

## Management & Organizational Behavior

Human Resource Management

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## People Are the Organization

- People are essential in realizing high performance aspirations.
- Organizations that manage people well also succeed economically.
- Investing in people produces future returns.
- Hiring and retaining talented people are essential for competitiveness.

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## Diversity Provides Advantage

- Enabling organizations to better respond to pressures for change and performance.
- Securing the best talent .
- Fully tapping the potential of the best talent.

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### High Performance Work Environments Depend on Certain Qualities

- Work ethic
- Ambition and energy
- Knowledge
- Creativity
- Motivation
- Sincerity
- Outlook
- Collegiality and collaborativeness
- Curiosity
- Judgment and maturity
- Integrity

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### Strategic Human Resource Management

- Human resource management
  - Involves attracting, developing, and maintaining a talented and energetic workforce to support the organization's mission, objectives, and strategies.
  - Is a strategic process.

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### Strategic Human Resource Management

- Discrimination in employment
  - Occurs when someone is denied a job or job assignment for reasons that are not job relevant.
- Equal employment opportunity (EEO)
  - The right to employment without regard to race, color, national origin, religion, gender, age, or physical or mental ability.
- Affirmative action
  - Giving preference in hiring and promotion of women and minorities.

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### Strategic Human Resource Management

- Laws against employment discrimination
  - Title VII of the Civil Rights Act of 1964
  - Equal Employment Opportunity Act of 1972
  - Civil Rights Act (EEOA) of 1991
  - Americans With Disabilities Act of 1990
  - Age Discrimination in Employment Act of 1967 as amended in 1978 and 1986
  - Pregnancy Discrimination Act of 1978
  - Family and Medical Leave Act of 1993

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### Strategic Human Resource Management

- Current legal issues in HRM
  - Sexual harassment
  - Equal pay and comparable worth
  - Legal status of independent contractors
  - Labor-management relations

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### Major HRM Responsibilities

- Attracting a quality workforce
  - Human resource planning, recruitment, and selection
- Developing a quality workforce
  - Employee orientation, training and development, and career planning and development
- Maintaining a quality workforce
  - Management of employee retention and turnover, performance appraisal, and compensation and benefits

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### Strategic Human Resource Management

- Strategic human resource management
  - Applies the HRM process to ensure the effective accomplishment of organizational mission and strategies.
- Human resource planning
  - The process of analyzing staffing needs and planning how to satisfy these needs in a way that best serves organizational mission, objectives, and strategies.

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### Human Resource Planning Process

- Step 1—review organizational mission, objectives, and strategies.
- Step 2—review human resource objectives and strategies.
- Step 3—assess current human resource needs.
- Step 4—forecast human resource needs.
- Step 5—develop and implement human resource plans.

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### Strategic Human Resource Management

- The foundation of human resource planning is job analysis.
  - The orderly study of job facts to determine just what is done, when, where, how, why, and by whom in existing or potential new jobs.
- Job analysis provides information for developing:
  - Job descriptions
  - Job specifications

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## Attracting a Quality Workforce

- Recruitment
  - Activities designed to attract a qualified pool of job applicants to an organization.
  - Steps in the recruitment process:
    - Advertisement of a job vacancy.
    - Preliminary contact with potential job candidates.
    - Initial screening to create a pool of qualified applicants.

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## Attracting a Quality Workforce

- Recruitment methods
  - External recruitment—candidates are sought from outside the hiring organization.
  - Internal recruitment—candidates are sought from within the organization.
  - Traditional recruitment—candidates receive information only on most positive organizational features.
  - Realistic job previews—candidates receive all pertinent information.

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## Attracting a Quality Workforce

- Selection
  - Choosing from a pool of applicants the person or persons who offer greatest performance potential.
- Selection Steps
  - Completion of a formal application form
  - Interviewing
  - Testing
  - Reference checks
  - Physical examination
  - Final analysis & decision to hire or reject

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## Attracting a Quality Workforce

- Criteria for selection devices
  - Reliability
    - The selection device is consistent in measurement.
  - Validity
    - There is a demonstrable relationship between a person's score or rating on a selection device and his/her eventual job performance.

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## Attracting a Quality Workforce

- Step 1—application forms
  - Declares individual to be a job candidate.
  - Documents applicant's personal history and qualifications.
  - Personal résumés may be included.
  - Applicants lacking appropriate credentials are rejected at this step.

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## Attracting a Quality Workforce

- Step 2—interviews
  - Exchange of information between job candidate and key members of the organization.
  - Guidelines for conducting interviews:
    - Plan ahead.
    - Create a good interview climate.
    - Conduct a goal-oriented interview.
    - Avoid questions that may imply discrimination.
    - Answer the questions asked of you and others that may not be asked.
    - Take notes.

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## Attracting a Quality Workforce

- Step 3—employment tests
  - Used to further screen applicants by gathering additional job-relevant information.
  - Common types of employment tests:
    - Intelligence
    - Aptitudes
    - Personality
    - Interests

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## Attracting a Quality Workforce

- Step 3—employment tests
  - Assessment center
    - Evaluates a person's potential by observing his/her performance in simulated work situations.
  - Work sampling
    - Evaluates a person's performance on a set of tasks that replicate those required in the job under consideration.

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## Attracting a Quality Workforce

- Step 4—reference and background checks
  - Inquiries to previous employers, academic advisors, coworkers and/or acquaintances regarding:
    - Qualifications
    - Experience
    - Past work records
  - Provides information that cannot be discovered elsewhere in selection process.

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## Attracting a Quality Workforce

- Step 5—physical examinations
  - Ensure applicant’s physical capability to fulfill job requirements.
  - Basis for enrolling applicant in life, health, and disability insurance programs.
  - Drug testing is done at this step.

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## Attracting a Quality Workforce

- Step 6—final decision to hire or reject
  - Best selection decisions will involve extensive consultation among multiple parties.
  - Selection decision should focus on all aspects of the candidate’s capacity to perform the designated job.

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## Attracting a Quality Workforce

- Socialization
  - Process of influencing the expectations, behavior, and attitudes of a new employee in a way considered desirable by the organization.
- Orientation
  - Set of activities designed to familiarize new employees with their jobs, coworkers, and key aspects of the organization.

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## Attracting a Quality Workforce

- Training
  - A set of activities that provides the opportunity to acquire and improve job-related skills.
- On-the-job training
  - Job rotation
  - Coaching
  - Mentoring
  - Modeling
- Off-the-job training
  - Management development

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## Attracting a Quality Workforce

- Performance management systems ensure that—
  - Performance standards and objectives are set.
  - Performance results are assessed regularly.
  - Actions are taken to improve future performance potential.

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## Attracting a Quality Workforce

- Performance appraisal
  - Formally assessing someone's work accomplishments and providing feedback.
  - Purposes of performance appraisal:
    - Evaluation—let people know where they stand relative to objectives and standards.
    - Development—assist in training and continued personal development of people.

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## Performance Appraisal

- Graphic rating scales
  - Checklists of traits or characteristics thought to be related to high performance in a given job.
  - Relatively quick and easy to use.
  - Questionable reliability and validity.

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## Performance Appraisal

- Behaviorally anchored rating scales (BARS)
  - Explicit descriptions of actual behaviors that exemplify various levels of performance achievement in a job.
  - More reliable and valid than graphic rating scales.
  - Helpful in training people to master important job skills.

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## Performance Appraisal

- Critical-incident techniques
  - Keeping a running log or inventory of effective and ineffective behaviors.
  - Documents success or failure patterns.

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## Performance Appraisal

- Multi-person comparisons
  - Formally compare one person's performance with that of one or more others.
  - Types of multi-person comparisons:
    - Rank ordering
    - Paired comparisons
    - Forced distributions

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## Alternatives to Supervisory Appraisal

- Peer appraisal
  - Occurs when people who work regularly and directly with a jobholder are involved in the appraisal.
- Upward appraisal
  - Occurs when subordinates reporting to the jobholder are involved in the appraisal.
- 360° feedback
  - Occurs when superiors, subordinates, peers, and even internal and external customers are involved in the appraisal of a jobholder's performance.

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## Career Development

- Basic career development concepts ...
  - Career—a sequence of jobs that constitute what a person does for a living.
  - Career path—a sequence of jobs held over time during a career.
  - Career planning—process of systematically matching career goals & individual capabilities with opportunities for their fulfillment.
  - Career plateau—a position from which someone is unlikely to move to a higher level of work responsibility.

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## Work-Life Balance

- How people balance career demands with personal and family needs.
- Progressive employers support a healthy work-life balance.
- Contemporary work-life balance issues:
  - Single parent concerns
  - Dual-career couples concerns
  - Family-friendliness as screening criterion used by candidates

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## Maintaining a Quality Workforce

- Retention and turnover ...
  - Replacement is the management of promotions, transfers, terminations, layoffs, and retirements.
  - Replacement decisions relate to:
    - Shifting people between positions within the organization
    - Retirement
    - Termination

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## Maintaining a Quality Workforce

- Guidelines for handling a dismissal:
  - Dismissals can be personally devastating and managers should be appropriately sensitive.
  - Dismissals should be legally defensible and adhere to organizational policies.
  - Dismissals should not be delayed unnecessarily.
  - Dismissals should include offers of assistance.

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## Maintaining a Quality Workforce

- Compensation and benefits
  - Base compensation
    - Salary or hourly wages
  - Fringe benefits
    - Additional non-wage or non-salary forms of compensation
  - Flexible benefits
    - Employees can select a set of benefits within a certain dollar amount

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## Maintaining a Quality Workforce

- Labor-management relations
  - Labor unions deal with employers on the workers' behalf.
  - Labor contracts specify the rights and obligations of employees and management regarding:
    - Wages
    - Work hours
    - Work rules
    - Seniority
    - Hiring
    - Grievances
    - Other aspects and conditions of employment

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## Maintaining a Quality Workforce

- Legislation governing labor-management relations
  - National Labor Relations Act of 1935
    - Recognizes employees' right to unionize and engage in union activities.
  - Taft-Hartley Act of 1947
    - Protects employers from unions' unfair labor practices and permits union decertification.
  - Civil Services Reform Act of 1978
    - Clarifies rights of civil servants to unionize.

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## Maintaining a Quality Workforce

- Unions can create difficulties for management by...
  - Striking
  - Boycotting
  - Picketing
- Management can create difficulties for unions by...
  - Using lockouts
  - Hiring strike-breakers
  - Seeking injunctions

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## Management & Organizational Behavior

Human Resource Management

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## Management & Organizational Behavior

Exam 2

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