# MGT211

Summary from chapter 1 – 7

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MGT211 summary from chapter 1-7

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# Chapter 1:

## HRM Intro & Goals:

A subset of management that helps to **attract, hire, train, motivate, retain employees**.

## Technology in HR:

### Impact of technology: why it is important in HRM:

Help to:

- Facilitate HR plans.
- Make decision faster.
- Define jobs clearly.
- Evaluate performance.
- Provide cost-effective benefits.

### Technology in HRM uses:

- Recruit, hire & train employees.
- Motivate and monitor workers.
- Research for compensation packages.
- Communicate throughout organization.
- Evaluate employees performance.

### HRM Challenges:

- Recession "when economic is down" has brought layoffs and low morale. تسريح العمال وانخفاض الروح المعنوية
- Increased offshoring means that jobs can move overseas. (attract foreign candidates).
- Today's spate of mergers and acquisition increase HR's rules. يقصد استحواذ بعض الشركات على على سوق العمل عن طريق استقطاب الموظفين من شركات اخرى

# Chapter2:

## HRM dual nature

## "HRM connects organization's goals and activities of employees":

| Support the organization strategy | ←→ | **HRM** | ←→ | represents and advocate for the |
| --- | --- | --- | --- | --- |

## HRM Functions:

| Functions | | Process |
| --- | --- | --- |
| Staffing | Strategic Human resource planning | Match prospects skills to the company's strategy needs. |
| | recruiting | Use accurate job descriptions to obtain an appropriate pool pf applicants. |
| | Selection | Selecting the best choice "the right employee" for the job. |
| Training and development | orientation | Teach the rules, regulations, goals and culture of the company |
| | Employee Training | Help employees to gain better skills |
| | Employee Development | Prepare employment to get better skills for future positions |
| | Organizational Development | Help employees adapt to the company's changing strategy |
| | Career Development | Provide necessary information and a |
| Motivation | Theories and job design | Environment and well constructed jobs factor heavily in employee performance |
| | Performance appraisal | Standards for each employee |
| | Rewards and compensation | Must be linked between compensation and performance |
| | Employee benefits | Should coordinate with a pay-for-performance plan |
| Maintenance | Safety and healthy | Caring for the safety and healthy condition for the employee |
| | Communications and employee relations | Informe the employee of what company is doing and provide a means of venting frustration |

## External Influences:

- Dynamic environment: Technology, globalization, ethics, teams …
- Laws and regulations.
- Labor unions: assist workers, negotiate wages.
- Management thoughts.

## HR Department Structure:

| Structure Name | Description |
|---|---|
| Employment | Promote staffing activities, recruits new staff, **BUT NOT HIRING DECISION** |
| Training Development | Helps the employees to adapt the changing in the company's external and internal environment. |
| Compensation / Benefits | Pays employees and administer their benefits packages. |
| Employee relations | Ensure open communication in the company by fostering the top management commitment, accurate communications, feedback, effective information sources. |

# Chapter 3:

## Acts:

| Act Name | Description | Details |
|---|---|---|
| 1964 Civil Rights Act<br><br>"Organizations must have at least 15 employees to be covered" | Outlawed racial segregation and discrimination in employment | Hiring, promotion, dismissal, benefits, conditions, religion, color, gender or national origin. |
| Equal Employment Opportunity Act 1972 EEOA | EEOC Equal Employment Opportunity Commission is established | Civil right protection to employees |
| 1976 Age Discrimination in Employment Act ADEA | Protect people 40-65 | Stop companies to immediately retiring employees at any age |
| Pregnancy Discrimination Act 1978 | Companies **Must**<br>- Offer Pregnancy Leave 6-10 weeks<br>- offer returning employees a similar job should the exact one before unavailable upon return. | Companies **may not**<br>- Fire a female employee for being pregnant.<br>- Refuse positive treatment based on pregnancy.<br>- Deny insurance coverage to women. |
| Americans with disabilities Act ADA 1990 | Protect the people who has a special diseases no to being fired. | |
| Civil Rights Act 1991 | Reinforced 1964 act | First time an act allows individual to sue from damages. |
| Family and medical leave Act 1993 | - Allows employees to take up to 12 weeks of unpaid leave in a 12 months period for family matters. | Employee **must**<br>- live within 75 miles.<br>- have worked at least 1250 hours in the past 12 months.<br>- work for a company which has at least 50 workers. |

# Chapter 4:

## Employee Rights:

| Right Act Name | Description |
|---|---|
| Privacy Act 1974 | |
| Fair Credit Reporting Act 1971 | |
| Drug-Free Workplace Act 1988 | - Establish and disseminated drug-free policies<br>- Provide substances abuse awareness program. |
| | Drug-free policies must include:<br>- what is expected from employees<br>- substances abuse awareness program<br>- penalties for infraction of policies. |
| Polygraph Protection Act 1988 | |
| Worker Adjustment and retirement Notification Act 1988 | - Protect employees from unexpected plans closing<br>- organization that has 100+ workers, must give notice 60 days notice if closing or layoff 50 or more workers.<br>- penalty for not notifying is one day's pay and benefits for each day's notice. |

## Employment-at-will Doctrine:

### Introduction:

It allows dismissal employees at any time for any reason except race, religion, national origin, age or disability.

### Exceptions to the doctrine:

1) Contractual relationship: hoe employee's issues are handle.
2) Statutory consideration: laws can creates exceptions.
3) Public policy violation: employee can be fired for illegal reason.
4) Implied employment contract: any guarantee about job security.
5) Breach of good faith.

## Discipline :

### Before Discipline HR Managers should Consider:

1) How much the problem is serious.
2) Problem duration.
3) Extenuating factor
4) History of organization's discipline practice.
5) Management backing.

## Violations requiring disciplinary Action:

1) Attendance.
2) Job behavior
3) Out-side Activities.
4) Dishonesty.

## Disciplinary Actions:

Written/verbal Warning → Written Warning → Suspension → Dismissal
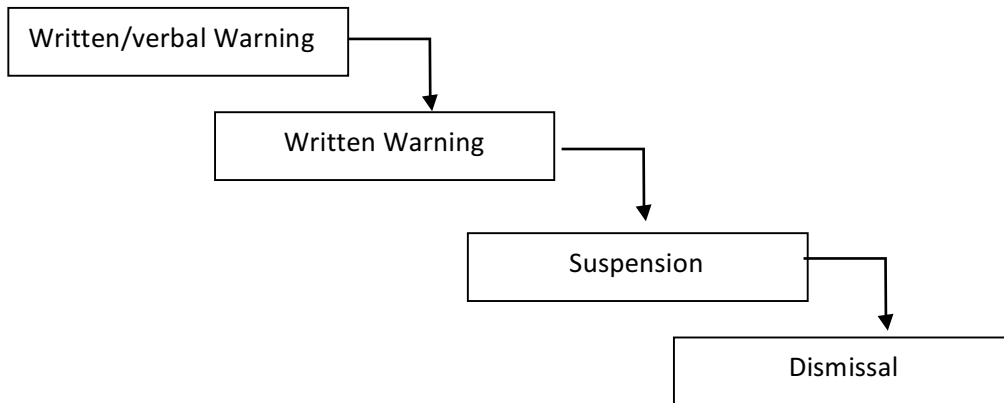
## When Firing An employee:

1) Review all facts
2) Be very clear
3) Allow a little dignity
4) Let him talk
5) Sign for sue
6) Pay him earned time
7) Have person leave that day
8) Take protective steps
9) Inform staff of firing

# Chapter 5:

## HR Planning:

HRM determine what knowledge, skills and abilities are needed by the organization's human resource through job analysis.

### Intro:

A process which an organization ensure that:

- It has the right number and kind of people.
- At the right place.
- At the right time.

### It must be:

Linked to the organization strategy

Translated into numbers and types of workers needed.

# Linking organizational strategy to planning:

## During a corporate assessment:

SWOT Analysis : strength, weakness are identified

Opportunity and threats

| Strategic Direction | HR Linkage |
|---|---|
| Mission | Determining organizational Business |
| Objectives and goals | Setting goals and objectives |
| Strategy | Determining how to attine goals and objectives |
| Structure | Determine what jobs need to be done and by whom |
| People | Matching skills, knowledge and abilities to required jobs |
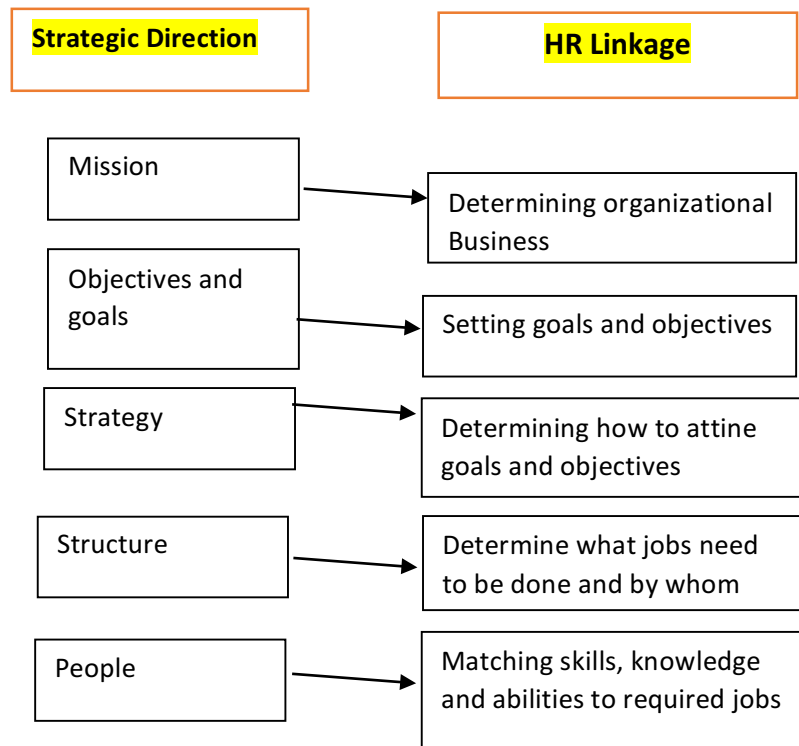
## HRIS (Human Resource Information System:

Why it is important / its features/ its functions:

- Process employee information
- Analysis and reports
- Support "provide compensations and benefits.

## The secession planning includes development of replacement charts:

- Portray middle-to-upper level management
- Positions that may vacant in future
- List information about vacant who might be qualified to fill position.

## HR creates inventory of future staffs needs for the job level broken down by year.

They use SMART to determine how many employees needed.

## Candidates come from:

- Migration into community
- Fresh graduate
- People who return from military
- People who seek for an other opportunity either full-time or part-time jobs.

## Employee planning and strategic planning process:

```
Define                Establish              Asses
organization    →     corporate         →    current HR
mission               goals and
                      objectives             ─────────────
                                             HRMS Job
                                             Analysis
```

```
Demand for
labor
```

```
Compare
demand and
supply for
HR
```

```
Supply for
HR
```

```
Demand
exceeds          →    Recruitment
supply
```

```
Supply
exceeds          →    decruitment
demand
```

# Job Analysis:

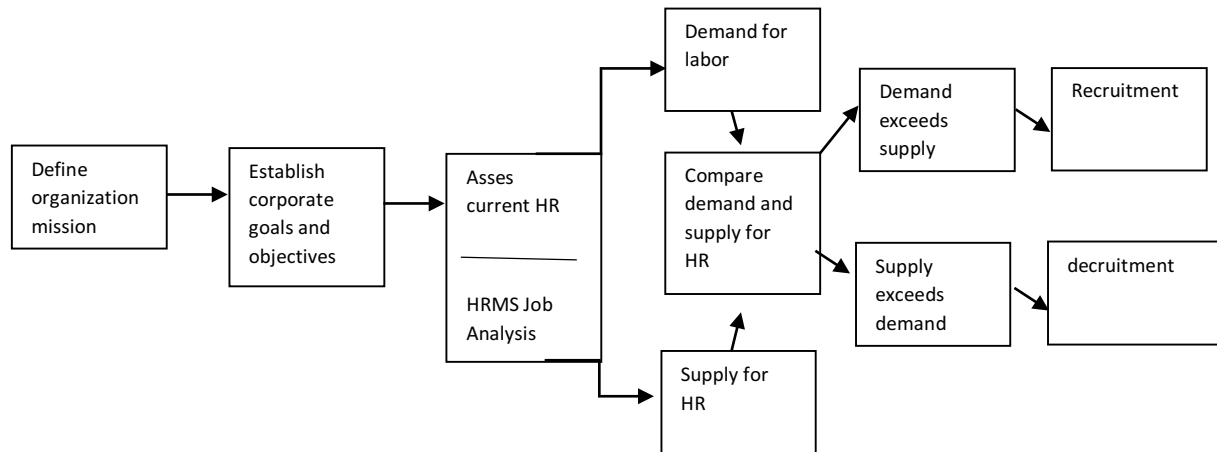## Intro:

Systemic exploration of the activities within a job.

It define and documents the duties, responsibilities and accountabilities of the job and condition of the needed job.

## Job Analysis Methods:

- Observation
- Individual interview
- Group interview
- Structured questionnaire
- Technical conference
- Diary

```
Understand
the purpose of
the job
analysis
    ↓
Understand
the rules of          Benchmark              Determine              Seek                  Develop draft    →    Review it with
jobs in the     →     position         →     how to collect    →    clarification    →                         supervisors
organization                                 job analysis
                                             information
```

**Job Analysis Process**
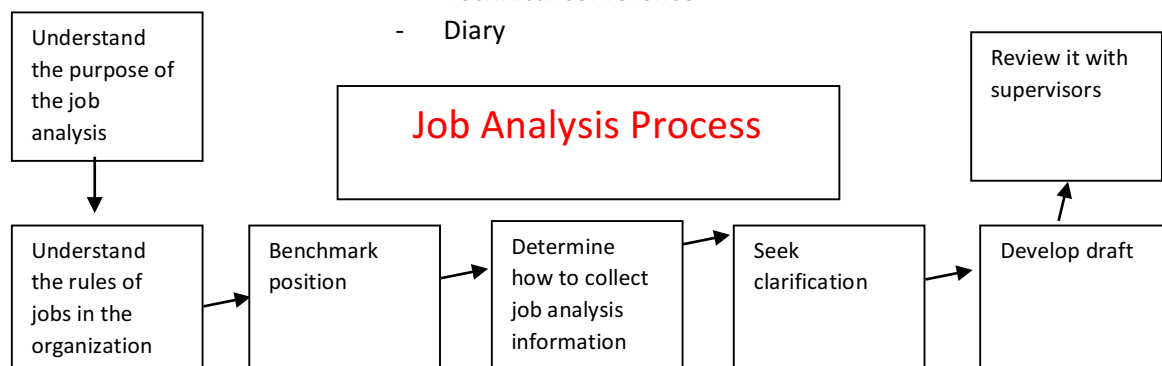
## The occupational information network content model ( application form):

Includes:

- Worker characteristic
- Worker requirements
- Occupation specific information
- Work force characteristic
- Occupational requirements

## Job Description list:

- Job title
- Job identification
- Job duties
- Job specifications

# Chapter 6:

## Employee Recruitment:

### Intro:

It brings together those with jobs to fill and those seeking jobs

### Recruiting Goals:

- Provides information that attract the qualified ones.
- Recruiters promote the organization to prospective applicants
- Minimizing the cost of processing unqualified ones.

### Factors might affect it:

- Organization size, growth or decline
- Employment condition in the area
- Effectiveness of past recruiting
- Salaries and benefits

### Recruiting sources:

1) Internal search:

Internal job offers.

*Advantages:*
- Cost saving
- Good public relation
- Knowledge of existing employees performance
- Candidates knowledge about the organization
- Opening new opportunity

*Disadvantages:*
- Infighting and moral problems
- Potential inbreeding

2) Employee Referral:

Current qualified employees asked to recruits.

*Advantages:*
- Motivate employees to make a good recommendation
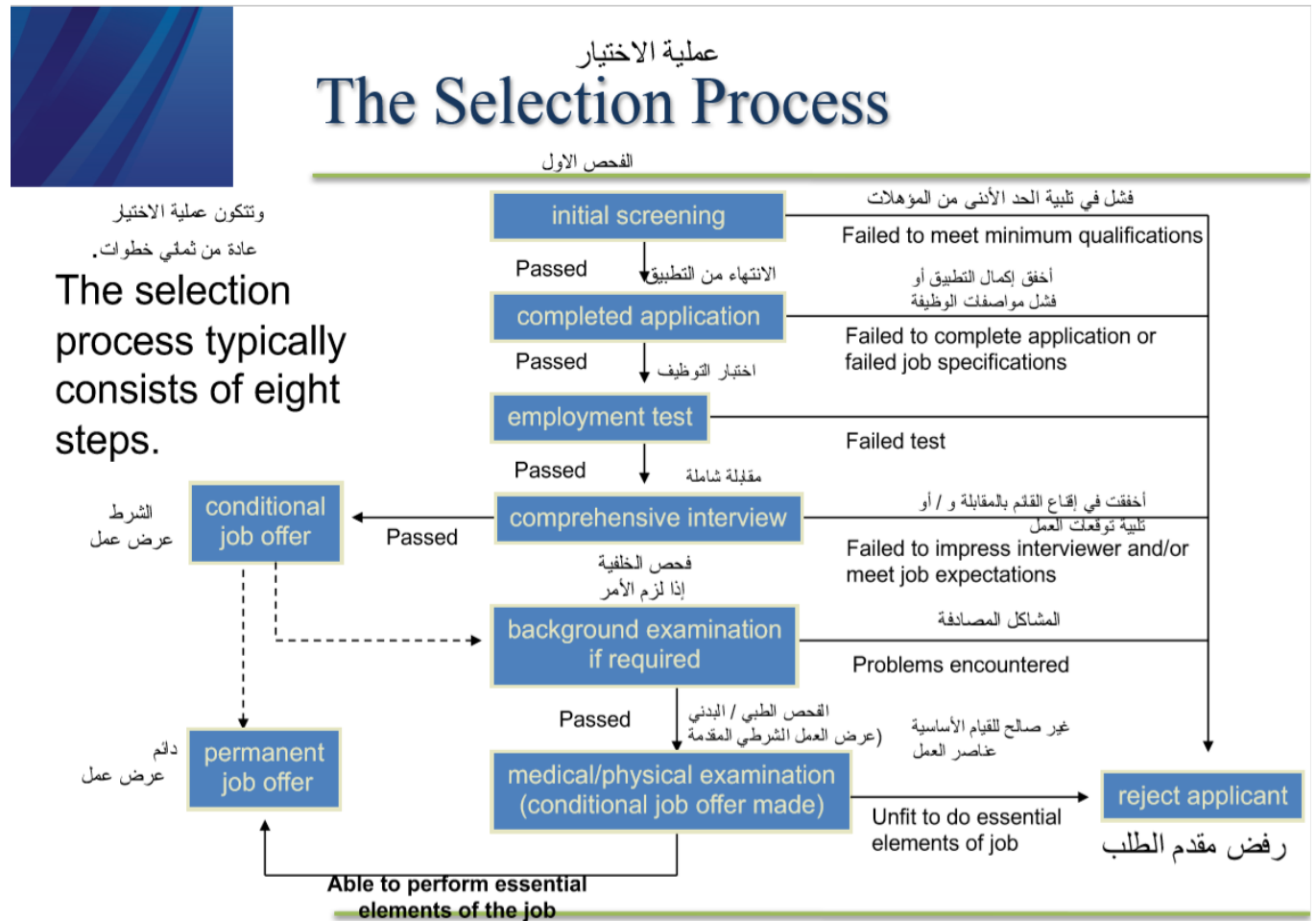
*Disadvantages:*
- Adverse impact
- Nepotism

3) External Searches:

- Advertising the job opportunity. - Employment Agencies  - schools , collage and university

4) Online Sources.

# Chapter 7:

## Steps of Selection Process:

عملية الاختيار
## The Selection Process

The selection process typically consists of eight steps.

وتتكون عملية الاختيار عادة من ثماني خطوات.

الفحص الاول

**initial screening**

فشل في تلبية الحد الأدنى من المؤهلات
Failed to meet minimum qualifications

Passed — الانتهاء من التطبيق

**completed application**

أخفق إكمال التطبيق أو فشل مواصفات الوظيفة
Failed to complete application or failed job specifications

Passed — اختبار التوظيف

**employment test**

Failed test

Passed — مقابلة شاملة

الشرط عرض عمل
**conditional job offer** ← Passed — **comprehensive interview**

أخفقت في إقناع القائم بالمقابلة و / أو تلبية توقعات العمل
Failed to impress interviewer and/or meet job expectations

فحص الخلفية إذا لزم الأمر

**background examination if required**

المشاكل المصادفة
Problems encountered

Passed — الفحص الطبي / البدني (عرض العمل الشرطي المقدمة)

دائم عرض عمل
**permanent job offer**

**medical/physical examination (conditional job offer made)**

غير صالح للقيام بالأساسية عناصر العمل
Unfit to do essential elements of job

**reject applicant**

رفض مقدم الطلب

**Able to perform essential elements of the job**

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| Selection Process | Intro | Details |
|---|---|---|
| Initial Screening Interview | Job Description information shared with salary range | Weeding out of applicants who don't meet general job requirement |
| Completing the application | What applicants have been doing, skills and accomplishment | Legal consideration:<br>- Do not mention any thing that not related to the job<br>- asks for permission to check work references<br>- include employee-at-well statement |
| | | Weighted application form:<br>- points that helps to evaluate and rate applicants. |
| Pre-employment testing | Tests that shows the qualification and skills and knowledge in the applicants regarding the applied job | |
| Comprehensive interviews | | |
| Conditional Job offer | HR make a job offer of employee after he/she succeed in the interview. As well as after background check, physical/medical exam and blood test | |
| Background investigation | Verifies information from the application form. | Former employee discuss employees about it. |
| Medical investigation | Used to determine if the person is qualified in the health condition to seek the job | Drug test can be given at this time |
| Permanent Job Offer | | Actual hiring decision generally made by the department manager but not the HR Manager |
| Now it is up to the candidate : accept or reject | | |

# Key Elements for successful predictors:

What test elements help predict which applicant will be successful on the job?

| Element Name | Intro | Details | |
|---|---|---|---|
| Reliability | The ability of the selection tool to measure an attribute consistently | HR manager need reliable tests to make sure applicant will successfully perform | |
| Validity | The relationship between scores on the selection tool and a relevant criterion such as job performance | 3 types: | |
| | | Content validity | Degree which the content of the test |
| | | Construct validity | Degree which abstract is related to job performance |
| | | Criterion-related validity | Degree to which a selection device **predict** elements of work behavior |
| Cut Scores | Separates successful from unsuccessful performance | Applicants scoring below cut score are going to be unsuccessful on the job and being rejected. | |