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Human Resource Management

MHR501: Global Human Resources Management Trends

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Lecture 1

Human Resource Management

GARY DESSLER

ELEVENTH EDITION





CONTENTS

After studying this chapter, you should be able to:

1. Explain what human resource management is and how it relates to the management process.
2. Give at least eight examples of how all managers can use human resource management concepts and techniques.
3. Illustrate the human resources responsibilities of line and staff (HR) managers.
4. Provide a good example that illustrates HR's role in formulating and executing company strategy.
5. Write a short essay that addresses the topic: Why metrics and measurement are crucial to today's HR managers.
6. Outline the plan of this book.

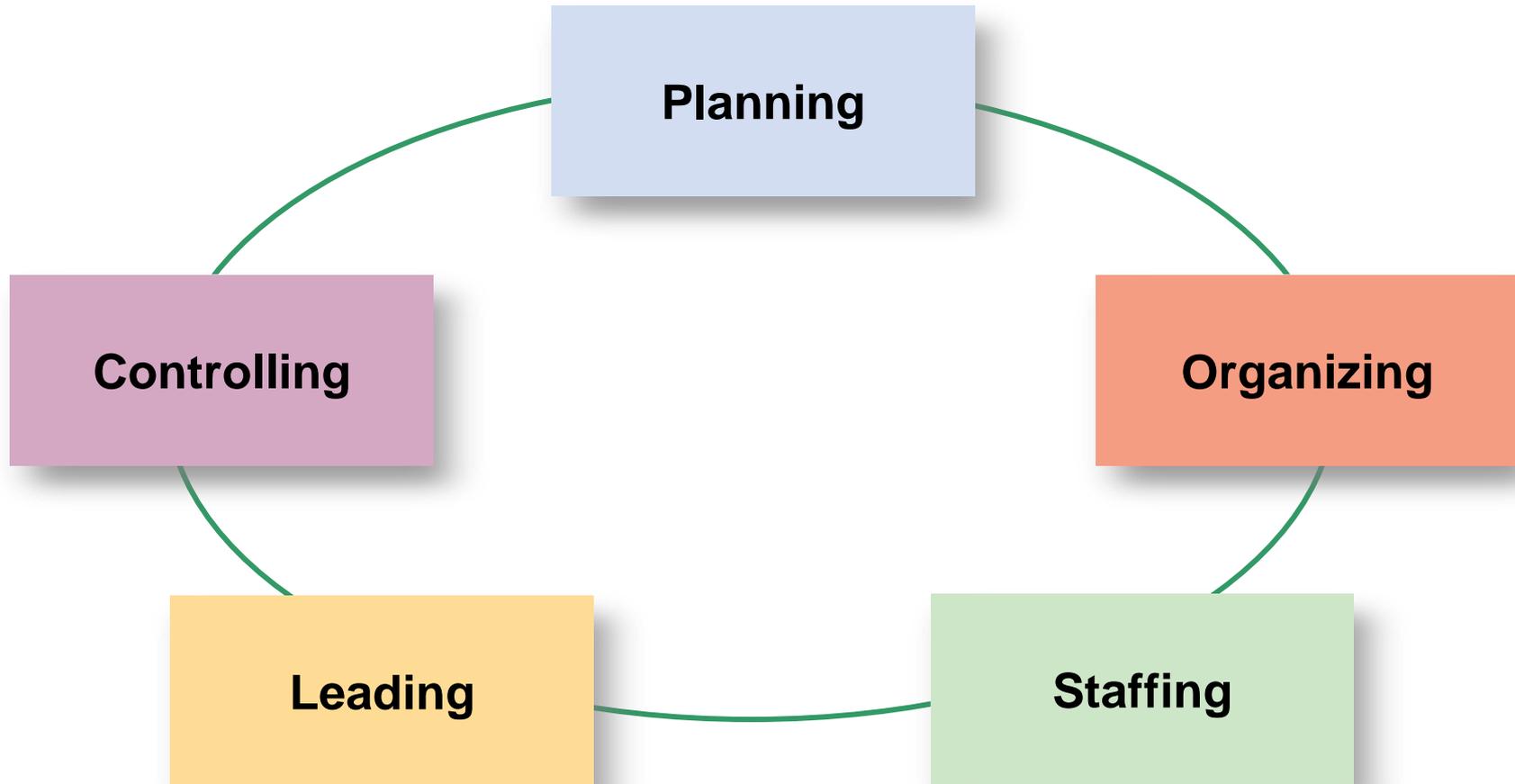




THE IMPORTANCE OF STRATEGIES



The Management Process





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Quiz





Intro : Introduction to Human Resource Management

Chapter 1: Introduction to Human Resource Management

Multiple Choice

The basic functions of management include all of the following except _____.

- planning
- organizing
- motivating
- leading
- staffing

(c; moderate; p. 2)

The management process is made up of _____ basic functions.

- three
- four
- five
- eight
- ten

(c; moderate; p. 2)

Which basic function of management includes establishing goals and standards, developing rules and procedures, and forecasting?

- planning
- organizing
- motivating
- leading
- staffing

(a; easy; p. 2)





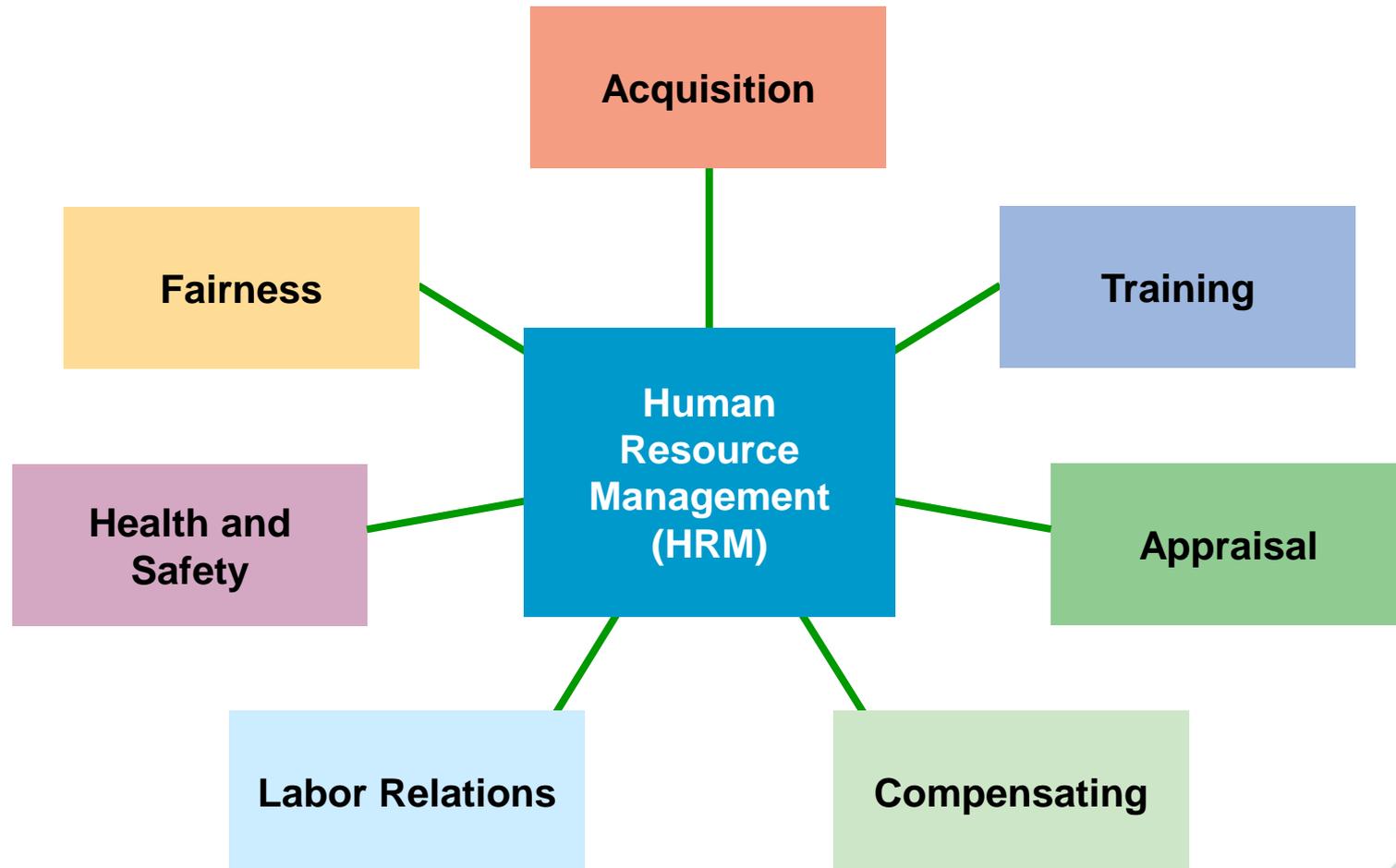
Human Resource Management at Work

- What Is Human Resource Management (HRM)?

- The policies and practices involved in carrying out the “people” or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising.



Human Resource Management at Work





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Intro : Introduction to Human Resource Management

1. _____ are responsible for assisting and advising line managers in areas like recruiting, hiring, and compensation.
 - a. Human resource managers
 - b. Staff managers
 - c. Line managers
 - d. EEO officers
 - e. Board members(a; easy; p. 4)

1. Effective human resource management could include all of the following responsibilities except _____.
 - a. placing the right person in the right job
 - b. training employees
 - c. controlling labor costs
 - d. protecting employees' health
 - e. all are responsibilities necessary for effective human resource management(e; moderate; p. 4)





Personnel Aspects of a Manager's Job

- Conducting job analyses
- Planning labor needs and recruiting job candidates
- Selecting job candidates
- Orienting and training new employees
- Managing wages and salaries
- Providing incentives and benefits
- Appraising performance
- Communicating
- Training and developing managers
- Building employee commitment





Personnel Mistakes

- Hire the wrong person for the job
- Experience high turnover
- Have your people not doing their best
- Waste time with useless interviews
- Have your company in court because of discriminatory actions
- Have your company cited by OSHA for unsafe practices
- Have some employees think their salaries are unfair and inequitable relative to others in the organization
- Allow a lack of training to undermine your department's effectiveness
- Commit any unfair labor practices



Basic HR Concepts

- The bottom line of managing:

Getting results

- HR creates value by engaging in activities that produce the employee behaviors that the company needs to achieve its strategic goals.



Line and Staff Aspects of HRM

- **Line manager**

- A manager who is authorized to direct the work of subordinates and is responsible for accomplishing the organization's tasks.

- **Staff manager**

- A manager who assists and advises line managers.



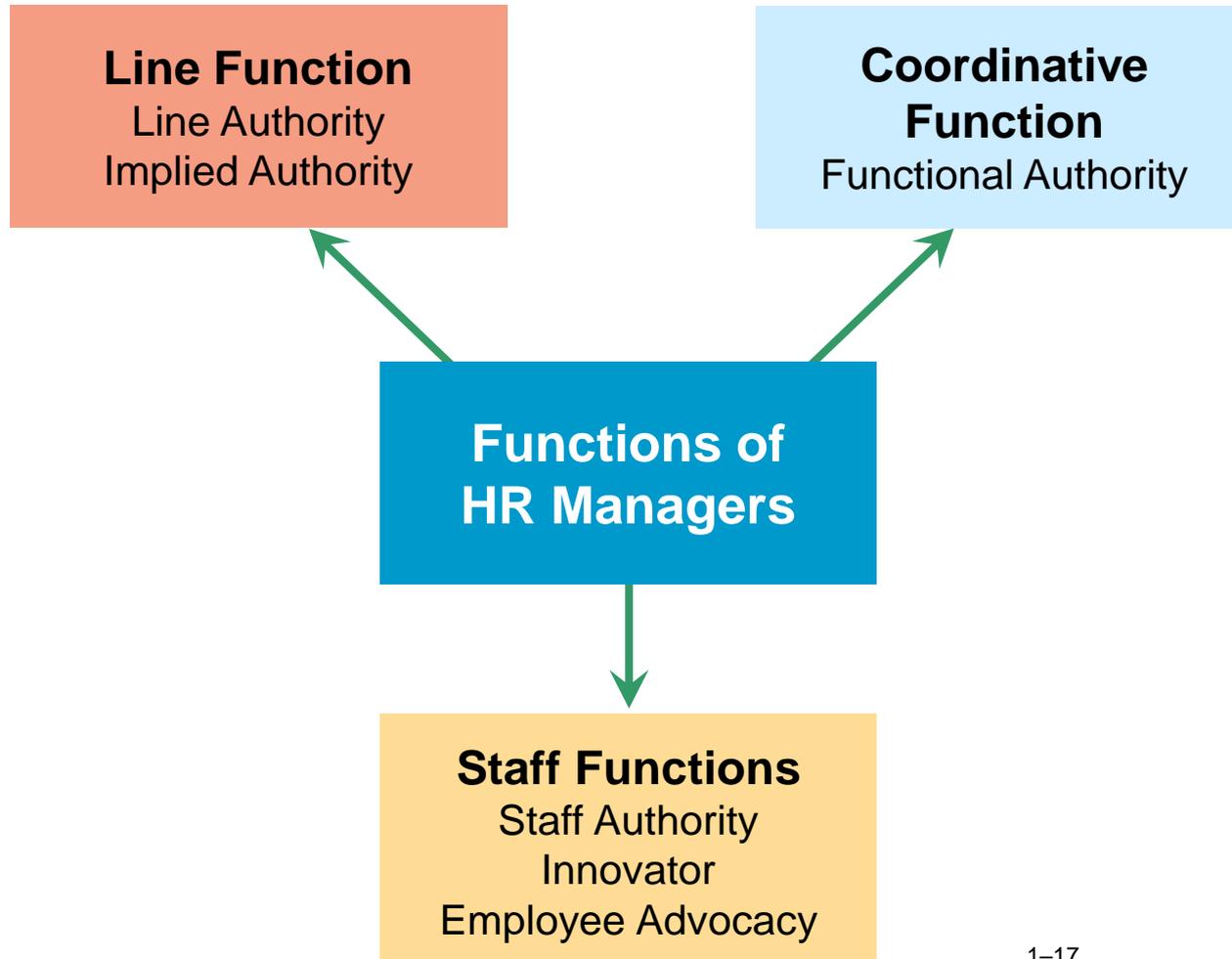


Line Managers' HRM Responsibilities

1. Placing the right person on the right job
2. Starting new employees in the organization (orientation)
3. Training employees for jobs that are new to them
4. Improving the job performance of each person
5. Gaining creative cooperation and developing smooth working relationships
6. Interpreting the firm's policies and procedures
7. Controlling labor costs
8. Developing the abilities of each person
9. Creating and maintaining department morale
10. Protecting employees' health and physical condition



Human Resource Managers' Duties



Human Resource Specialties

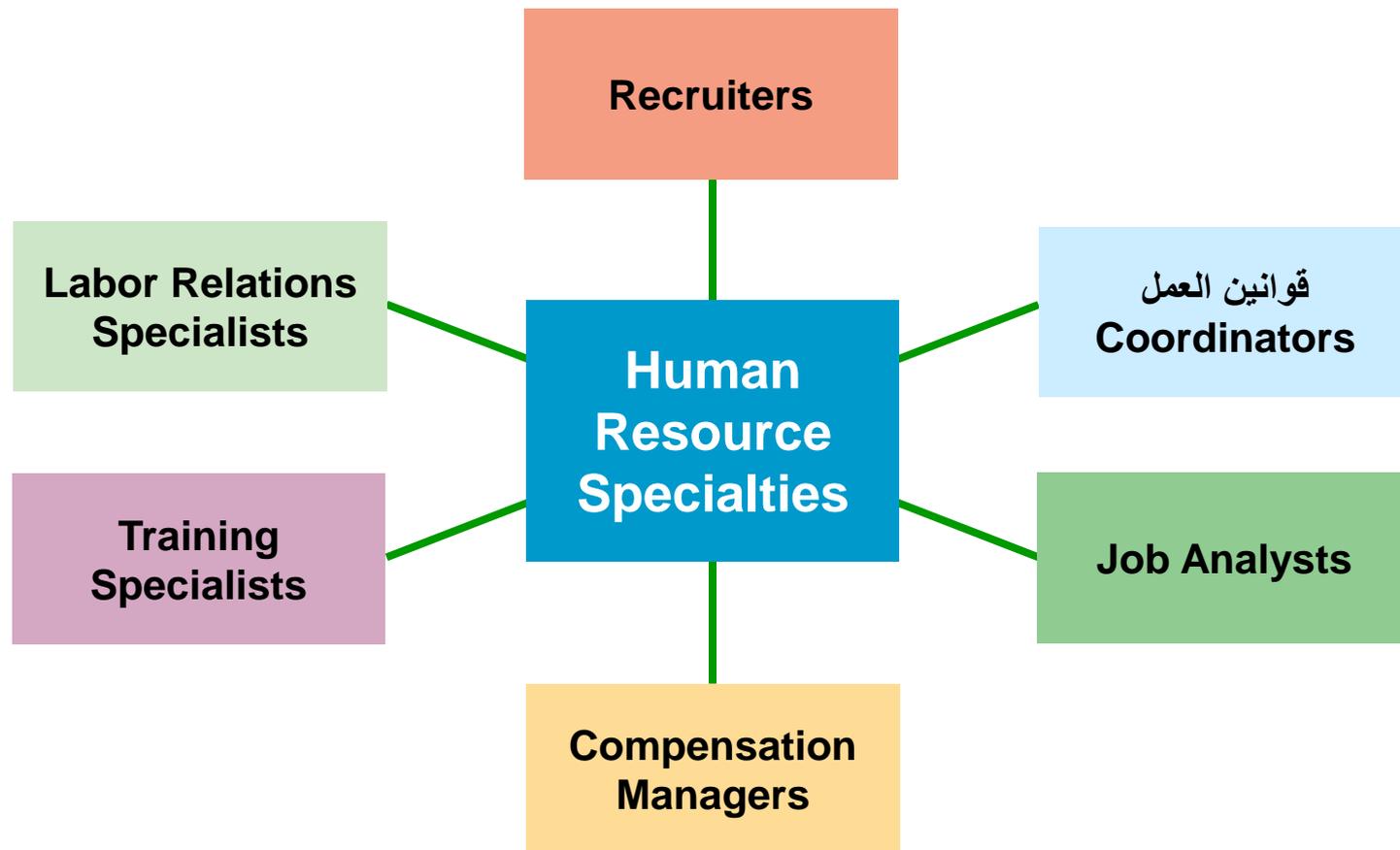




FIGURE 1–2

HR Organizational Chart (Small Company)

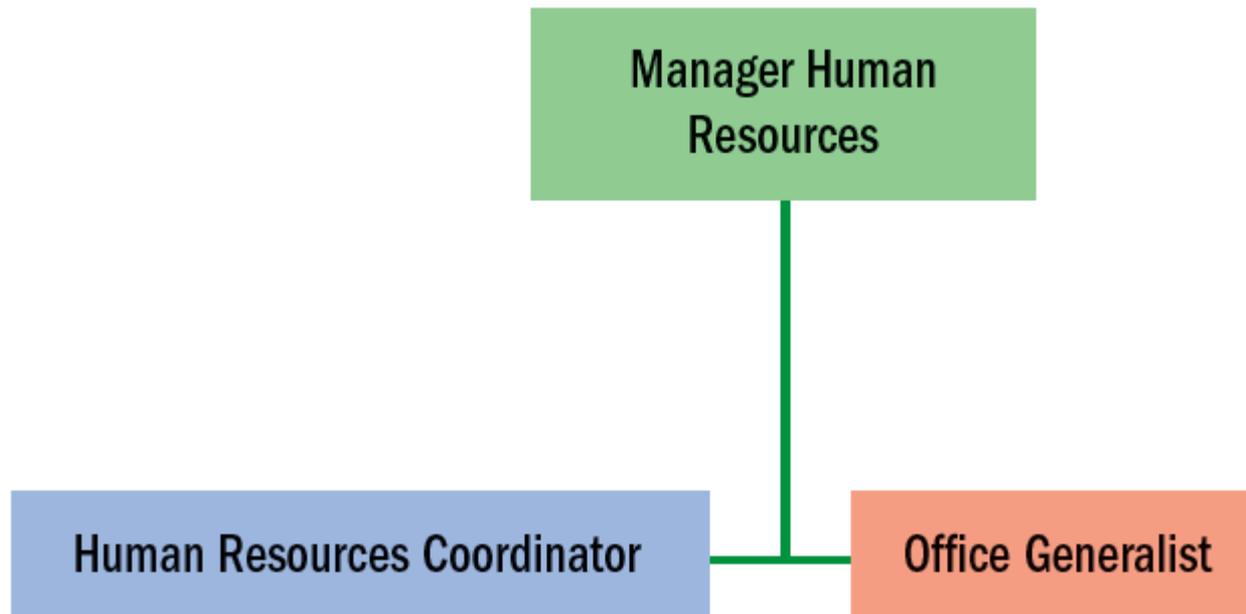
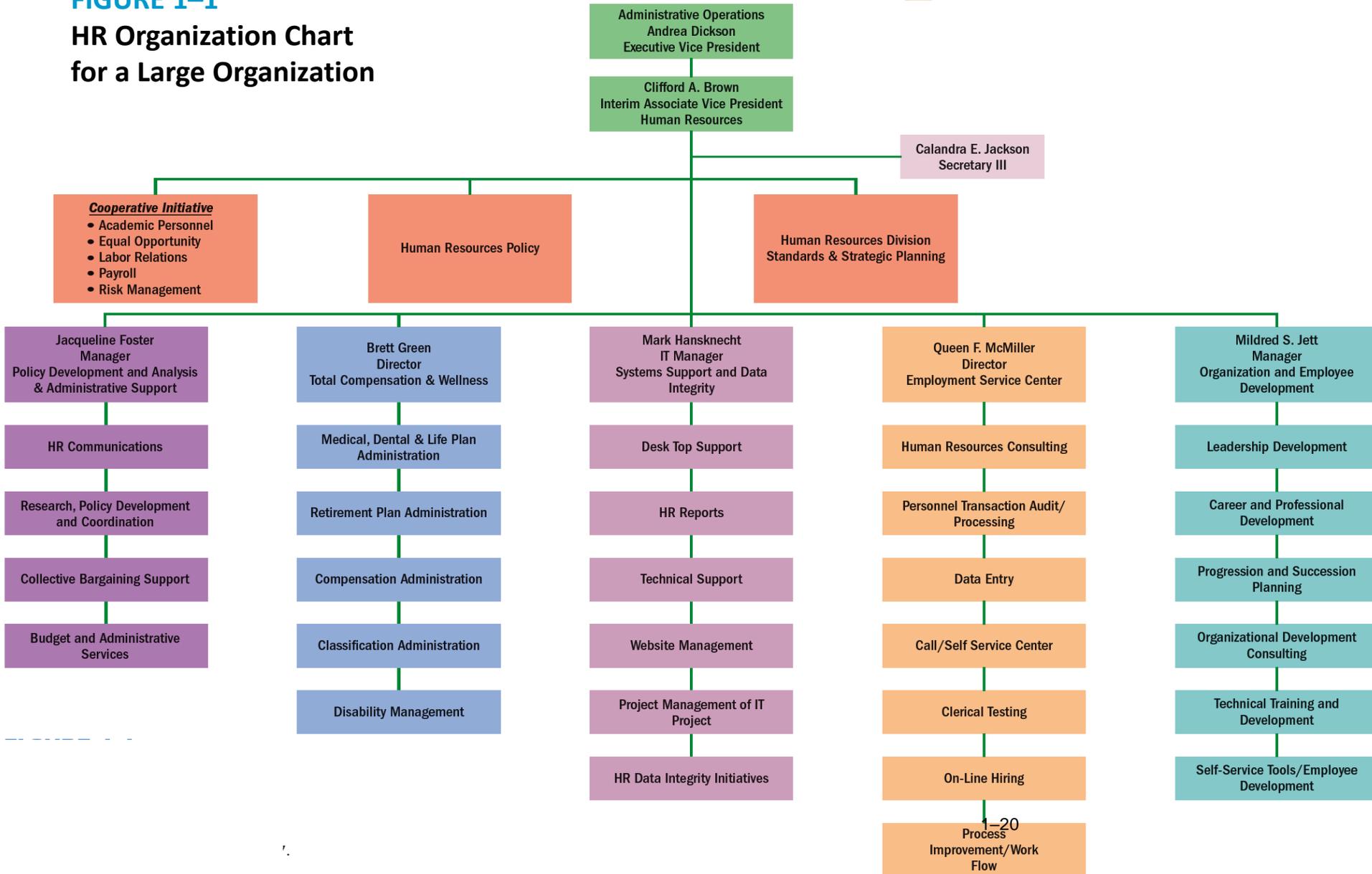


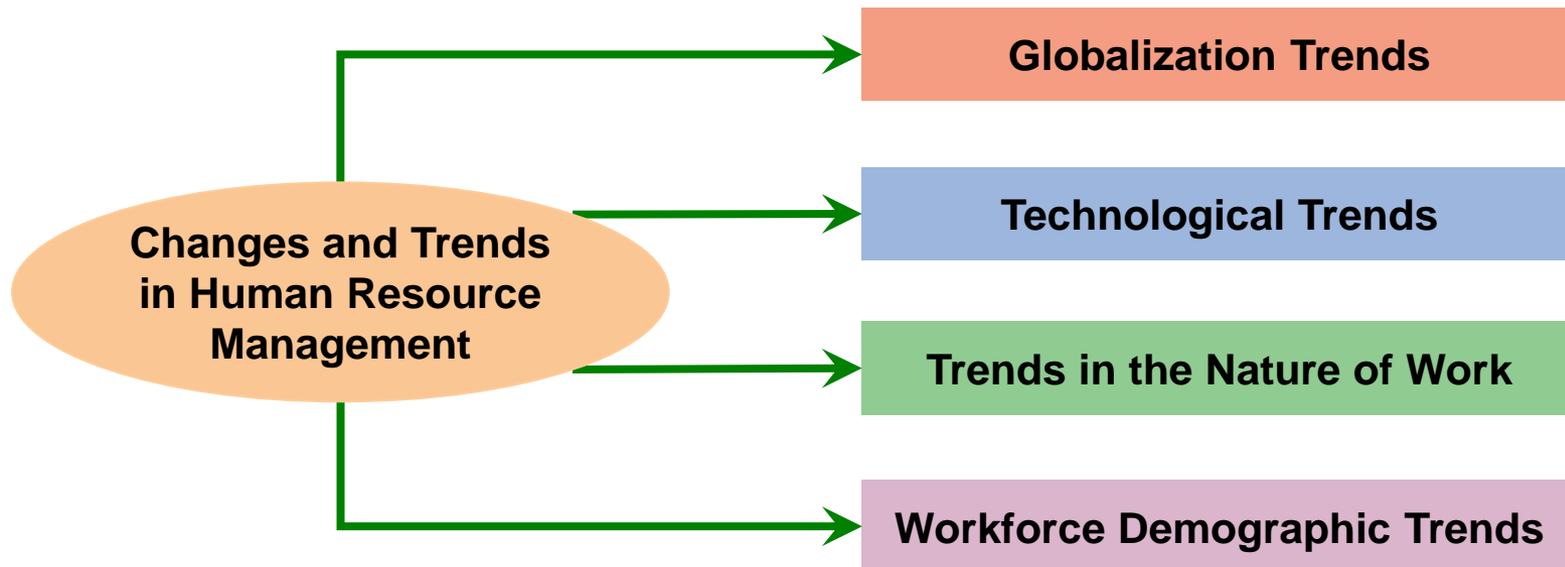


FIGURE 1-1

HR Organization Chart for a Large Organization



The Changing Environment of Human Resource Management





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Intro: Introduction to Human Resource Management

1. _____ refers to the tendency of firms to extend their sales, ownership, and/or manufacturing to new markets abroad.

- a. Expansion
- b. Market development
- c. Globalization
- d. Export growth
- e. Diversification

(c; easy; p. 8)

2. What term refers to the knowledge, education, training, skills, and expertise of a firm's workers?

- a. human resources
- b. human capital
- c. intangible assets
- d. knowledge assets
- e. intellectual property

(b; moderate; p. 11)



The Changing Role of Human Resource Management





TABLE 1-1 Technological Applications for HR

- **Application Service Providers (ASPs) and technology outsourcing**
- **Web portals**
- **PCs and high-speed access**
- **Streaming desktop video**
- **The mobile Web and wireless net access**
- **E-procurement**
- **Internet- and network-monitoring software**
- **Bluetooth**
- **Electronic signatures**
- **Electronic bill presentment and payment**
- **Data warehouses and computerized analytical programs**





High-Performance Work System Practices

- Employment security
- Selective hiring
- Extensive training
- Self-managed teams/decentralized decision making
- Reduced status distinctions
- Information sharing
- Contingent (pay-for-performance) rewards
- Transformational leadership
- Measurement of management practices
- Emphasis on high-quality work





Benefits of a High-Performance Work System (HPWS)

- Generate more job applicants
- Screen candidates more effectively
- Provide more and better training
- Link pay more explicitly to performance
- Provide a safer work environment
- Produce more qualified applicants per position
- Hiring based on validated selection tests
- Provide more hours of training for new employees
- Conduct more performance appraisals





FIGURE 1–5 Five Samples HR Metrics

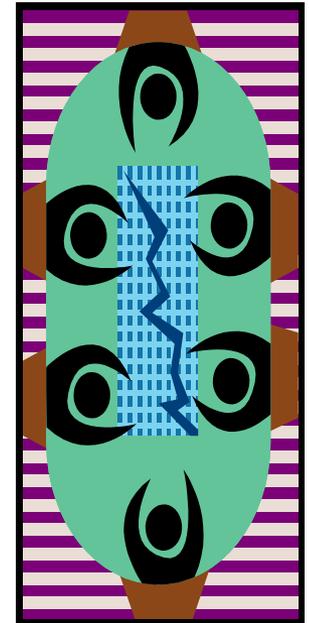
HR Metric*	How to Calculate It
Absence rate	$\frac{\text{\# of days absent in month}}{\text{Average \# of employees during month} \times \text{\# of workdays}} \times 100$
Cost per hire	$\frac{\text{Advertising + agency fees + employee referrals + travel cost of applicants and staff + relocation costs + recruiter pay and benefits}}{\text{Number of hires}}$
HR expense factor	$\frac{\text{HR expense}}{\text{Total operating expense}}$
Time to fill	$\frac{\text{Total days elapsed to fill job requisitions}}{\text{Number hired}}$
Turnover rate	$\frac{\text{Number of separations during month}}{\text{Average number of employees during month}} \times 100$



Measuring HR's Contribution

- The HR Scorecard

- Shows the quantitative standards, or “metrics” the firm uses to measure HR activities.
- Measures the employee behaviors resulting from these activities.
- Measures the strategically relevant organizational outcomes of those employee behaviors.



The Human Resource Manager's Proficiencies

- New Proficiencies – SHRM BASK
 - HR proficiencies
 - Business proficiencies
 - Leadership proficiencies
 - Learning proficiencies



HR Certification

- HR is becoming more professionalized.
- Society for Human Resource Management (SHRM)
 - SHRM's Human Resource Certification Institute (HRCI)
 - ❖ SPHR (senior professional in HR) certificate
 - ❖ PHR (professional in HR) certificate



The Human Resource Manager's Proficiencies (cont'd)

- **Managing within the Law**

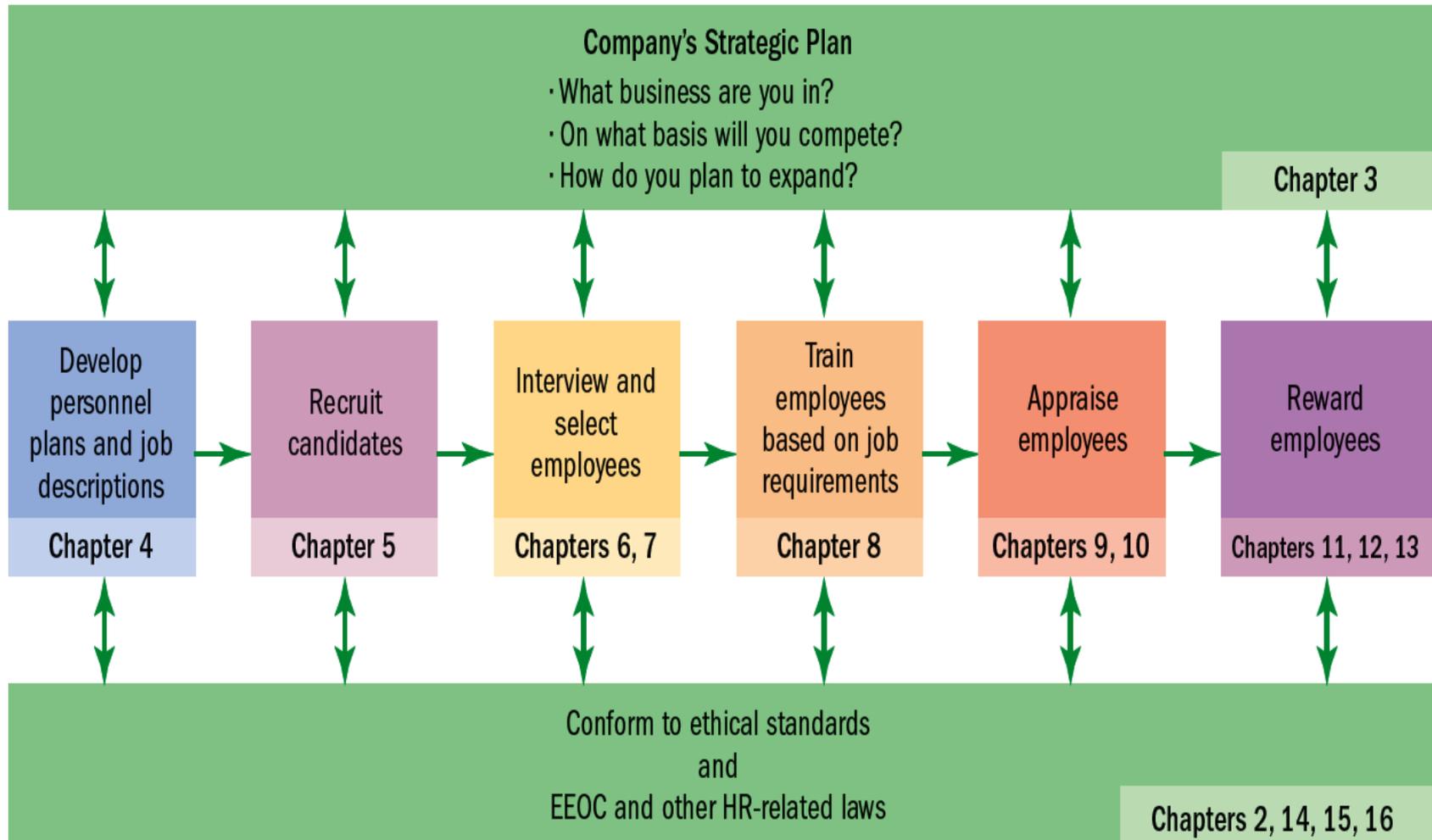
- Equal employment laws
- Occupational safety and health laws
- Labor laws

- **Managing Ethics**

- Ethical lapses



FIGURE 1–8 Strategy and the Basic Human Resource Management Process



KEY TERMS

management process

human resource management
(HRM)

authority

line manager

staff manager

line authority

staff authority

implied authority

functional control

employee advocacy

globalization

human capital

strategy

strategic plan

metrics

HR Scorecard

outsourcing

ethics

strategic human resource management

high-performance work system





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Thank you

