

B-IBM-M 5 International Human Resource Management

B-IBM-M 5.1 HR Marketing und Recruiting

Code B-IBM-M 5.1	Workload 125 h	Duration 1 Semester	Workload 28 h physical synchronous contact hours
Level Bachelor	ECTS-Credits 5	Frequency both WS and SS	0 h online synchronous contact hours
Module Responsibility Prof. Dr. Christian Dries	Teaching Units 28	Language of Instruction English	14 h guided private study hours 83 h private study hours

Courses

Learning Outcomes/Competencies

The students who have successfully completed the module are able to:

- explain instruments of personnel recruitment and retention and apply them to current market developments,
- reflect a sound theoretical and practical knowledge of processes of external applicant approach and internal employee retention,
- examine the influence of personnel marketing on the quality of personnel selection and to reflect self-critically on actions taken in this regard,
- use external personnel marketing measures such as ad placements, social media campaigns and socio-psychological mechanisms of attention and action control,
- motivate employees for organizational goals and to bind them to the company by means of methods and techniques.

Module Content

Human Resource Management Basics

- Definition, function and objectives of personnel marketing
- Distinction from and similarities to product marketing
- Quantitative and qualitative personnel requirements analysis and derived personnel planning
- Applicant market analysis and comparison with demand planning
- Recruitment in different market situations

Employer Branding

- Models of employer selection
- Measuring the attractiveness of employers
- Impact-oriented structuring of an employer brand
- Employer brand cycle: analysis, strategy, implementation, evaluation
- Measures of the EB: From image advertisement to sponsoring to mission statement

External HR Marketing

- Basics of personnel recruitment
- Process of personnel marketing: segmentation, positioning, signaling, communication, selection and integration
- Measures to attract new employees
- University marketing to attract graduates

Employee Retention: Internal HR Marketing

- Basics of employee retention: Job satisfaction & social identity
- Definition: Commitment, Identification & Involvement
- Employee retention process: from compensation, leadership, assessment and personnel development to separation
- Retention programs: Job Enrichment & Conditions (salary)

Recruitment

- Market-dependent recruitment strategies
- Staffing strategies
- Internal procurement channels: promotion & transfer, talent management, internal job advertisement, job rotation, company training, trainee programs and more
- External procurement channels: Tenders online/print, internships, job placement, job exchanges, direct sourcing, interim management, temporary employment, trade fairs and more

Determinants of Educational and Occupational Choice

- Overview Theories of interest and career development
- Vocational choice theories: from development theory to fit model and decision theory
- Application of the congruence theory according to Holland in vocational guidance
- Reasons for acceptance or rejection of applications
- Modern employability approaches: protean & boundaryless career
- Student life cycle: differentiated attractiveness structures over time
- The role of self-promotion in the career process

Exercises/Practice

- Self-assessment, job interest profile with job profiling exercises
- Case studies in groups: Transfer of personnel marketing & recruitment measures using an example from the region

Learning Activities and Teaching Methods

Physical Synchronous Contact Hours:

Lectures, demonstrations, interactive development of content, quizzes, exercises in small groups, case studies and role-plays, short presentations on selected learning topics, instructions for literature study.

Online Synchronous Contact Hours:

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Guided Private Study Hours:

Development of a case study and conception of an application example for internal and external personnel marketing, creation of short presentations on selected learning topics.

Private Study Hours:

Study of literature, processing of the case study.

Pre-Requisites

The successful completion of the following modules is recommended:

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| B-IBM 3.1 | International Human Resource Management, Gender and Diversity Management |
| B-IBM 4.1 | Marketing, Social Media Marketing and E-Commerce |
| B-IBM 4.2 | Market Research and Empirical Research Methods |

Assessment Methods and Evaluation Criteria

Students complete this module with a case study (10-15 pages). In a presentation and subsequent discussion, lasting for 15-20 minutes, students show that they are capable of describing the status of their research, their approach, findings and results. The presentation takes place during the lecture period, the exact date is set by the lecturer. Further details are specified in guidelines provided by the examination office.

Group work is permitted. The maximum group size is 5 students. In case of group work, it must be possible to clearly define and assess each student's individual performance on the basis of specified sections, page numbers or other objective criteria.

Determination of module grade:

The case study contributes 70% to the module grade, the presentation and discussion contribute 30%.

A pass in this module is achieved when the overall grade is greater than or equal to 4.0.

Value of Module Grade for Final Grade

5/170 ECTS credit points in Bachelor's degree programs of the integrated system of the faculty of Business & Media according to §1 (2) PO BT.

5/170 ECTS credit points in Bachelor's programs with an internship semester in the integrated system of the faculty of Business & Media according to §1 (2) PO BT.

Literature

Compulsory Literature

Arthur, D. (2019). *Recruiting, Interviewing, Selecting and Orienting New Employees* (6th ed.). New York City, NY: HarperCollins Publishers L.L.C.

Evans, R. (2016). *The Talent Magnet: Employer Branding & Recruitment Marketing Strategies to Attract Millennial Talent*. Scotts Valley, CA: CreateSpace Independent Publishing Platform.

McKenna, E. (2020). *Business Psychology and Organizational Behaviour* (6th ed.). Oxfordshire: Routledge.

Tarki, A. (2020). *Evidence-Based Recruiting: How to Build a Company of Star Performers Through Systematic and Repeatable Hiring Practices*. New York City, NY: McGraw Hill Education

Further Literature

Cartwright, S., & Cooper, C. L. (2008). *The Oxford Handbook in Personnel Psychology*. Oxford: Oxford University Press.

Cascio, W.F. & Aguinis, H. (Hrsg.) (2013) *Applied Psychology in Human Resource Management* (7th Ed.) Harlow: Pearson New International Edition.

Chamorro-Premuzic, T., & Furnham, A. (2010). *The Psychology of Personnel Psychology*. Cambridge: Cambridge University Press.

Hetrick, S. (2018). *Corporate Reputations, Branding and People Management: A Strategic Approach to HR*. Oxfordshire: Taylor & Francis Ltd.

Marinelli, K. (2018). *Driving Great Hires: Using Authentic Employer Branding to Find Your Best Hire*. Boulder, CO: Peoplestrategy.io.

Picardi, C. A. (2019). *Recruitment and Selection: Strategies for Workforce Planning & Assessment*. Newbury Park, CA: Sage Publications Ltd.

Pickman, A. J. (1994). *The Complete Guide to Outplacement Counseling*. Oxfordshire: Taylor & Francis Ltd.