

ABSTRACT

This diploma thesis investigates the topic of strategic management of human resources in the selected healthcare organization. The aim of thesis is to define short-term and long-term strategic goals of human resources management connected to the basic mission and vision of the department in the healthcare organization. The development of appropriate strategic objectives will be based on the analysis of the internal environment and also will include the results of analysis of external environment. The theoretical part of the diploma thesis involves chapters about human resources as part of strategic management, its history and possible views on that. Other chapters define the human resources management in healthcare, what are the prerequisites for successful management and strategy development. This is also related to personnel management tasks. Afterwards, the specific relevant focus is on ensuring human resources from the point of view of the organization – human resources planning, recruitment and selection of employees, the subsequent adaptation process and staff evaluation. The last chapter summarizes the latest findings and trends in human resources management. The empirical part of diploma thesis deals with the organization and its current personal status. This is followed by the analysis of the internal environment - SWOT analysis along with possible combinations of strategies and matrices IFE and EFE and McKinsey's 7S model. Internal analysis also includes feedback from students, who have complied mandatory practices in the organization. The chosen method for analysis of external environment was PESTLE. These methods and their results have become the starting material for the mission and the vision of department with the definition of strategic goals and strategies for their achievement. The analysis of external and internal environments has shown that organization should pay increased attention to the stability of the internal environment. The department should also invest in students' practice – future graduates can be a welcome source of future employees. Employee recruitment itself should be attractive to the tenderer in the form of recruitment and with clearly defined benefits of the job position. Longer-term goals should be to engage more intensely in the promotion of the public and in building the positive image of the organization.

Keywords: strategic planning, human resources management, personnel management, healthcare, recruitment of employees, SWOT analysis, PESTLE analysis, strategic goals, strategic plan