

HR Summary

Chapter 2:

- 1. Explain how HR practices align with organizational strategy.** HR works with organizational decision makers to evaluate and develop organizational strategy. HR also supports strategy building, developing and maintaining a productive and talented workforce to achieve strategic goals.
- 2. Describe the importance of human resource management.** HRM is responsible for the people dimension of the organization. It is responsible for hiring competent people, training them, helping them perform at high levels, and providing mechanisms to ensure that these employees maintain their productive affiliation with the organization.
- 3. Identify the primary external environmental influences affecting human resource management.** External environmental influences are factors that affect HRM functions. They include the dynamic environment of HRM, government legislation, labor unions, and management thought.
- 4. Characterize how management practices affect human resource management.** Management practices affect HRM in various ways. As new ideas or practices develop in the field, they typically have HRM implications. Once these practices are implemented, they require support from HRM to operate successfully.
- 5. Discuss the effect of labor unions on human resource management.** Labor unions affect HRM practices in a variety of ways. If a union exists, HRM takes on a different focus—one of labor relations as opposed to employee relations. Additionally, what occurs in the unionized sector frequently affects the activities in non-union organizations.
- 6. Outline the components and goals of the staffing, training, and development functions.** The components of the staffing function include strategic human resource planning, recruiting, and selection. The goal of the staffing function is to locate and secure competent employees. The training and development function includes orientation, employee training, employee development, organization development, and career development. The goal of the development function is to adapt competent workers to the organization and help them obtain up-

to-date skills, knowledge, and abilities for their job responsibilities.

7. List the components and goals of the motivation and maintenance functions of human resource management. The components of the motivation function include motivation theories, appropriate job design, reward and incentive systems, compensation, and benefits. The goal of the motivation function is to provide competent, adapted employees who have up-to-date skills, knowledge, and abilities with an environment that encourages them to exert high energy levels. The components of the maintenance function include safety and health issues and employee communications. The goal of the maintenance function is to help these employees maintain their commitment and loyalty to the organization.

7. Outline the major activities in the employment, training and development, compensation and benefits, and employee relations departments of human resource management. The departments of employment, training and development, compensation and benefits, and employee relations support the components of the staffing, training and development, motivation, and maintenance functions, respectively.

8. Explain how human resource management practices differ in small businesses and in an international setting. In large HRM operations, individuals perform functions according to their specialization. Small-business HRM practitioners may instead be the only individuals in the operation and must operate as HRM generalists. In an international setting, HRM functions become more complex and typically require additional activities associated with staffing and training and development.

Glossary

communications programs HRM programs designed to provide information to employees.

compensation and benefits HRM function concerned with paying employees and administering the benefits package.

controlling A management function concerned with monitoring activities to ensure that goals are met.

employee relations function Activities in HRM concerned with effective communications among organizational members.

Hawthorne studies A series of studies that provided new insights into group behavior and motivation.

HR generalist Position responsible for all or a large number of HR functions in an organization.

labor union Acts on behalf of its members to secure wages, hours, and other terms and conditions of employment.

leading A management function concerned with directing the work of others.

maintenance function Activities in HRM concerned with maintaining employees' commitment and loyalty to the organization.

management The process of efficiently completing activities with and through people.

management thought Early theories of management that promoted today's HRM operations.

motivation function Activities in HRM concerned with helping employees exert themselves at high energy levels.

organizing A management function that deals with determining what jobs are to be done and by whom, where decisions are to be made, and how to group employees.

planning A management function focusing on setting organizational goals and objectives.

professional employer organization Assumes all HR functions of a client company by hiring all of its employees and leasing them back to the company.

Sarbanes-Oxley Act Established procedures for public companies regarding how they handle and report their finances.

scientific management A set of principles designed to enhance worker productivity.

shared services Sharing HRM activities among geographically dispersed divisions.

staffing function Activities in HRM concerned with seeking and hiring qualified employees.

strategic human resource management Aligning HR policies and decisions with the organizational strategy and mission.

training and development function Activities in HRM concerned with assisting employees to develop up-to-date skills, knowledge, and abilities.

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