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| **Learning Objectives** | T |
| Personnel marketing (i.e. recruiting staff) is a key HR management task. In today’s digitalized, globalized world with access to a global labor market, it is more important than ever for companies to build a strong employer brand if they want to attract and retain the best talents. On this course, students will learn the art of successful **employer branding and recruiting**.  We will explore the latest theories, concepts and practices in employer branding and recruiting, together with their practical application. Supplemented by real-life case studies, students will gain a comprehensive insight into the key aspects of personnel marketing. We will consider how HR management can help to build a strong employer brand, how to find the right candidates, and how to develop successful recruiting strategies. We will also delve into some of the latest findings and strategies in international recruiting, and the tools used to gage the success of personnel marketing.  | SEC |
| Personnel Marketing Within HR Management  | NAV |
| Cornelia Reindl  | P |
| **Personnel Marketing Within HR Management** | T |
| **Study Goals** | T |
| After working through this unit, you will be able to ...  | SEC |
| Identify current trends affecting HR work and derive practical implications.  | LI |
| Describe the fundamental principles and definitions of personnel marketing.  | LI |
| Explain the key factors involved in attracting and retaining personnel.  | LI |
| Outline the requirements for successful employer branding.  | LI |
| **Introduction** | T |
| Personnel marketing is at the very heart of HR management. Essentially, it encompasses every aspect of hiring and retaining suitable employees with the requisite skills and a mindset compatible with the corporate philosophy (the “right people”). At an operational level, personnel marketing entails various measures including placing job advertisements, designing career websites, holding recruiting events, and developing schemes to promote employee loyalty and motivation. Being able to evaluate and gage the success of measures is another key task. To this end, the personnel marketing team uses a variety of tools and approaches drawn from product and services marketing, personality psychology, aptitude testing and business psychology. Building and optimizing the employer brand to boost its attractiveness to potential applicants has gained particular relevance as a result of digitalization (Sharma, 2019).  | SEC |
| Selective hiring, coupled with measures to retain talents, can boost a company’s competitiveness as well as the productiveness and satisfaction of its workforce. Specifically, personnel marketing can help companies achieve the following goals (Kanning, 2017):  | SEC |
| **Improve the employer’s image:**Communicate a strong, positive employer brand to attract applicants and ensure a positive image and a constructive workplace culture so that they will recommend the company to others as an employer.  | LI |
| **Attract qualified, motivated employees:**Attract the right candidates and boost the performance of the workforce.  | LI |
| **Ensure employee loyalty:**Create a positive working environment which challenges and motivates employees. This will foster loyalty and work satisfaction, minimize fluctuation, and help to build a stable, committed workforce.  | LI |
| Changes in HR Work  | NAV |
| **Changes in HR Work** | T |
| HR management, as the linchpin of people management within a company, is currently in the throes of a profound transformation, particularly as a result of demographic shift and the associated lack of qualified staff, globalization, digitalization, coupled with the changing values and expectations of a new generation of employees.  |  |