Human Resource Management trends and Approaches

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Human Resource Management at Work

What Is Human Resource Management (HRM)?

The process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns.

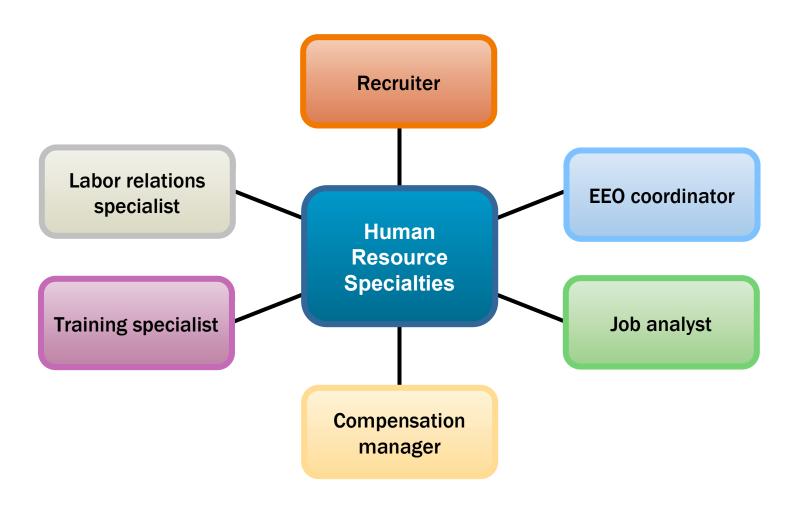
Organization

People with formally assigned roles who work together to achieve the organization's goals.

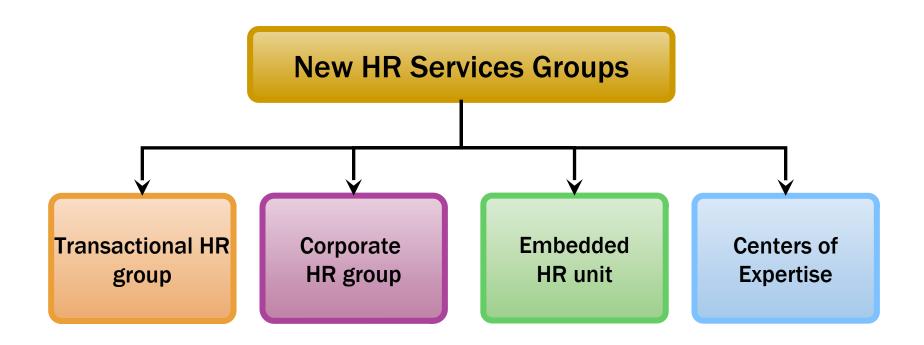
Manager

The person responsible for accomplishing the organization's goals, and who does so by managing the efforts of the organization's people.

Human Resource Specialties



New Approaches to Organizing HR



Trends Shaping Human Resource Management



Trends

- · Globalization
- Increased competition
- Deregulation and increased indebtedness
- Technological innovation
- · More high-tech jobs
- More service jobs
- More knowledge work
- · An aging workforce
- Dramatic economic downturn starting in 2007/2008
- De-leveraging plus a likely slowdown in deregulation and globalization
- Slower economic growth in many countries

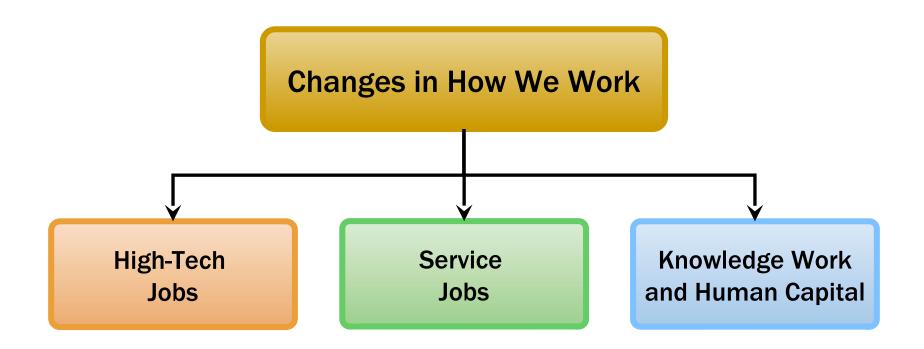
So Companies Must Be

- · More competitive
- · Faster and more responsive
- · More cost-effective
- · Human-capital oriented
- · Quality conscious
- Downsized
- Organized flatter (fewer layers)
- Organized around empowered teams
- ·Leaner
- · More fiscally conservative
- More scientific in how they make decisions

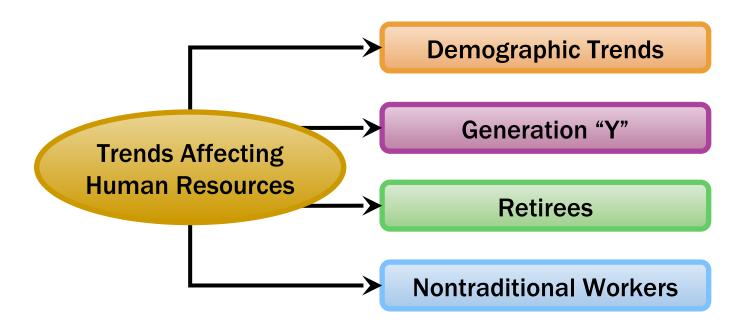
Employers Will Therefore Expect from HR Management That They

- Focus more on big picture issues such as helping the company achieve its strategic goals
- Find new ways to provide transactional services such as benefits administration
- Create high-performance work systems
- Take steps to help the employer better manage challenging times
- Formulate practices and defend its actions based on credible evidence
- Manage ethically
- Have the proficiencies required to do these things for instance, a command of strategic management and financial budgeting

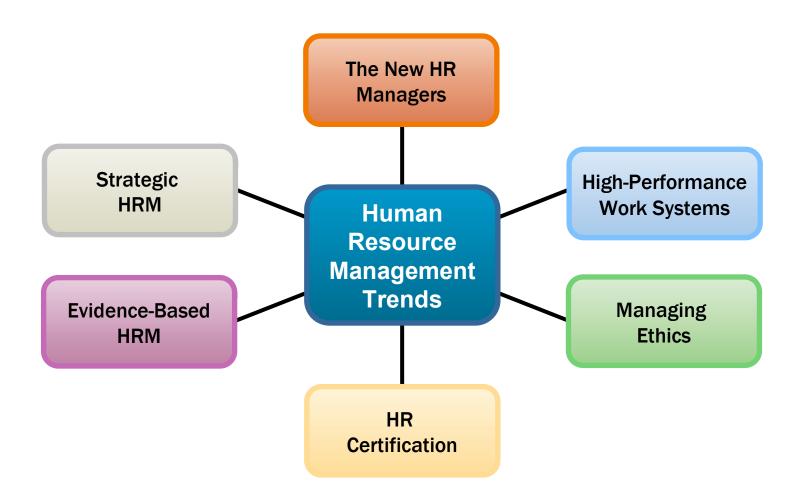
Trends in the Nature of Work



Workforce and Demographic Trends



Important Trends in HRM



Meeting Today's HRM Challenges

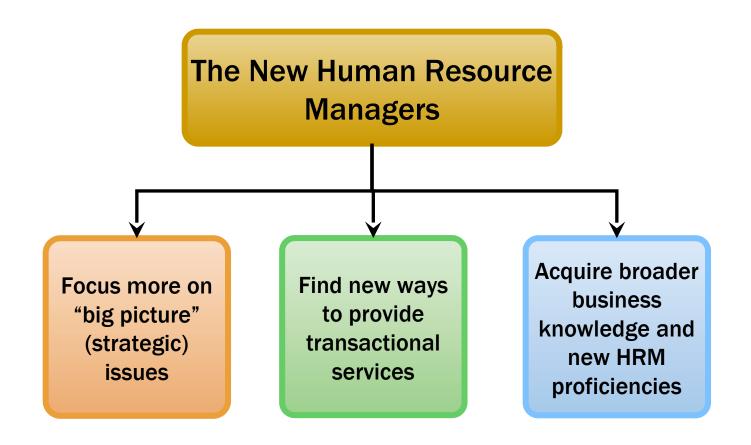


TABLE 1–2 Some Technological Applications to Support HR

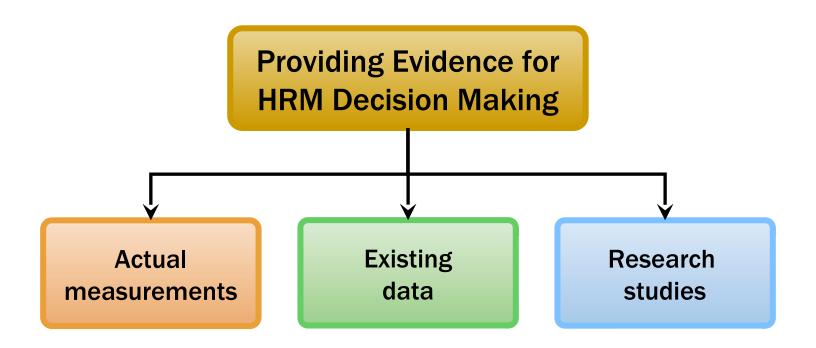
Technology	How Used by HR
Application service providers (ASPs) and technology outsourcing	ASPs provide software application, for instance, for processing employment applications. The ASPs host and manage the services for the employer from their own remote computers
Web portals	Employers use these, for instance, to enable employees to sign up for and manage their own benefits packages and to update their personal information
Streaming desktop video	Used, for instance, to facilitate distance learning and training or to provide corporate information to employees quickly and inexpensively
Internet- and network- monitoring software	Used to track employees' Internet and e-mail activities or to monitor their performance
Electronic signatures	Legally valid e-signatures that employers use to more expeditiously obtain signatures for applications and record keeping
Electronic bill presentment and payment	Used, for instance, to eliminate paper checks and to facilitate payments to employees and suppliers
Data warehouses and computerized analytical programs	Help HR managers monitor their HR systems. For example, they make it easier to assess things like cost per hire, and to compare current employees' skills with the firm's projected strategic needs

High-Performance Work Systems

- Increase productivity and performance by:
 - Recruiting, screening and hiring more effectively
 - Providing more and better training
 - Paying higher wages
 - Providing a safer work environment
 - Linking pay to performance



Evidence-Based HRM



Managing Ethics

Ethics

Standards that someone uses to decide what his or her conduct should be

HRM-related Ethical Issues

- Workplace safety
- Security of employee records
- Employee theft
- Affirmative action
- Comparable work
- Employee privacy rights



HR Certification

- HR is becoming more professionalized.
- Society for Human Resource Management (SHRM)
 - SHRM's Human Resource Certification Institute (HRCI)
 - SPHR (Senior Professional in HR) certificate
 - GPHR (Global Professional in HR) certificate
 - PHR (Professional in HR) certificate

