and employees, legal framework for the establishment and termination of legal relations.</b></p> <p><b>Characterise legal aspects of social protection of employees.</b></p>	<p>groups identify main factors (according to the PEST method), which affect human resources nowadays in a manufacturing company and make proposals to resolve the problems.</p> <p><i>Group work (part 1):</i> Students create a portrait of an employee of Y and X generation in a manufacturing company and determine their values, expectations at workplace.</p> <p><i>Group work (part 2):</i> On the basis of group work part 1 on values and expectations of different generations at workplace, students identify challenges in management of these human resources, as well as make proposals for resolution of problems in a manufacturing company.</p> <p>Students learn the laws regulating duties and rights of the employer and employees, legal procedure for the establishment and termination of legal relations.</p> <p>Students learn legal aspects of social protection of employees.</p>	
<p><b>Able:</b> To manage human resources of a company. Able to ensure qualitative human resources management processes (planning, search, selection, adaptation, motivation, evaluation). <b>Know:</b> Human resources management processes in a company (planning, search, selection, adaptation, motivation, evaluation). <b>Understand:</b></p>	<p><b>2.1. Planning and provision of human resources.</b></p>	<p><b>2.1.1. Goals and tasks of planning of human resources in accordance with the mission, vision and values of the company.</b></p> <p><b>2.1.2. Strategic planning, tactical and operative planning of human resources.</b></p>		<p><b>Characterise the goal and tasks of planning of human resources. Name the mission, vision and values of a company and analyse whether the goal of planning of human resources corresponds to the mission, vision and values of the company.</b></p> <p><b>Characterise strategic, tactical and operative planning of human resources of a company.</b></p>	<p>Students learn the theoretical material on the goal and tasks of planning of human resources in a manufacturing company, analyse their link to the mission, vision and values of the company.</p> <p><i>Discussion:</i> Students discuss and analyse strategic, tactical and operative planning of human resources in their companies.</p> <p><i>Discussion:</i> Students discuss quantitative and qualification planning of human resources in their companies.</p>	

<p>Understand interactions between human resources management processes and their impact on the achievement of common goals of the company.</p>	<p><b>2.2. Search for human resources.</b></p> <p><b>2.3. Selection of human resources.</b></p>	<p><b>2.1.3. Quantitative planning. Qualification planning.</b></p> <p><b>2.1.4. Methods of planning and organisation of manufacturing work – LEAN, 5S, TOC method.</b></p> <p><b>2.2.1. Methods of search for human resources.</b></p> <p><b>2.2.2. Job announcements and their content, placement.</b></p> <p><b>2.2.3. Dismissal of an employee.</b></p> <p><b>2.3.1. Process of selection of human resources.</b></p> <p><b>2.3.2. Internal and external selection, advantages and shortcoming.</b></p> <p><b>2.3.3. Types of selection of human resources:</b></p> <ul style="list-style-type: none"> <li>• Application (motivation) letter</li> <li>• CV</li> <li>• Personnel application form</li> <li>• Job interviews</li> <li>• Tests in selection of human resources.</li> </ul>	<p><b>Characterise quantitative and qualification planning in a company.</b></p> <p><b>Characterise methods of planning and organisation of manufacturing work – LEAN, 5S, TOC.</b></p> <p><b>Characterise methods of search for human resources, compare and analyse their strengths and weaknesses.</b></p> <p><b>Draft a job announcement and characterise its compliance with the goal of the company and legal aspects.</b></p> <p><b>Characterise reasons of dismissal of an employee and legal aspects of dismissal of employees.</b></p> <p><b>Characterise the process of selection of human resources, its stages.</b></p> <p><b>Characterise internal and external selection, compare and analyse their strengths and weaknesses.</b></p> <p><b>To characterise different types of selection of human resources. Compare and analyse strengths and weaknesses of different types of selection determining the most appropriate ones for specific situations.</b></p>	<p>Students learn the theoretical material on methods of planning and organisation of manufacturing work.</p> <p><i>Mind map:</i> Students identify methods of search for human resources determining their strengths and weaknesses.</p> <p><i>Practical work:</i> Student drafts a job announcement text for a specific vacancy in a woodworking company and characterise its compliance with the goal of the company and legal aspects. The text of the announcement is published (recommended to be published) in a relevant place justifying it with specific arguments.</p> <p>Case study: Students analyse a specific case of dismissal of an employee in a manufacturing company analysing and reasoning the cause of dismissal and compliance of the dismissal with regulatory enactments.</p> <p>Students learn the nature of the process of selection of human resources and main stages of the selection process.</p> <p>Students learn internal and external selection of human resources in a manufacturing company.</p> <p>Students learn types of selection of human resources.</p> <p><i>Discussion:</i> Students discuss strengths and weaknesses of different types of selection and their usability in their companies.</p> <p>Students study different samples of CVs analysing their positive and negative aspects.</p> <p>Students draft (improve) their own CV.</p>	
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	<p><b>2.4. Adaptation of human resources.</b></p> <p><b>2.5. Motivation of human resources.</b></p>	<p><b>2.3.4. Creation of a CV. Prerequisites for drafting a qualitative CV.</b></p> <p><b>2.3.5. Use of LinkedIn in selecting human resources.</b></p> <p><b>2.3.6. Preparation of a job interview. Preparation of questions. Progress of an interview. Evaluation of information and decision-making. Evaluation of the first impression. Evaluation of the interview. Decision-making. Approval or refusal of the candidate.</b></p> <p><b>2.3.7. Types of job interviews, their fitness for selection of specialists of high, middle and low levels in a manufacturing company:</b></p> <ul style="list-style-type: none"> <li>• structured / partially structured / unstructured interview,</li> <li>• stress interview,</li> <li>• behavioural interview,</li> <li>• telephone interview.</li> </ul> <p><b>2.4.1. Goals and tasks of adaptation.</b></p> <p><b>2.4.2. Adaptation programme and set of measures carried out during adaptation.</b></p> <p><b>2.4.3. Importance of a mentor / trainer in the adaptation process.</b></p> <p><b>2.5.1. Importance of motivation and types of motivation.</b></p>	<p><b>Characterise and evaluate a qualitative CV corresponding to the situation on the labour market.</b></p> <p><b>Nature of LinkedIn and its use on the labour market. Benefits for the employers and the employee.</b></p> <p><b>Characterise progress and structure of a job interview, the most appropriate questions for selection of specialists of a manufacturing company of different levels.</b></p> <p><b>Characterise different types of job interviews, compare and analyse their strengths and weaknesses.</b></p> <p><b>Characterise the importance, the goal and tasks of the adaptation process in a manufacturing company.</b></p> <p><b>Characterise and analyse the adaptation programme and set of measures carried out during adaptation.</b></p> <p><b>Explain the importance of a mentor / trainer in the adaptation process.</b></p>	<p>The student drafts (improves) his/her LinkedIn profile.</p> <p>Students learn the structure, questions of a job interview and the process of conducting a successful interview. <i>Individual work:</i> Students draft questions for a job interview for the selection of a specialist for a manufacturing company.</p> <p>Students learn different types of job interviews and their use in selection of specialists of different levels. Role game: Students simulate a job interview for selection of an “X” specialist for a department of a manufacturing company. After the interview students analyse the interview process.</p> <p>Students learn the importance, goals and tasks of the adaptation process in a real manufacturing company.</p> <p>Case study: Students analyse the adaptation programme in a real manufacturing company making proposals for its improvement.</p> <p>Students learn the importance of a mentor / trainer in the adaptation process. <i>Discussion:</i> Students discuss the mentor’s role in ensuring the process of adaptation of human resources in their companies.</p> <p>Students learn best practices in motivation techniques in different manufacturing companies.</p> <p>Students learn the theoretical material on internal and external motivation, strengths</p>	
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	<p><b>2.6. Management of work, evaluation and development planning of human resources.</b></p>	<p><b>2.5.2. Internal and external motivation.</b></p> <p><b>2.5.3. Determination of wage and compensation for employees of different levels in a manufacturing company.</b></p> <p><b>2.5.4. Internal communication and its importance in motivating human resources.</b></p> <p><b>2.6.1. Nature and importance of evaluation of performance of human resources.</b></p> <p><b>2.6.2. Human resources development planning, harmonisation of goals. Delegation and control.</b></p> <p><b>2.6.3. Methods of evaluation of performance of human resources in a manufacturing company. Feedback.</b></p>		<p><b>Characterise the importance of motivation in a company. Compare and explain different types of motivation. Able to take a reasoned decision on the most effective motivation techniques in a specific situation.</b></p> <p><b>Characterise internal and external motivation, explain strengths and weaknesses.</b></p> <p><b>Characterise the principles of determination of wage and compensation for employees of different levels in a manufacturing company.</b></p> <p><b>Characterise the importance of internal communication in motivation of human resources.</b></p> <p><b>Characterise the importance of evaluation of performance of human resources.</b></p> <p><b>Characterise the need and the process of planning of development of human resources. Characterise the importance of delegation and control.</b></p> <p><b>Characterise and compare methods of evaluation of performance of human resources in a manufacturing company. Explain their strengths and weaknesses. Characterise the importance of feedback.</b></p>	<p>and weaknesses and analyse the impact of internal and external motivation on the work of specialists of different levels in a manufacturing company.</p> <p>Students learn the principles of determination of wage and compensation for employees of different levels in a manufacturing company.</p> <p>Students learn the theoretical material on internal communication and its importance in motivating human resources.</p> <p>Students learn the theoretical material on the nature and importance of evaluation of performance of human resources.</p> <p>Students learn the theoretical material on the need to plan the development of human resources and stages of the process.</p> <p>Students learn the theoretical material on methods of evaluation of performance of human resources, analyse their strengths and weaknesses.</p>	
<p><b>Able:</b></p>	<p><b>3.1. Team building and management in a manufacturing company.</b></p>	<p><b>3.1.1. Nature and stages of team building.</b></p>		<p><b>Characterise the nature of team building and its development stages.</b></p>	<p>Students learn the nature of team building and its development stages.</p>	

<p>To build effective teams in a company and to resolve conflict situations. Able to manage change processes in a company. <b>Know:</b> Team building stages, effective cooperation and cohesion techniques. Types of conflicts and conflict management strategies. Change management models and tools. <b>Understand:</b> Understand team building and management in a company. Importance and effect of conflicts on company activities. Change management process in a company.</p>	<p><b>3.2. Conflict resolution – strategies and methods.</b></p> <p><b>3.3. Change management in a company</b></p>	<p><b>3.1.2. Causes of inefficient cooperation in a team.</b></p> <p><b>3.1.3. Types of team cohesion.</b></p> <p><b>3.1.4. Styles of behaviour of employees and flexibility of employees.</b></p> <p><b>3.2.1. Nature of conflicts and their impact on the company.</b></p> <p><b>3.2.2. Types of conflicts – internal and external conflicts.</b></p> <p><b>3.2.3. Reasons of conflicts and conflict resolution strategies:</b></p> <ul style="list-style-type: none"> <li>• competition,</li> <li>• cooperation,</li> <li>• evasion,</li> <li>• adaptation,</li> <li>• compromise.</li> </ul> <p><b>3.2.4. Conflict resolution methods (incl. mediation).</b></p> <p><b>3.3.1. Nature of change management.</b></p>		<p><b>Analyse reasons of ineffective cooperation in a team identifying reasons and drafting proposals for problem resolution.</b></p> <p><b>Characterise types of team cohesion. Explain their use and benefits in different situations.</b></p> <p><b>Understand styles of behaviour of employees and flexibility of employees explaining their impact on the employee’s performance in a manufacturing company.</b></p> <p><b>Characterise the nature of conflicts, positive and negative benefits and impact on total operations of the company.</b></p> <p><b>Characterise types of conflicts, explain the nature and reasons of internal and external conflicts.</b></p> <p><b>Explain reasons of conflicts and draft proposals for conflict resolution using the most appropriate conflict resolution strategy.</b></p> <p><b>Characterise methods of conflict resolution, explain their strengths and weaknesses.</b></p> <p><b>Characterise the nature and importance of change management.</b></p>	<p>Case study: Students analyse team work in a real company identifying reasons of inefficient team work. Students make proposals for building an effective team.</p> <p>Students learn best practice examples of team building and cohesion. Team situation: Students organise a team cohesion event, then analyse the role and action of each participant in team work.</p> <p><i>Test:</i> Students determine their style of behaviour and flexibility. Students learn different styles of behaviour and degrees of flexibility of employees, and how this affects activity of the employee at workplace.</p> <p><i>Method 635:</i> Students identify positive and negative benefits of conflicts in a manufacturing company and their impact on total operations of the company. Students learn the nature of a conflict and its impact on the goal and total operations of the company.</p> <p>Students learn the theoretical material on types of conflicts, internal and external conflicts and their reasons.</p> <p><i>Case study:</i> Students analyse several situation from operations of a real manufacturing company, where conflict situations have occurred. Students identify reasons of a conflict and draft proposals for conflict resolution using the most appropriate conflict resolution strategy.</p> <p>Students learn the theoretical material on methods of conflict resolution.</p> <p><b>Students learn the theoretical material on the nature and importance of change management.</b></p> <p><b>Students learn the theoretical material on management models and tools.</b></p> <p><b>Students learn roles of parties involved in the change management process.</b></p>	
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<p><b>Able:</b> To develop and evaluate a human resources management strategy in a company.</p> <p><b>Know:</b> Methods and tools in determining and introduction of a human resources management strategy.</p> <p><b>Understand:</b> Meaning of a human resources management strategy in the achievement of goals of the company.</p>	<p><b>4.1. Nature and importance of a human resources management strategy.</b></p> <p><b>4.2. Creation and implementation of a human resources management strategy.</b></p>	<p><b>4.1.1. Importance of a human resources management strategy.</b></p> <p><b>4.1.2. Elements forming a human resources management strategy.</b></p> <p><b>4.2.1. Formulation of a human resources management strategy. Methods and tools in developing a human resources management strategy.</b></p> <p><b>4.2.2. Implementation of a human resources management strategy in a manufacturing company.</b></p>		<p><b>Understand and able to characterise the importance of a human resources management strategy in a manufacturing company.</b></p> <p><b>Characterise the elements forming a human resources management strategy.</b></p> <p><b>Formulate the goal and structure of a human resources management strategy. Characterise methods and tools of developing a human resources management strategy, compare and analyse their strengths and weaknesses.</b></p> <p><b>Characterise the process of implementation of a human resources management strategy in a manufacturing company.</b></p>	<p>Students learn the theoretical material on the nature of a human resources management strategy and its importance in a manufacturing company.</p> <p>Students learn the theoretical material on the elements forming a human resources management strategy.</p> <p>Students learn the theoretical material on the goal and structure of a human resources management strategy, as well as methods and tools in developing a human resources strategy. <i>Individual work:</i> Students create a human resources management strategy for their company.</p> <p>Students learn the theoretical material on the process of implementation of a human resources management strategy in a manufacturing company.</p>

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