

Human Resources Management

HRM 611

Workshop 2: Ch.1

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Ch.
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Introducing HRM

HRM is the process of **acquiring, training, appraising, and compensating** employees, and attending to their **labor relations, health and safety, and fairness concerns.**

HRM is an important part of the overall management process, which involves planning, organizing, staffing, leading, and controlling.

Line and Staff Aspects of HRM:

Line managers have direct authority to direct and oversee their subordinates.

HR managers have a **staff (advisory)** role to assist and advise line managers on HR-related matters.

Ch.
01

Introducing HRM

Line Managers' HRM Duties:

Duties include placing the right person in the right job, employee orientation, training, performance management, labor cost control, and employee health/safety.

HR Manager's Duties:

HR managers have **line, coordinative, and staff** (advisory) functions within the organization.

Key trends affecting businesses: Globalization, deregulation technology, demographics.

Ch.
01

Introducing HRM

New trends in organizing HRM functions:

Transactional HR: This is like the hospital's information desk. They handle common questions and tasks, like processing payroll or answering basic benefits inquiries. They might even outsource some things, like retirement planning advice, to specialists.

Corporate HR: These are the hospital's strategic advisors. They work with the CEO (Chief Executive Officer) to plan the long-term staffing needs of the hospital. For example, if the hospital wants to open a new wing, they'd help figure out how many nurses, doctors, and other staff they'd need.

Ch.
01

Introducing HRM

New trends in organizing HRM functions:

Embedded HR: Think of these as HR representatives assigned to specific departments, like the cardiology unit. They understand the unique needs of that department and can help them with things like recruiting nurses with specific cardiac care experience or resolving conflicts within the department.

Centers of Expertise: These are like the hospital's internal consulting firms. If a department is going through a big change, like implementing a new electronic health records system, these HR specialists can offer expertise and guidance to make the transition smoother.

Ch.
01

Question 1

According to the video:

<https://www.youtube.com/watch?v=ew4TR0AYszk>

Why do all managers and supervisors need knowledge and skills related to human resource management?

Ch.
01**Question 1**

line managers are the first point of contact with most of employees when they have questions about human resources policies or procedures. As a result, you have to have a basic understanding of the management of your organization's human resources.

You need to be able to answer employee HR questions; and if you don't follow company HR policies, you can cause legal problems for your firm, get disciplined and fired, and potentially even spend time in jail.

All line managers who need to be successful in their jobs should assume their HRM duties of placing the right person in the right job, employee orientation, training, performance management, labor cost control, and employee health/safety.

Ch.
01

Jack Nelson's Problem" case study

Introduction:

The case describes Jack Nelson, a new member of the board of directors for a local bank. Nelson was being introduced to the employees at the bank's home office when he encountered an issue with one of the employees, Ruth Johnson.

Challenge:

When Nelson asked Johnson about the machine she was using, she explained that she did not know what the machine was called or what it did, even though she had only been working there for two months. However, she was able to operate the machine effectively.

Ch.
01**Jack Nelson's Problem" case study**

Nelson's supervisor informed him that there was high employee turnover at the bank, with new employees frequently quitting soon after being hired. This was causing problems, as the supervisors at the branch offices had little time to train the new employees before they left. The branch supervisors hired their own employees without any coordination with the home office or other branches. When an employee left, the supervisor would try to quickly find a replacement.

After touring the 22 branch offices, Nelson found similar problems in many of them. He was puzzled about what the root cause of the issues might be and whether he should report his findings to the bank's president.

Ch.
01**Jack Nelson's Problem" case study****Questions:**

- 1- What do you think is causing some of the problems in the bank's branches?
- 2- Do you think setting up an HR unit in the main office would help?
- 3- What specific functions should an HR unit carry out? What HR functions would then be required by supervisors and other line managers? What role should the Internet play in the new HR organization?

Ch.
01**Jack Nelson's Problem" case study**

Q1- 1- What do you think is causing some of the problems in the bank's branches?

The main issues appear to be high employee turnover and lack of coordination/communication between the branch offices and the home office when it comes to hiring and training new employees. This is leading to branch supervisors struggling to find and retain qualified staff.

Ch.
01**Jack Nelson's Problem" case study****2- Do you think setting up an HR unit in the main office would help?**

Setting up a centralized HR unit at the main office could potentially help address the issues in a few ways:

- It could establish consistent hiring, training, and talent management processes across all the branches.
- It could improve communication and coordination between the branches and the home office when it comes to staffing needs and employee transitions.
- It could leverage technology and data to better understand and address the root causes of the high turnover.

Ch.
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3- What specific functions should an HR unit carry out? What HR functions would then be required by supervisors and other line managers? What role should the Internet play in the new HR organization?

The HR unit at the main office could be responsible for:

- Developing standardized hiring, onboarding, and training processes for all branches
- Maintaining a centralized database of employee information and skills
- Analyzing turnover data and identifying ways to improve retention
- Coordinating staffing needs and transfers between branches
- Providing guidance and resources to branch supervisors on HR best practices

Ch.
01

Jack Nelson's Problem" case study

4- The branch supervisors and line managers would then focus more on the day-to-day people management activities, such as:

- Providing performance feedback and coaching to employees
- Identifying training needs and coordinating with the central HR unit
- Managing vacations, and other routine HR tasks

The Internet and digital tools could play a key role in the new HR organization by:

- Enabling online applications, onboarding, and training
- Providing self-service HR tools and information for employees
- Allowing for real-time data tracking and analytics on staffing and turnover
- Facilitating communication and collaboration between the branches and central HR

Q2- HRM Competencies

What skills are important for success in human resource management? Which of these skills are already strengths of yours? Which would you like to develop?

Q3- HR Careers

Does a career in human resource management, based on this chapter's description, appeal to you? Why or why not?

Q3- HR Careers

A career in HR offers both challenge and reward.

On the challenging side, HR deals with complex people issues. You'd be navigating ever-changing laws, fostering a positive company culture, and sometimes mediating conflict. It takes a lot of skill and emotional intelligence to handle these situations effectively.

But that's also where the reward comes in. By successfully resolving issues, creating a great work environment, and helping people grow in their careers, you can have a real impact on both employees and the company's success.

That kind of impact can be very fulfilling. So, whether or not HR appeals to you depends on if you thrive in environments that demand problem-solving skills and interpersonal connection. If you enjoy helping people and making a difference, then HR could be a great fit.

Q4- HR Key function: Developing Talent

Imagine that you are an HR manager in a company that has been struggling to stay profitable during the past two years. Your company's executives have been focused mainly on cutting costs. Write a paragraph making the case for why your company's executives should also be concerned about developing talent at this time. Keep in mind that they may not see any money being available for hiring new people or training current employees.

Q4- HR Key function: Developing Talent

I understand the focus on cost-cutting and securing new orders to improve profitability in the short term. However, neglecting talent development now can hurt our future potential. A skilled and engaged workforce is crucial for efficiently fulfilling those orders and delivering high-quality work that keeps customers coming back. Investing in training and development programs, even without new hires, can significantly improve employee performance and productivity. This translates to cost savings in the long run and positions us for sustainable growth when the market recovers. Let's explore cost-effective training options and leverage employee knowledge to develop internal talent. This will ensure we have a strong team ready to capitalize on future opportunities.

Thank You