

Human Resources Management

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MGM 243

Lecture 01



Changing Nature of Human Resource Management

Chapter
01

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TENTH EDITON

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Chapter 1

Changing Nature of Human Resource Management

Chapter
01

LEARNING OBJECTIVES

After you read this chapter, you should be able to:

- Define HR management and explain why managers and HR staff must work together.
- List and define the seven categories of HR activities.
- Identify three challenges facing HR today.
- Describe the four roles of HR management.
- Discuss why ethical issues affect HR management.

NATURE OF HUMAN RESOURCE MANAGEMENT

Chapter

01

- Human Resource Management
 - The design of formal systems in an organization to ensure effective and efficient use of human talent to accomplish organizational goals.
- Who Is an HR Manager?
 - In the course carrying out their duties, every operating manager is, in essence, an HR manager.
 - HR specialists design processes and systems that operating managers help implement.

TYPICAL DIVISION OF HR RESPONSIBILITIES

- HR Unit
 - Develops legal, effective interviewing techniques
 - Trains managers in conducting selection interviews
 - Conducts interviews and testing
 - Sends top three applicants to managers for final review
 - Checks references
 - Does final interviewing and hiring for certain job classifications
- Managers
 - Advise HR of job openings
 - Decide whether to do own final interviewing
 - Receive interview training from HR unit
 - Do final interviewing and hiring where appropriate
 - Review reference information
 - Provide feedback to HR unit on hiring/rejection decisions

HR ACTIVITIES

Chapter

01

- HR Planning and Analysis
- Equal Employment Opportunity
- Staffing
- HR Development
- Compensation and Benefits
- Health, Safety, and Security
- Employee and Labor/Management Relations

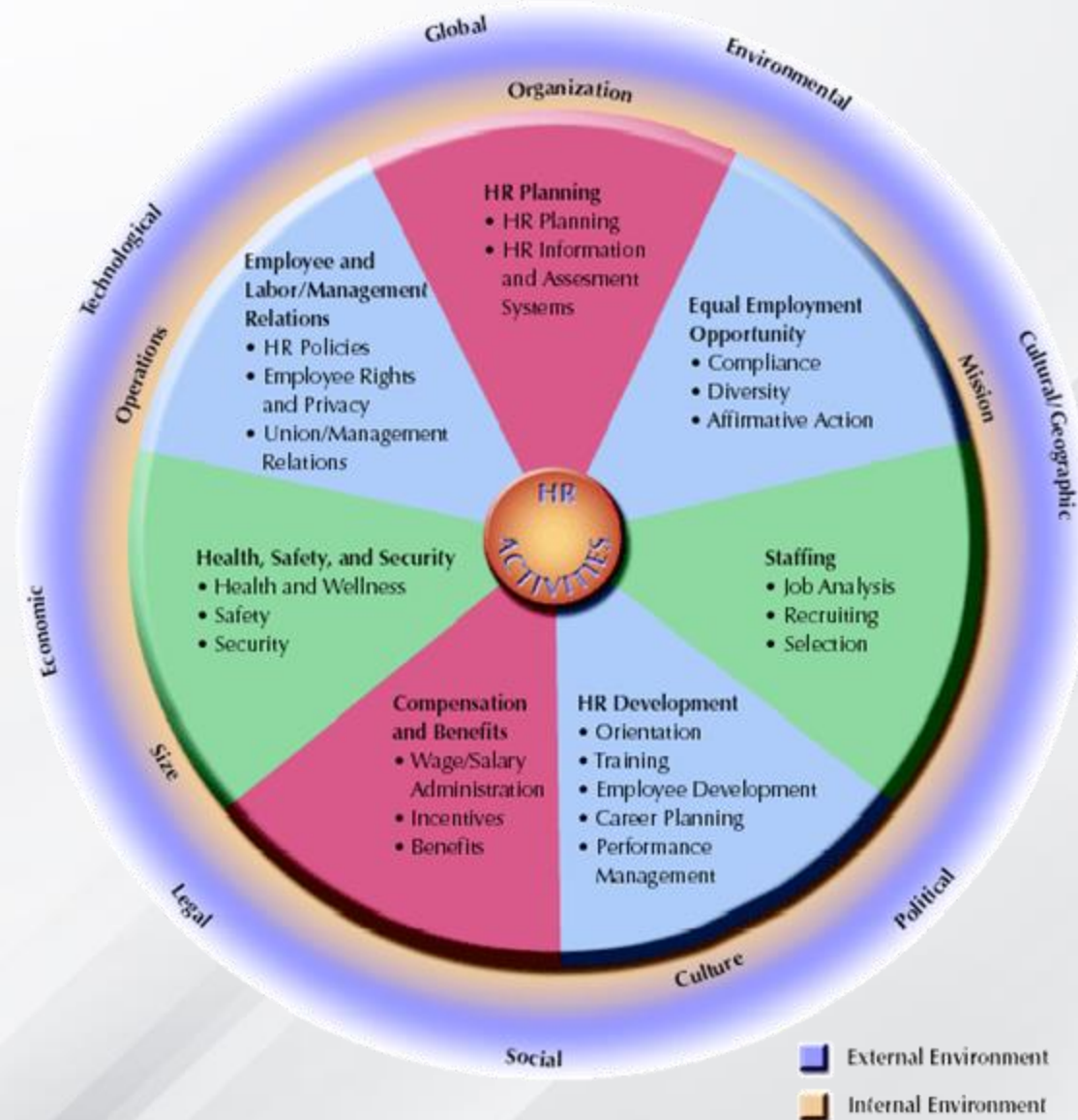


Figure 1–2

HR MANAGEMENT CHALLENGES

Chapter

01

- Economic and Technological Changes
 - Shift in jobs for manufacturing and agriculture to service industries and telecommunications.
 - Pressures of global competition causing firms to adapt by lowering costs and increasing productivity.
 - Growth of information technology (Internet).

JOBS OF THE FUTURE

TOP FIVE TOTAL JOBS ADDED, 1998–2008		
	Jobs Added	Percentage Growth
<i>Systems Analyst</i>	577,000	94%
<i>Retail Salesperson</i>	563,000	14
<i>Cashier</i>	556,000	17
<i>General Manager</i>	551,000	16
<i>Truck Driver</i>	493,000	17
<i>Overall</i>	20,300,000	14
TOP FIVE JOBS PERCENTAGE GROWTH, 1998–2008		
	Jobs Added	Percentage Growth
<i>Computer Engineer</i>	323,000	108%
<i>Computer Support Specialist</i>	439,000	102
<i>Systems Analyst</i>	577,000	94
<i>Database Administrator</i>	67,000	77
<i>Desktop Publishing Specialist</i>	19,000	73
<i>Overall</i>	20,300,000	14

Source: U.S. Department of Labor, Bureau of Labor Statistics, 2001.

Figure 1–3

HR MANAGEMENT CHALLENGES

Chapter

01

- Workforce Availability and Quality
 - Inadequate supply of workers with needed skills for “knowledge jobs”
 - Education of workers in basic skills
- Growth in Contingent Workforce
 - Increases in temporary workers, independent contractors, leased employees, and part-timers caused by:
 - Need for flexibility in staffing levels
 - Increased difficulty in firing regular employees.
 - Reduced legal liability from contract employees

HR MANAGEMENT CHALLENGES

Chapter

01

- Demographics and Diversity Issues
 - More diversity of race, gender, age, and ethnicity in the U.S. workforce
- Balancing Work and Family
 - Dual-career couples
 - Single-parent households
 - Decline in the “traditional family”
 - Working mothers and family/childcare
 - Single employee “backlash” against family-oriented programs.

NEW MOMS IN THE WORKFORCE

Level of education	Total	Percent in the workforce*	Percent working full-time	Percent working part-time
<i>High school graduate</i>	1,034,000	58.4%	33.5%	17.0%
<i>At least one year of college</i>	1,844,000	67.9%	46.6%	19.1%
<i>Bachelor's degree</i>	627,000	66.5%	45.8%	19.9%
<i>Graduate or professional degree</i>	239,000	73.6%	63.2%	10.4%

*Includes contingent workers and others counted in workforce

Figure 1–4

HR MANAGEMENT CHALLENGES

Chapter

01

- Organizational Restructuring, Mergers, and Acquisitions
 - “Right-sizing”—eliminating of layers of management, closing facilities, merging with other organizations, and outplacing workers
 - Intended results are flatter organizations, increases in productivity, quality, service and lower costs.
 - Costs are survivor mentality, loss of employee loyalty, and turnover of valuable employees.
 - HR managers must work toward ensuring cultural compatibility in mergers.

DIFFERENT ROLES FOR HR MANAGEMENT



Figure 1–5

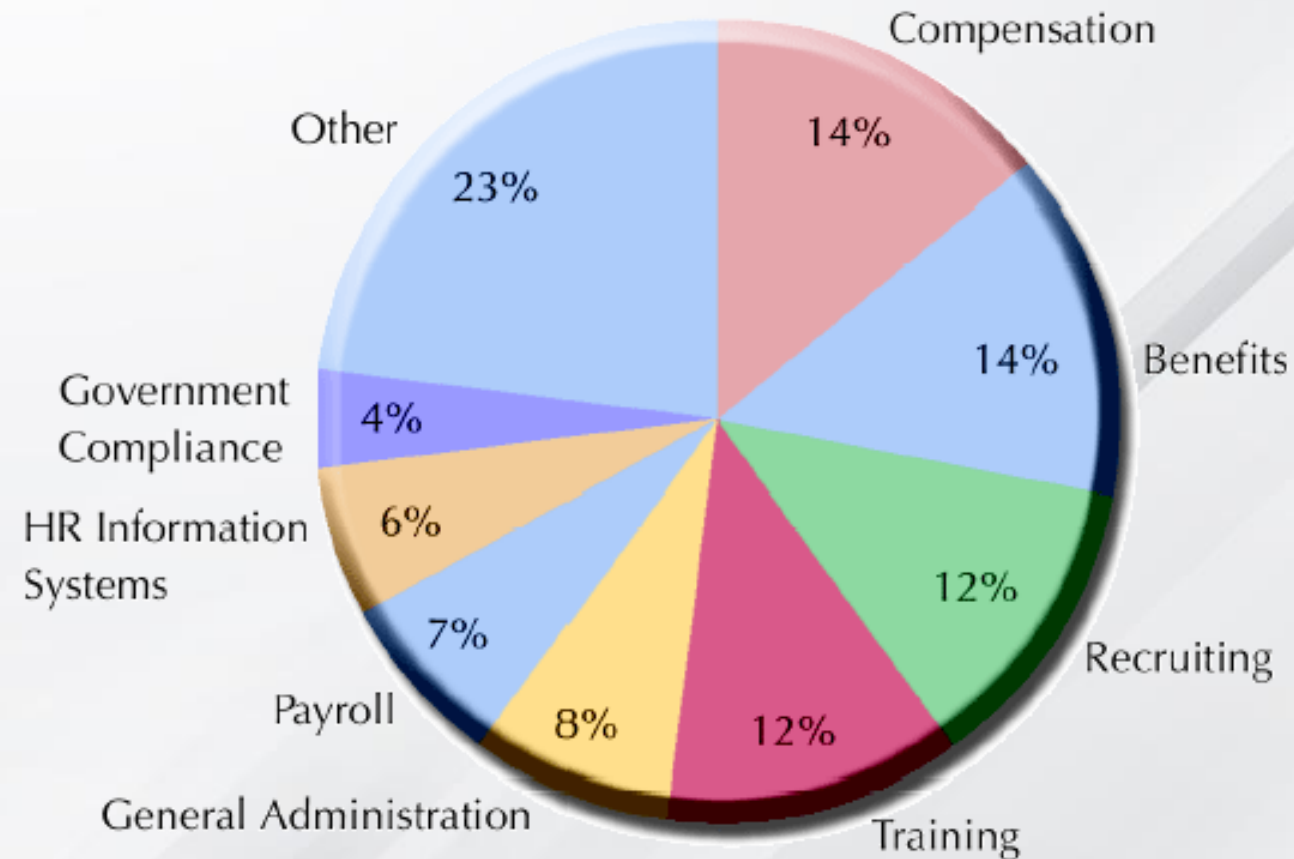
HR MANAGEMENT ROLES

Chapter

01

- Administrative Role
 - Clerical and administrative support operations (e.g., payroll and benefits work)
- Employee Advocate Role
 - “Champion” for employee concerns
 - Employee crisis management
 - Responding to employee complaints
- Operational Role
 - Identification and implementation of HR programs and policies—EEO, hiring, training, and other activities that support the organization.

How HR Spends Its Time



Source: Adapted from "How Much Time Should Your HR staff Spend on Recruiting?"
Human Resources Department Management Report, June 2000, p. 6.

Figure 1–6

STRATEGIC ROLE FOR HR

Chapter

01

- HR becomes a strategic business partner by:
 - Focusing on developing HR programs that enhance organizational performance .
 - Involving HR in strategic planning at the onset.
 - Participating in decision making on mergers, acquisitions, and downsizing.
 - Redesigning organizations and work processes
 - Accounting and documenting the financial results of HR activities.

OVERVIEW OF HR MANAGEMENT ROLES

	Administrative Role	Operational and Advocacy Roles	Strategic Role
Focus	<i>Administrative processing and record keeping</i>	<i>Operational support Representing the employees</i>	<i>Organization-wide, global</i>
Timing	<i>Short term (less than 1 year)</i>	<i>Intermediate term (1–2 years)</i>	<i>Longer term (2–5 years)</i>
Typical Activities	• Administering employee benefits • Conducting new employee orientations • Interpreting HR policies and procedures • Preparing equal employment reports	• Managing compensation programs • Recruiting and selecting for current openings • Conducting safety training • Resolving employee complaints • Representing employee concerns	• Assessing workforce trends and issues • Engaging in community workforce development planning • Assisting in organizational restructuring and downsizing • Advising on mergers or acquisitions • Planning compensation strategies

Figure 1–7

ETHICS AND HR

Chapter

01

- What is Ethical Behavior?
 - What “ought” to be done.
 - Dimensions of decisions about ethical issues in management:
 - Extended consequences
 - Multiple alternatives
 - Mixed outcomes
 - Uncertain consequences
 - Personal effects

ETHICS AND HR (CONT'D)

Chapter

01

- Responding to Ethical Situations
 - Guided by values and personal behavior “codes” that include:
 - Does response meet all applicable laws, regulations, and government codes?
 - Does response comply with all organizational standards of ethical behavior?
 - Does response pass the test of professional standards for ethical behavior?

ETHICAL ISSUES IN MANAGEMENT

Chapter

01

- Most Common Forms of Unethical Conduct
 - Lying to supervisors
 - Employee drug use or alcohol abuse
 - Falsification of records
- International Ethical Issues
 - Gift giving and bribery
 - Discrimination in hiring and treatment
- Addressing Ethical Issues
 - Code of ethics
 - Training managers and employees

HR MANAGEMENT COMPETENCIES AND CAREERS

Chapter

01

- HR Generalist
 - A person with responsibility for performing a variety of HR activities.
- HR Specialist
 - A person with in-depth knowledge and expertise in a limited area of HR.
- Important HR Capabilities:
 - Knowledge of business and organization
 - Influence and change management
 - Specific HR knowledge and expertise