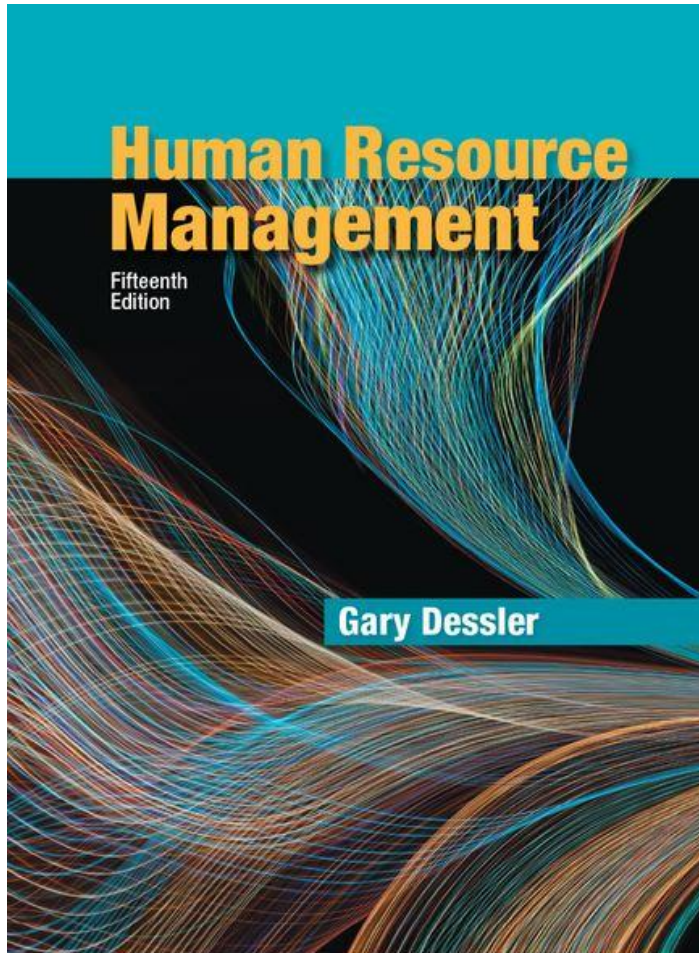


Human Resource Management

Fifteenth Edition



Chapter 1

Introduction to Human Resource Management

Learning Objectives (1 of 2)

- 1-1. Explain what human resource management is and how it relates to the management process.



Learning Objectives (2 of 2)

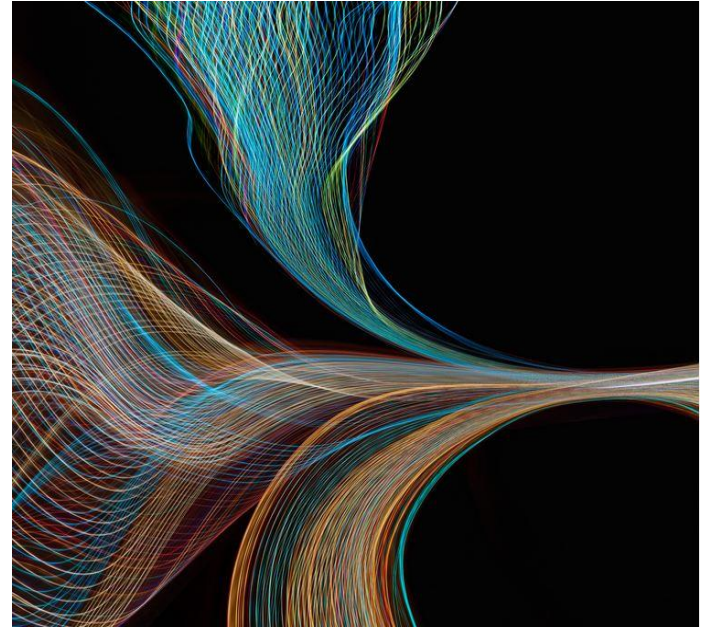
- 1-2. Briefly discuss and illustrate each of the important trends influencing human resource management.
- 1-3. List and briefly describe “distributed HR” and other important aspects of human management today.
- 1-4. List at least four important human resource manager competencies.
- 1-5. Outline the plan of this book.

I.

Explain what human resource management is and how it relates to the management process.

What Is Human Resource Management? (1 of 2)

- The Management Process
 - Planning
 - Organizing
 - Staffing
 - Leading



What Is Human Resource Management?

(2 of 2)

The topics we'll discuss should therefore provide you with the concepts and techniques **every** manager needs to perform the “people” or personnel aspects of management.

Why Is Human Resource Management Important to All Managers?

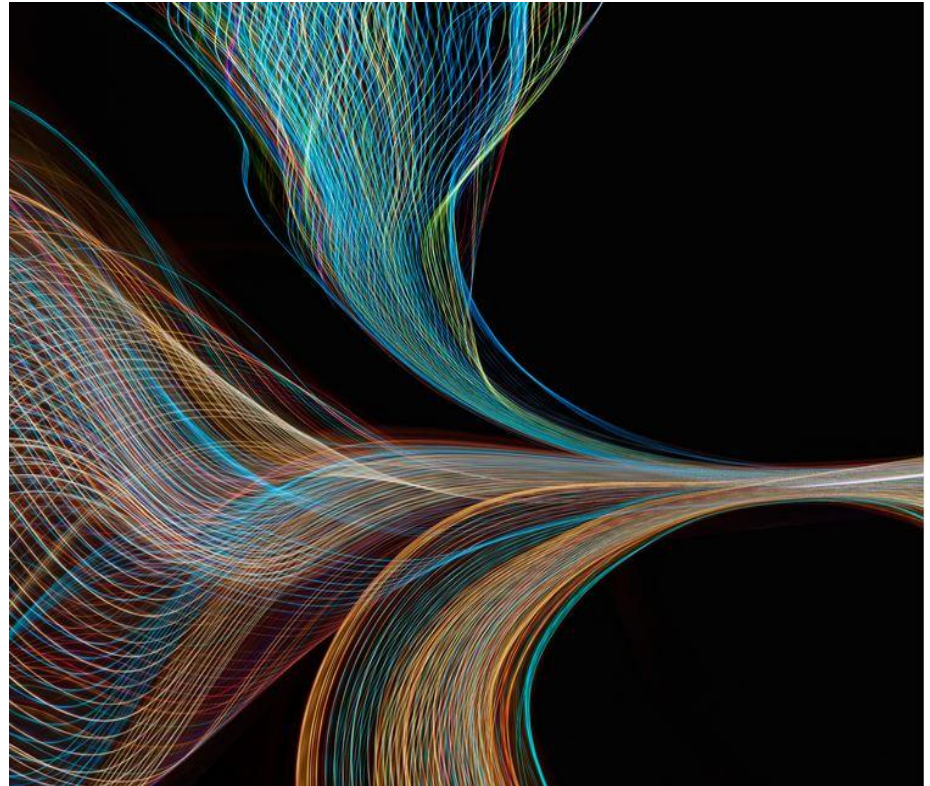
- To Avoid Personnel Mistakes
- To Improve Profits and Performance
- You May Spend Some Time as an HR Manager
- HR for Small Business – you may end up as your own human resource manager

Line and Staff Aspects of Human Resource Management

- Authority is the right to make decisions, to direct the work of others, and to give orders. Managers usually distinguish between line authority and staff authority.

Line and Staff Managers

- Line authority gives you the right to issue orders
- Staff authority gives you the right to advise others in the organization



Line Manager's HR Management Responsibilities (1 of 3)

- Placing the right person in the right job
- Starting new employees in the organization (orientation)



Line Manager's HR Management Responsibilities (2 of 3)

- Training employees for jobs that are new to them
- Improving the job performance of each person
- Gaining creative cooperation and developing smooth working relationships
- Interpreting the company policies and procedures

Line Manager's HR Management Responsibilities (3 of 3)

- Controlling labor cost
- Developing the abilities of each person
- Creating and maintaining departmental morale
- Protecting employees' health and physical conditions

The Human Resources Department

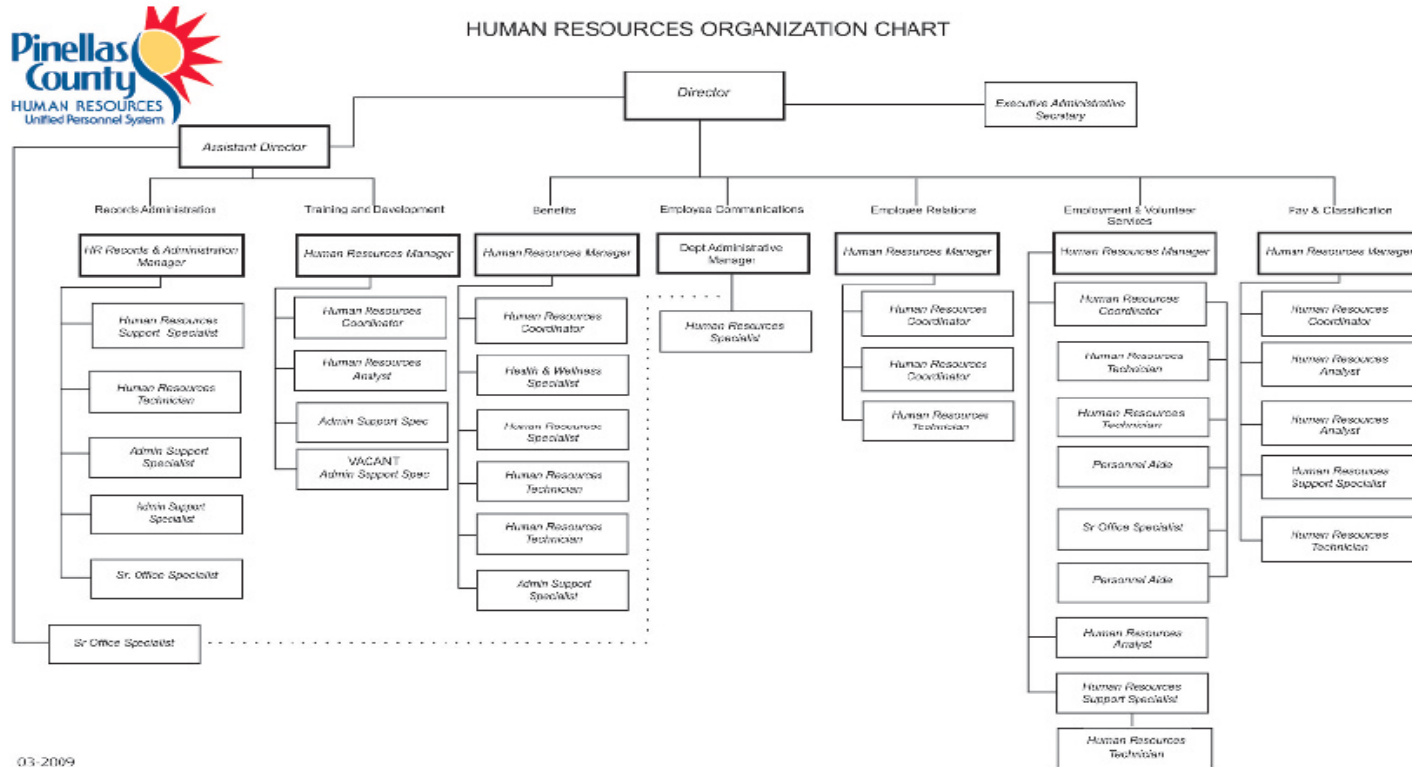


FIGURE 1-1 Human Resource Department Organization Chart Showing Typical HR Job Titles

Source: "Human Resource Development Organization Chart Showing Typical HR Job Titles," www.co.pinellas.fl.us/persnl/pdf/orgchart.pdf. Courtesy of Pinellas County Human Resources. Reprinted with permission.

New Approaches To Organizing HR

- Reorganizing the HR function of how it is organized and delivers HR services
 - Shared Services (Transactional) HR teams
 - Corporate HR teams
 - Embedded HR teams
 - Centers of expertise

II.

Trends Shaping Human Resource Management

Trends in Human Resource Management

- Workforce Demographics and Diversity Trends
- Trends in How People Work
- Improving Performance at Work: **HR as a Profit Center**
- Globalization Trends
- Economic Trends
- Technology Trends

More on HR Technology Trends

- There are 5 main types of digital technologies driving HR professionals to automation:
 - Social Media
 - Mobile Applications
 - Gaming
 - Cloud Computing
 - Data Analytics (as known as Talent Analytics)

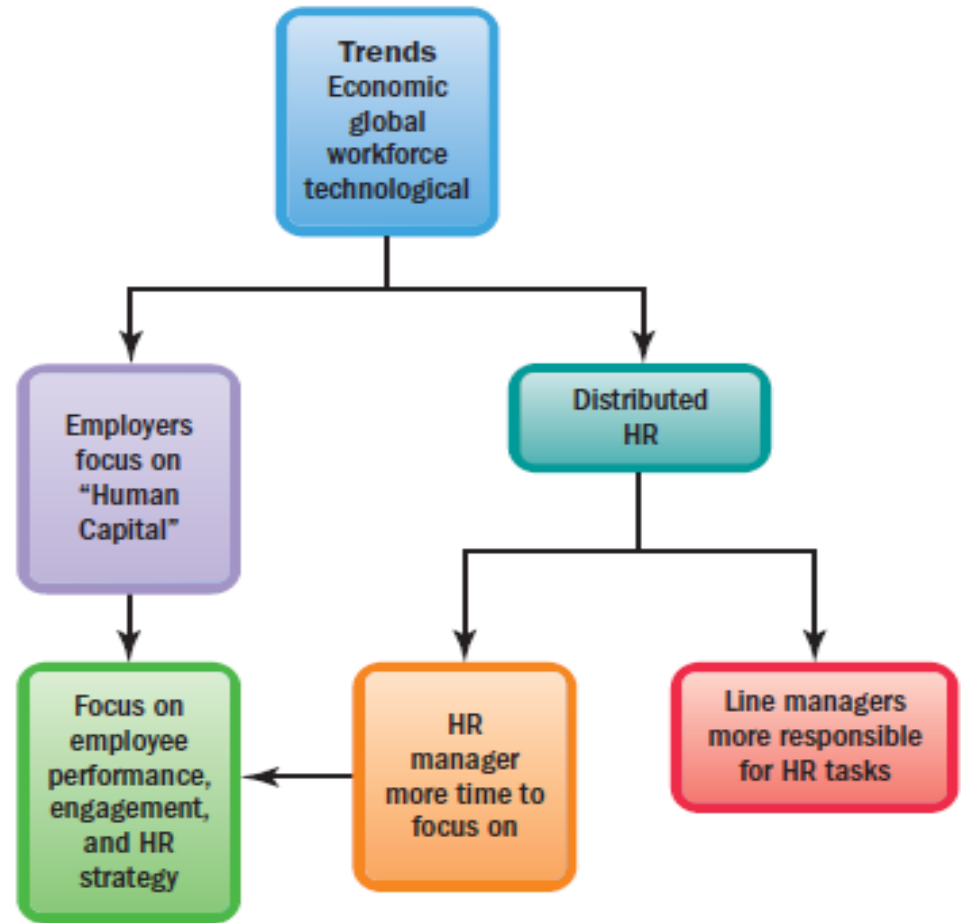
III. Today's New Human Resource Management

Today's New Human Resource Management

- A Brief History of Personnel/Human Resource Management
- Distributed HR and the New Human Resource Management
- Trends Shaping HR: **Digital and Social Media**

A Quick Summary

FIGURE 1-4
What Trends Mean
for Human Resource
Management



HR and Strategy

Strategic Human Resource Management

- **Strategic human resource management** – means formulating and executing human resource policies and practices that produce the employee competencies and behaviors that the company needs to achieve its strategic aims.

Improving Performance: The Strategic Context

Building L.L. Bean

Let's take a look at the heart of their strategy.

HR and Performance

The Human Resource Manager is expected to spearhead employee performance.

Three Levers can be applied to do so:

1. Department Lever
2. Employee Cost Lever
3. Strategic Results Lever

HR and Evidence Based Management

- **Evidence-based human resource management** – is the use of data, facts, analytics, scientific rigor, critical evaluation, and critically evaluated research/case studies to support human resource management proposals, decisions, practices, and conclusions.

HR and Adding Value

- **Adding value** – means helping the firm and its employees improve in a measurable way as a result of the human resources manager's actions.

HR and Performance and Sustainability

- It is about measuring companies in terms of maximizing profits but also on their environmental and social performance as well.

HR and Employee Engagement

- **Employee engagement** – refers to being psychologically involved in, connected to, and committed to getting one's job done.

IV.

The New Human Resource Manager

The New Human Resource Manager

The Society of Human Resource Management (SHRM) has a new “competency model” called the SHRM Body of Competency and Knowledge that itemizes what a New HR Manager needs

- What should they be able to exhibit?
- What basic functional areas of HR should they have command?

The Skills of the New HR Manager

HR managers can't just be good at traditional personnel tasks like hiring and training, but must "speak the CFO's language" by defending human resource plans in measurable terms.



Human Resource Manager Certification

- HRCI Certifications
 - PHR – Professional in Human Resources
 - SPHR – Senior Professional in Human Resources
- SHRM now has its own competency and knowledge based testing

V.

The Plan of this Book.

The Basic Themes and Features

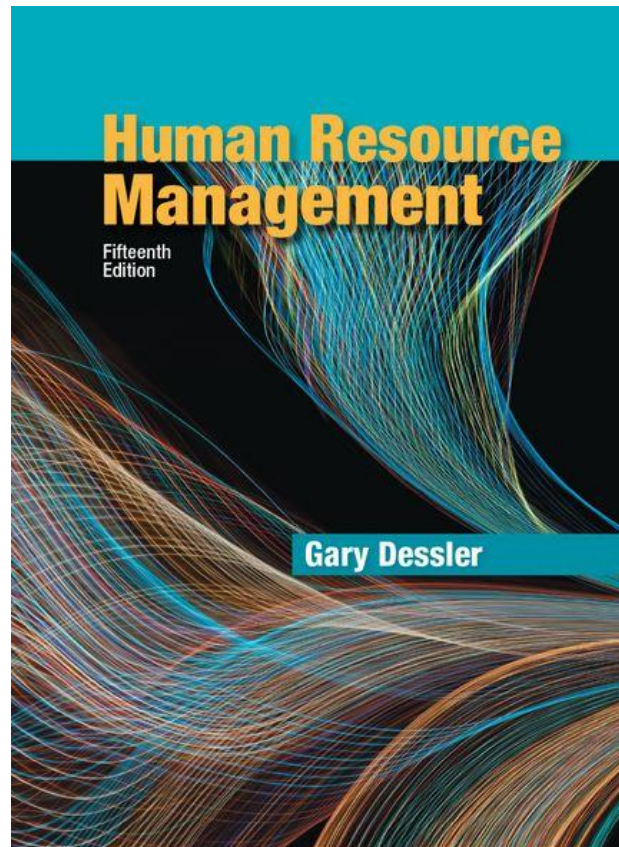
Themes and features are used to highlight particularly important issues and provide continuity from chapter to chapter.

Practical Tools for Every Manager

- Human resource management is the responsibility of every manager—not just those in human resources.
- Managers use HR techniques to improve performance, productivity, and profitability

Chapter Contents Overview

There are 5 parts to this book



Part 1: Introduction

- Chapter 1 – Introduction to Human Resource Management
- Chapter 2 – Equal Opportunity and the Law
- Chapter 3 – Human Resource Strategy and Analysis

Part 2: Recruitment, Placement, and Talent Management

- Chapter 4 – Job Analysis and the Talent Management Process
- Chapter 5 – Personnel Planning and Recruiting
- Chapter 6 – Employee Testing and Selection
- Chapter 7 – Interviewing Candidates

Part 3: Training and Development

- Chapter 8 – Training and Developing Employees
- Chapter 9 – Performance Management and Appraisal
- Chapter 10 – Managing Careers and Retention

Part 4: Compensation

- Chapter 11 – Establishing Strategic Pay Plans
- Chapter 12 – Pay for Performance and Financial Incentives
- Chapter 13 – Benefits and Services

Part 5: Enrichment Topics in Human Resource Management

- Chapter 14 – Building Positive Employee Relation
- Chapter 15 – Labor Relations and Collective Bargaining
- Chapter 16 – Safety, Health, and Risk Management
- Chapter 17 – Managing Global Human Resources
- Chapter 18 – Managing Human Resources in Small and Entrepreneurial Firms

The Topics are Interrelated

- **Human Resource Management 15th edition** chapter topics are interrelated. The themes and features highlighted throughout the book also provides a continuity from chapter to chapter.

Chapter 1 Review

What you should now know....

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