

HUMAN RESOURCE MANAGEMENT

TWELFTH EDITION



Chapter 1

Introduction to Human Resource Management

Part One | Introduction

LEARNING OUTCOMES

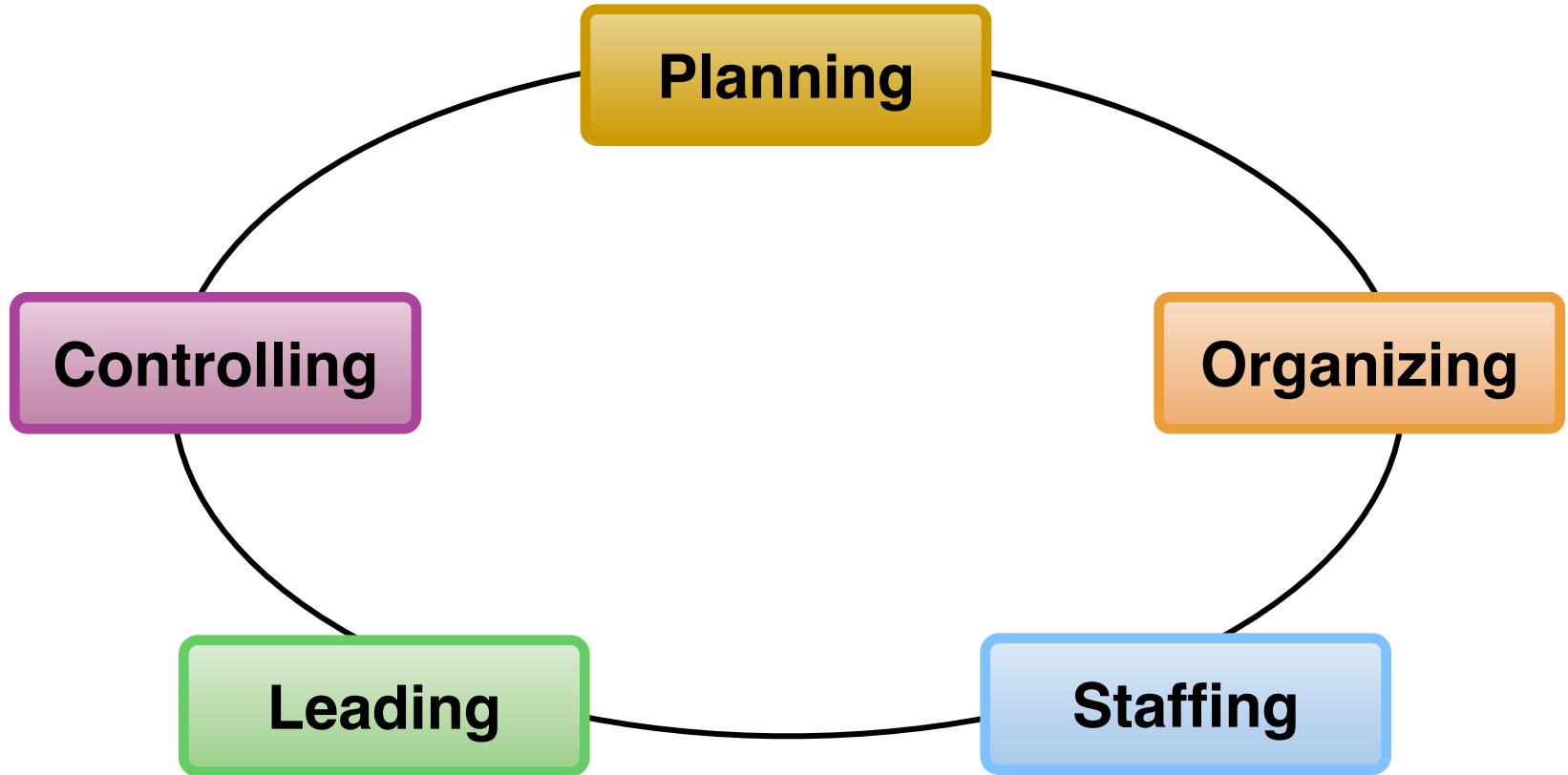
1. Explain what human resource management is and how it relates to the management process.
2. Show with examples why human resource management is important to all managers.
3. Illustrate the human resources responsibilities of line and staff (HR) managers.
4. Briefly discuss and illustrate each of the 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.

Human Resource Management at Work

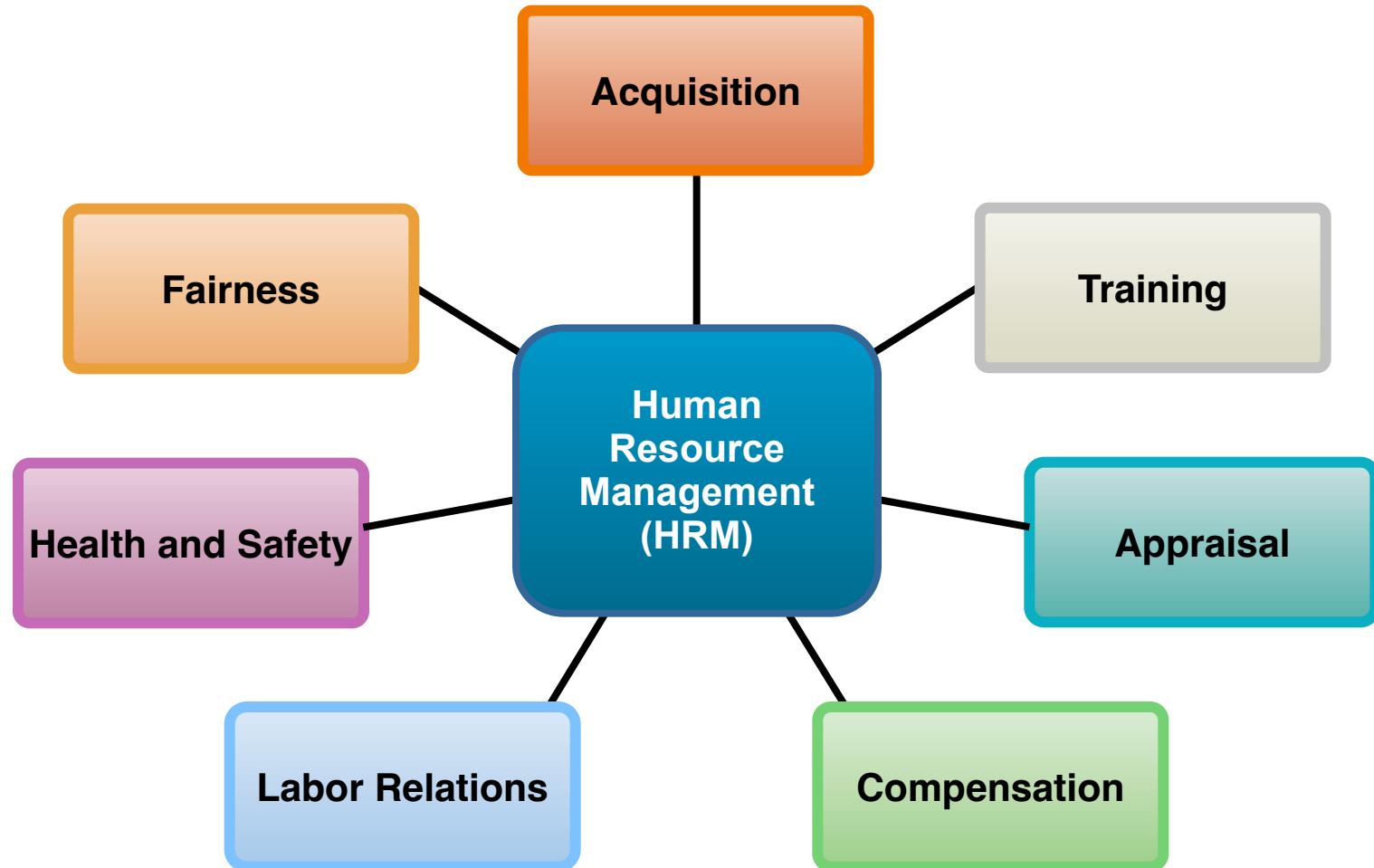
- What Is Human Resource Management (HRM)?
- Human resource management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns.
- Organization
 - People with formally assigned roles who work together 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 process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns.

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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

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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 (Occupational Safety and Health Act) 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

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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.



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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.

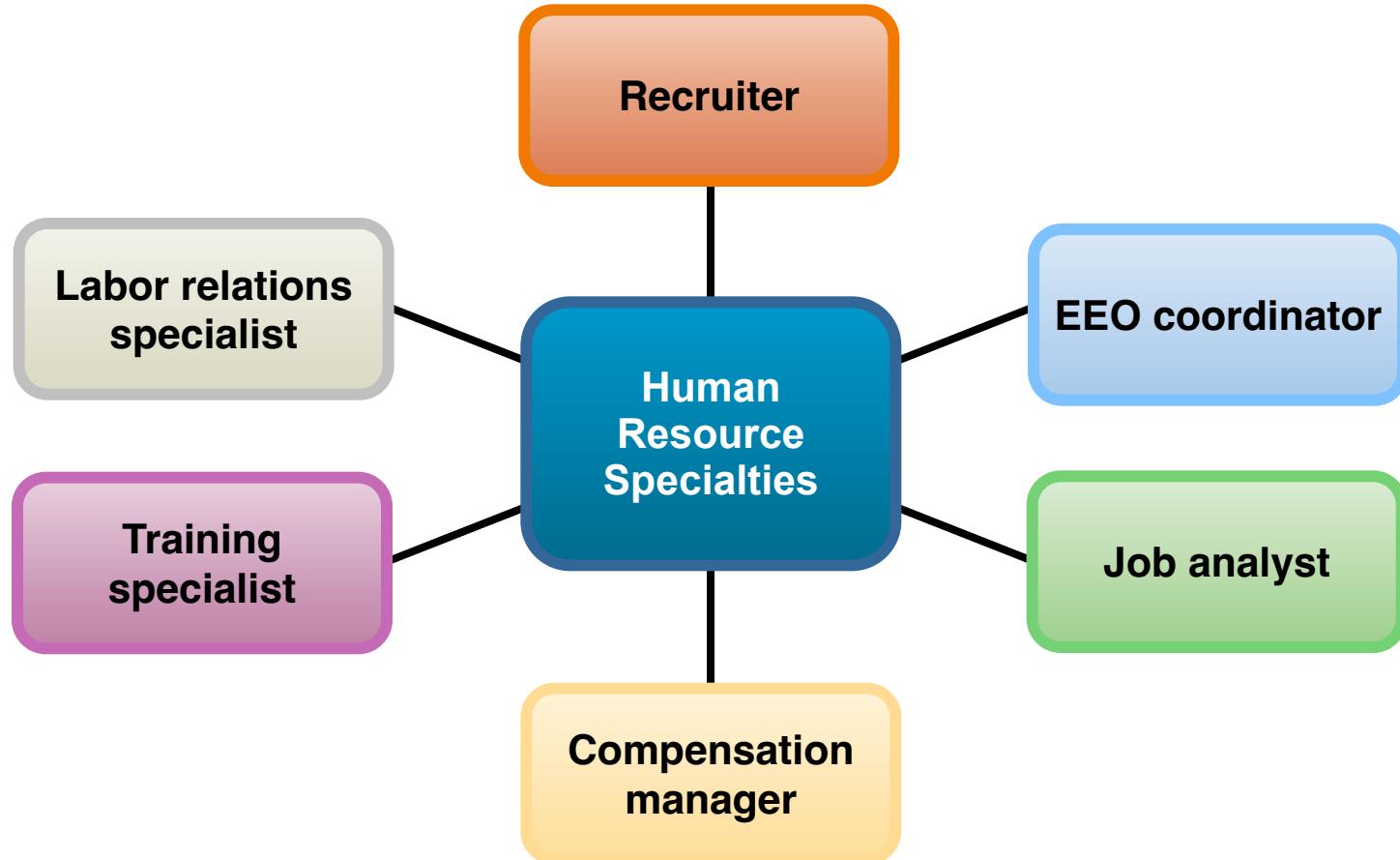


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Line Managers' HRM Responsibilities

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

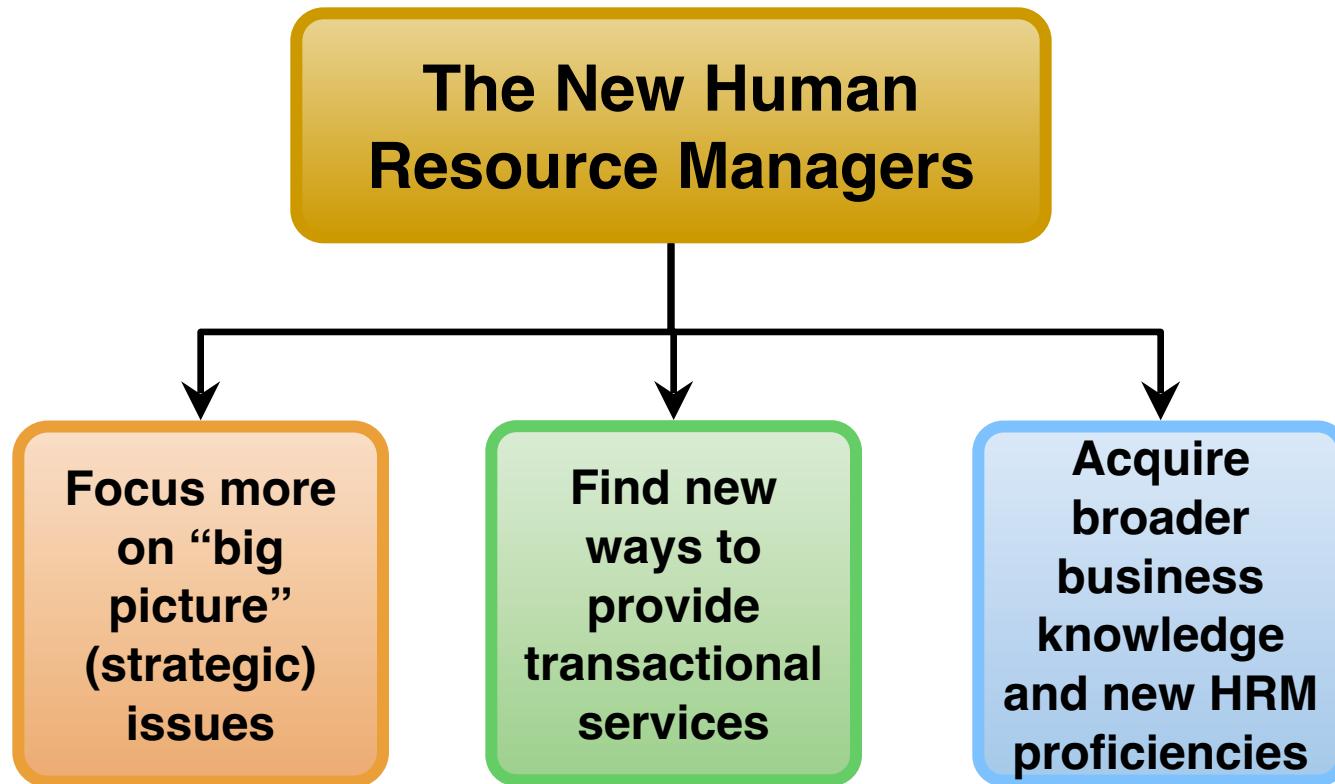
Human Resource Specialties



Important Trends in HRM



Meeting Today's HRM Challenges



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



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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



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HR Certification

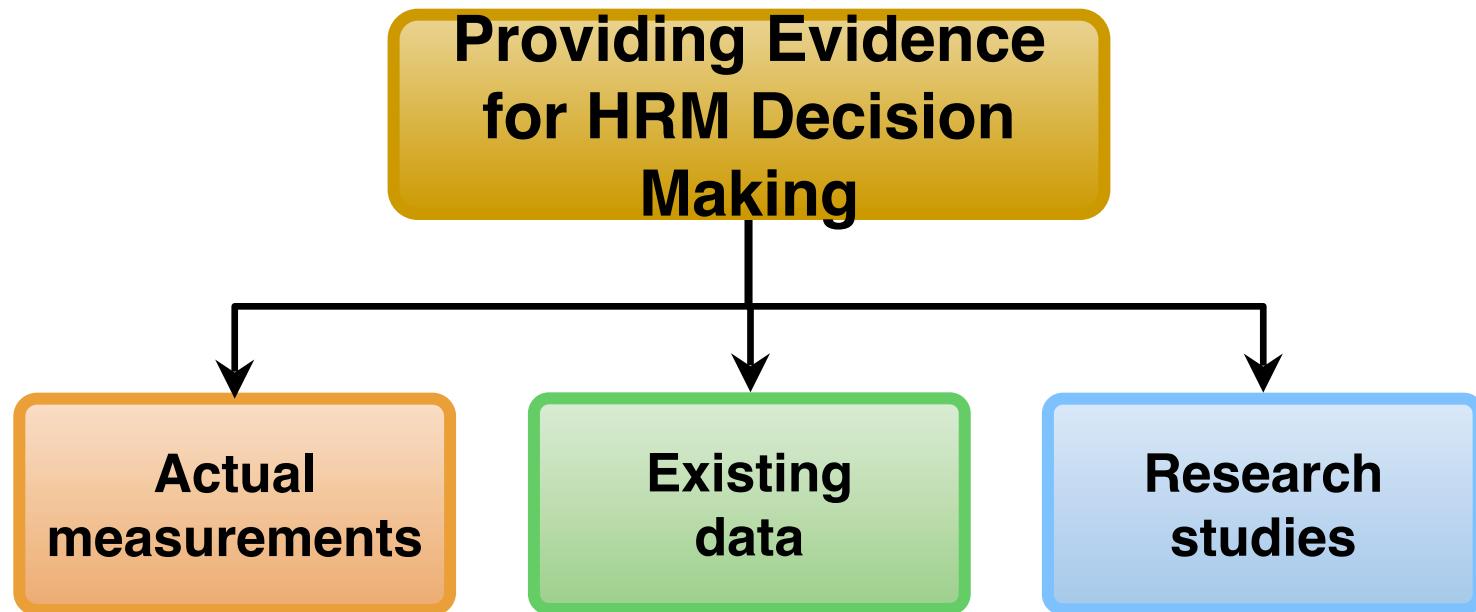
- HR is becoming more professionalized.
- Society for Human Resource Management (SHRM)
 - SHRM's Human Resource Certification Institute (HRCI)
 - ❖ SPHR (Senior Professional in HR) certificate
 - ❖ GPHR (Global Professional in HR) certificate
 - ❖ PHR (Professional in HR) certificate



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Evidence-Based HRM



strategic human resource management

- Formulating and executing human resource policies and practices that produce the employee competencies and behaviors the company needs to achieve its strategic aims.

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