

# SBS MBA HUMAN RESOURCE MANAGEMENT



## Topic 1: Structure of HR Function

# Few Words About Myself

## Dr. Syed Farhan Alvi - Educational Qualification:

- PhD (Doctor of Business Administration in Sustainable Engagement)
- Masters Applied Business Research
- MBA in Management Information System
- BSC Computer Systems SHRM SCP, HRMP, HRBP, CIPD CPP, SHL Certified Job Analyst, EFQM & ISO Certified Assessor
- PGD in Information Sciences
- Last 19 Years in:
  - Learning Management
  - Career Development & Succession Planning
  - Performance Management
  - Talent Sourcing
  - HR Strategy & Planning (current role)

Member  
SHRM, CIPD,  
AHRI, HRCI,  
IEEE & CCPE



Syed Farhan Alvi

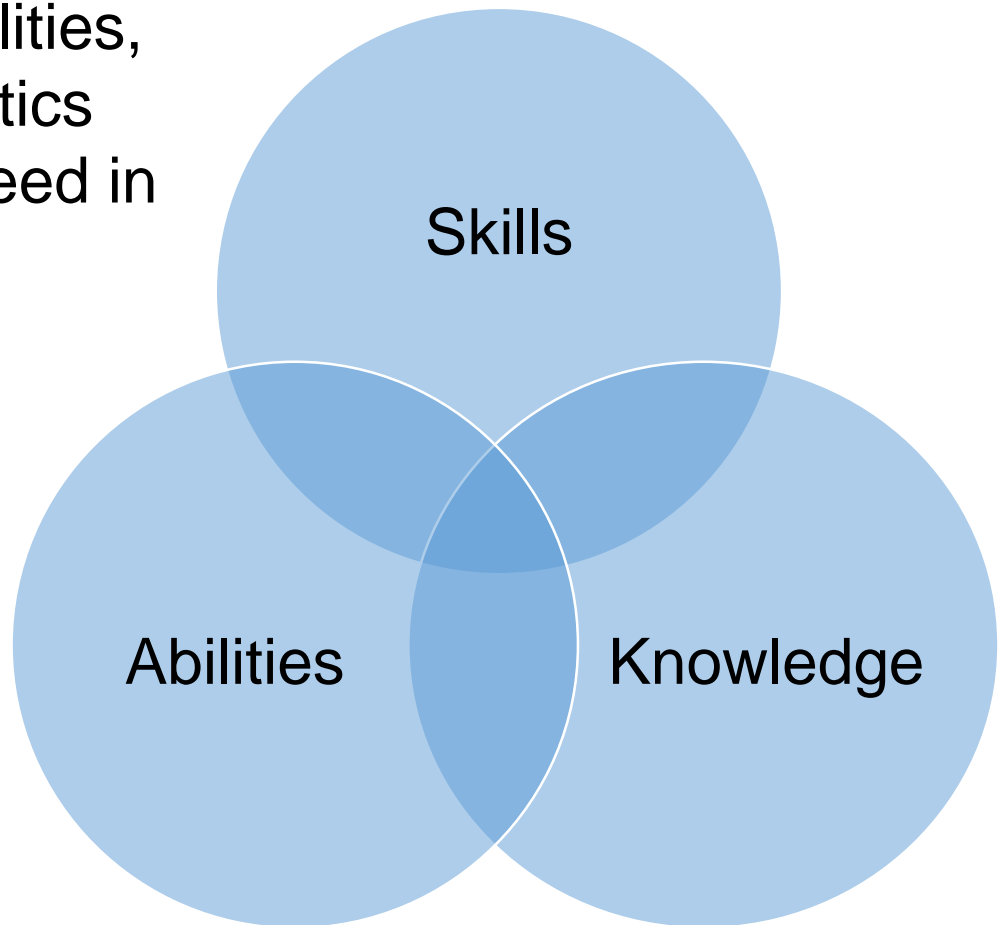


# Networking & Introductions



# What Is a Competency?

Competencies combine knowledge, skills, abilities, and other characteristics that we need to succeed in our profession.



# Behavioral Competencies

The eight Behavioral Competencies reflect the way HR professionals apply their technical expertise.

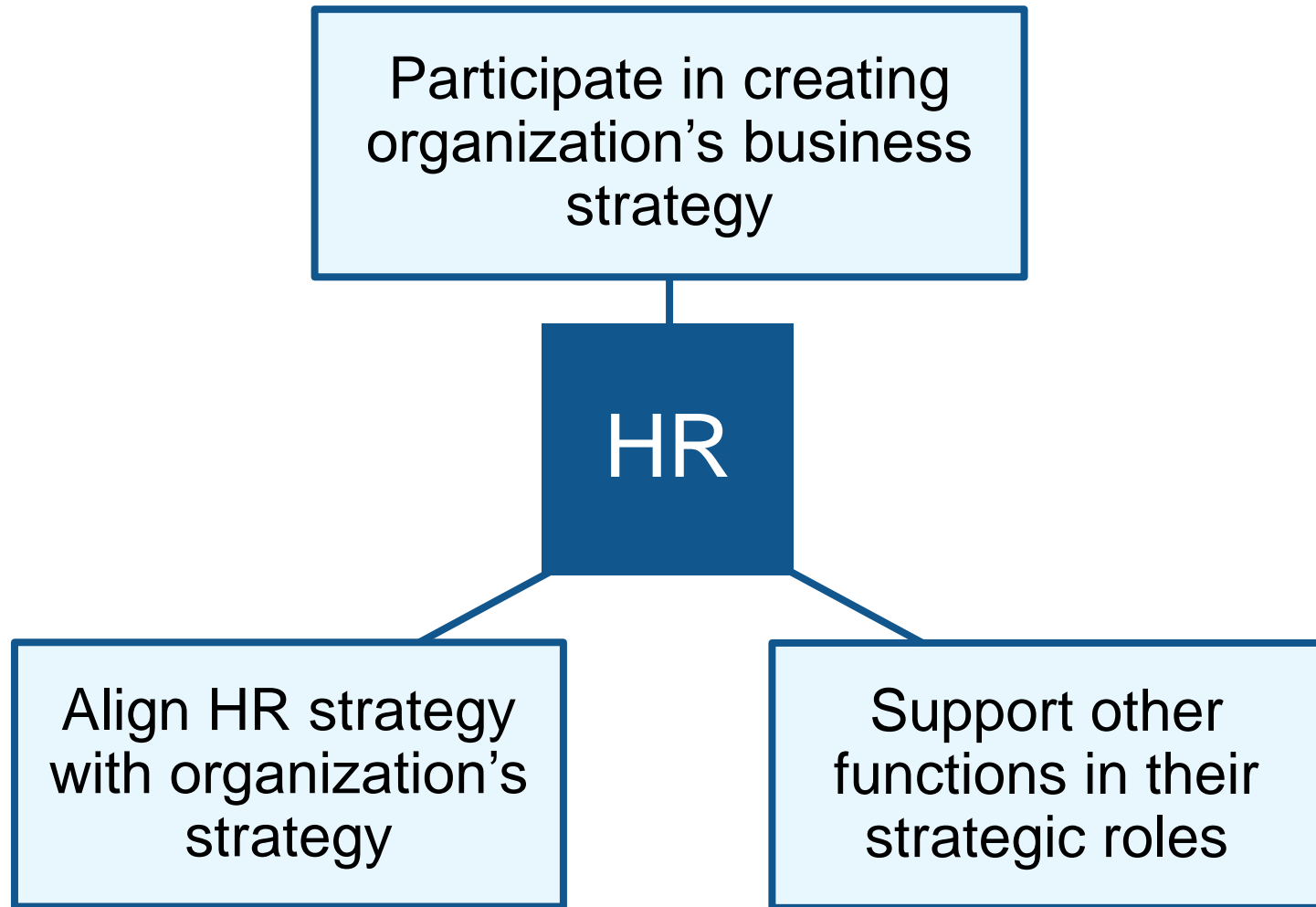


# Technical Competency

The SHRM BoCK Technical Competency is **HR Expertise**, knowledge of the principles, practices, and functions of effective HR management. It comprises three knowledge domains made up of 15 HR Functional Areas.



# HR's Strategic Role in the Organization



# HR's Administrative and Operational Roles

## Administrative

- Use technology to capture and analyze data, reduce transactional time
- Focus on core capabilities

## Operational

- Knowledge management
- Talent acquisition and development
- Incentive systems
- Employee engagement programs



# HR Structural Alternatives

## Centralized

- All HR personnel are located within the HR department.
- Headquarters makes all HR policy and strategy decisions and coordinates all HR activities and programs.
- Helps ensure standardized HR policies and processes.
- Creates efficiencies in delivery of services.

## Decentralized

- Each part of the organization controls its own HR issues.
- Strategy and policy may still be made at headquarters, but HR staff within each function, business unit, or location carries out the required activities.

# HR Structural Alternatives

## Functional

- Headquarters HR specialists craft policies.
- HR generalists (e.g., located within divisions or other locales) implement these policies, adapt them as needed, and interact with employees.

## Dedicated

- HR function at headquarters and separate HR functions located (or “embedded”) in separate business units.
- Corporate HR articulates basic HR values, develops tools to be used by the organizational-level HR functions, and creates programs (e.g., global literacy and leadership skills).
- Business unit HR staff develops local policies and practices.

# HR Structural Alternatives

## Shared Services

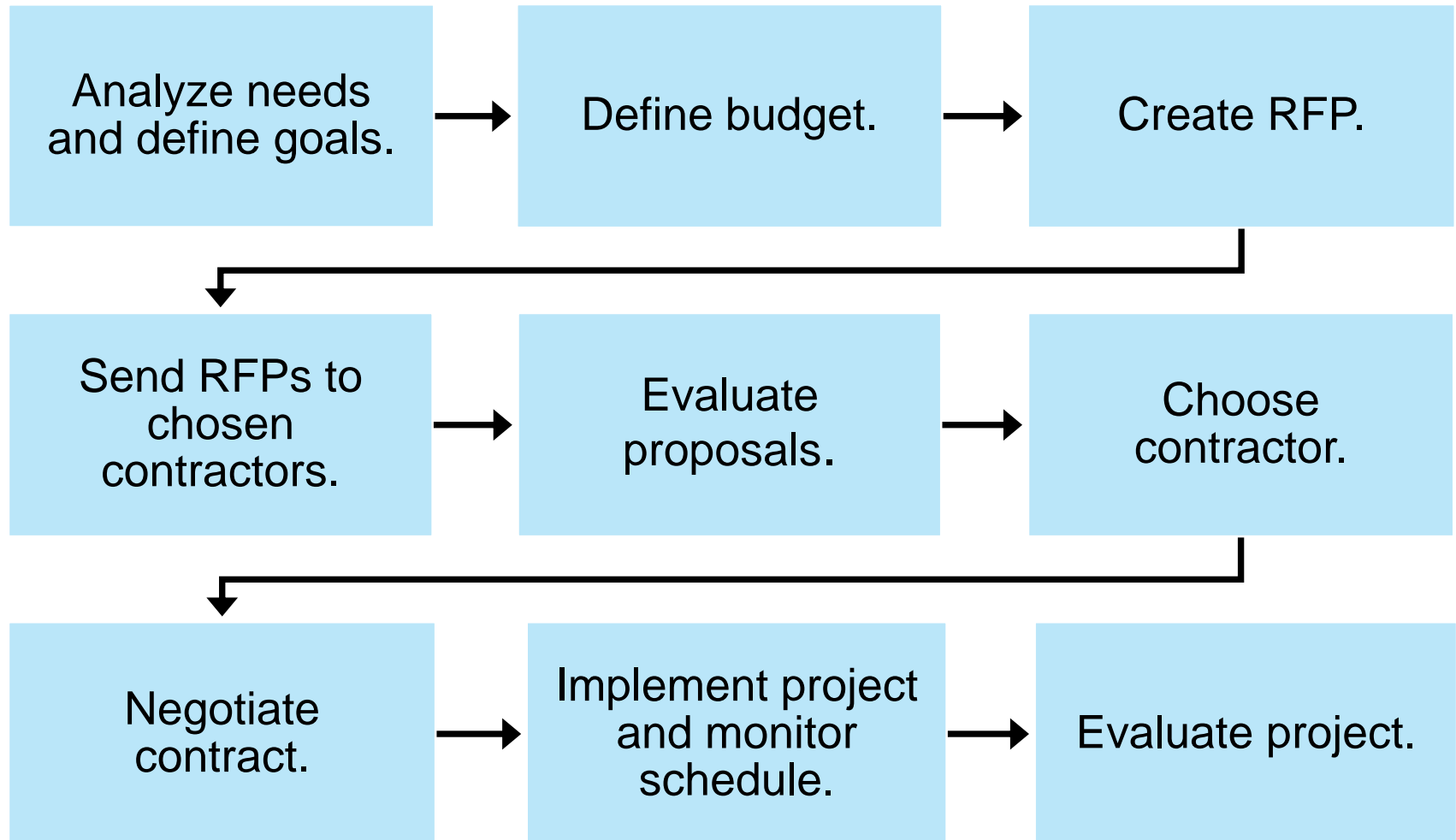
- Centers with specific areas of expertise develop HR policies in those areas and then offer the service to all units.
- Frequently used in organizations with multiple business units.
- Units select what they need from a menu of shared services (usually transactional).

# Third-Party Contractors

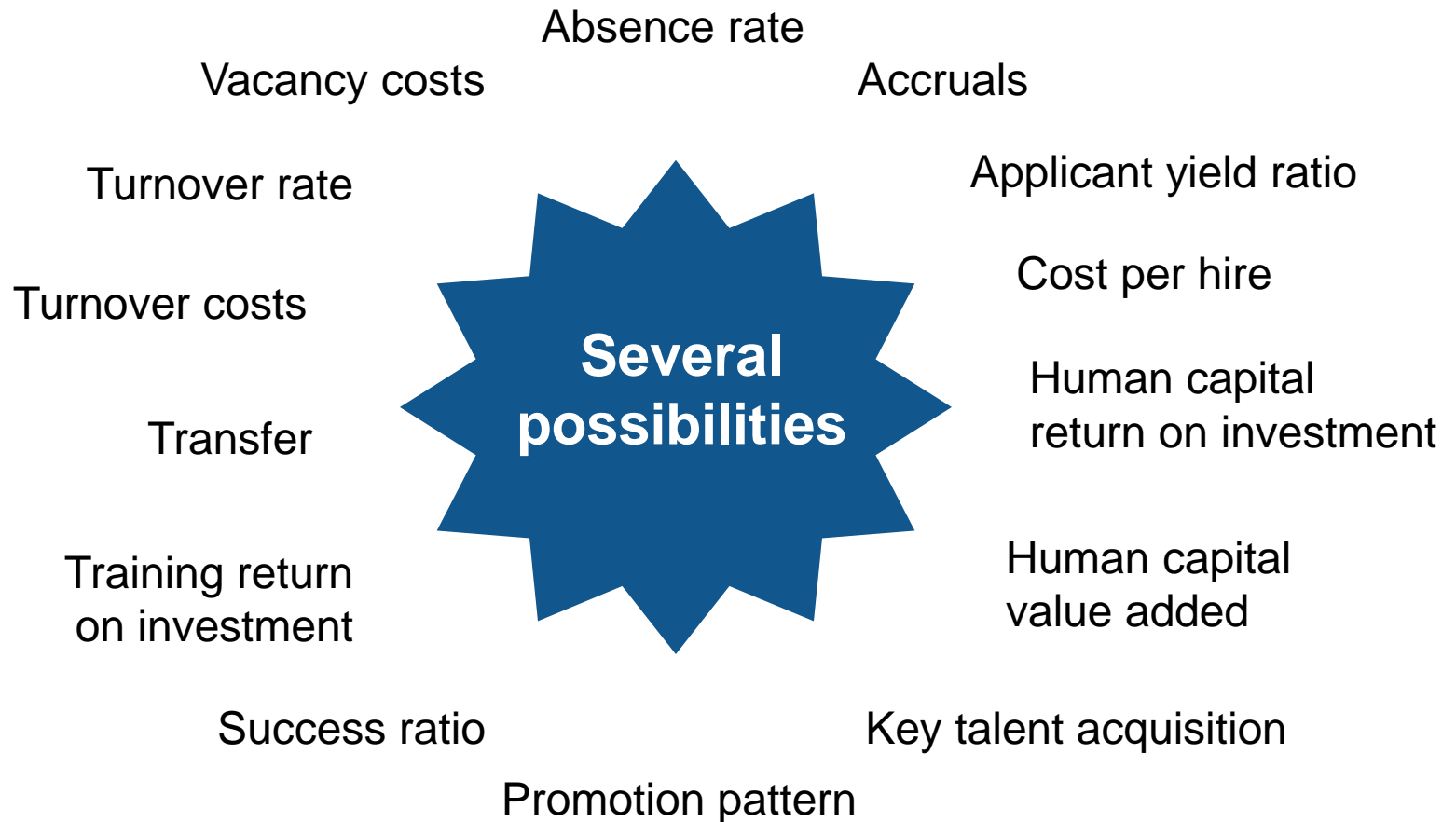
**Successful outsourcing/cosourcing depends on:**

- Choosing the right activities to outsource/cosource.
- Alignment of vendor's performance objectives with strategic requirements.
- Confirmation of vendor's reliability, capacity, expertise, and ethical behavior.

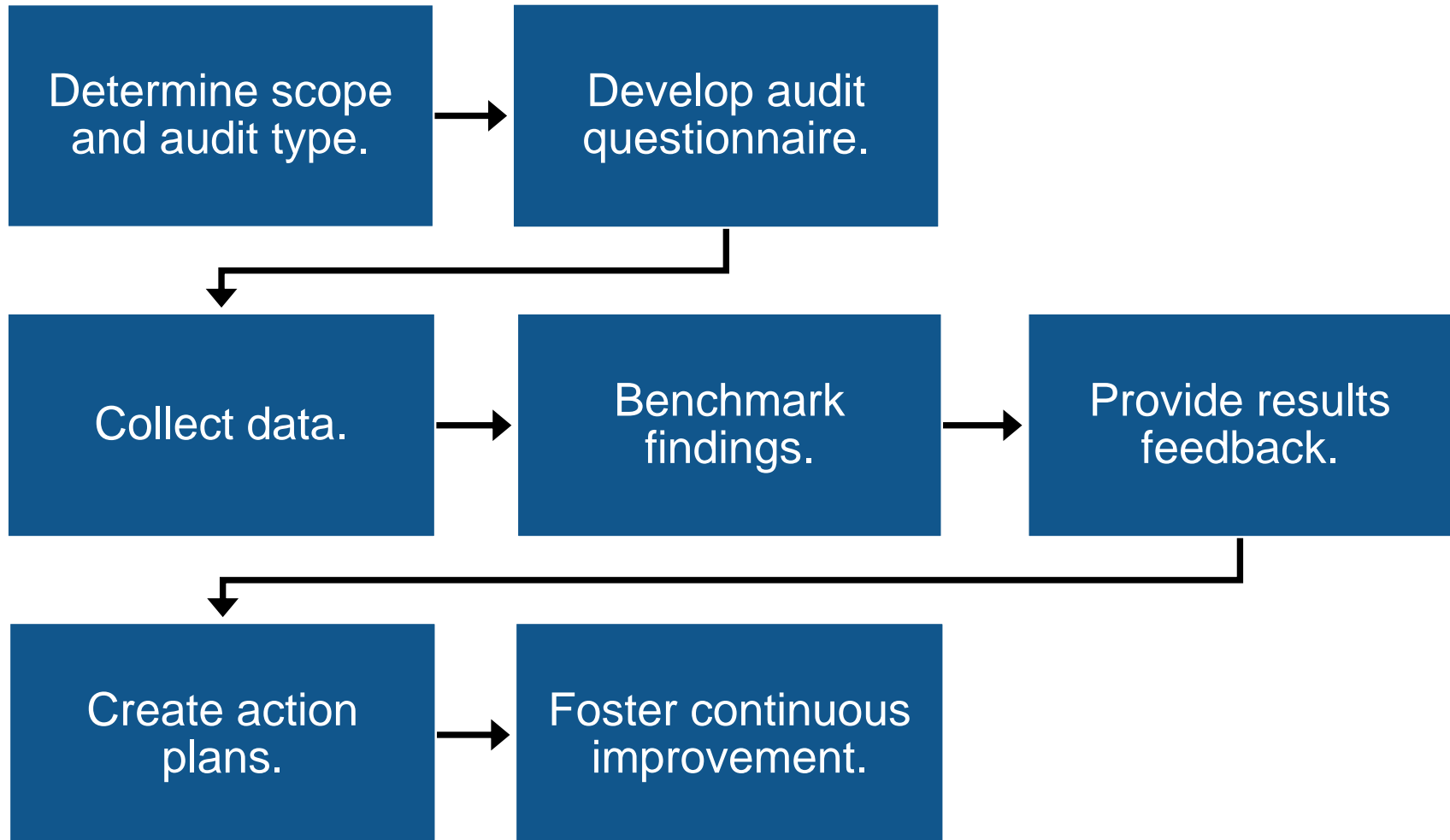
# Outsourcing Process



# Sample HR Metrics



# HR Audit Process



# MGT 631

## HUMAN RESOURCE MANAGEMENT



### Topic 2:

## HR Strategic Planning



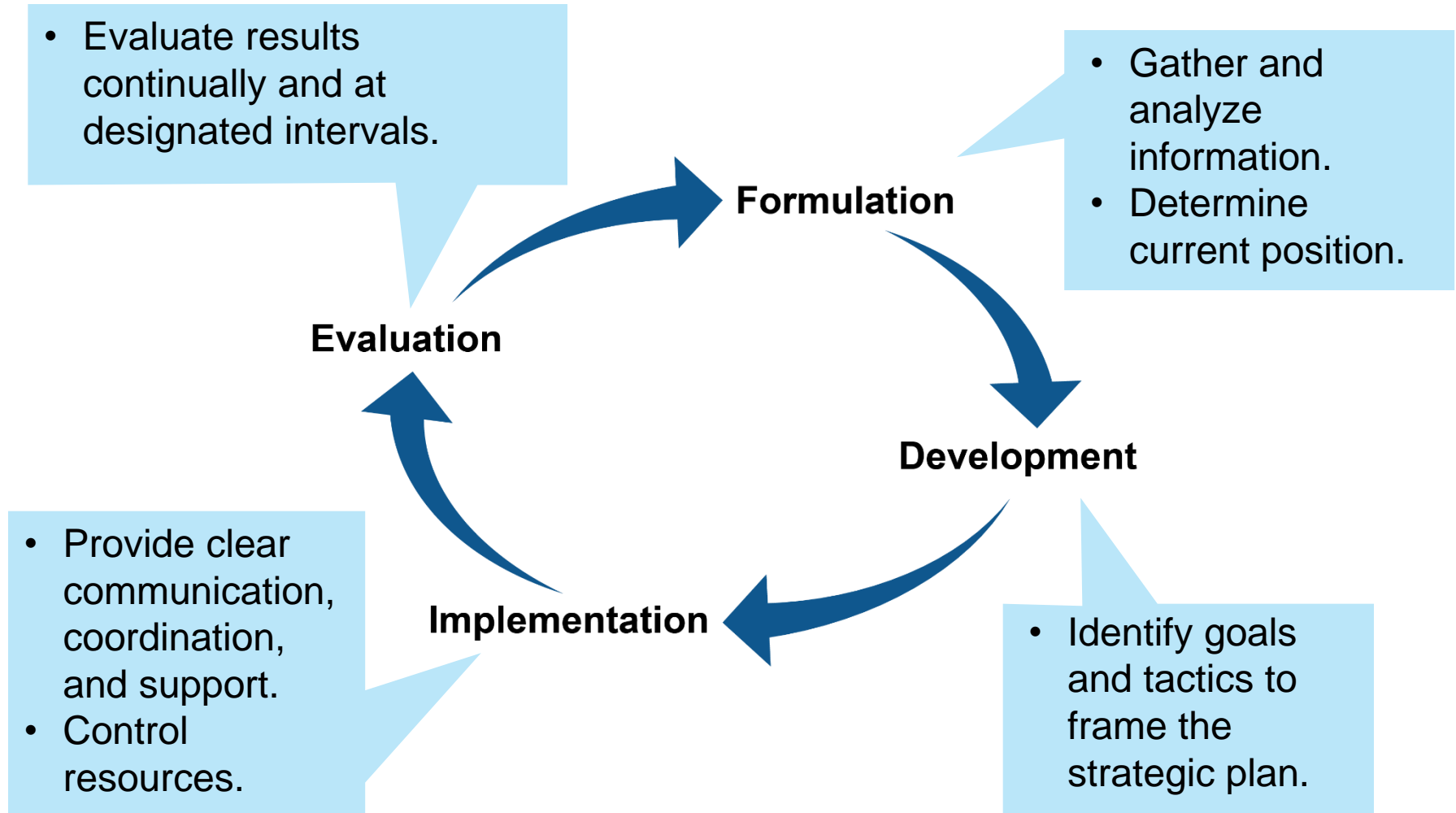
# Strategy

## Strategy is...

- A long-range plan of action oriented to achieving defined goals.
- Created and refined through a **strategic planning** process.
- Implemented through **strategic management**.



# Strategic Planning and Management Process



# HR and Value Creation

HR <b><i>creates value</i></b> by...	Consulting and advising on aligning workforce assets with strategy demands.
HR <b><i>contributes value</i></b> by...	Building “pivotal talent pools.”
HR <b><i>protects value</i></b> by...	Managing labor supply to support optimal productivity.
HR <b><i>enhances value</i></b> through...	Sustaining its leader and performance development processes.
HR <b><i>adds value</i></b> by...	Acquiring strategically important new areas of talent.

# HR Stakeholders

Internal  
customers

Suppliers

Communities

Institutions

Government  
agencies

# Mission, Vision, Values

## Mission

- What the organization/function intends to pursue and its charted management course
- Provides focus and purpose of strategy

## Vision

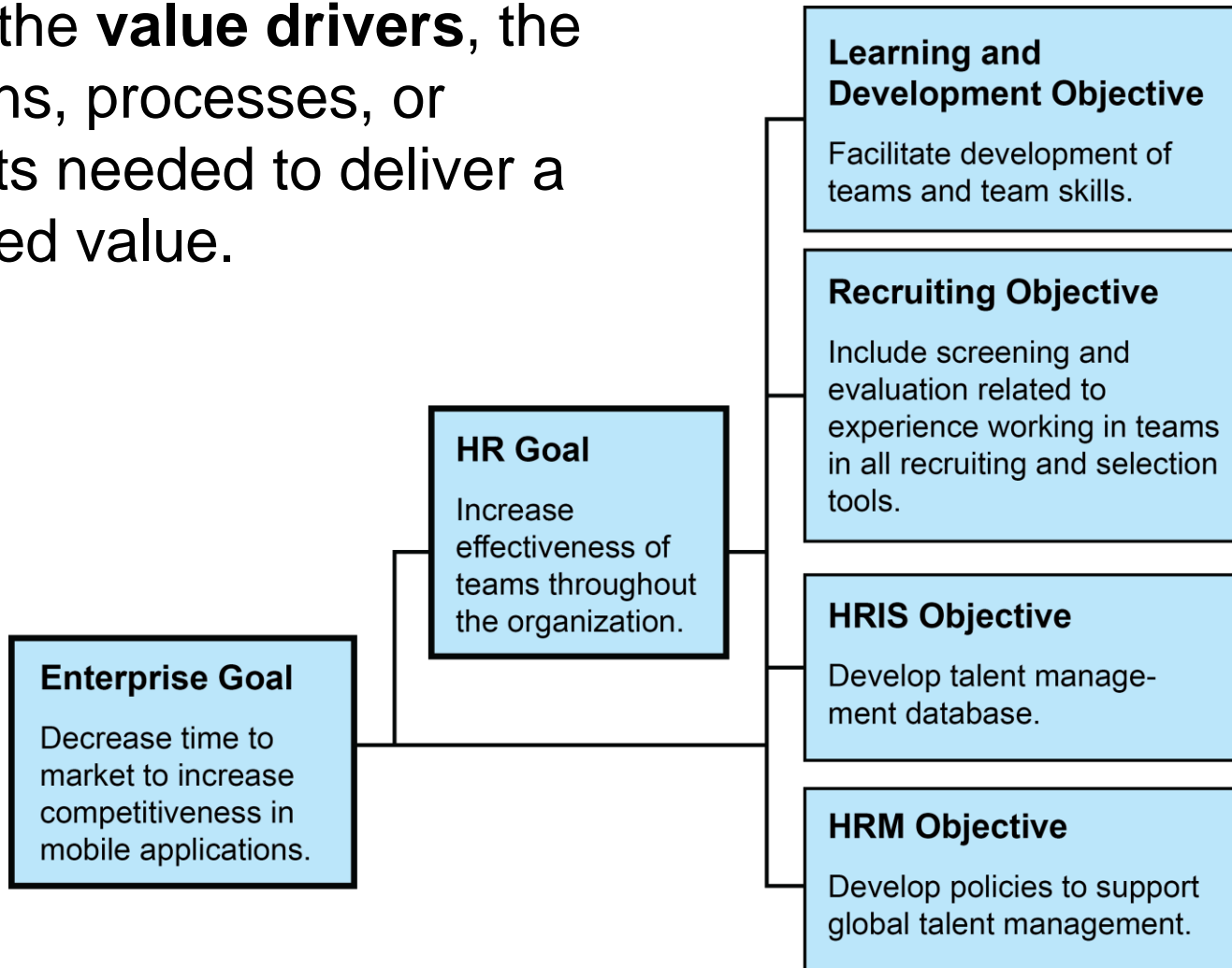
- What the organization/function aspires to become in the future
- Provides motivation and unity

## Values

- What beliefs the organization/function supports through behaviors and actions
- Provides guidepost for decision making

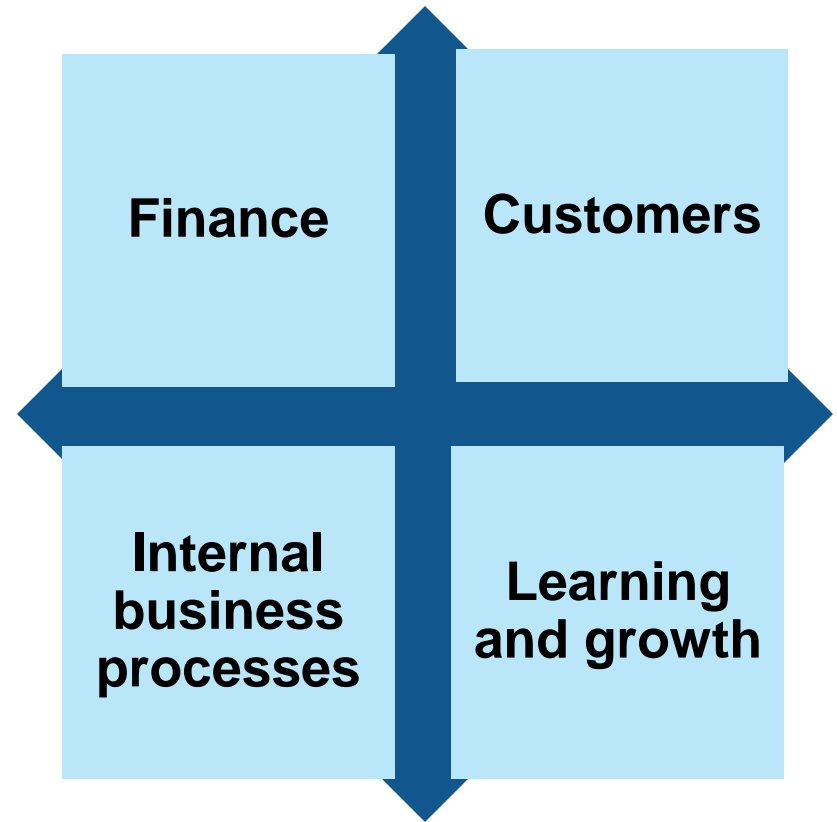
# Aligning HR Strategic Goals

Find the **value drivers**, the actions, processes, or results needed to deliver a desired value.



# Using Balanced Scorecards

Provide a more strategy-focused,  
balanced, multi-perspective  
assessment of performance



*Original balanced scorecard developed  
by Robert Kaplan and David Norton*

# SMARTER Performance Objectives

<b>S</b>	Specific
<b>M</b>	Measurable
<b>A</b>	Attainable
<b>R</b>	Relevant
<b>T</b>	Timebound
<b>E</b>	Evaluated
<b>R</b>	Revised



# Growth Strategy Options

Each strategy requires different levels of investment and offers different levels of control and return.

- 
- Strategic alliance
  - Joint venture
  - Equity partnership
  - Merger/acquisition
  - Franchising
  - Licensing
  - Contract manufacturing
  - Management contract
  - Turnkey operation
  - Greenfield operation
  - Brownfield operation

# MGT 631

## HUMAN RESOURCE MANAGEMENT



### Topic 3:

### Talent Acquisition

# Staffing

Attempts to provide an adequate supply of qualified individuals to complete the body of work necessary for the organization's financial success

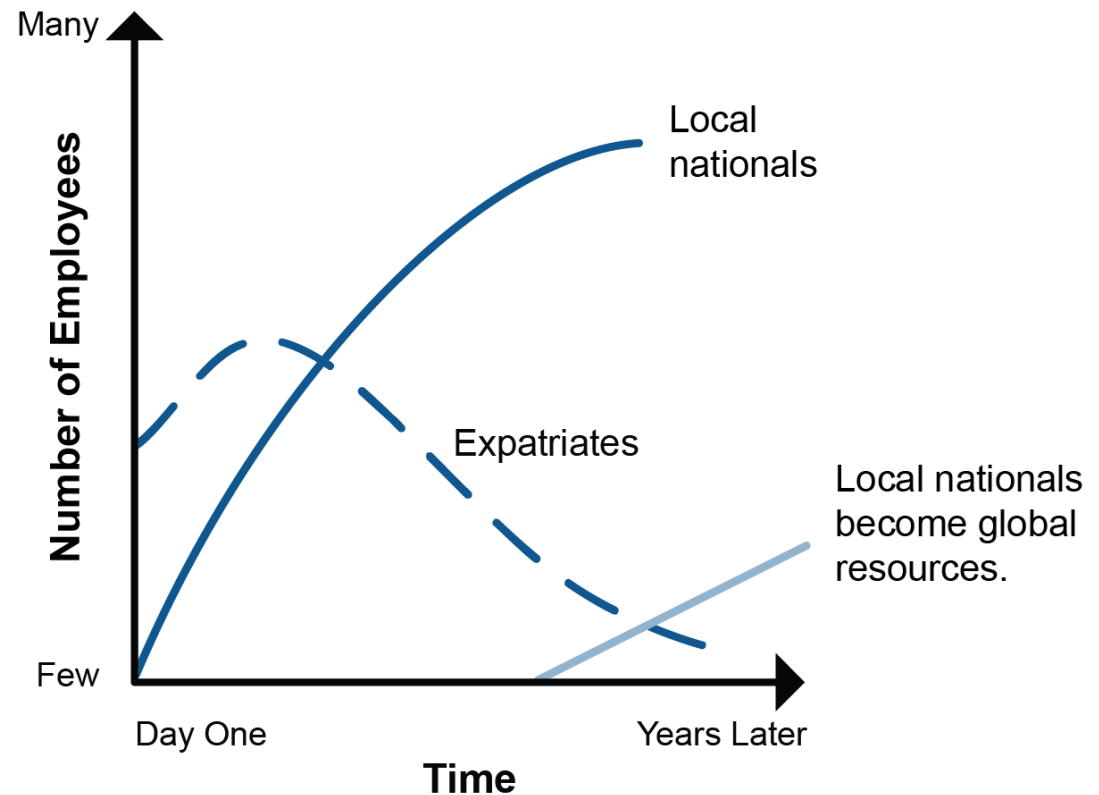
- Acts on the organizational human capital needs identified through workforce planning
- Anticipates organizational staffing needs and balances those needs with actual talent supplies

# Effect of Growth Strategies

Type	Implications
Merger/acquisition	New resources for talent Retention of talent
Joint venture	Contributions of how much and what type of talent from each partner
Greenfield operation	All new staff Effects of local laws and labor markets
Strategic alliance	Staffing requirements if new venture is formed

# Staffing Patterns in Global Organizations

Initial staffing may rely on assignees. Gradually they are replaced by local nationals. Eventually the local nationals become global assignees themselves.



*Based on Calvin Reynolds*

# Job Analysis and Job Documentation

## Job Analysis

- Determines activities (tasks) and responsibilities, personal qualifications necessary, and work conditions
- Results in a written statement

## Job Documentation

- Involves the creation of job descriptions, specifications, and competencies

# Job Description

Written description of a job and its requirements, including tasks, knowledge, skills, abilities, responsibilities, and reporting structure

## Common Elements



- Job identification
- Position summary
- Minimum qualifications
- Duties and responsibilities
- Success factors
- Physical demands
- Working conditions
- Performance standards

## Additional Elements



- Essential functions
- Nonessential functions
- Sign-off
- Disclaimers

# Job Specifications

Describe the minimum qualifications necessary to perform a job.

Include experience, education, training, licenses and certification (if required), mental abilities and physical skills, level or organizational responsibilities.

Should reflect what is necessary for satisfactory performance, not what the ideal candidate should have.

The role they play in the legal and regulatory environment can vary from one country to another.



# Sourcing and Recruiting

- Sourcing: generates a pool of qualified applicants
- Recruitment: encourages candidates to apply

## Internal

- Identifies candidates with domestic or global operations
- Typically uses internal postings and succession planning

## External

- Finds candidates through a variety of sources outside the organization
- Talent shortages and globalization force organizations to cast a “wide net”

# Internal Recruiting Methods



# External Recruiting Methods



# HR Metrics: Days to Fill

Number of days from opening of job requisition to acceptance of offer

- Helps HR determine a realistic amount of time for hiring new employees
- Helps managers plan how to best redistribute work
- Supports resource and budget planning

**Emphasizing speed may increase recruitment costs and decrease quality of hire.**

# HR Metrics: Attrition

- Loss of employees for reasons other than firing and other employer-initiated events
- Implies that an employer has no direct control over how many personnel are lost to employee attrition

It is important to understand why employees leave, not just the fact that they leave.

# E-Recruitment

## Advantages

- Widens recruitment sourcing (e.g., active and passive candidates)
- Provides almost immediate response
- Increases applicant pool
- Facilitates better candidate matching
- Supports realistic job previewing
- Supports targeting specialized skills and particular lifestyle or culture-fit groups

## Disadvantages

- High volume of responses, many from unqualified candidates
- May require labor-intensive and costly filtering processes
- May be restricted by data privacy regulations
- May exclude qualified candidates
  - Who would rather send a résumé
  - Who do not have access to the technology

# Social Media in Recruiting

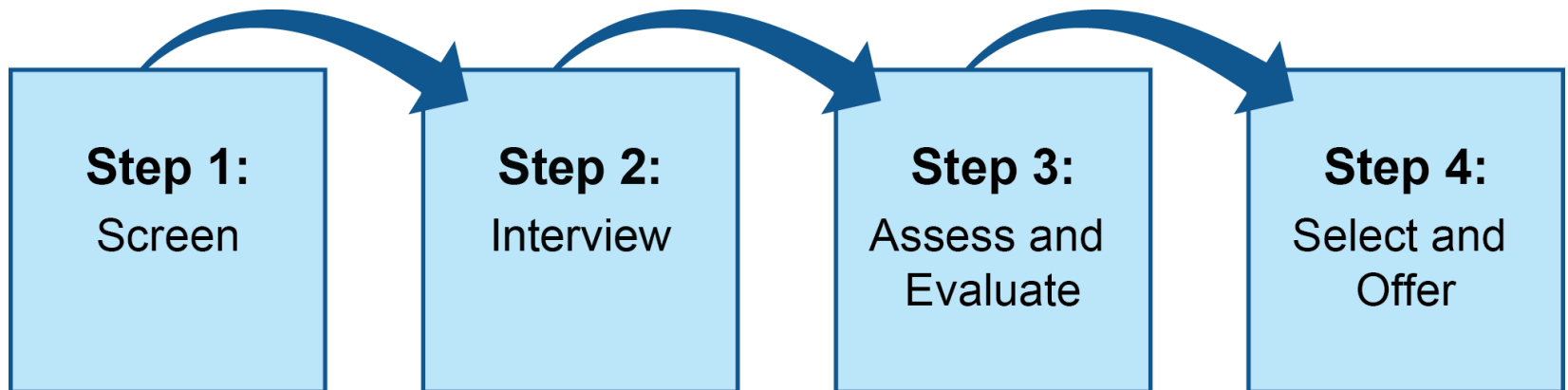
## Advantages

- Low-cost organizational publicity
- Posting of vacancies
- Branding
- Targeting geographically diverse talent
- Employment screening
- Reduced recruiting costs and time to fill
- Engagement of passive job candidates

- Potential inaccuracy of information learned about candidates
- Legal risks associated with what employer learns about prospective candidates and how information is used or managed

## Disadvantages

# Selection Process





# Step 1: Screen

Selection screening involves analyzing the candidates' application forms, curricula vitae, and résumés to locate the most-qualified candidates for an open job.

- Identifies applicants who fit minimum selection criteria
- Provides a source of questions for subsequent interviews
- Provides information for reference checks
- Helps to ensure that managers or other internal stakeholders spend time interviewing only qualified candidates

# Applicant Tracking Software (ATS)

Provides an automated way for organizations to manage the entire recruiting process, from receiving applications to hiring employees

- Greatly reduces the time spent reviewing documents
- Tracks where candidates found a job posting
- Helps build a database for use with future vacancies

# Warning Signs in Application Forms, CVs, and Résumés



Overqualified or underqualified



Attempts to hide employment gaps



Excessive “filler information”



Messy, poorly organized, or incomplete



Too much self-promotion (versus team credit)



Vague terms



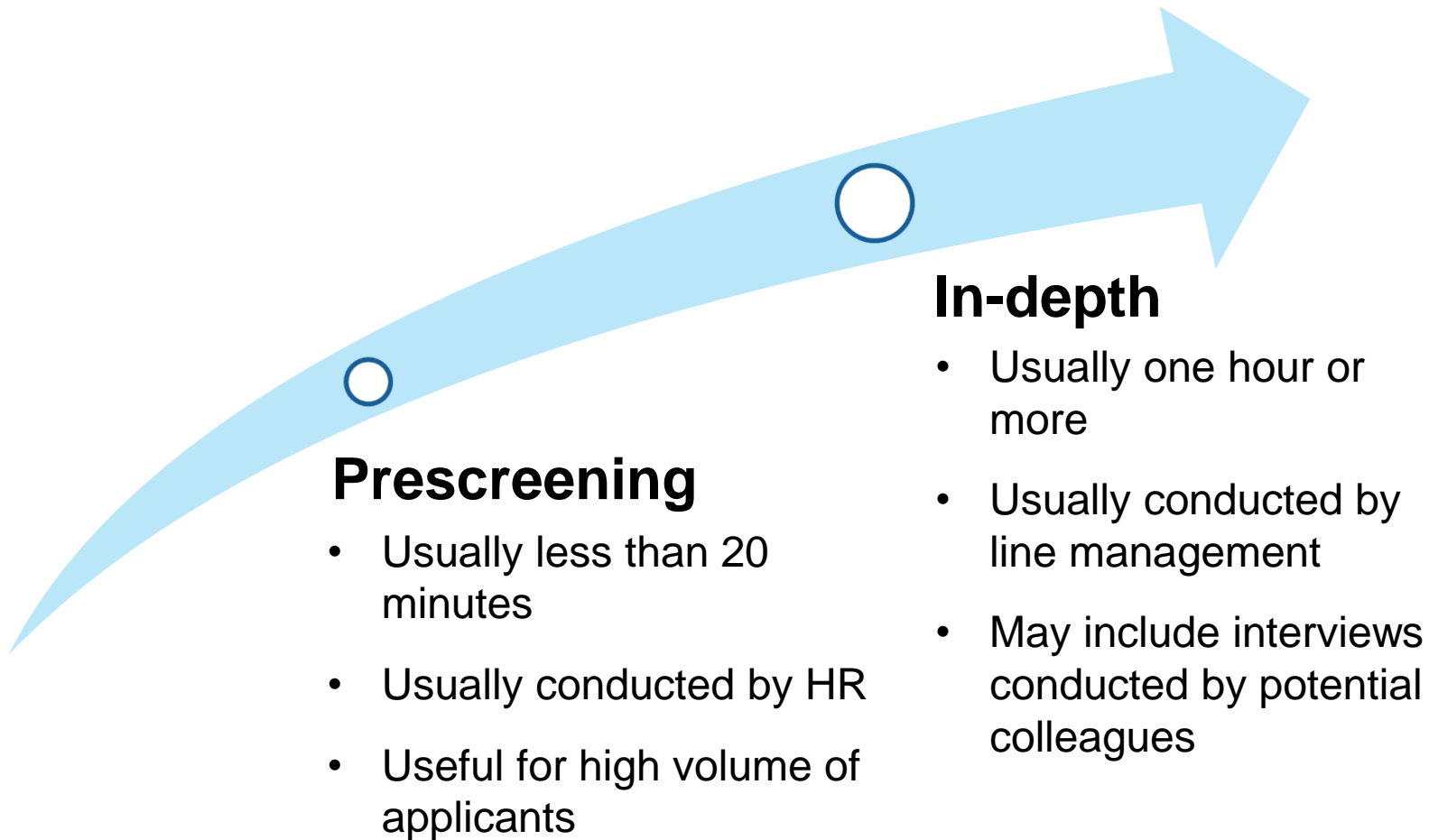
Inconsistent career path

# Step 2: Interview

Selection interviews are designed to probe areas of interest to the interviewer in order to determine how well the candidate meets the needs of the organization.

- Ask the candidate a series of questions
- Qualify candidates more than any other procedure in the selection process
- Require that interviewers are properly trained

# Interviews



# Interviews

<b>Structured</b>	Every candidate is asked same questions.	<ul style="list-style-type: none"><li>• Repetitive interview</li></ul>
<b>Unstructured</b>	Process is more conversational, building on candidate's responses.	<ul style="list-style-type: none"><li>• Non-directive interview</li></ul>
<b>Behavioral</b>	Focus is on how candidate handled past situations and on pointed questions about minimum qualifications.	<ul style="list-style-type: none"><li>• "Give me an example..."</li><li>• "Describe a situation..."</li><li>• "Tell me how you handled..."</li></ul>

# Interviews

<b>Competency-based</b>	Candidates are asked to illustrate how they demonstrated needed KSAs in past.	<ul style="list-style-type: none"><li>• “How did you manage this situation?”</li><li>• “What did you do when X happened?”</li></ul>
<b>Group</b>	<p>Multiple candidates are interviewed at the same time.</p> <p>Each candidate is interviewed by multiple people.</p>	<ul style="list-style-type: none"><li>• Fishbowl interviews</li><li>• Team interviews</li><li>• Panel interviews</li></ul>
<b>Stress</b>	Interviewer puts the applicant under some degree of stress.	<ul style="list-style-type: none"><li>• Interviewer attitude</li><li>• Puzzles</li><li>• Case interviews and simulations</li></ul>

# Interview Guidelines

## Before

- Become familiar with the position's duties and requirements.
- Be prepared to answer general questions about the organization.
- Formulate your questions.
- Organize the questions (e.g., in the order to be asked).
- Review the candidate's application, CV, and/or résumé.

## During

- Establish rapport.
- Listen carefully.
- Make smooth transitions from one topic to another.
- Observe nonverbal behavior.
- Take notes.
- Conclude the interview.



# Step 3: Assess and Evaluate

Goal of assessment is to determine if candidate has potential to be successful in job.

Aim for transparent decisions based on fact.



# Assessment Methods

Assessment methods help to identify applicant knowledge and skills that cannot be determined through interviews.

## Substantive (Preemployment) Assessments

- Cognitive ability tests
- Personality tests
- Aptitude tests
- Psychomotor tests
- Assessment centers

## Discretionary Assessments

- Methods sometimes used to separate finalists who receive job offers

## Contingent Assessments

- Drug tests
- Medical exams

# Background Investigations and Reference Checks



## Background investigations

- Authenticate information (e.g., education and work history) supplied by a job applicant
- Usually improve hiring decisions and may avoid negligent hiring claims

- Verify previous employment and provide information about the applicant's aptitude and character
- Involve contacting the applicant's former employers, learning institutions, and personal references



## Reference checks

# Step 4: Select and Offer

## Last step in the selection process

Brings everything together to complete candidate evaluations.

Should document results and be systematic.

Ideally, the selection process yields a pool of qualified candidates (not just one).

# Orientation and Onboarding

## Orientation

- Helps employees (new or rehired) become familiar with organization, department, coworkers, and job.
- Generally lasts one to two days.
- Helps employee develop realistic image of organization and/or job.

## Onboarding

- Encompasses orientation as well as first months of employee's tenure.
- Helps employees develop positive working relationships with their supervisor, coworkers, and others.
- May be informal or formal.

# MGT 631

## HUMAN RESOURCE MANAGEMENT



### Topic 4:

## Managing People & Employee Engagement

# HR Tasks in Employee Engagement



Gain management support.



Evaluate current engagement.



Implement actions to increase engagement throughout life cycle.



Regularly measure success.

# Employee Engagement

**Embodies broader concept than employee satisfaction, commitment, and morale**


**Involves employee behaviors that positively influence individual- and business-level performance**

**Characterized by a desire to stay with the organization in the future and willingness to “go the extra mile”**



# Employee Engagement Benefits

Gallup analysis of data from almost 200 organizations showed a correlation between employee engagement and business results.

- 
- Customer ratings
  - Profitability
  - Productivity
  - Turnover
  - Safety incidents
  - Shrinkage (thefts)
  - Absenteeism
  - Quality (defects)

# Performance Appraisal

Measuring the degree to which an employee (or group) accomplishes work requirements

## Purposes

- Provide feedback and counseling.
- Help in allocating rewards and opportunities.
- Help in determining employees' aspirations and planning developmental needs.

## Desired Outcomes

- Constructive feedback and improved productivity
- Training and developmental needs
- Clear expectations
- Commitment and mutual understanding

Performance evaluations should be communicated continuously.

# Performance Appraisal Methods

Category Rating	Comparative	Narrative
<ul style="list-style-type: none"><li>• Graphic scale</li><li>• Checklist</li><li>• Forced choice</li></ul>	<ul style="list-style-type: none"><li>• Ranking</li><li>• Paired comparison</li><li>• Forced distribution</li></ul>	<ul style="list-style-type: none"><li>• Essay</li><li>• Critical incidents</li><li>• Field review</li></ul>

Management by objectives (MBO) and behaviorally anchored rating scale (BARS) may be used to overcome appraisal challenges.

# Errors in Performance Appraisal

**Halo/horn effect**

**Strictness**

**Recency**

**Leniency**

**Primacy**

**Central tendency**

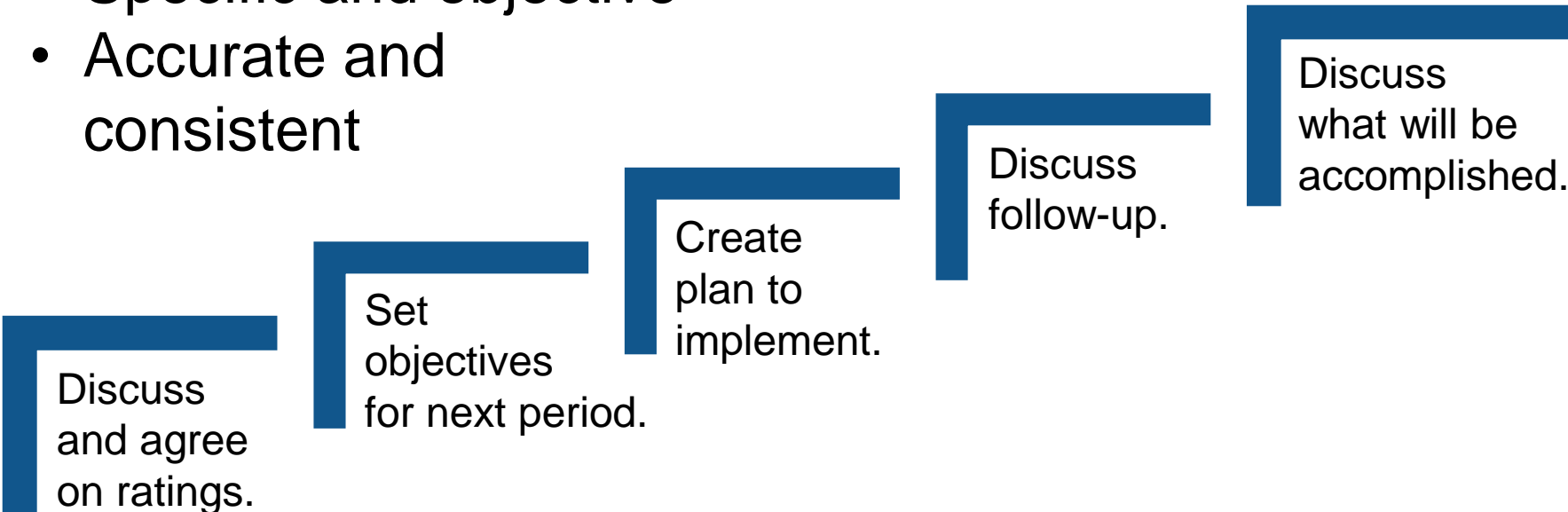
**Bias**

**Contrast**

# Appraisal Meeting

Proper **documentation** is critical:

- Timely
- Specific and objective
- Accurate and consistent



Discuss and agree on ratings.

Set objectives for next period.

Create plan to implement.

Discuss follow-up.

Discuss what will be accomplished.

# Rewards and Recognition

- Tied to strategic goals and organizational values
- In a form meaningful to individual recipient
- Use positive and negative reinforcement of desired behavior (Skinner's behaviorist school)
  - Positive: adding something desired
  - Negative: removing something not desired

## Financial

- Bonuses
- Prizes

## Nonfinancial

- Public or private recognition
- Opportunities
- Greater autonomy or access to resources
- Work/life balance benefits

# HR Role in Recognition

**Promote a strategic recognition program.**



```
graph TD; A[Promote a strategic recognition program.] --> B[Tie recognition programs to corporate goals and values.]; B --> C[Encourage corporate spending on employee recognition.];
```

**Tie recognition programs to corporate goals and values.**

**Encourage corporate spending on employee recognition.**

# Retention

The ability to keep talented employees in the organization

- Involves strategic actions to keep high performers motivated and focused
- Preserves and develops an organization's human capital
- Reduces voluntary turnover costs



# MGT 631

## HUMAN RESOURCE MANAGEMENT



### Topic 5: Learning & Development

# Learning, Training, and Development

## **Learning**

Acquiring knowledge, skills, behaviors, and competencies

## **Training**

Providing knowledge, skills, or abilities (KSAs) specific to a particular task or job

## **Development**

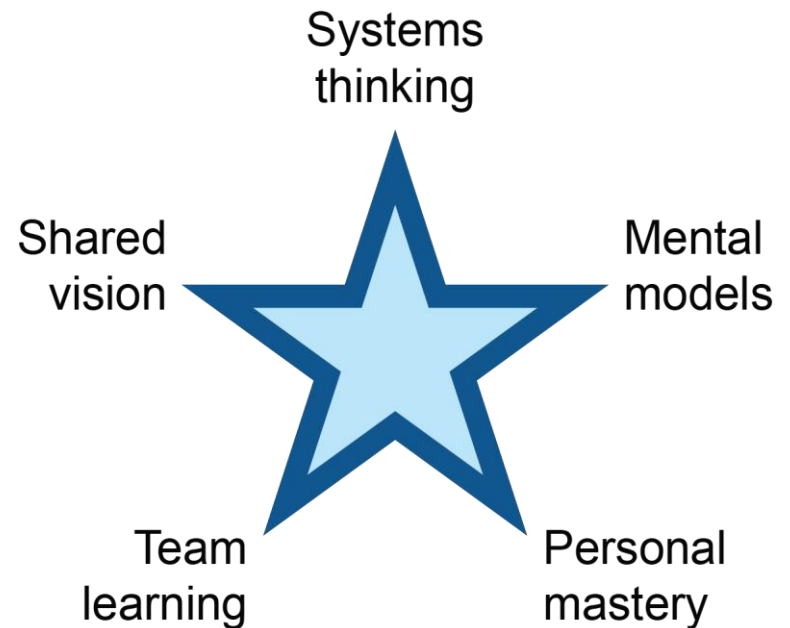
Preparing for future responsibilities through job experiences, relationships, assessment, and educational courses

# HR's Role in Learning and Development

- Ensure alignment of learning and development activity with strategic goals.
- Gather input from stakeholders.
- Use workforce analytics to guide development.
- Scan internal and external environment to identify critical learning needs and opportunities.

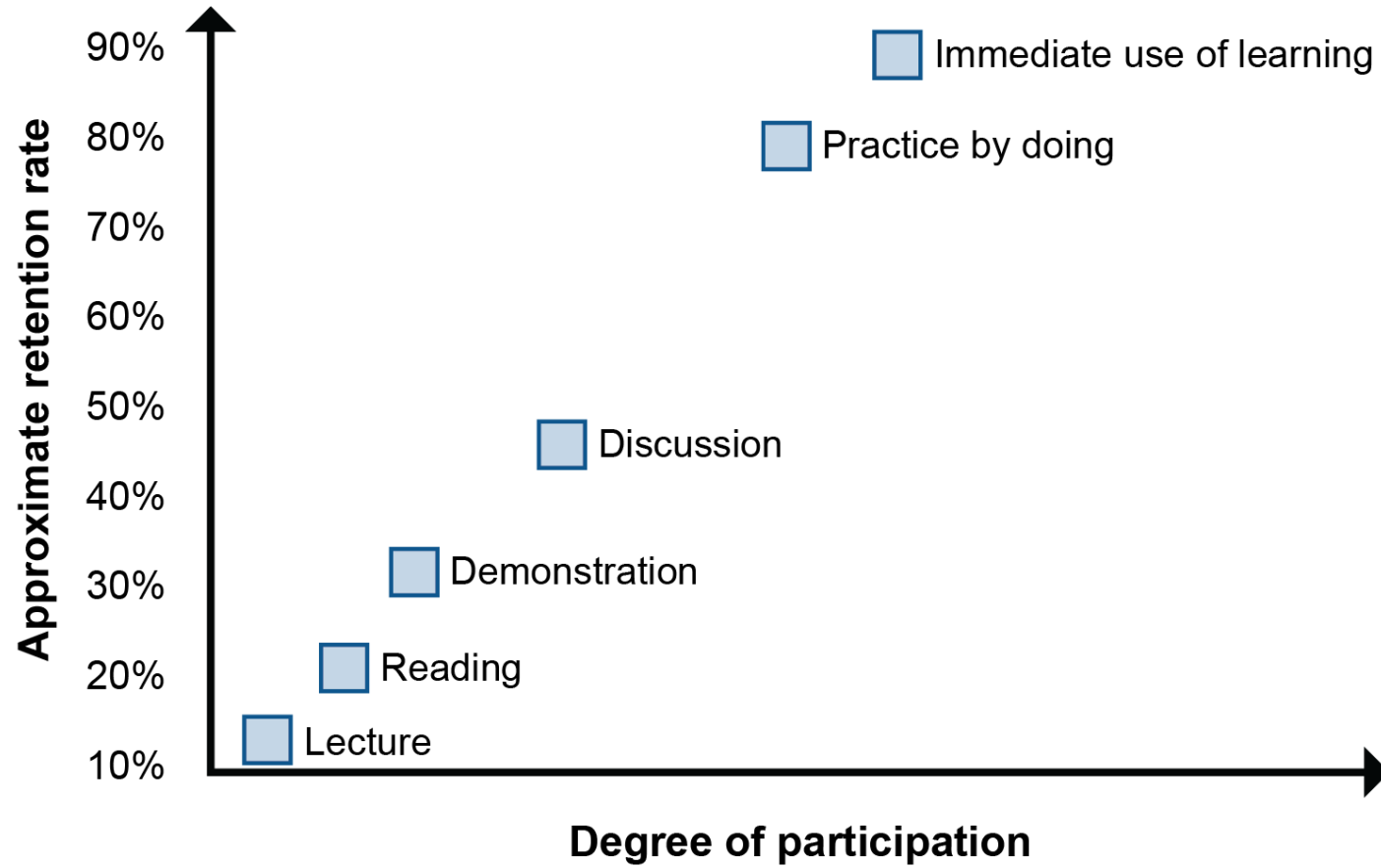
# The Learning Organization

A learning organization adapts quickly to changes in the environment by altering organizational behavior. It provides the environment for learning and development.

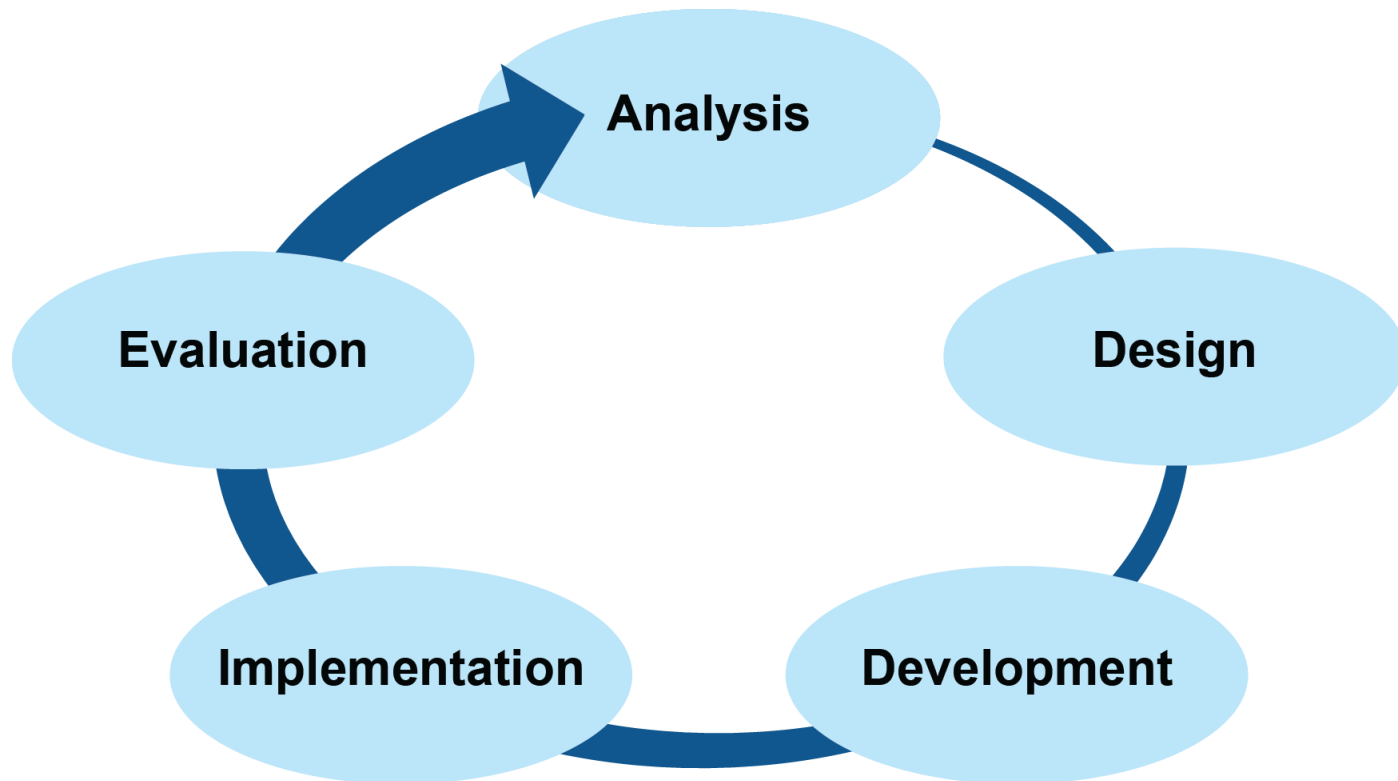


— Peter Senge, *The Fifth Discipline*

# Learner Participation and Retention



# Training: ADDIE Model



# Kirkpatrick's Levels of Evaluation

## Level 1: Reaction

**Measures reaction of participants to the training.**



Checklists

Questionnaires

Interviews

## Level 2: Learning

**Measures how knowledge, skills, and attitudes changed.**



Post-measures

Pre-/post-measures

Pre-/post-measures with control group

# Kirkpatrick's Levels of Evaluation

## **Level 3: Behavior**

**Measures a change in behavior.**



Performance tests  
Critical incidents  
360-degree feedback  
Simulations  
Observations

## **Level 4: Results**

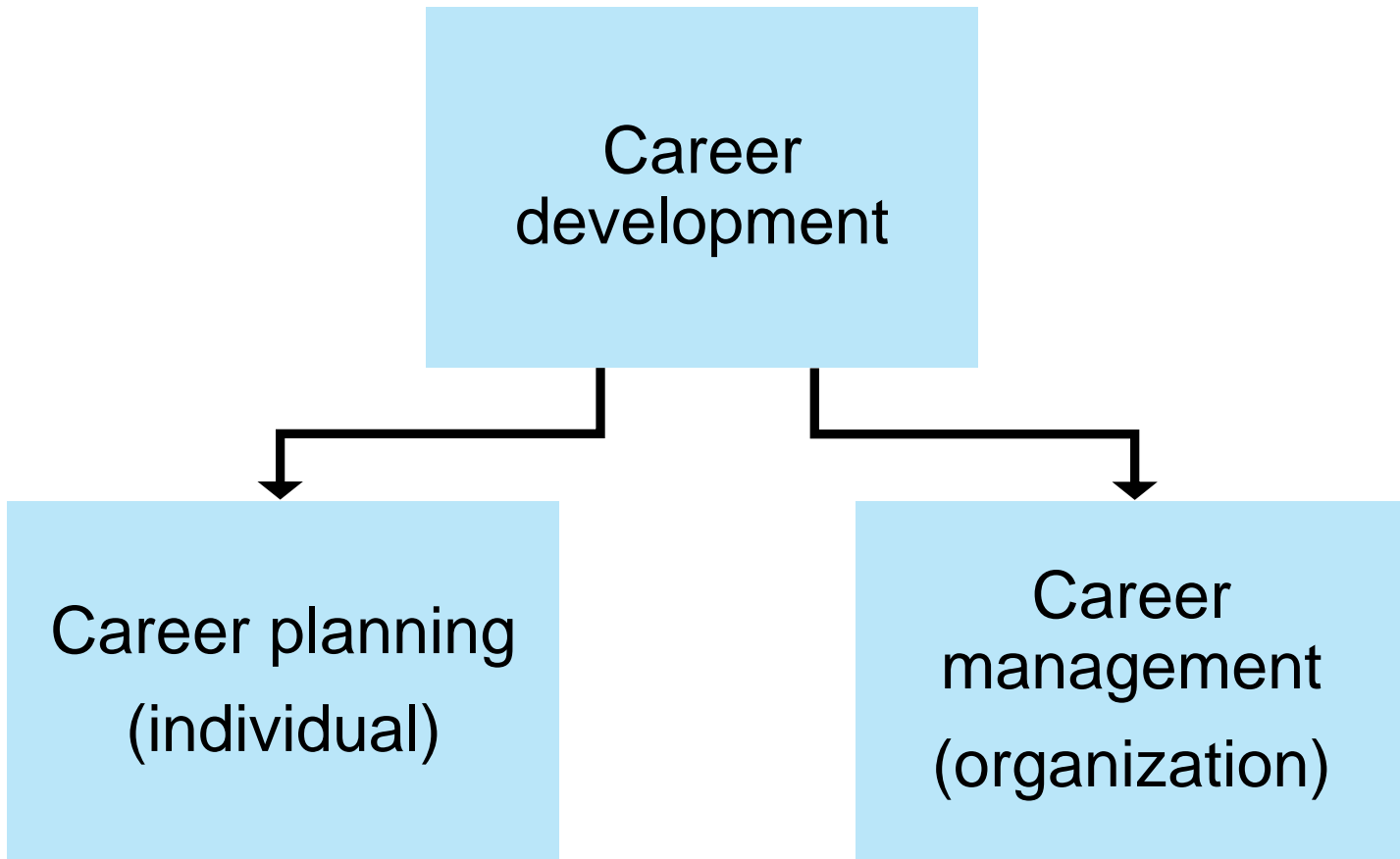
**Measures organizational results.**



Return on stakeholder expectations  
ROI analysis  
Progress toward organizational objectives  
Performance appraisals



# Career Development



# Individual Development Plans

## Base-line information:

- Employee profile
- Career goals/objectives
- Development objectives
- Training and development interventions
- Outcomes
- Signatures and dates

## Most effective when:

- Aligned to organizational needs
- Are an objective, accurate assessment
- Include challenging development activities
- Include coaching and feedback opportunities
- Employee owns and embraces them

# Forms of Career Development

Employee  
self-assessment  
tools

Apprenticeships

Job rotation,  
enlargement,  
enrichment

Projects,  
committees, teams

Internal mobility

Coaching and  
mentoring

Academic institutions,  
associations,  
continuing education

# MGT 631

## HUMAN RESOURCE MANAGEMENT




### Topic 6:

### Total Rewards

# Objectives of a Total Rewards Strategy



Compatible with the organization's mission and strategy



Compatible with the organizational culture  
(e.g., entitlement-oriented versus contribution-oriented)



Appropriate for the workforce

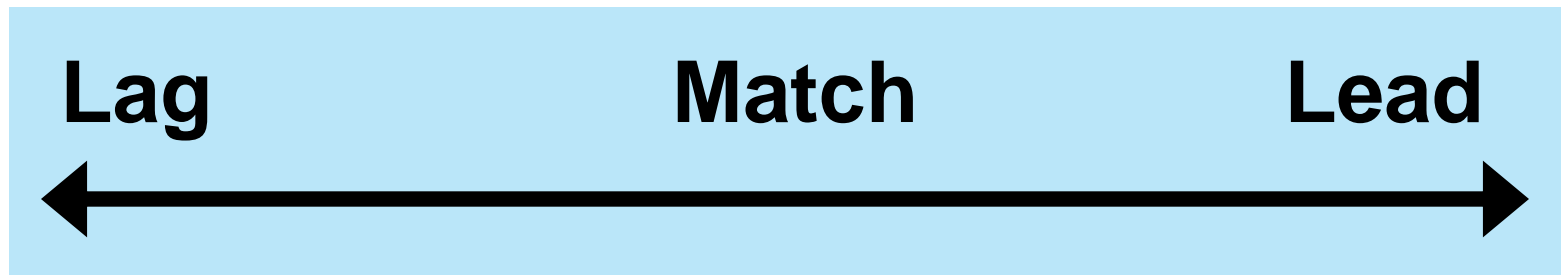


Internally and externally equitable

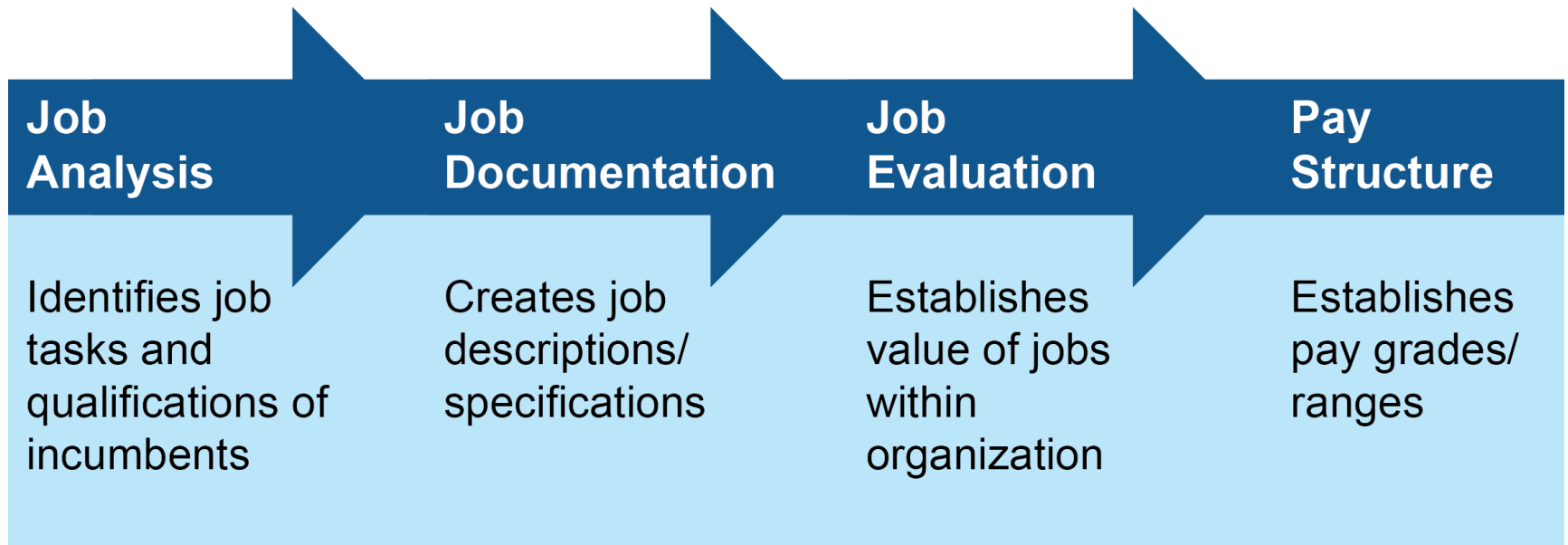
# Pay Strategies

Compares an organization to other organizations that share its industry, occupation, or location

**Organizations may decide to:**



# Compensation System Design



# Job Analysis

## Knowledge

Body of information necessary for task performance

## Skills

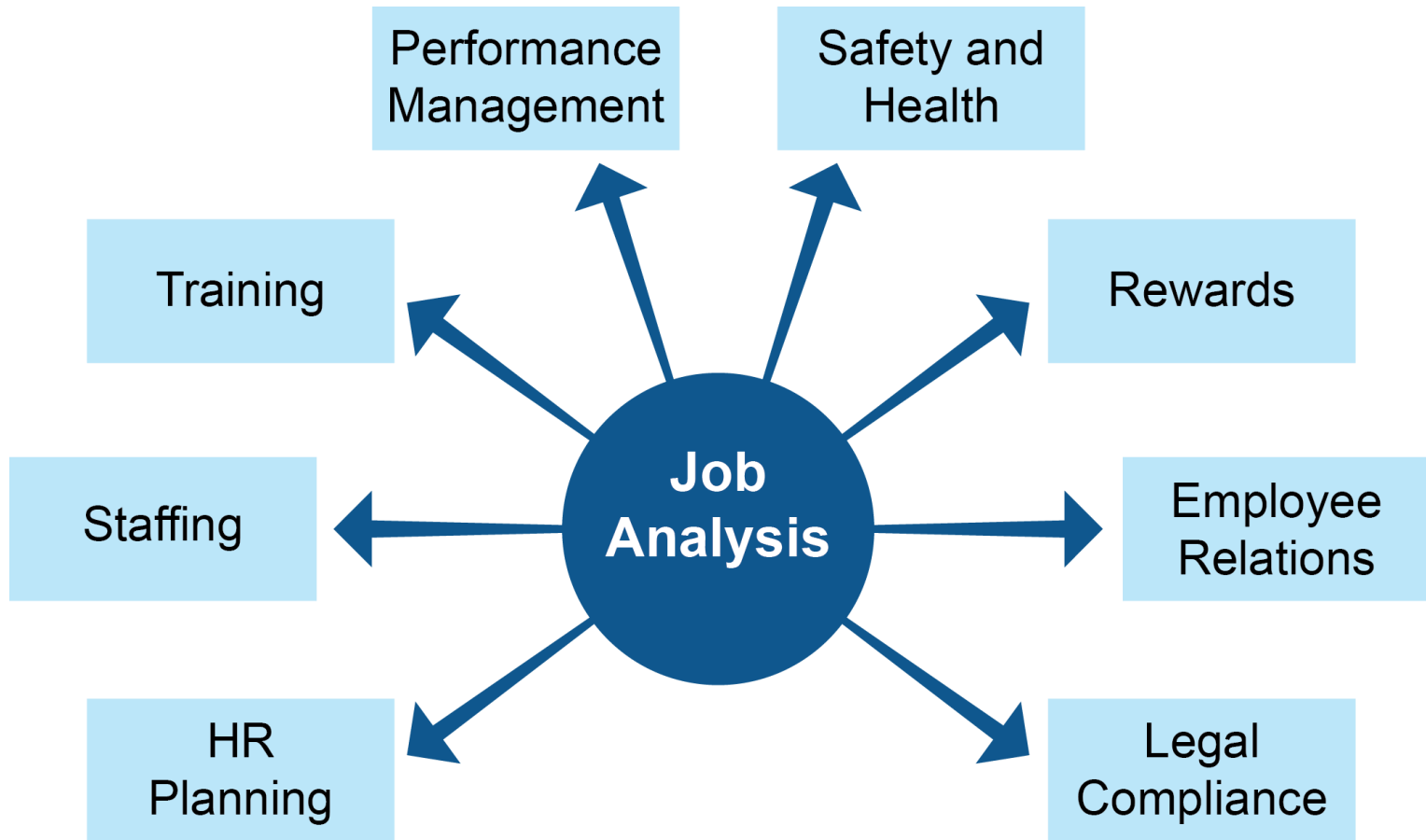
Level of proficiency needed for task performance

## Abilities

Capabilities necessary to perform job



# Roles of Job Analysis in HR



# Job Analysis Methods and Outcomes

## Common Methods

- Observation
- Interview
- Open-ended questionnaire
- Highly structured questionnaire
- Work diary or log

## Outcomes \*

- Job description
- Job specifications
- Job competencies

\* Deliverables are job documentation.

# Internal Job Evaluation

Determines the relative worth and pay structure of jobs based on an assessment of their content and relationship to other jobs in the organization

## **Nonquantitative or whole-job methods**

Establish order of jobs in terms of their value to the organization

*For example, job ranking, paired comparison, job classification*

## **Quantitative methods**

Use scale based on compensable factors to show how much more one job is worth than another

*For example, point-factor system*

# External Job Evaluation

## **Market-Based Job Evaluation**

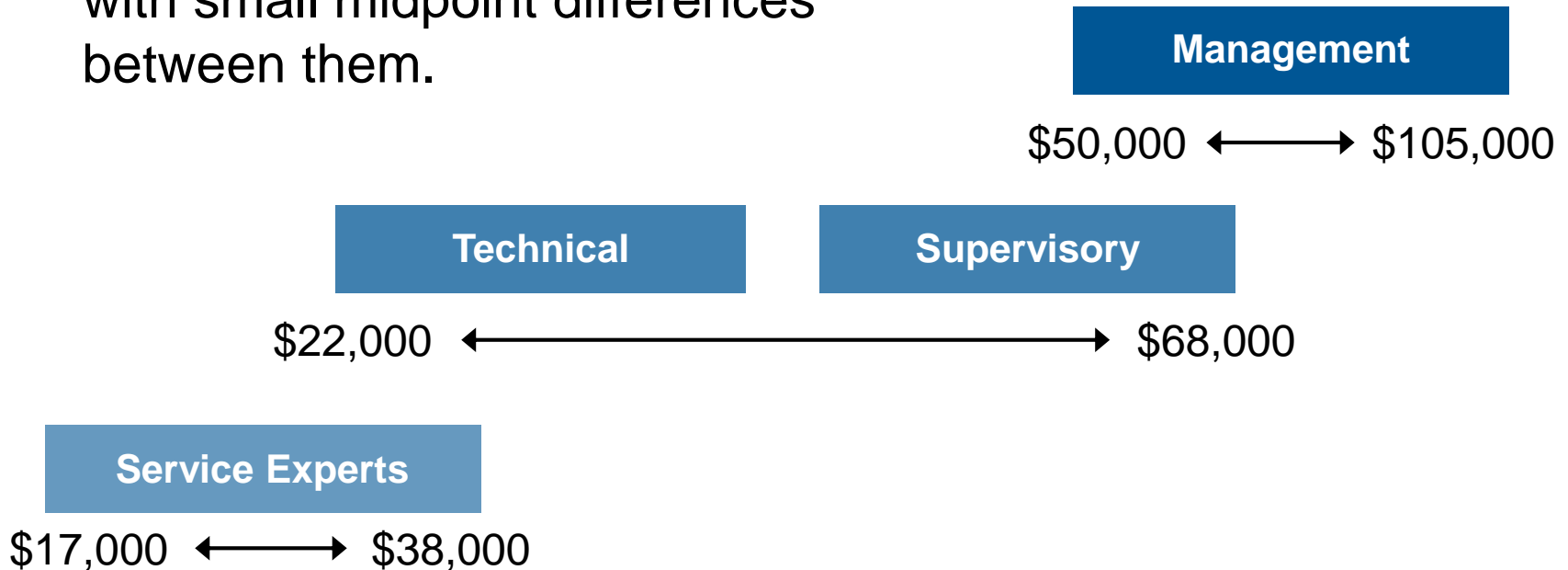
Determines the relative worth and pay opportunities of different jobs based on their market value or the going rate in the marketplace

- Sometimes called “market pricing.”
- Data collection includes survey formats, survey analysis, and slotting.
- Job content or internal job relationships may be secondary considerations.

# Broadbanding

Combines salary grades to create larger ranges

- Allows people to move within their job without outgrowing the pay scale.
- Avoids having too many grades with small midpoint differences between them.



# Base-Pay Systems

## Single- or flat-rate

- Employees receive the same rate of pay, regardless of performance or seniority.
- Generally corresponds to target market survey data for the job.
- May be a training wage in a flat-rate job.

## Time-based step-rate

- Rate based on longevity.
- Increases occur on pre-determined schedule:
  - Automatic by percentage and time.
  - Affected by performance.
  - Combination of step-rate and performance (when job rate is reached).

# Base-Pay Systems

Performance-based or merit pay (P4P or PfP)	<ul style="list-style-type: none"><li>• Linked to measures of work quality or goals.</li><li>• Employers must be able to defend practices.</li><li>• Global differences must be addressed:<ul style="list-style-type: none"><li>– Types of incentives and remuneration.</li><li>– Individual vs. collective performance.</li><li>– Impact on risk.</li></ul></li></ul>
Productivity-based	<ul style="list-style-type: none"><li>• Based on output.</li><li>• Straight piece-rate (base plus).</li><li>• Differential piece-rate (rate increases in steps after standard is met).</li></ul>
Person-based	<ul style="list-style-type: none"><li>• Affected by employee's knowledge, skill, or competencies.</li></ul>

# Pay Variations

**Red-circle  
rates**

Rates above the range maximum

**Green-circle  
rates**

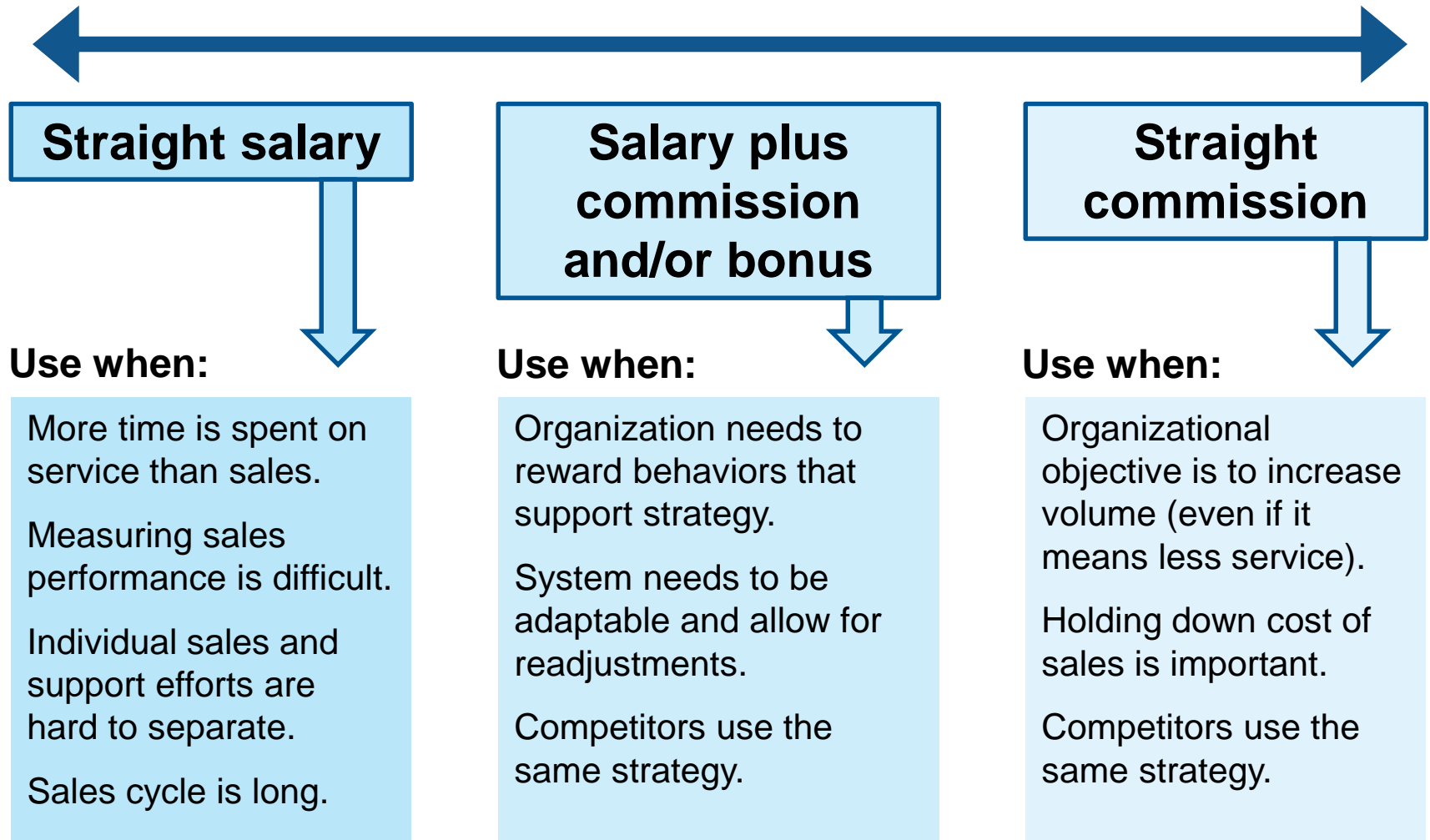
Rates below the range minimum

**Pay  
compression**

Small differences in pay regardless of experience, skills, level, or seniority



# Direct Sales Compensation



# MGT 631

## HUMAN RESOURCE MANAGEMENT



### Topic 7:

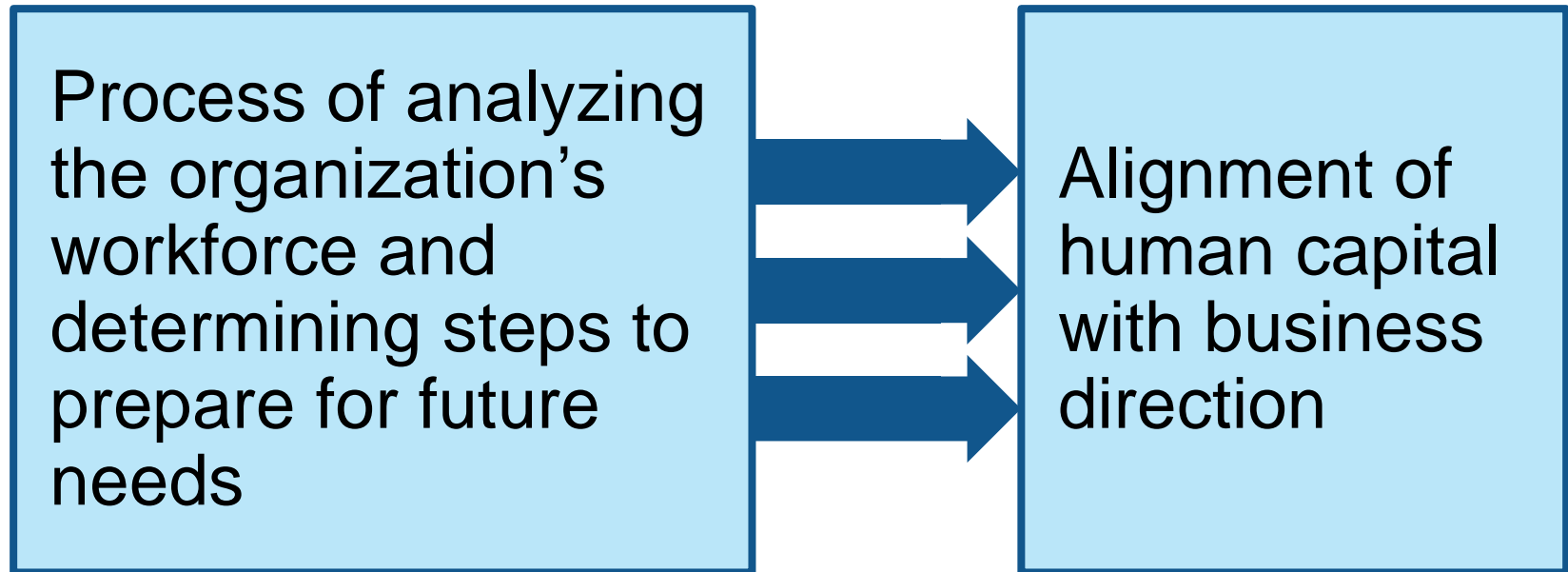
## Workforce Management

# Workforce Management



HR manages human resources to maximize the organization's opportunities for success and minimize its exposure to threats.

# Workforce Planning



# Workforce Analysis Process

## Supply analysis

Where are we now?

What do we have?



## Demand analysis

Where do we want to be?

What do we need?



## Gap analysis

What KSAs exist?

What is lacking and what will be needed?



## Solution analysis

What can we afford?

How will we get what we need?

# Supply Analysis: Forecasting Tools

Accurate forecasts account for movement into and inside the organization (new hires, promotions, internal transfers) and out of the organization (resignations, retirements, involuntary terminations, discharges).

## **Turnover analysis**

- Divide separations per year (or shorter time periods) by average monthly workforce.

## **Flow analysis**

- Analyze career development plans.
- Obtain estimates of movement.
- Project future movement.

# Demand Analysis: Judgmental and Statistical Forecasts

## Judgmental forecasts \*

Assess the past and present to predict future needs

Based on a variety of estimates

\* See Organizational Effectiveness and Development in *Organization* module.

## Statistical forecasts \*

Regression analysis (simple or multiple)

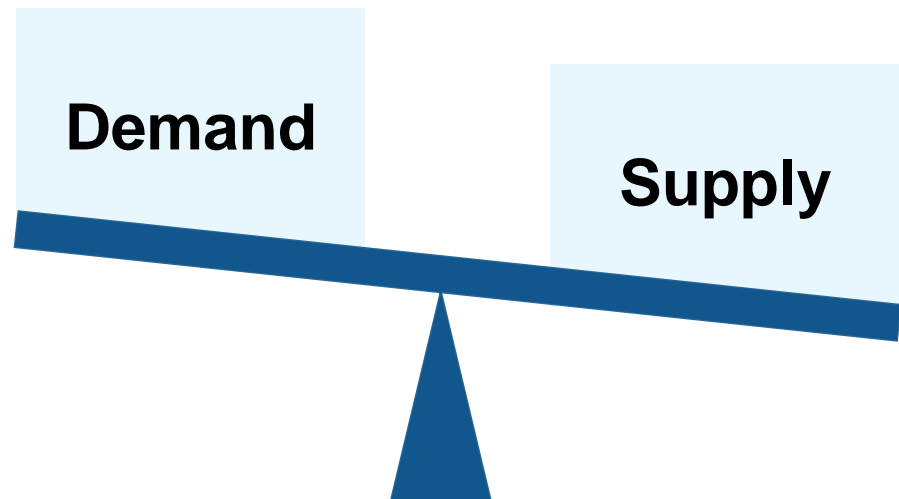
Simulations (what if?)

\* See section on Critical Evaluation competency in *HR Competencies* module.

# Gap Analysis

Compares supply and demand analyses to identify the staffing differences and competencies needed for the future.

- Skills
- Abilities
- Distribution
- Diversity
- Deployment
- Time
- Cost
- Knowledge sharing
- Succession
- Retention





# Solution Analysis

## Build

- Redeploy
- Train and develop


## Buy

- Recruit and hire

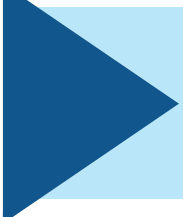
## Borrow

- Outsource, lease, or contract


# Succession Planning



Identify and develop high-potential employees for positions critical to future needs.



Applies throughout the organization, not just to senior management.

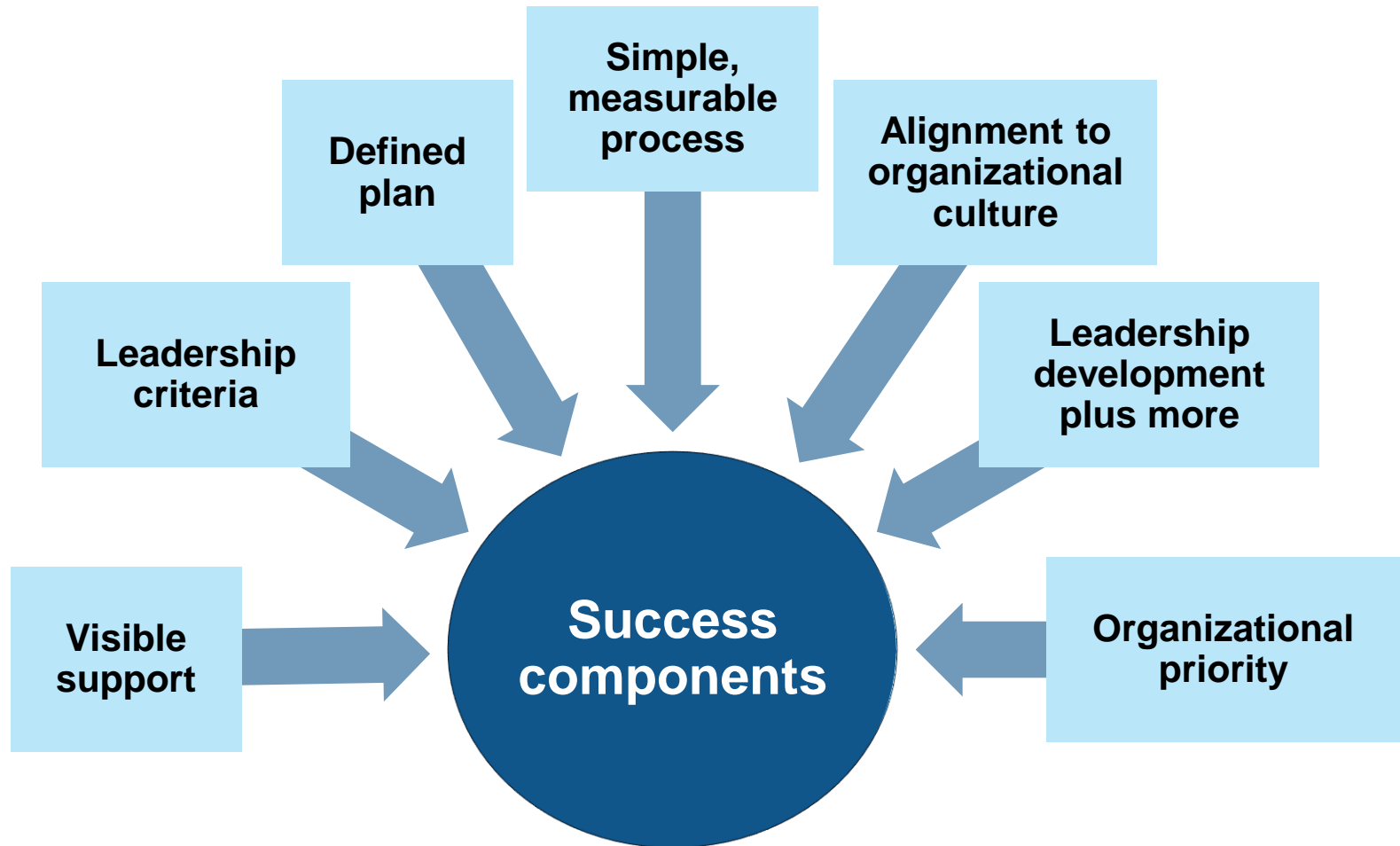


Must be aligned with career management, training and learning, and performance management.



Focuses on long-range needs and cultivation of talent (unlike **replacement planning**, which focuses on immediate needs).

# Ingredients for Effective Succession Planning



# MGT 631

## HUMAN RESOURCE MANAGEMENT



### Topic 8: HR Technology

# Technology Questions for HR

Are we using technology to understand our workforce?

Are we creating and managing relationships with individual employees through technology?

Is technology helping us integrate the parts of the organization and overcome divisions?

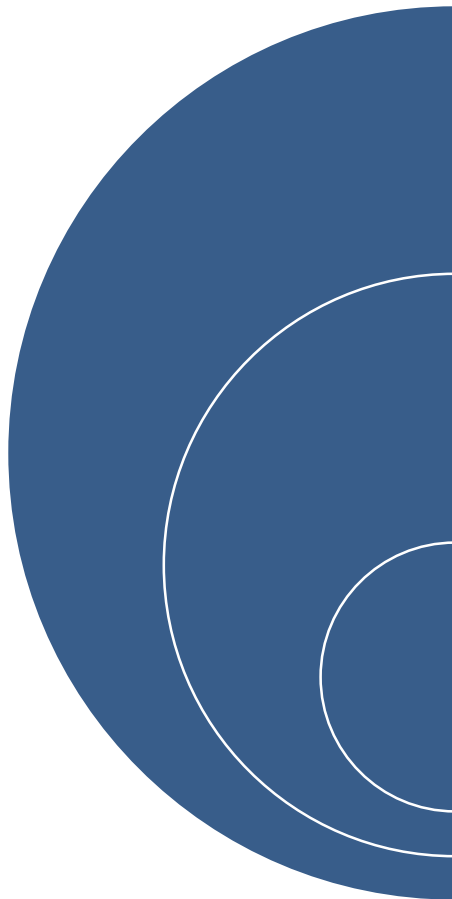
Are we providing management with more data and analysis for informed decision making?

Do we understand and incorporate the ways our employees use technology into our processes?

Are we using technology to improve all aspects of our performance?



# Technology Impact on HR



Efficiencies may result in HR becoming smaller.
Core HR activities will change, and HR may begin to behave more like a marketing organization.
HR may play a bigger role in evaluating and implementing external technology applications.

*Based on Accenture forecasts*

# Information Management (IM)

Using technology to collect, process, and condense information and efficiently manage the information as an organizational resource

- Evaluates the kinds of information and data an organization requires
- Considers complexity (e.g., “big data”), openness, and real-time interactions

# Data Analytics

The process of studying data to detect patterns and relationships that can be used to make predictions and improve decisions

**Good analysis  
requires data that is:**

- Representative.
- Unbiased.
- Unambiguous.
- Error-free.





# Workplace Technologies

Business process integration

e-procurement

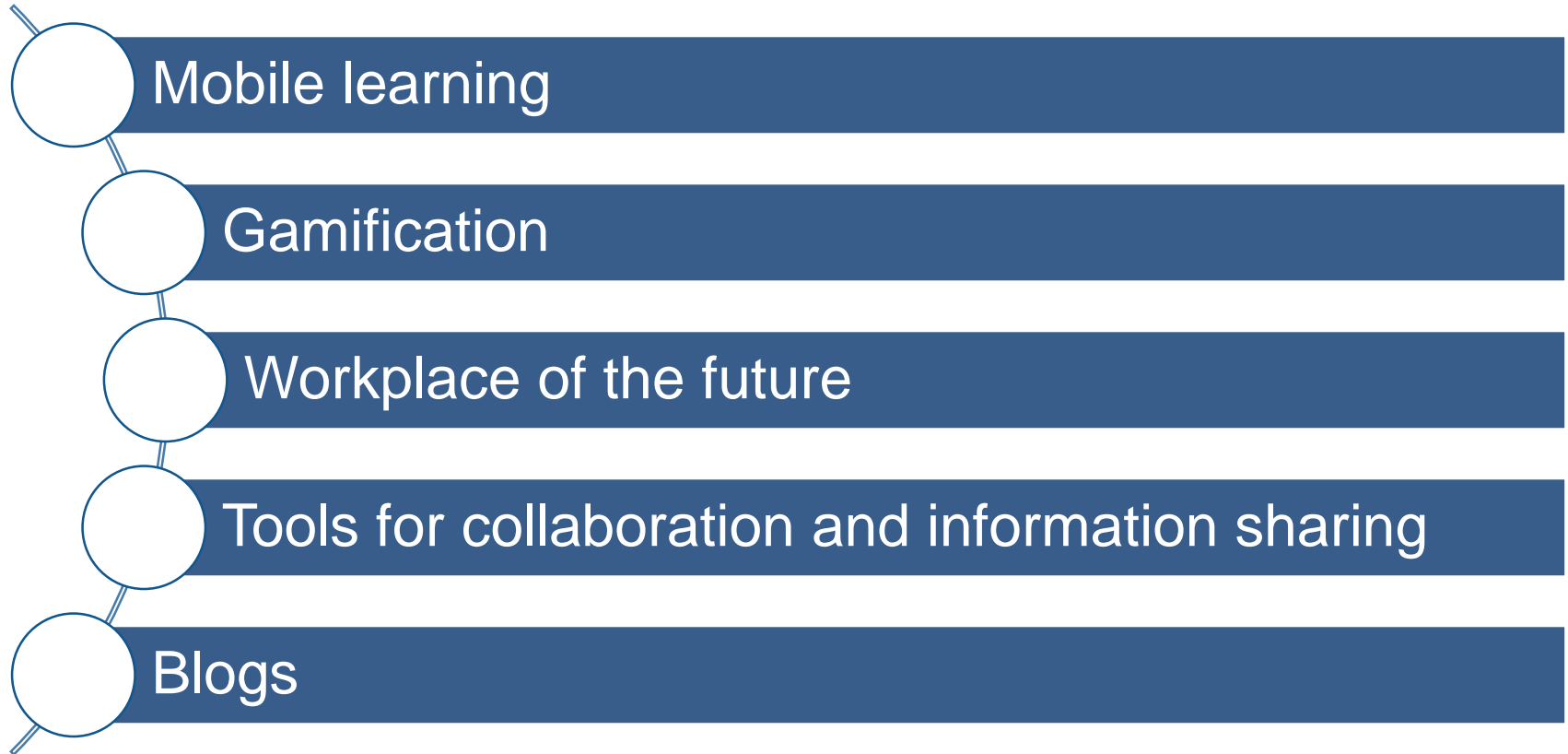
Electronic signatures

Electronic record keeping

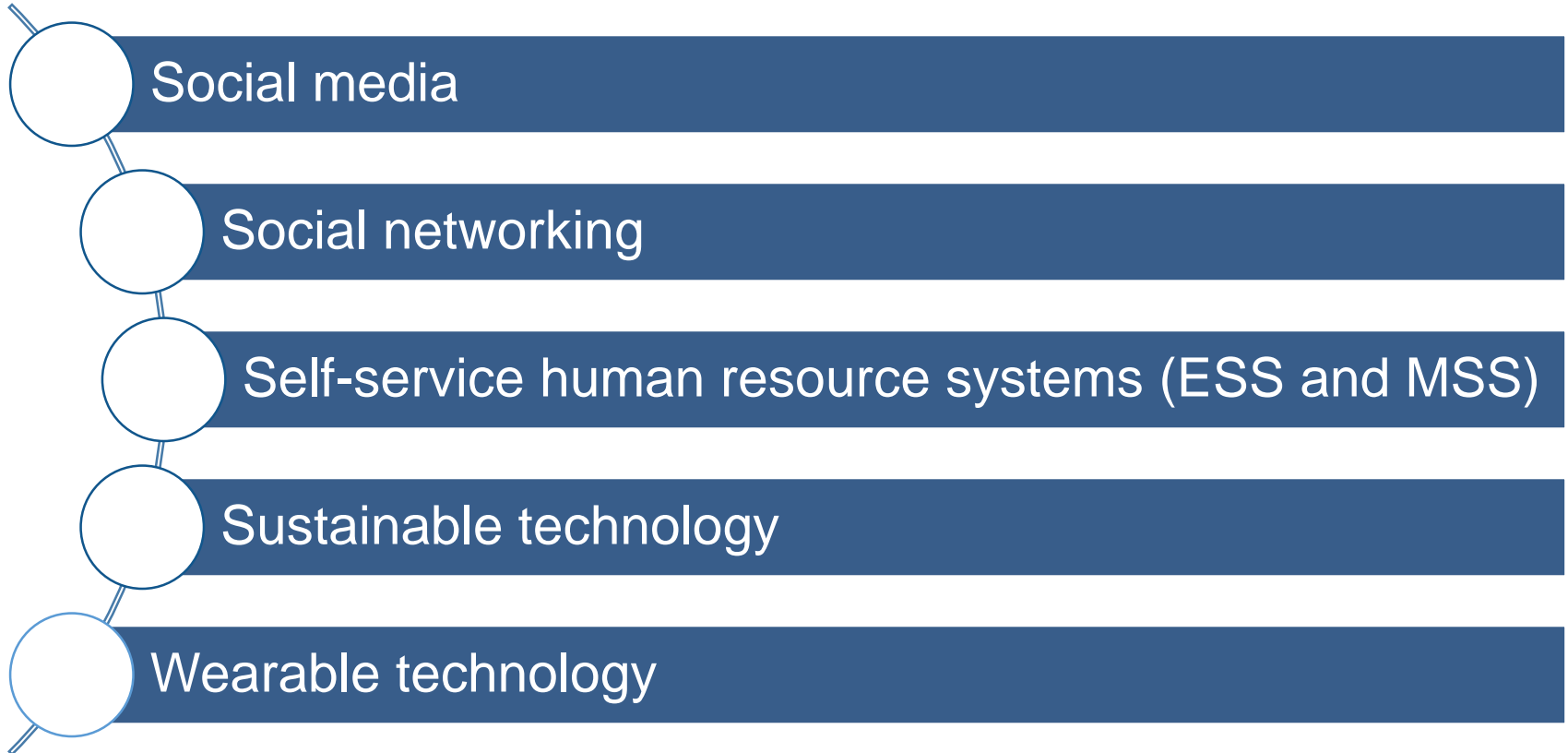
Software as a service (SaaS)

Cloud computing

# Other Workplace Technologies



# Other Workplace Technologies



# **“Bring Your Own Device” (BYOD)**

**Realistic BYOD policies allow employees to use their personal digital devices to access the organization's network but define certain restrictions on their use.**

- Restrict the use of personal devices while the employee is working in the workplace.
- State which devices will be supported by IT and the requirements for using the device.
- Clarify financial arrangements and legal rights.
- Define security measures.

# Social Media

HR and HR issues are at the center of this revolution in communication and employee relations.

Requires a comprehensive social media policy and appropriate IT usage role-modeling by leadership to leverage benefits and reduce risks of employee misuse.

Effective workplace social media policies and practices:

- Are aligned with the organization culture.
- Focus on smart and ethical use.
- Reflect key legal and reputational risks.

# Social Media Policies and Approaches

## Personal Posting

- Must balance restrictive and permissive aspects.
- Characteristics include:
  - No posting using the organization's resources.
  - Guidelines about posting content about the organization.
  - Rules about personal endorsement of the organization's products or services.
  - Rules for personal posts about colleagues.

## Organization-Sponsored

- Characteristics include:
  - Who may post.
  - Guidelines for acceptable behavior for those who post.
  - Authorship and disclaimers.
  - Guidelines for handling comments.

# Information Security Awareness

**“Hacking” (or hack) has evolved to hold a double meaning:**

- The act of deliberately accessing a computer without permission
- Constructive IT problem solving or learning through trial-and-error

**Hacking tactics can take many forms, such as:**

- Phishing.
- Fake e-cards or job openings.
- Phony security alerts.
- “Click this link” scams.

**“Social engineering” is also being used to describe the mindset and tactics of unethical hacking.**

# MGT 631

## HUMAN RESOURCE MANAGEMENT



### Topic 9:

## Organizational Effectiveness



# Organization Development

Process of enhancing the effectiveness and efficiency of an organization and the well-being of its members through planned interventions.

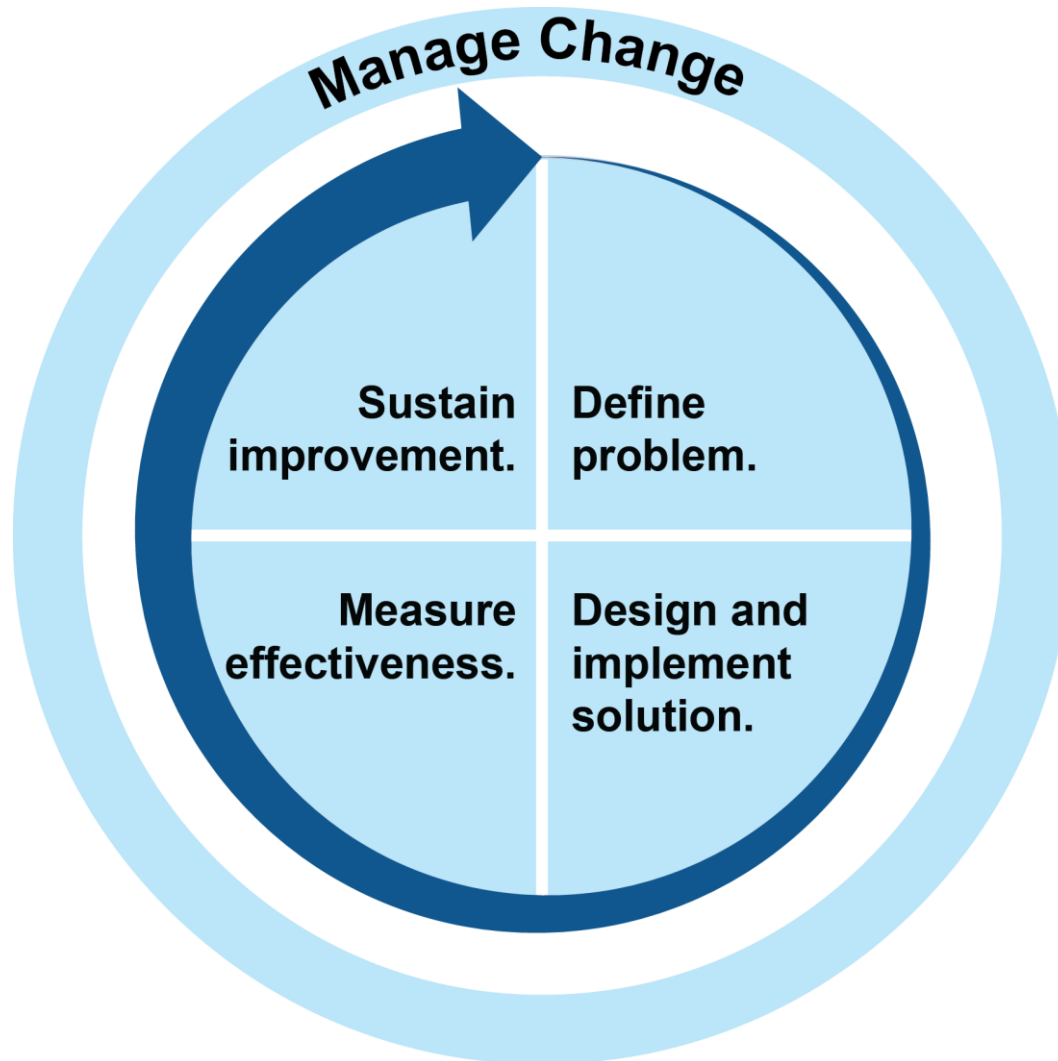
**Organizational performance is assessed based on:**

- Efficiency in using resources to create value.
- Effectiveness in achieving its strategic goals.

**Organizational interventions (“structured activities”) can be:**

- Proactive.
- Remedial.

# OED Process Model



# Are We Ready to Change?

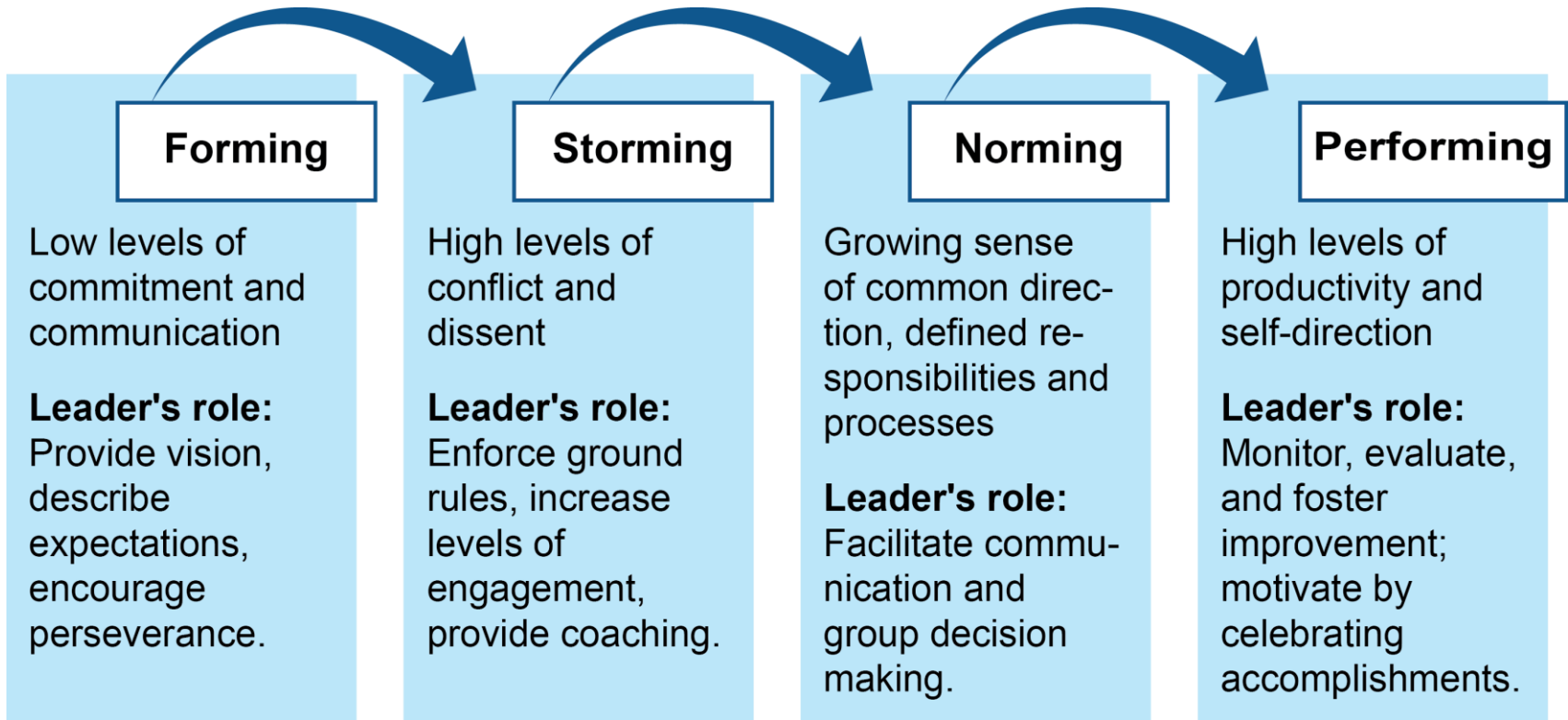
The organization's, group's, or individual's readiness to change will affect the initiatives adopted.

Issues to consider include:

- The nature of the change.
- Duration.
- Key milestones.
- Change process.
- Roles and responsibilities.
- Cultural impacts.
- Fears and resistance.
- Productivity issues.
- Benchmarks.
- Local interests.

# Team Formation

*Based on Bruce Tuckman*



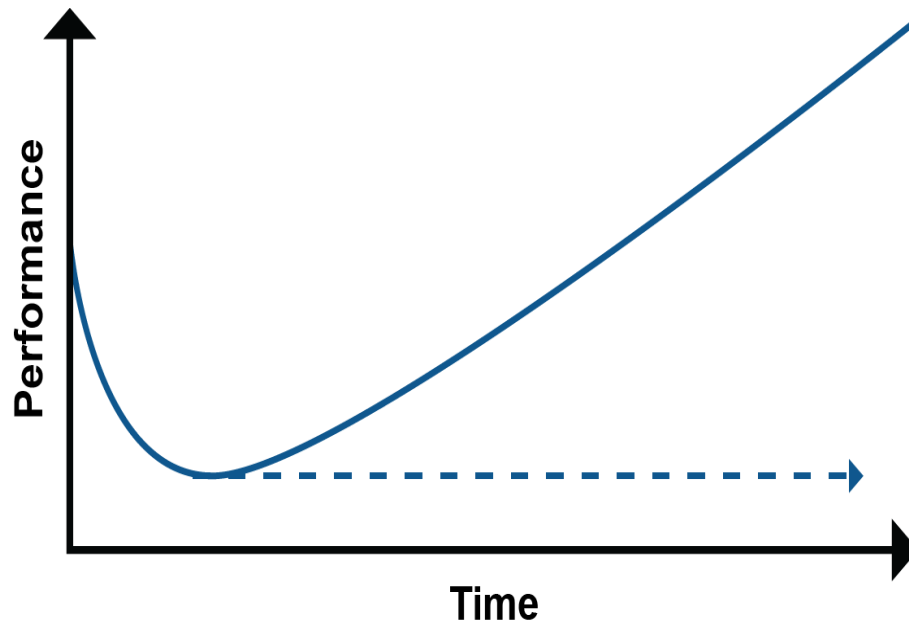
# Communication Pitfalls and Solutions

Pitfalls	Solutions
Leadership not involved	Make sure leaders are part of the communication strategy.
Wrong messenger	Understand the culture to determine who should communicate the change.
Too sudden	Prepare employees and allow feedback before change is initiated.
Too late	Plan and provide timely messages.
Not aligned with business realities	Be honest; give reasons behind the change and the projected outcomes.
Too narrow	Focus on organizational goals, not details.

# HR's Role in Managing Change

- Identify impact of change.
- Assess ripple effect across the organization.
- Consult with leadership about ways to support the acceptance and institutionalization of the change.
- Involve stakeholders in solutions.
- Communicate quickly and often.
- Measure effectiveness in implementing the change.
- Track issues and follow up to deliver superior service to HR's internal customers.

# Nature of Change

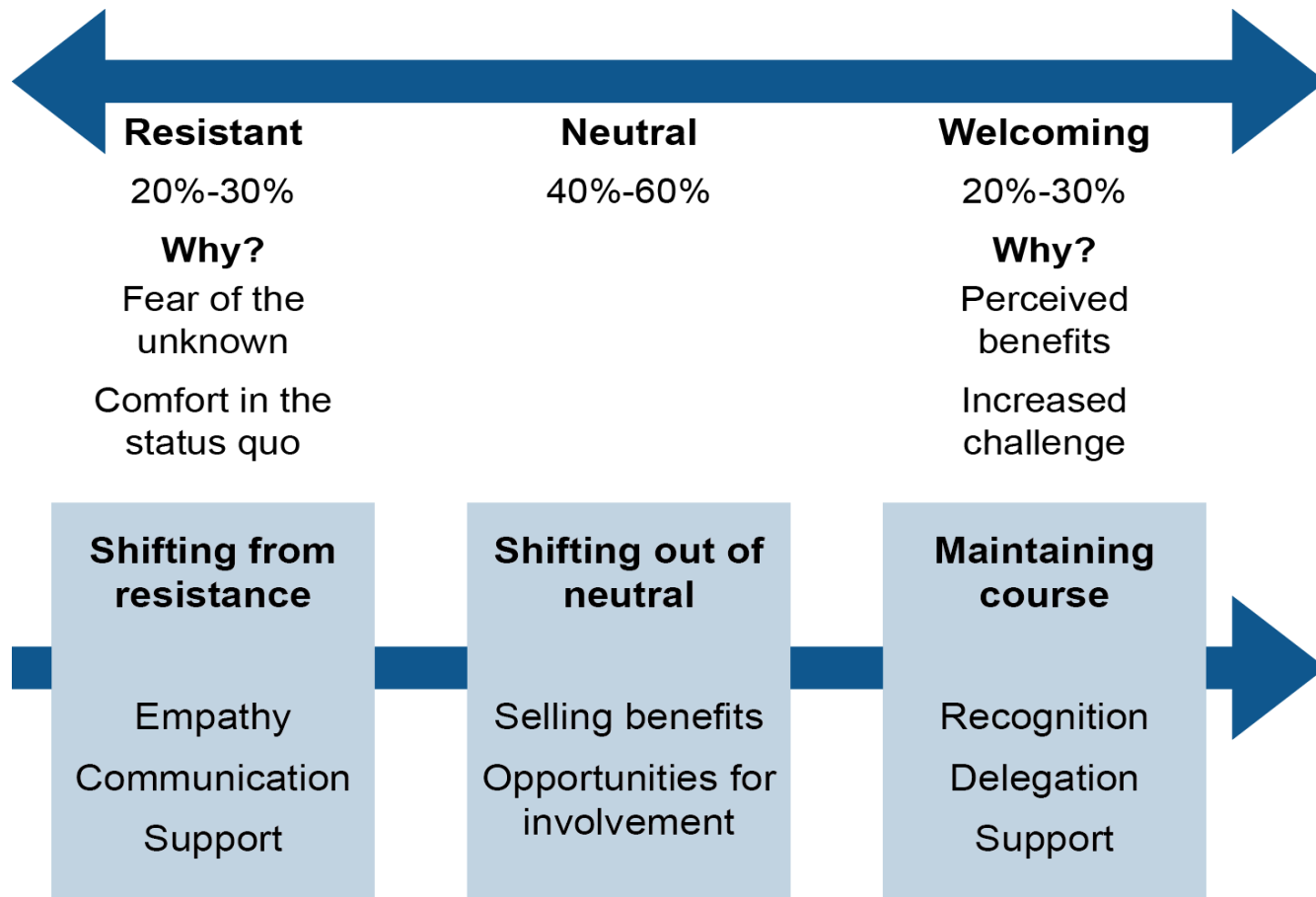


The J curve shows the challenge of introducing change into an organization.

Can we return to or exceed previous levels of productivity?

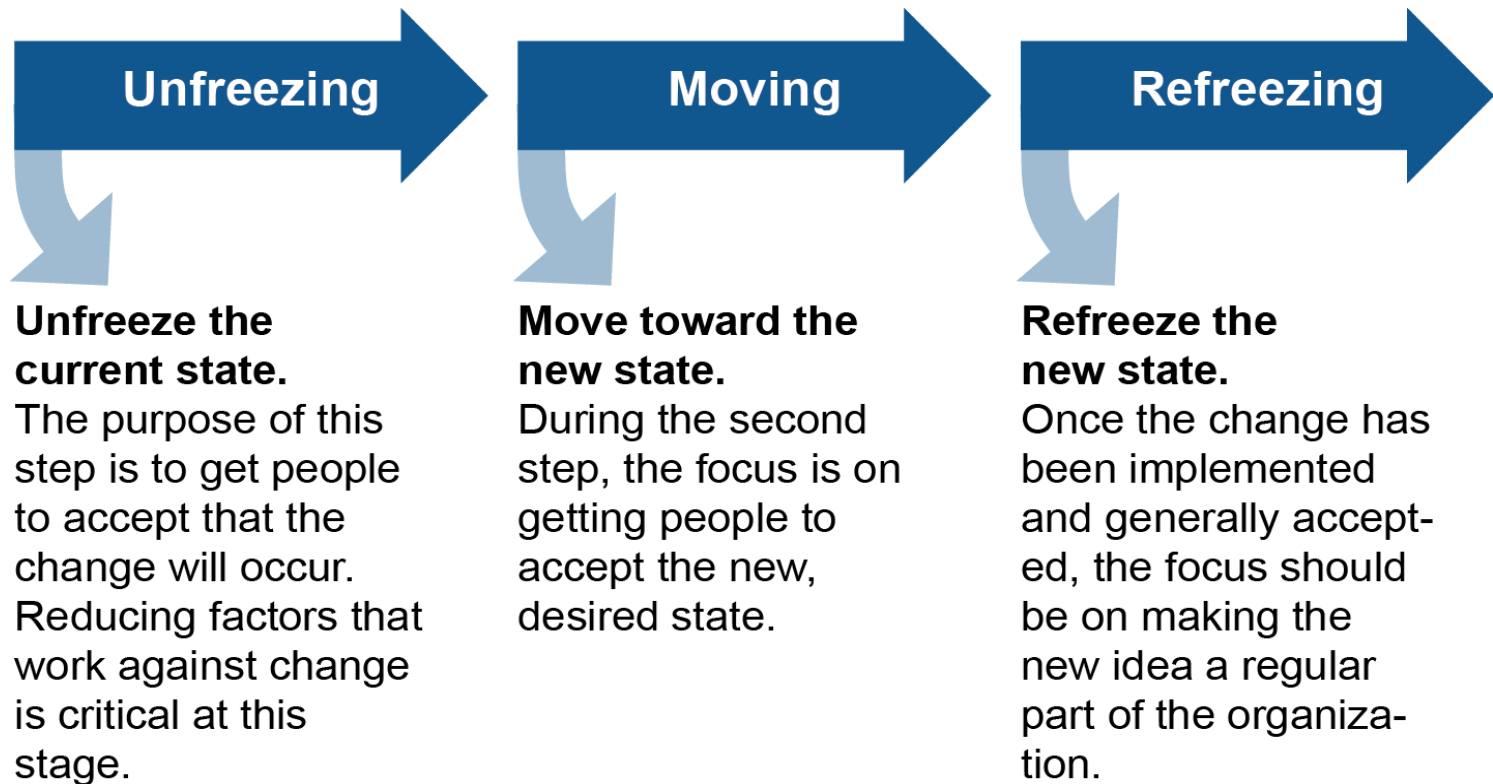
Will we be mired in resistance?

# Managing Reactions to Change

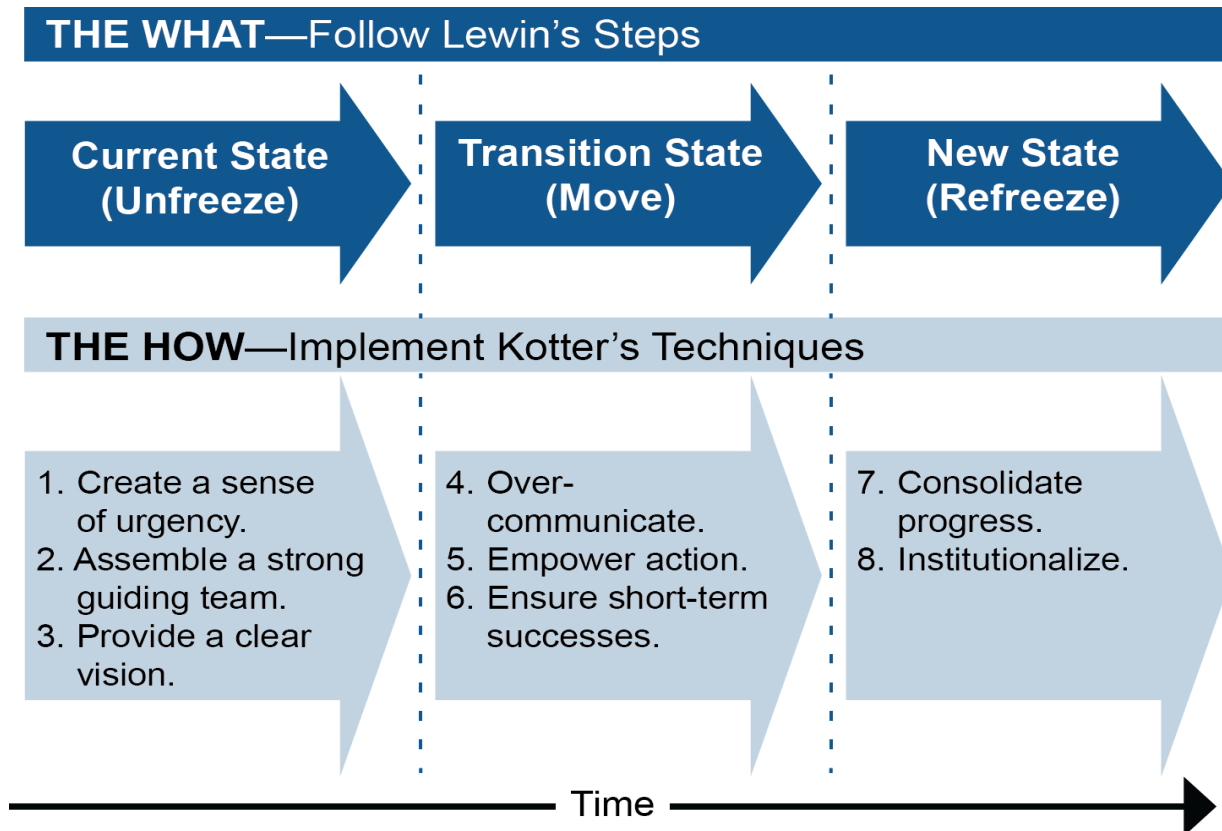




# Lewin Change Model



# An Integrated View of Change \*



\* "Managing Across Borders in Latin America," Cesar Aguirre

# MGT 631

## HUMAN RESOURCE MANAGEMENT



Topic 10:  
Corporate Social Responsibility

# Evolution of CSR

- CSR includes a **broader range of a decision or action's effects** on a **broader field of stakeholders.**
- Attention to CSR has moved **from the corporate periphery to center stage.**
- Integrated into **organizational mission** and **core business strategies.**

# Forces Shaping Today's CSR

## Technology

- Corporate actions are more knowable.
- CSR impacts are more measurable.

## Environmental Concerns

- Increased sustainability regulations and requirements.
- Increased sustainability opportunities.

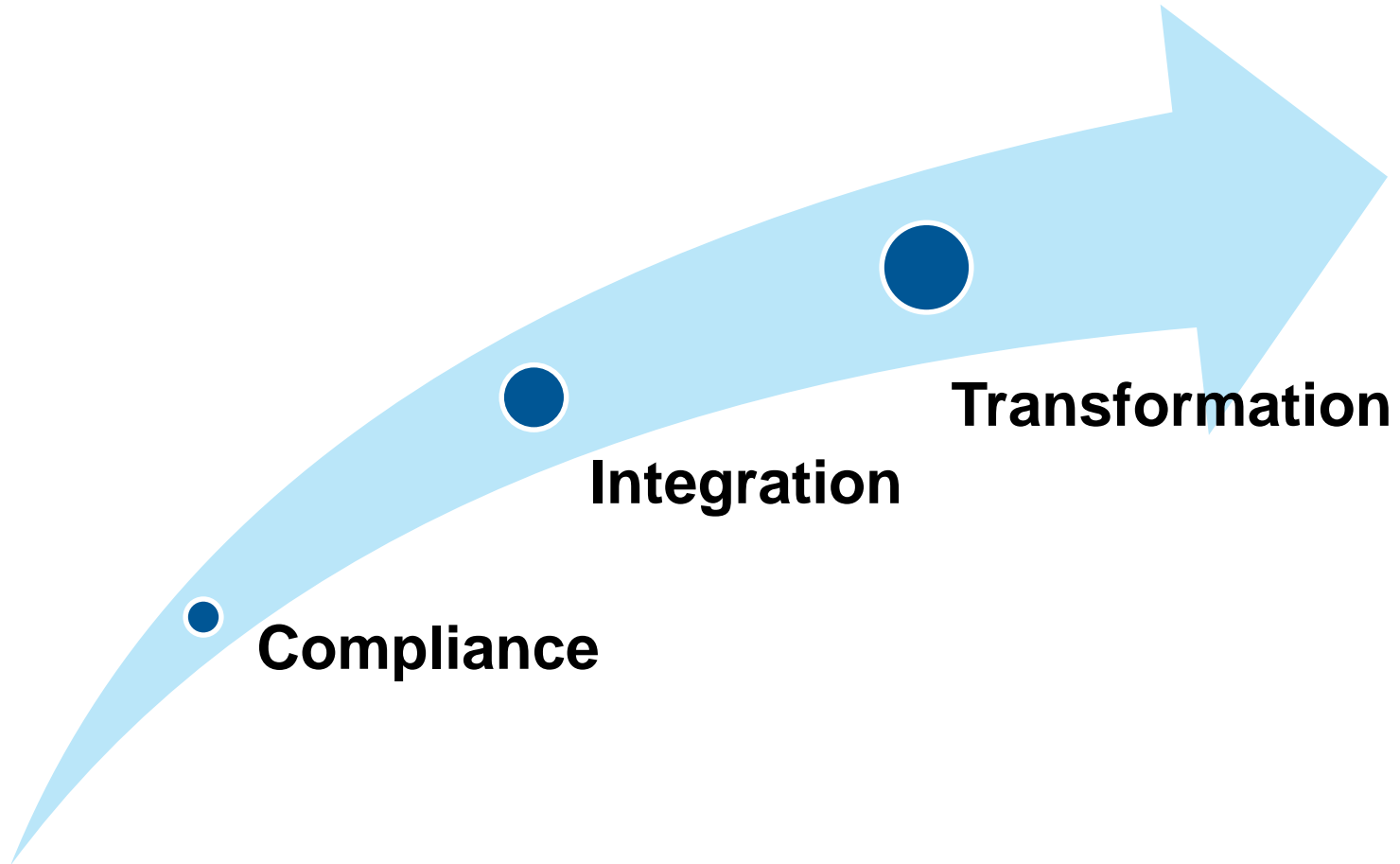
## Economic Pressures

- Bigger payback potential for sustainability efforts.
- Enhanced value of CSR to employees.

## Sociopolitical Forces

- Increased pressures from civil and social rights groups.
- Rapidly evolving diversity and environmental concerns.

# CSR Maturity Curve



# CSR and HR

HR has the opportunity to become a CSR resource for corporate leaders.

## **Key opportunity areas:**

- Culture change
- Corporate strategy
- Organization effectiveness
- Human capital development

# Ethics and Compliance

## Ethics

- A set of behavioral guidelines that an organization expects all of its directors, managers, and employees to follow to ensure appropriate moral and ethical business standards
- Focuses on acting according to “core ethical beliefs and convictions”

## Compliance

- Being in accordance with all national, federal, regional, or local laws, regulations, and government authority requirements for all the nations in which an organization operates
- Focuses on fulfilling the technical requirements of regulations

**Corporate ethical issues can overlap with compliance issues.**



# Ethics and Compliance

## Ethics

- A set of behavioral guidelines that an organization expects all of its directors, managers, and employees to follow to ensure appropriate moral and ethical business standards
- Focuses on acting according to “core ethical beliefs and convictions”

## Compliance

- Being in accordance with all national, federal, regional, or local laws, regulations, and government authority requirements for all the nations in which an organization operates
- Focuses on fulfilling the technical requirements of regulations

**Corporate ethical issues can overlap with compliance issues.**

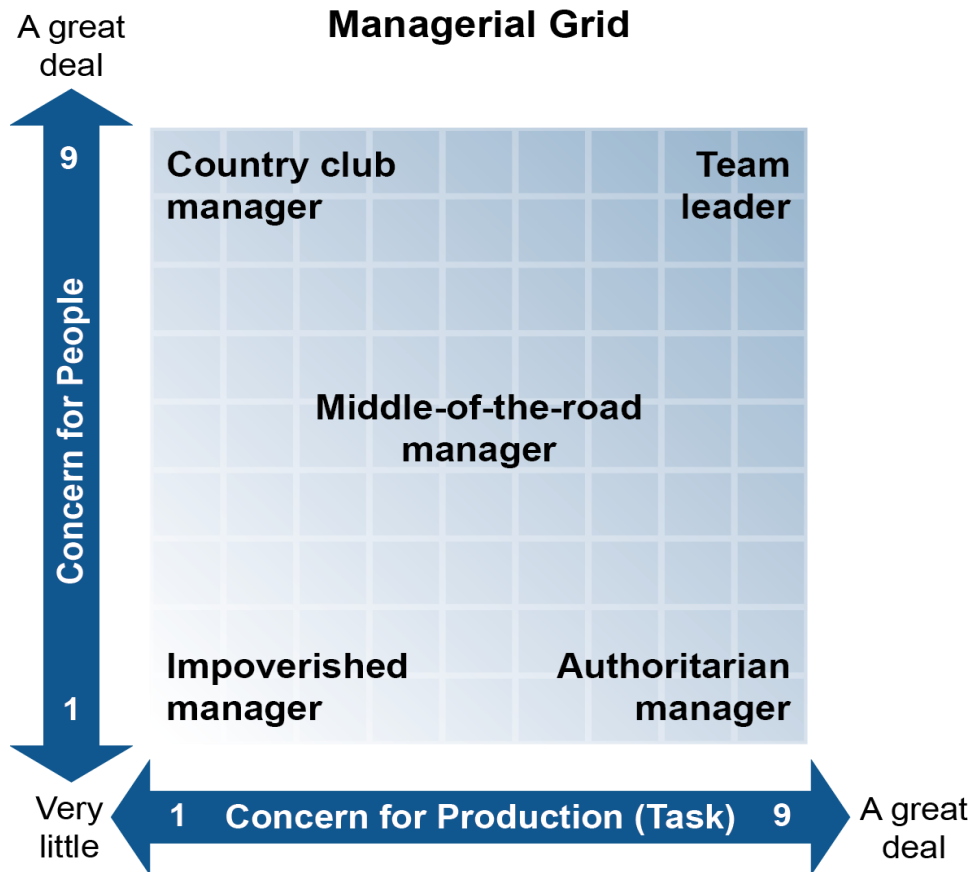
# **Additional Slides**

# Managers and Leaders



- Planning
  - Organizing and resourcing
  - Directing
  - Coordinating
  - Controlling resources
- Modeling values
  - Supporting problem-solving, innovation, and change
  - Inspiring and influencing
  - Maintaining motivation and focus
  - Fostering growth and development

# Blake-Mouton Theory



- Team leader
- Authoritarian manager
- Country club manager
- Impoverished manager
- “Middle-of-the-road” manager

# Universal Characteristics of Leadership

Certain characteristics are defined around the world as traits of real leaders.

- Trustworthy
- Just
- Honest
- Foresight
- Plans ahead
- Encouraging
- Positive
- Dynamic
- Motive arouser
- Confidence builder
- Motivational
- Decisive
- Excellence-oriented
- Dependable
- Intelligent
- Effective bargainer
- Win-win problem solver
- Administratively skilled
- Communicative
- Informed
- Coordinator
- Team builder

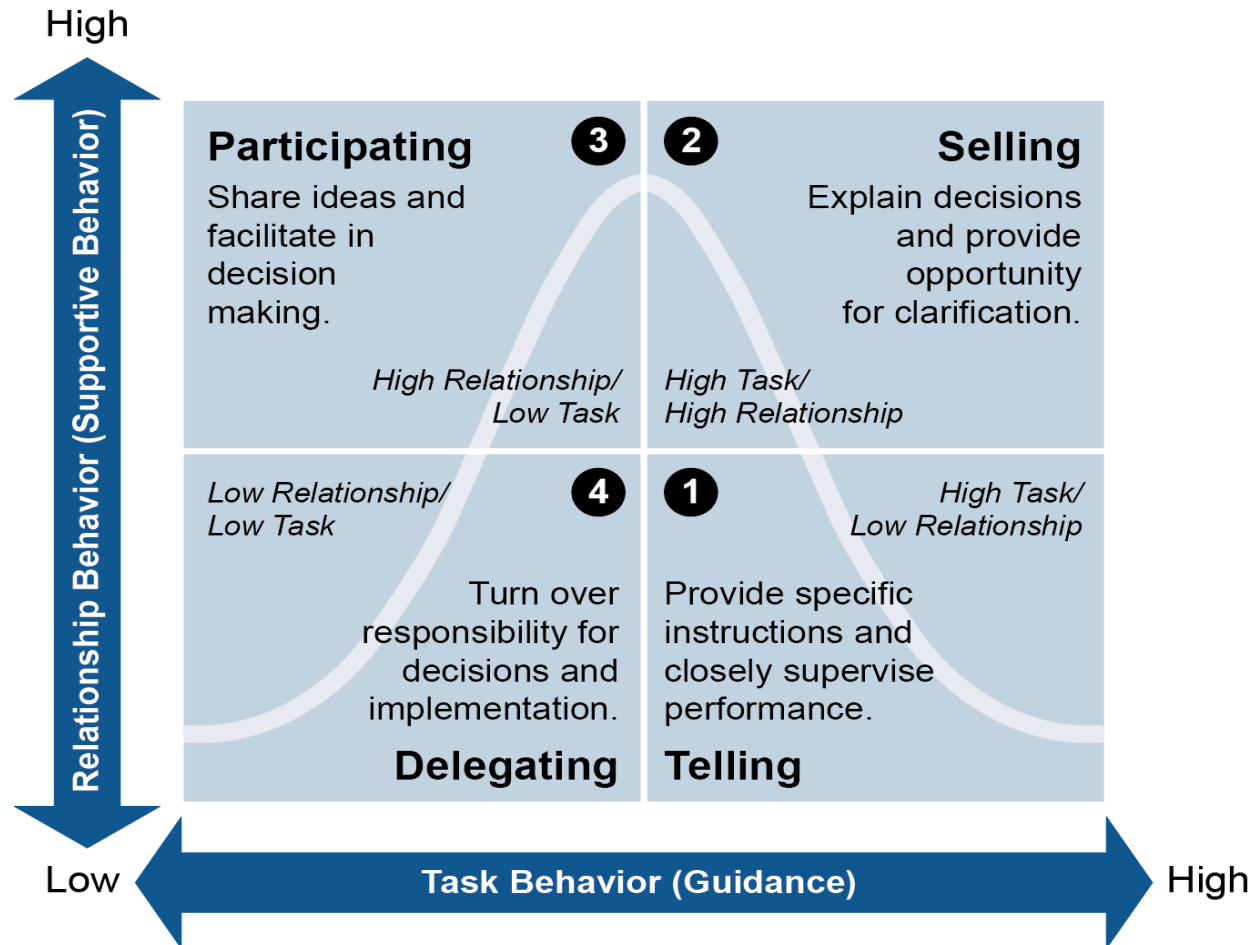
# Leadership Theories

## Situational Theories

- Extend the behavioral concept—the effectiveness of different leadership styles depends on the situation.
- Leadership style is most effective when it flexes to the situation or the employees involved.

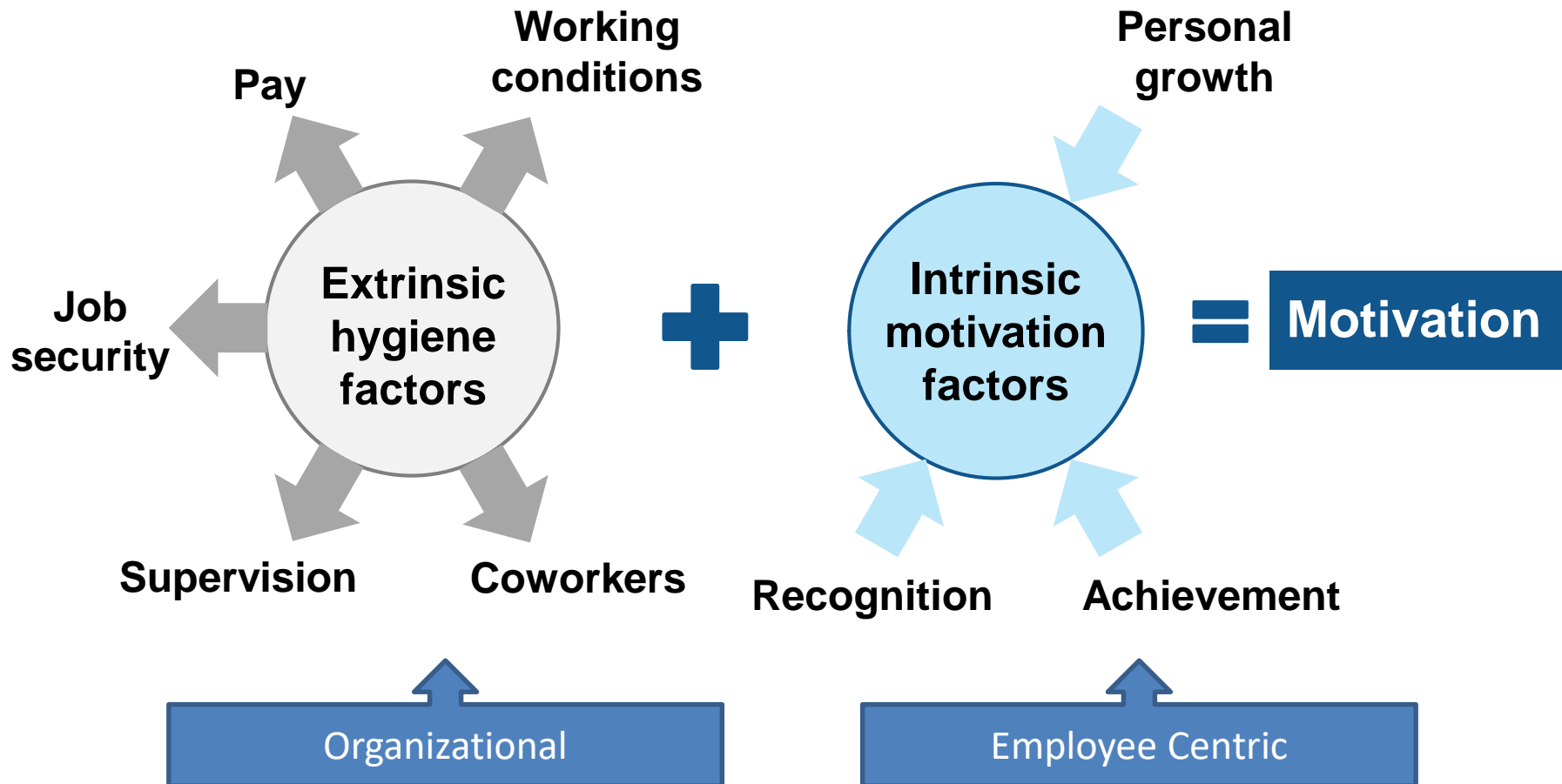
# Hersey-Blanchard Situational Leadership

Leadership styles match the maturity of the employee.



# Herzberg's Motivation-Hygiene Theory

## Methods to Empower





# Types of Incentives / Rewards

Individual	Group	Organization-wide
<p>Purpose is to improve individual performance</p> <p><i>Examples:</i> piece rate, commissions, noncash reward programs</p>	<p>Used when measuring individual performance is difficult or when performance requires cooperation</p> <p><i>Examples:</i> gainsharing plans, team bonuses</p>	<p>Reward overall results</p> <p><i>Examples:</i> profit sharing, stock ownership, bonus programs</p>