

HR Summary

Chapter 1:

- 1. Discuss how cultural environments affect HRM practices.** Globalization is creating a situation where HRM must search for mobile and skilled employees who can succeed at their jobs in a foreign country. These employees must, therefore, understand the host country's language, culture, and customs.
- 2. Describe how technology is changing HRM.** Technology is having a major impact on HRM. It's giving all employees instant access to information and changing the skill requirements of employees. Technological changes have required HRM to address or change its practices when it deals with such activities as recruiting and selecting employees, motivating and paying individuals, training and developing employees, and handling legal and ethical matters.
- 3. Identify significant changes in workforce composition.** The workforce composition has changed considerably over the past thirty-five years. Once characterized as having a dominant number of white males, the workforce of the new millennium is comprised of a mixture of ethnic backgrounds, religious affiliations, citizenship statuses, global locations, physical abilities, sexual orientations, and gender.
- 4. Describe the HRM implications of a labor shortage.** It is estimated that there will be a shortage of skilled labor in the United States over the next ten years. The primary reasons for this shortage are birthrates and labor participation rates of different generations, and the increasing demand for skilled labor. For HRM, the labor shortage means that human resource managers will need sophisticated recruitment and retention strategies, and must have a better understanding of human behavior.
- 5. Describe how changing skill requirements affect HRM.** Changing skill requirements means HRM has to provide extensive employee training. This training can be in the form of remedial help for those who have skill deficiencies or specialized training dealing with technology changes.

6.Explain why organizational members focus on quality and continuous improvements. Organizational members focus on quality and continuous improvements for these reasons: Today's educated consumers demand it, and quality improvements have become strategic initiatives in the organization. HRM is instrumental in quality initiatives by preparing employees to deal with the change and training them in new techniques.

7.Describe work process engineering and its implications for HRM.

Continuous incremental improvements focus on enhancing the quality of a current work process. Work process engineering focuses on major or radical change in the organization.

8.Identify who makes up the contingent workforce and its HRM implications.

The contingent workforce includes part-time, temporary, consultant, and contract workers who provide as-needed services to organizations. The HRM implications of a contingent workforce include attracting and retaining skilled contingent workers, adjusting to their special needs, and managing any conflict that may arise between core and contingent workers.

9.Define employee involvement and list its critical components. Employee involvement can be best defined as giving each worker more control over his or her job. To do this requires delegation, participative management, developing work teams, goal setting, and employee training. If handled properly, involving employees should lead to developing more productive employees who are more loyal and committed to the organization.

10. Explain the importance of ethics in an organization. Ethics refers to rules or principles that define right or wrong conduct. Due to the recent ethical lapses of several organizations, ethics has become a focal point of proper organizational citizenship.

Glossary

acquisition The transfer of ownership and control of one organization to another.

baby boomers Individuals born between 1946 and 1965.

code of ethics A formal document that states an organization's primary values and the ethical rules it expects organizational members to follow.

contingent workforce The part-time, temporary, and contract workers used by organizations to fill peak staffing needs or perform work not done by core employees.

core employees An organization's full-time employee population.

downsizing An activity in an organization aimed at creating greater efficiency by eliminating certain jobs.

ethics A set of rules or principles that defines right and wrong conduct.

globalization A process of interaction and integration among the people, companies, and governments of different nations, driven by international trade and investment, accelerated by information technology.

kaizen The Japanese term for an organization's commitment to continuous improvement.

knowledge workers Individuals whose jobs are designed around the acquisition and application of information.

merger Joining ownership of two organizations.

multinational corporations (MNCs) Corporations with significant operations in more than one country.

offshoring The process of moving jobs out of one country and in to another country.

outsourcing Contracting with a company to handle one or more HR functions.

outsourcing Sending work “outside” the organization to be done by individuals not employed full time with the organization.

quality management Organizational commitment to continuous process of improvement that expands the definition of customer to include everyone involved in the organization.

rightsizing Linking employee needs to organizational strategy.

work process engineering Radical, quantum change in an organization.

workforce diversity The varied personal characteristics that make the workforce heterogeneous.

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