Ch1

**Understanding Cultural Environments**

HRM operates in a global business environment.

Countries have different

* values
* morals
* customs
* political, economic, and legal systems

Globalization: a process of interaction and integration among the people, companies, and governments of different nation, driven by international trade and investment, accelerated by information technology.

Multinational corporations (MNCs): corporations with significant operation in more than one country.

*HRM helps employees understand other countries’*

*political and economic conditions.*

**Rightsizing is ....**

Rightsizing: Is linking employee needs the organization strategy.

HR managers monitor the labor supply.

Trend is to *rightsize*: fit company goals to workforce numbers.

**Explain: HR managers use technology**

HR managers use technology to:

* recruit, hire, and train employees
* motivate and monitor workers
* research fair compensation packages
* communicate throughout the organization
* evaluate decentralized employees’ performance

ch2

**The HRM Functions**

1. Staffing: (hiring people)

\* Strategic human resource planning: match prospects’ skills to the company’s strategy needs

\* Recruiting: use accurate job descriptions to obtain an appropriate pool of applicants

\* Selection: thin out pool of applicants to find the best choice

1. Training and development: (preparing them)

\* Orientation: teach the rules, regulations, goals, and culture of the company

\* Employee training: help employees acquire better skills for the job

\* Employee development: prepare employee for future position(s) in the company

\* Organizational development: help employees adapt to the company’s changing strategic directions

\* Career development: provide necessary information and assessment in helping employees realize career goals

1. Motivation: (*stimulating them)*

\* Theories and job design: environment and well-constructed jobs factor heavily in employee performance

\* Performance appraisals: standards for each employee; must provide feedback

\* Rewards and compensation: must be link between compensation and performance

\* Employee benefits: should coordinate with a pay-for-performance plan

1. Maintenance: (Keeping them)

\* Safety and health: caring for employees’ well-being has a big effect on their commitment

\* Communications and employee relations: keep employees well-informed of company doings, and provide a means of venting frustrations

**Frederick Taylor**

Frederick Taylor developed principles to enhance worker productivity

Scientific management a set of principles designed to enhance worker productivity.

**Explain: Outsourcing**

Contracting with a company to handle one or more HR function.

Human Resource Outsourcing (HRO) organizations have seen dramatic growth.

ch3

Tests discrimination

Four tests can determine if discrimination occurred:

1. 4/5ths rule.

\* proportion of minority members hired must equal at least 80 percent (4/5ths) of the majority members in the population hired

\* issued by the EEOC, it helps to assess if adverse impact has occurred

\* *Connecticut v. Teal* (1984) case established that decisions in each step of decision process must conform to the 4/5ths rule

1. Restricted policy.

Do HRM policies exclude a class of individuals?

1. Geographical comparisons

Does company’s mix of employees at all levels reflect its recruiting market?

1. McDonnell Douglas test

Charge must meet 4:

* The applicant is a member of a protected group
* The applicant was qualified for job.
* The applicant was rejected
* The organization after reject the applicant continue seek anther applicant with similar qualification.

ch4

**The Employment-at-Will Doctrine**

Allows dismissal of employees at any time for any reason except race, religion, sex, national origin, age, or disability.

Exceptions to the doctrine:

1. Contractual relationship: a legal agreement exists defining how employee issues are handled

2. Statutory considerations: federal and/or state laws can create exceptions

3. Public policy violation: Employees cannot be fired for disobeying an illegal order from the employer

4. Implied employment contract: any promise or guarantee about job security, verbal or written.

5. Breach of good faith:An employer breaches a promise or abuses its managerial powers.

**Most common violations**

1. Attendance: (tardiness, unexcused absence, leaving without permission)
2. Job behavior: (Fighting, loafing, horseplay, Gambling on the job)
3. Dishonesty: (stealing, subversive activity, concealing defective work)
4. Outside activities: (unauthorized strike activity, outside criminal, wage garnishment)

**Explain: legal and ethical issues involved in monitoring employees**

Employee monitoring: An activity whereby the company keeps informed of its employees activities.

Employers have extensive right to monitor employees in the workplace including use of phones, e-mail, and internet. Technology available to track employee action is increasing, including sophisticated computer use tracking RFID, and GPS technology. Employee monitoring can save money and increase productivity for employers, however, employees often feel that their right to privacy is being violated. Concern over new technology that may track employees beyond the workplace is growing.

ch5

**A replacement chart**

Succession planning includes the development of replacement charts that

\* Portray middle- to upper-level management positions that may become vacant in the near future

\* List information about individuals who might qualify to fill the positions

**Decreases in internal supply**

Decreases in internal supply can come about through:

1. Retirement (easiest to forecast).
2. Dismissals (possible for forecast).
3. Transfers (possible)
4. Layoffs (possible)
5. Voluntary Quit (difficult)
6. Sabbaticals (possible)
7. Prolonged (difficult)
8. Death (hardest)

**Explain: Downsizing**

To match labor demand and supply, HR use downsizing to reduce supply and balance demand.

Downsizing is not without cost, the remaining employees may suffer low morale and productivity for many reasons:

* May feel survivor guilt after their coworkers have lost their jobs.
* May feel insecurity.
* Increased workload.
* Valued employees may leave to seek jobs in another place.
* Organization culture may suffer if fewer people with in organization are able to pass.

**Job analysis is ....**

Job analysis is a systematic exploration of the activities within a job.

It defines and documents the duties, responsibilities, and accountabilities of a job and the conditions under which a job is performed.

**Job analysis methods**

Job analysis methods

1. Observation– job analyst watches employees directly or reviews film of workers on the job

2. Individual interview– a team of job incumbents is selected and extensively interviewed

3. Group interview– a number of job incumbents are interviewed simultaneously

4. Structured questionnaire– workers complete a specifically designed questionnaire

5. Technical conference– uses supervisors with an extensive knowledge of the job

6.Diary– job incumbents record their daily activities

**Job design**

Job design is how a position and its tasks are organized.

* Great job design enriches and motivates through

(Skill variety, task identity, task significance,

autonomy, feedback from job itself)

* Flexible work schedules keep employees motivated and loyal

(Compressed work week, flex time, job sharing, telecommuting)

* Part of HR planning and job analysis is finding team

(Members with, technical and interpersonal skills)

Ch6

**Dual goals of recruiting**

The two goals of recruiting are to generate a large pool of qualified applicants and to provide enough information for individuals to self select out of process.

Recruiting provides information that will attract a significant pool of qualified candidates and discourage unqualified ones from applying

Ch7

**The steps selection process**

1. Initial screening interview.
2. Completion of the application form.
3. Employment tests.
4. Comprehensive interview.
5. Background investigation.
6. Conditional job offer.
7. Physical or medical examination.
8. Job offer.

In the comprehensive approach, candidates go through most of the step before a final decision about them is rendered.