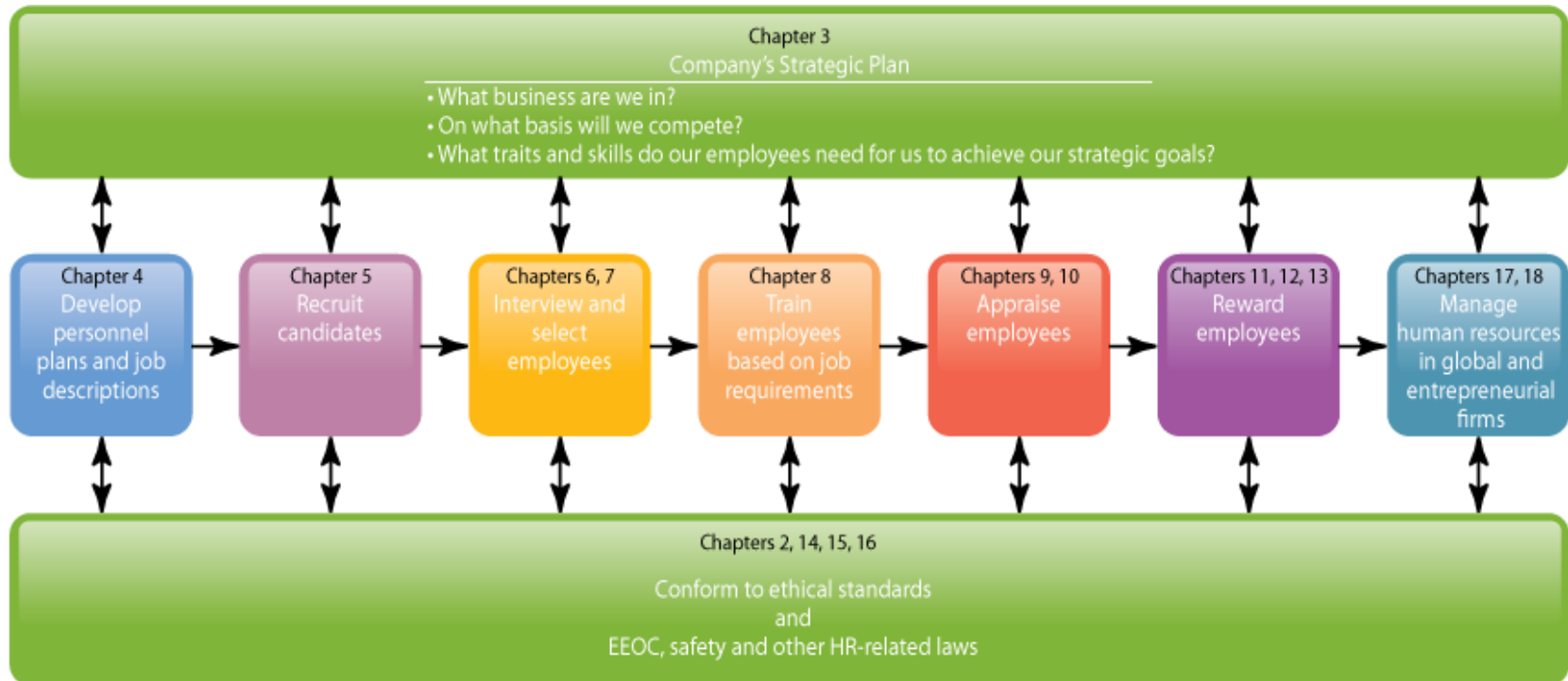


# Human resources management

## TIIAME

# WHERE WE ARE NOW...



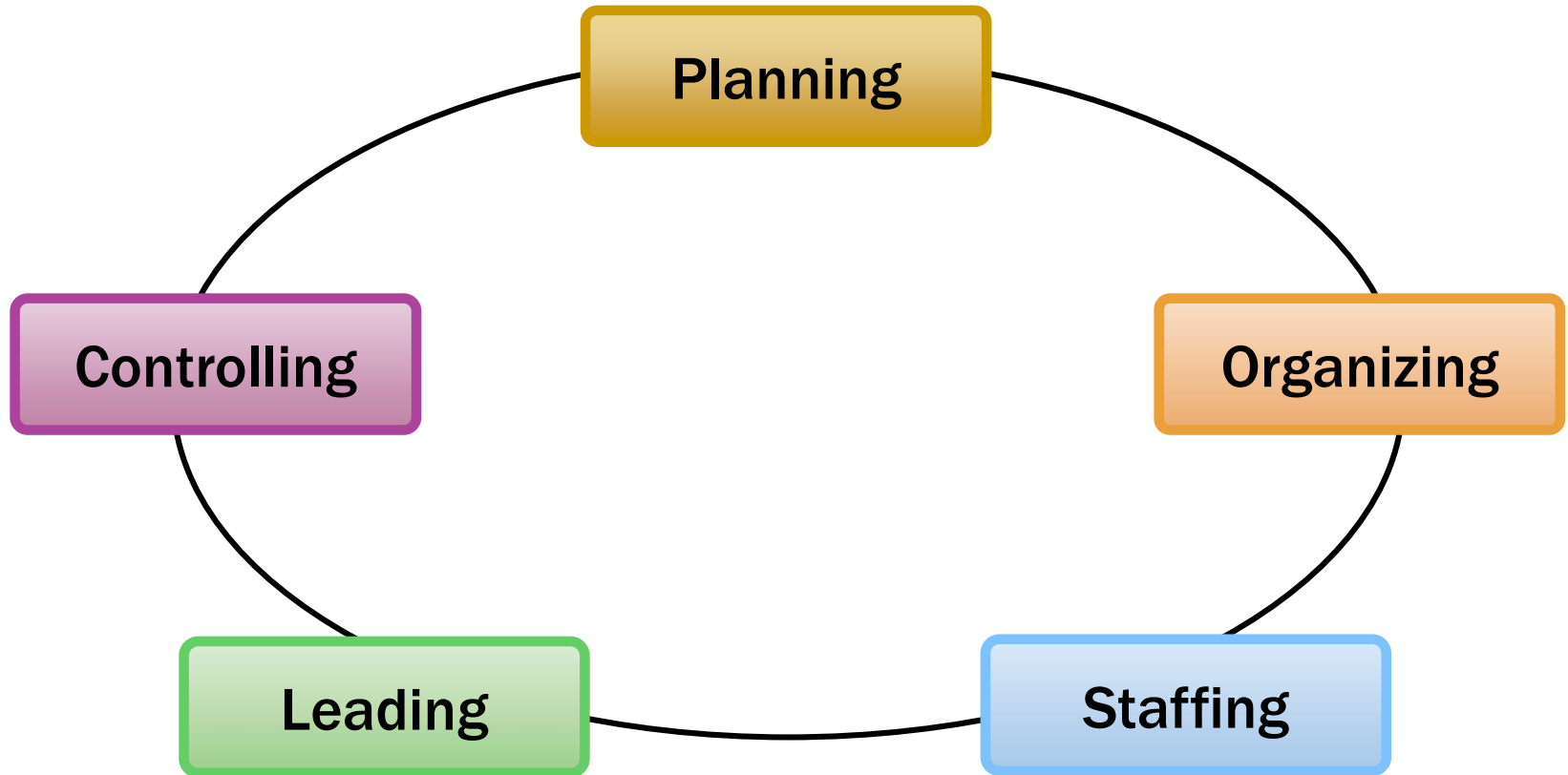
# LEARNING OUTCOMES

1. Explain what human resource management is and how it relates to the management process.
2. Show with examples why human resource management is important to all managers.
3. Illustrate the human resources responsibilities of line and staff (HR) managers.
4. Briefly discuss and illustrate each of the important trends influencing human resource management.
5. List and briefly describe important trends in human resource management.
6. Define and give an example of evidence-based human resource management.
7. Outline the plan of this book.

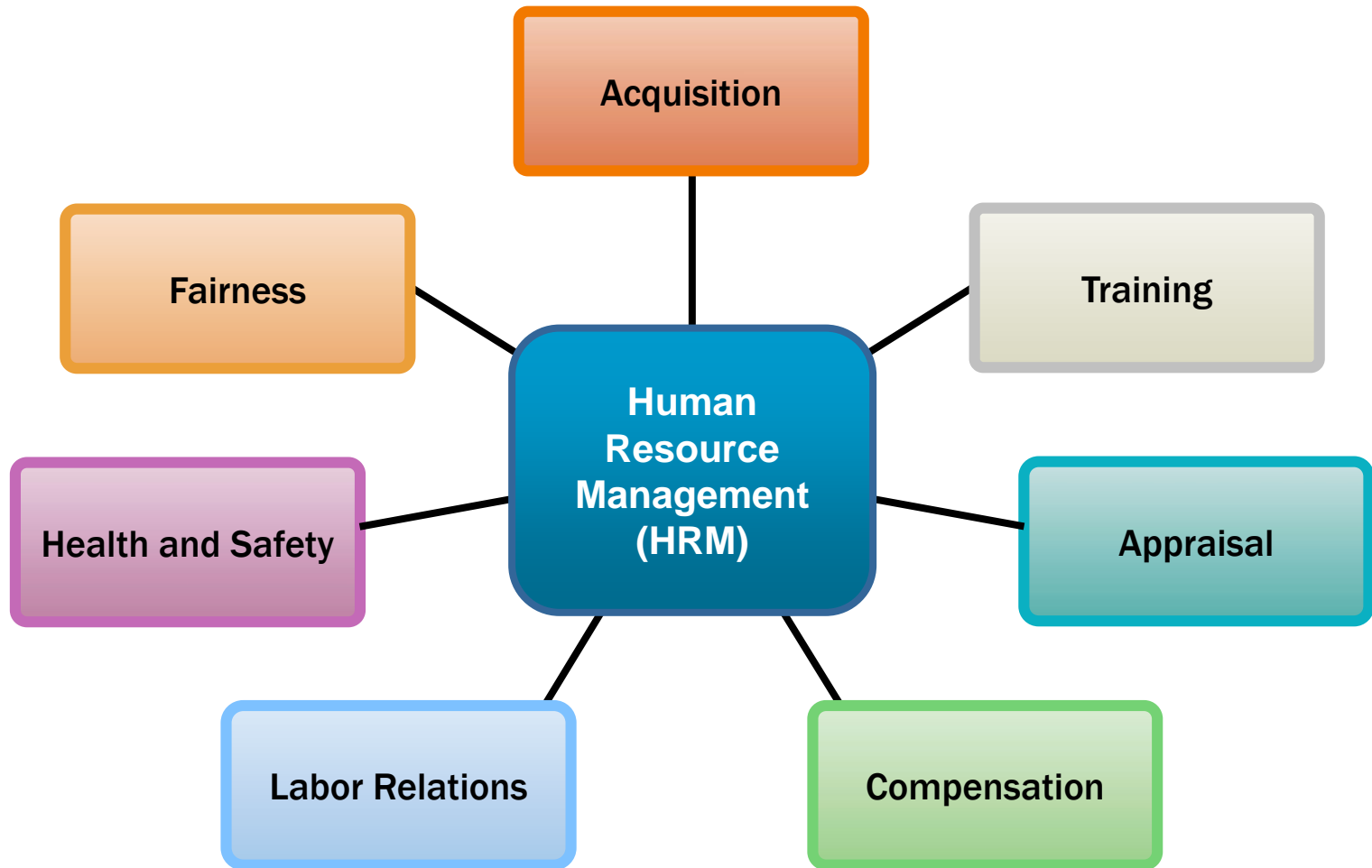
# Human Resource Management at Work

- What Is Human Resource Management (HRM)?
  - The process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns.
- Organization
  - People with formally assigned roles who work together to achieve the organization's goals.
- Manager
  - The person responsible for accomplishing the organization's goals, and who does so by managing the efforts of the organization's people.

# The Management Process



# Human Resource Management Processes



# 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 firm in court because of discriminatory actions
- Have your firm 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



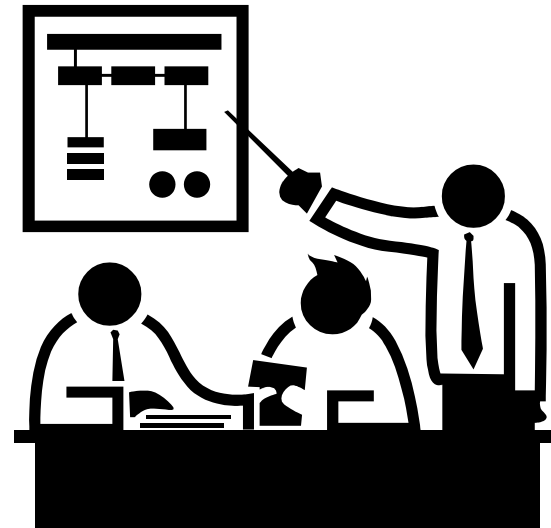
# Basic HR Concepts

- The bottom line of managing:  
*Getting results*
- HR creates value by engaging in activities that produce the employee behaviors that the organization needs to achieve its strategic goals.
- Looking ahead: Using evidence-based HRM to measure the value of HR activities in achieving those goals.



# Line and Staff Aspects of HRM

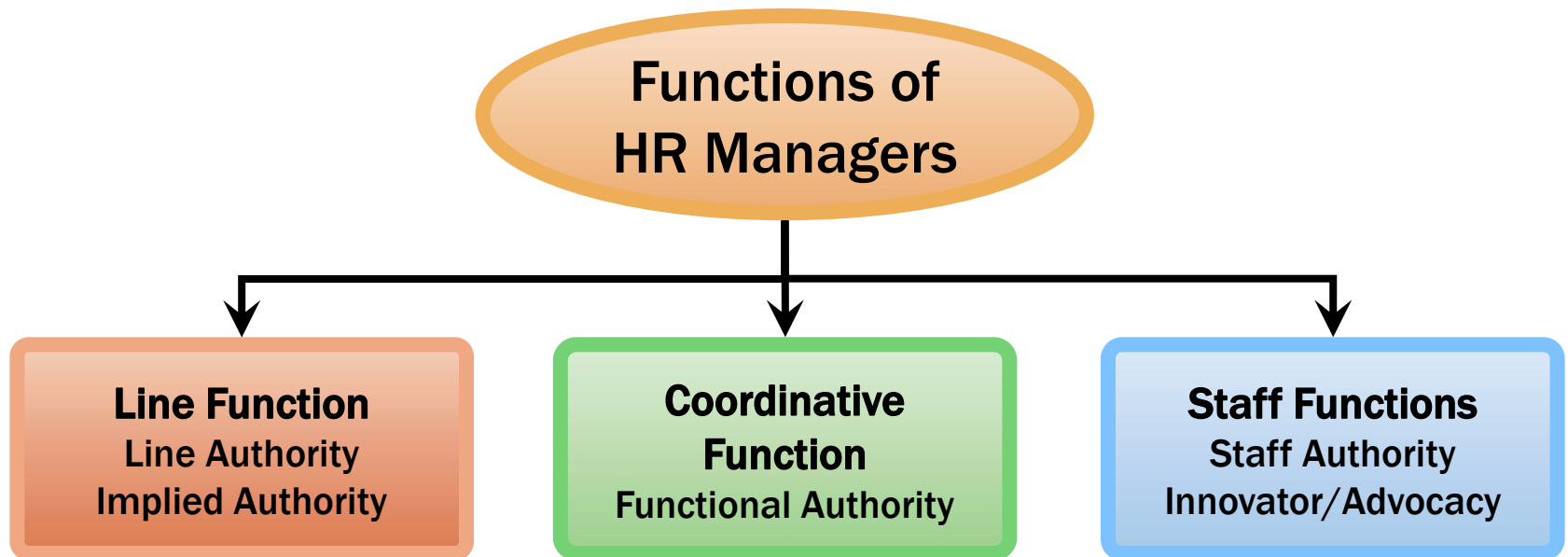
- **Line Manager**
  - Is authorized (has line authority) to direct the work of subordinates and is responsible for accomplishing the organization's tasks.
- **Staff Manager**
  - Assists and advises line managers.
  - Has functional authority to coordinate personnel activities and enforce organization policies.



# 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

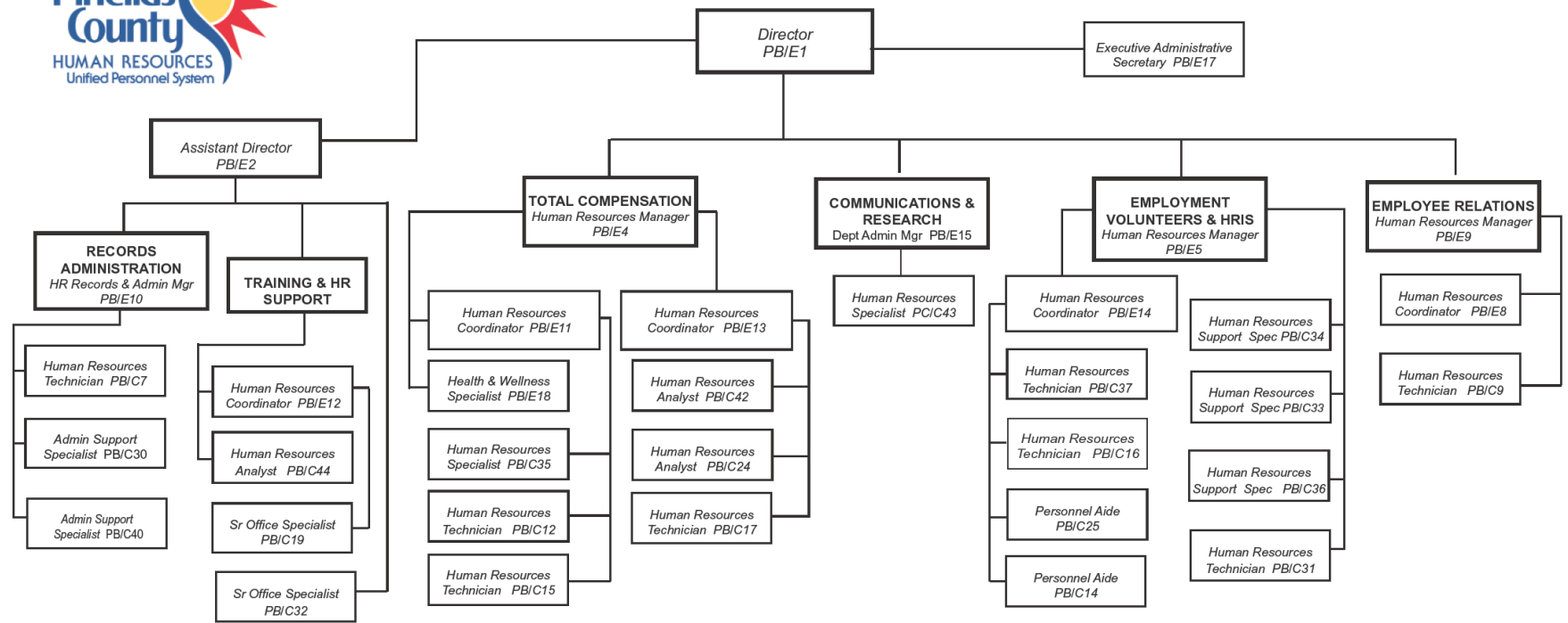
# Human Resource Managers' Duties



**FIGURE 1–1** Human Resources Organization Chart for a Large Organization

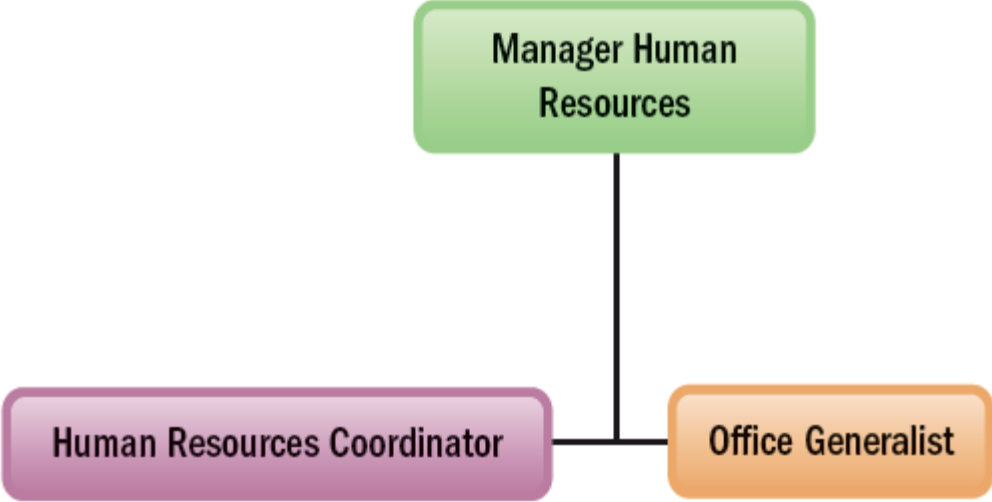


HUMAN RESOURCES ORGANIZATION CHART



**FIGURE 1–2** Human Resources Organization Chart for a Small Company

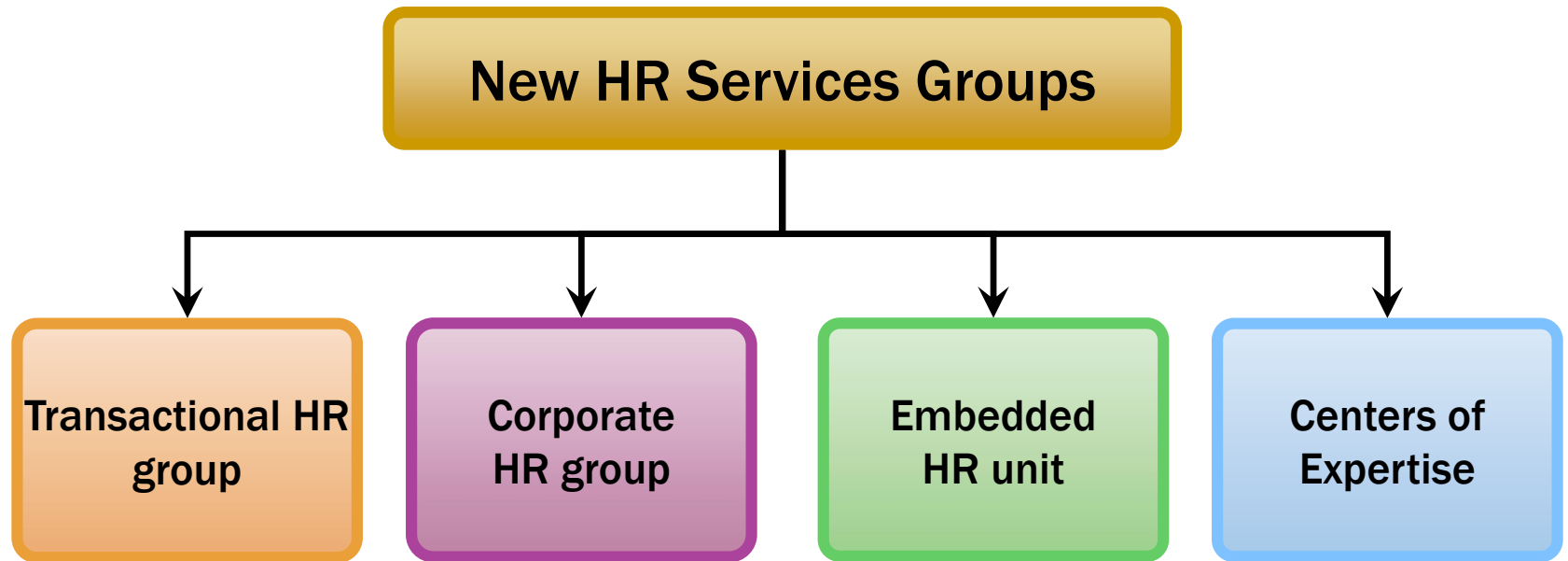
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# Human Resource Specialties



# New Approaches to Organizing HR

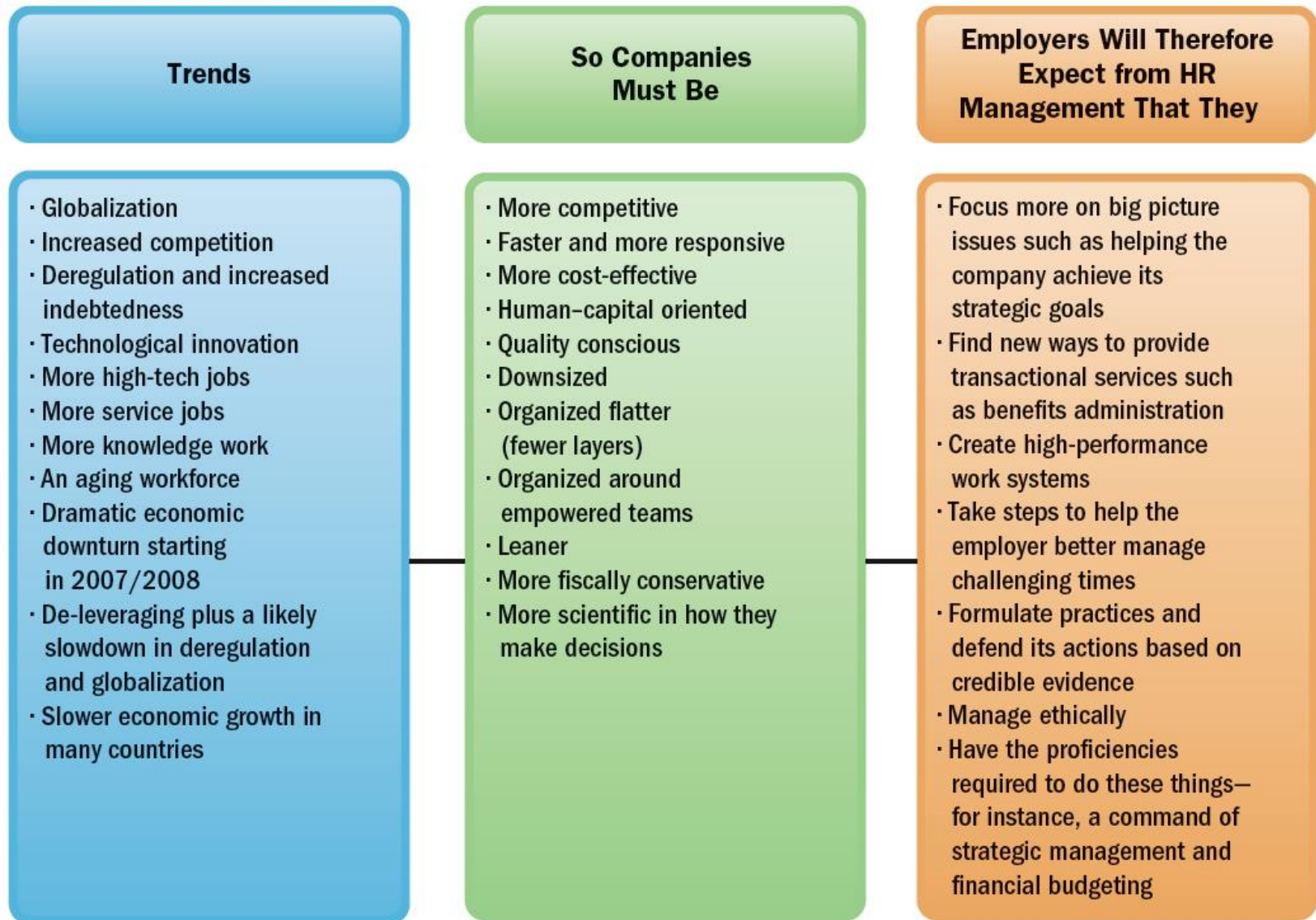




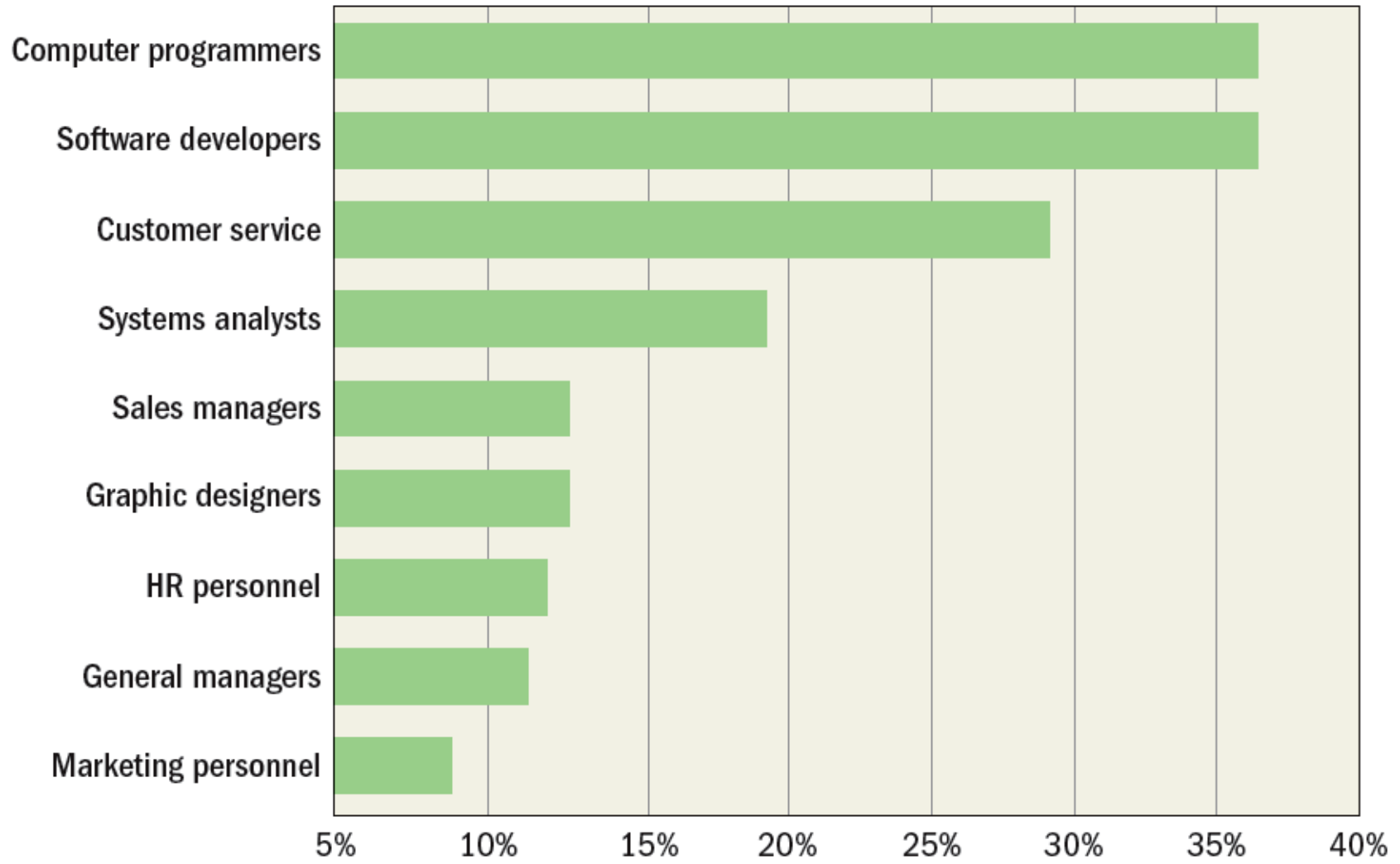
# Trends Shaping Human Resource Management



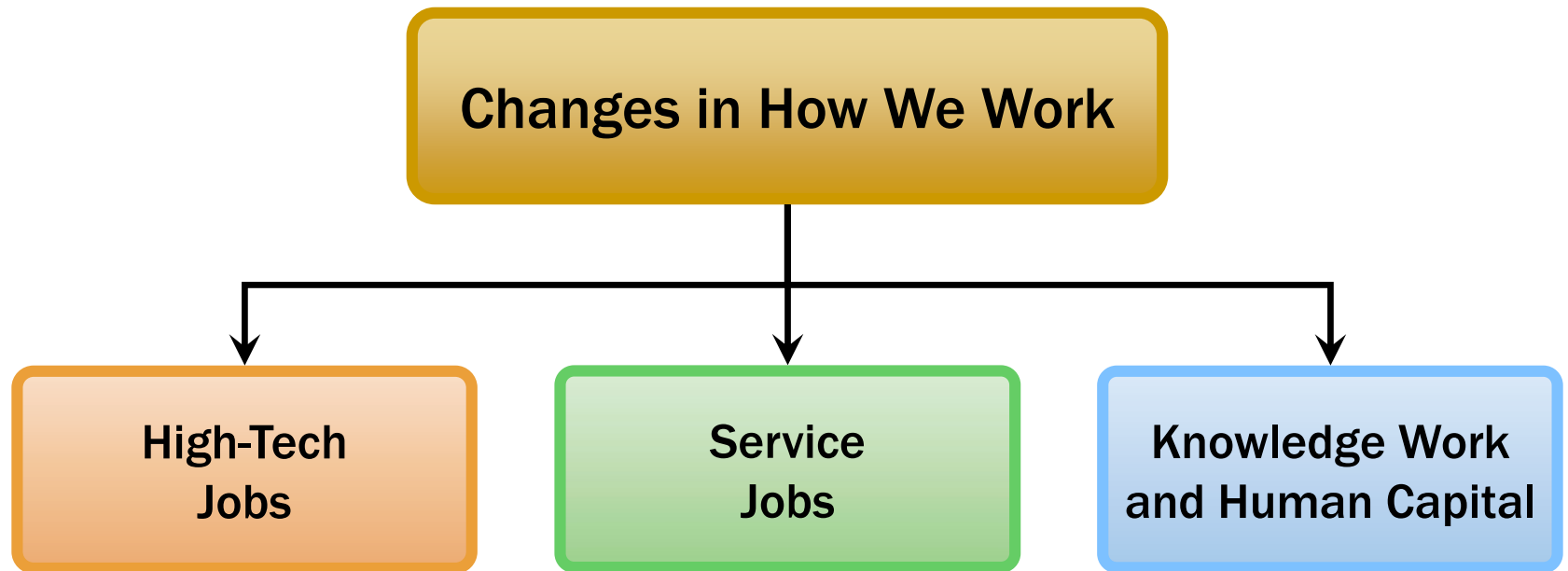
**FIGURE 1–4** Trends Shaping Human Resource Management



**FIGURE 1–5** Employment Exodus: Percent of employers who said they planned as of 2008 to offshore a number of these jobs



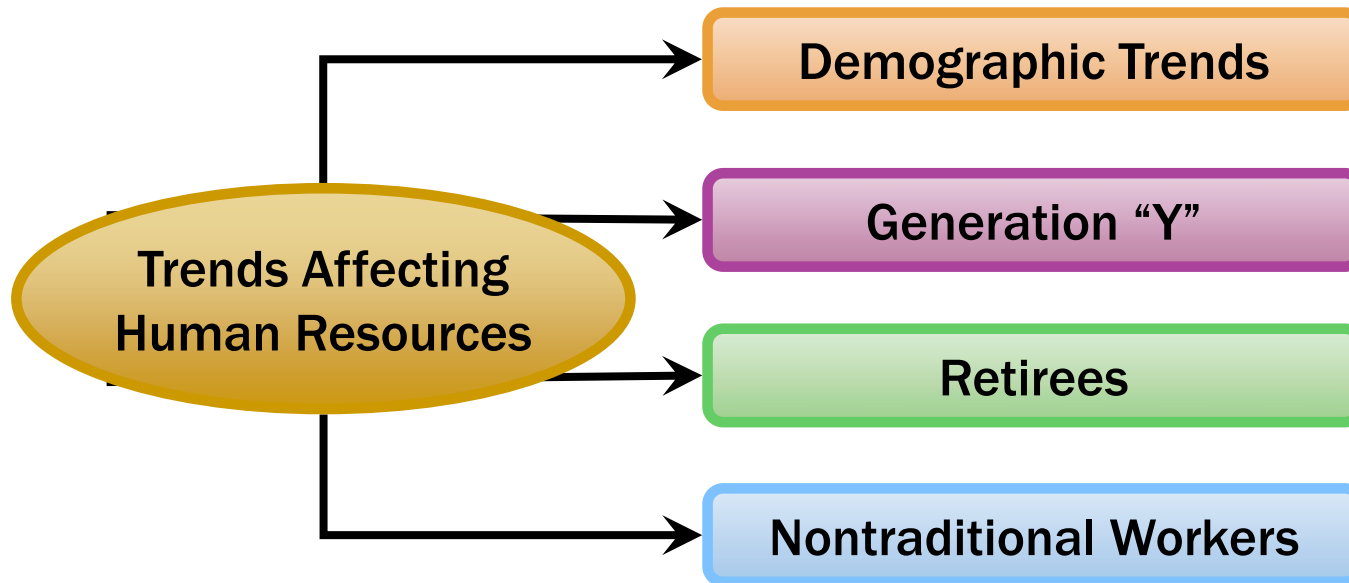
# Trends in the Nature of Work



**TABLE 1–1** Demographic Groups as a Percent of the Workforce, 1986–2016

<b>Age, race, ethnicity</b>	<b>1986</b>	<b>1996</b>	<b>2006</b>	<b>2016</b>
Age: 16–24	19.8%	15.8%	14.8%	12.7%
25–54	67.5	72.3	68.4	64.6
55+	12.6	11.9	16.8	22.7
White, non-Hispanic	79.8	75.3	69.1	64.6
Black	10.7	11.3	11.4	12.3
Asian	2.9	4.3	4.4	5.3
Hispanic origin	6.9	9.5	13.7	16.4

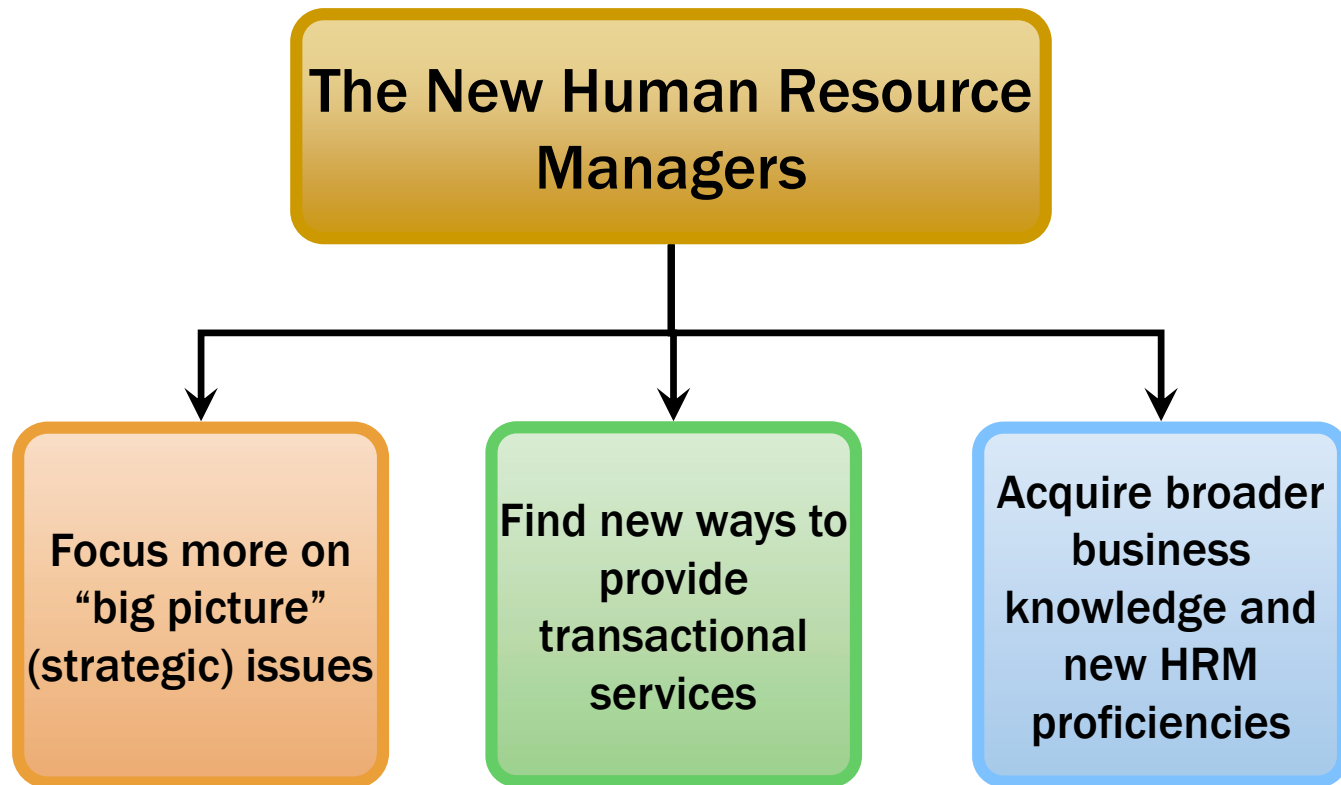
# Workforce and Demographic Trends



# Important Trends in HRM



# Meeting Today's HRM Challenges

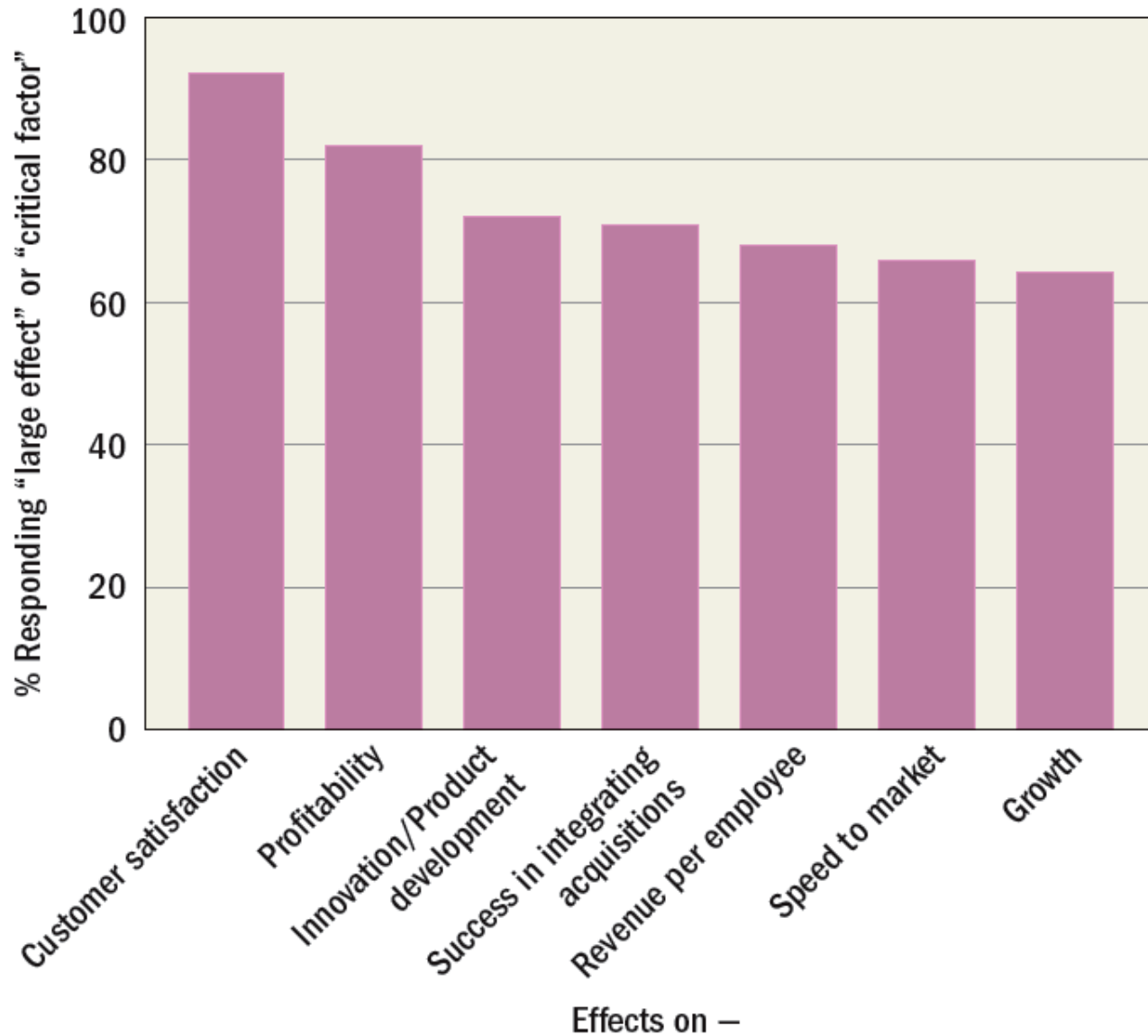




**TABLE 1–2** Some Technological Applications to Support HR

<b>Technology</b>	<b>How Used by HR</b>
Application service providers (ASPs) and technology outsourcing	ASPs provide software application, for instance, for processing employment applications. The ASPs host and manage the services for the employer from their own remote computers
Web portals	Employers use these, for instance, to enable employees to sign up for and manage their own benefits packages and to update their personal information
Streaming desktop video	Used, for instance, to facilitate distance learning and training or to provide corporate information to employees quickly and inexpensively
Internet- and network-monitoring software	Used to track employees' Internet and e-mail activities or to monitor their performance
Electronic signatures	Legally valid e-signatures that employers use to more expeditiously obtain signatures for applications and record keeping
Electronic bill presentment and payment	Used, for instance, to eliminate paper checks and to facilitate payments to employees and suppliers
Data warehouses and computerized analytical programs	Help HR managers monitor their HR systems. For example, they make it easier to assess things like cost per hire, and to compare current employees' skills with the firm's projected strategic needs

**FIGURE 1–8** Effects CFOs Believe Human Capital Has on Business Outcomes

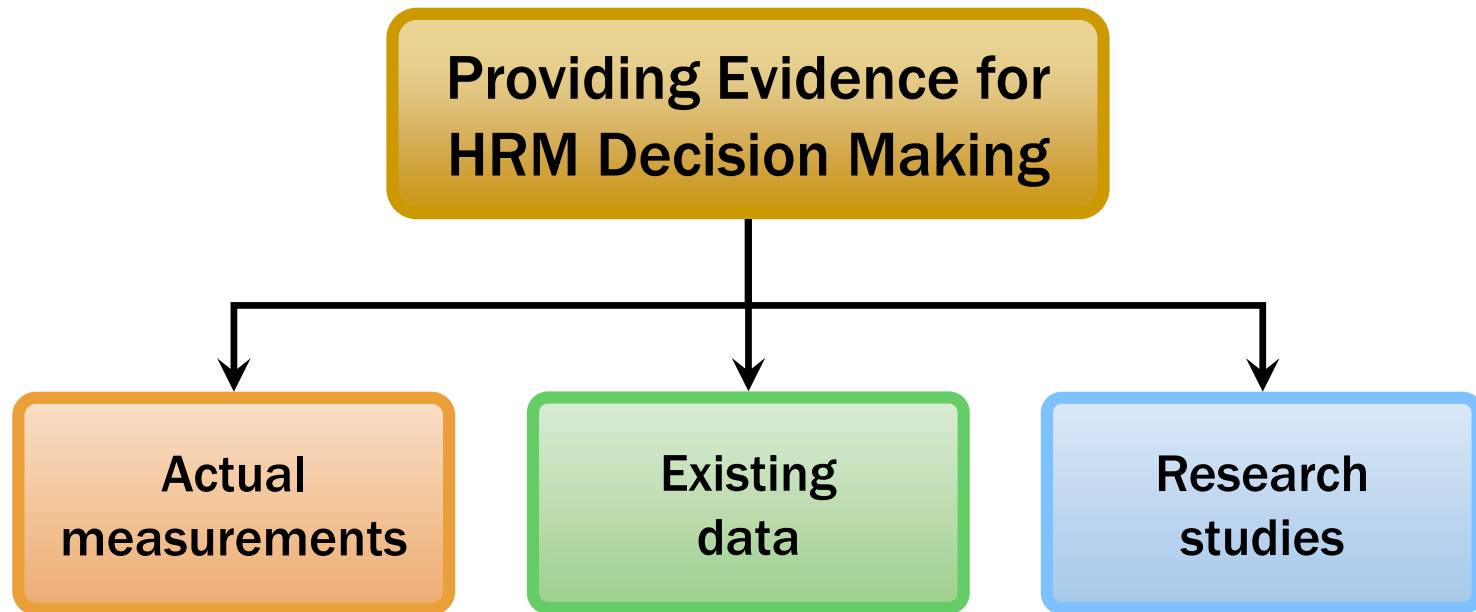


# High-Performance Work Systems

- Increase productivity and performance by:
  - Recruiting, screening and hiring more effectively
  - Providing more and better training
  - Paying higher wages
  - Providing a safer work environment
  - Linking pay to performance



# Evidence-Based HRM



# Managing Ethics

- **Ethics**
  - Standards that someone uses to decide what his or her conduct should be
- **HRM-related Ethical Issues**
  - Workplace safety
  - Security of employee records
  - Employee theft
  - Affirmative action
  - Comparable work
  - Employee privacy rights



**FIGURE 1–10** Strategy and the Basic Human Resource Management Process

