

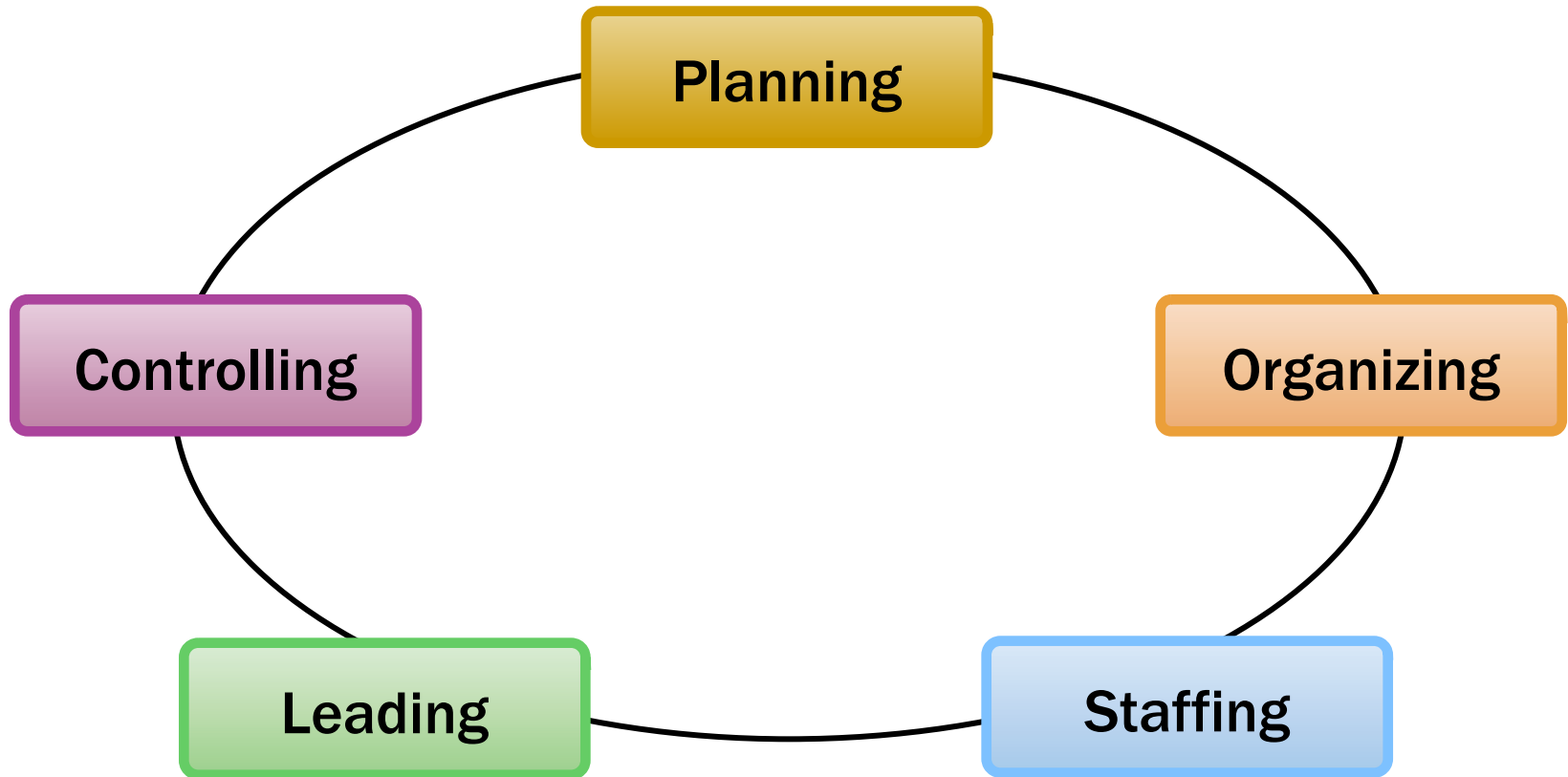
Introduction To Human Resource Management

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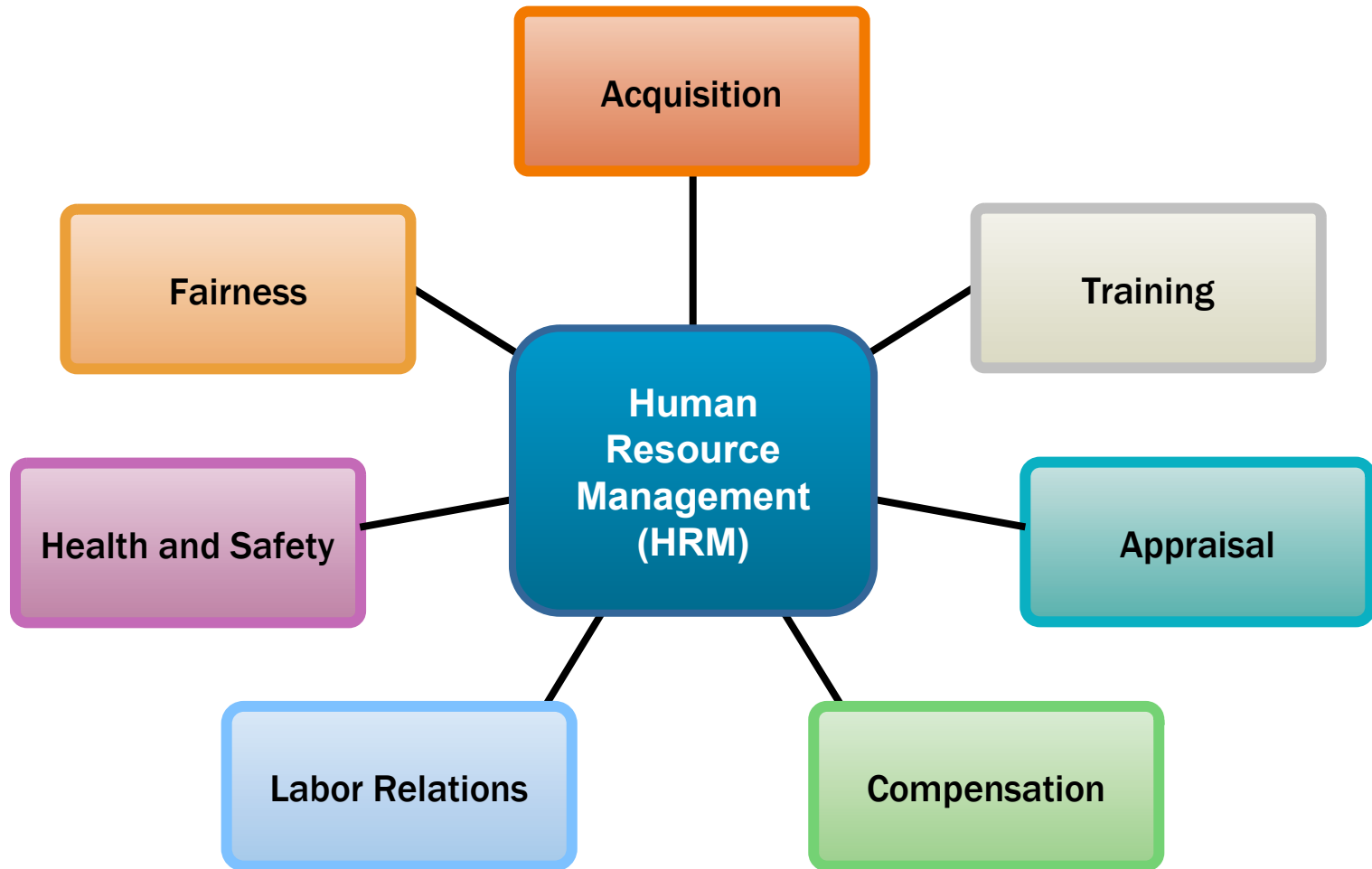
Human Resource Management at Work

- **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.

The Management Process



Human Resource Management Processes



Personnel Aspects of a Manager's Job

- **Conducting job analyses**
- **Planning labor needs and recruiting job candidates**
- **Selecting job candidates**
- **Orienting and training new employees**
- **Managing wages and salaries**
- **Providing incentives and benefits**
- **Appraising performance**
- **Communicating**
- **Training and developing managers**
- **Building employee commitment**

Personnel Mistakes

- Hire the wrong person for the job
- Experience high turnover
- Have your people not doing their best
- Waste time with useless interviews
- Have your firm in court because of discriminatory actions

Personnel Mistakes

- Have some employees think their salaries are unfair and inequitable relative to others in the organization
- Allow a lack of training to undermine your department's effectiveness
- Commit any unfair labor practices

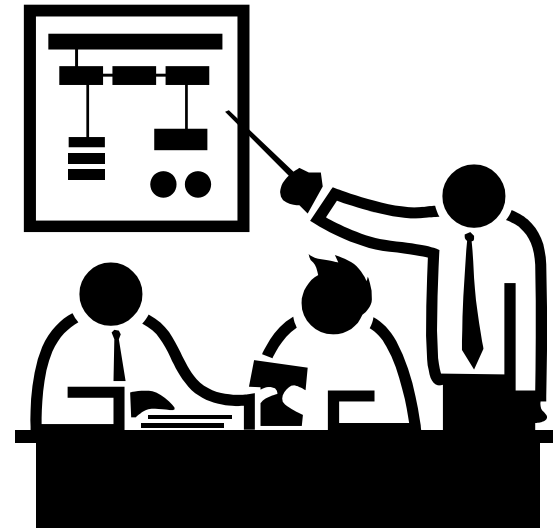
Basic HR Concepts

- The bottom line of managing:
Getting results
- HR creates value by engaging in activities that produce the employee behaviors that the organization needs to achieve its strategic goals.
- Looking ahead: Using evidence-based HRM to measure the value of HR activities in achieving those goals.



Line and Staff Aspects of HRM

- **Line Manager**
 - Is authorized (has line authority) to direct the work of subordinates and is responsible for accomplishing the organization's tasks.
- **Staff Manager**
 - Assists and advises line managers.
 - Has functional authority to coordinate personnel activities and enforce organization policies.



Line Managers' HRM Responsibilities

1. **Placing the right person on the right job**
2. **Starting new employees in the organization (orientation)**
3. **Training employees for jobs that are new to them**
4. **Improving the job performance of each person**
5. **Gaining creative cooperation and developing smooth working relationships**

Line Managers' HRM Responsibilities

- 6. Interpreting the firm's policies and procedures**
- 7. Controlling labor costs**
- 8. Developing the abilities of each person**
- 9. Creating and maintaining department morale**
- 10. Protecting employees' health and physical condition**

Human Resource Managers' Duties

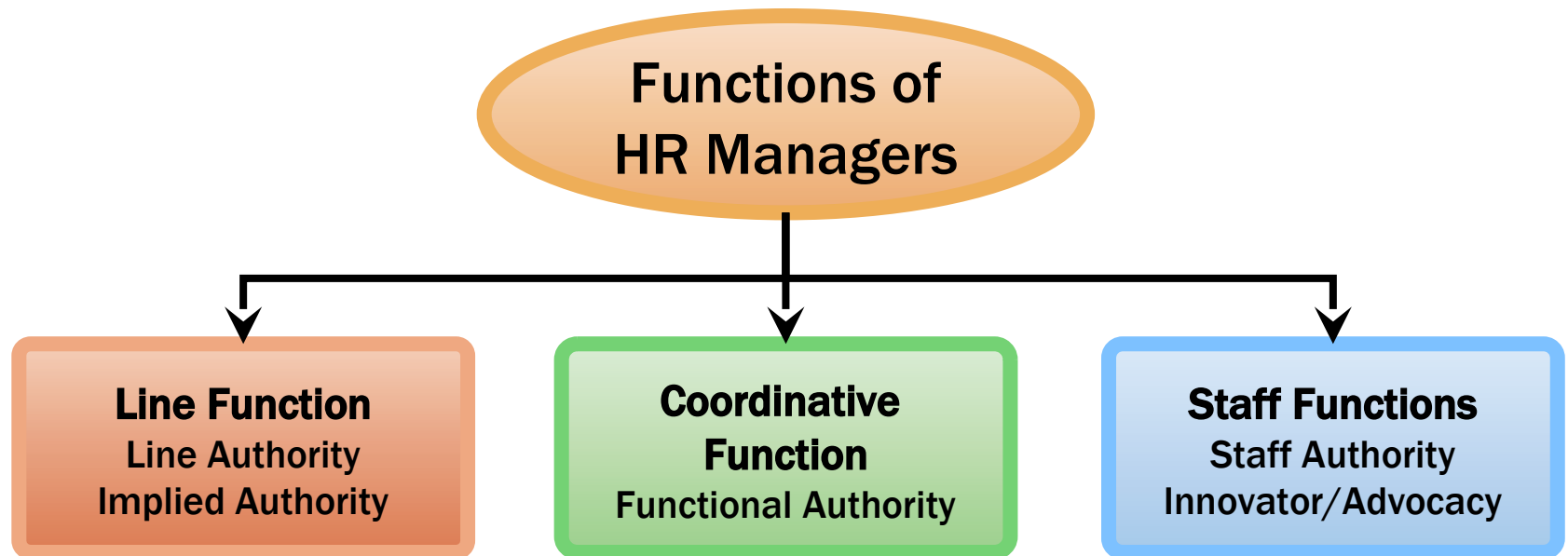


FIGURE 1–1 Human Resources Organization Chart for a Large Organization

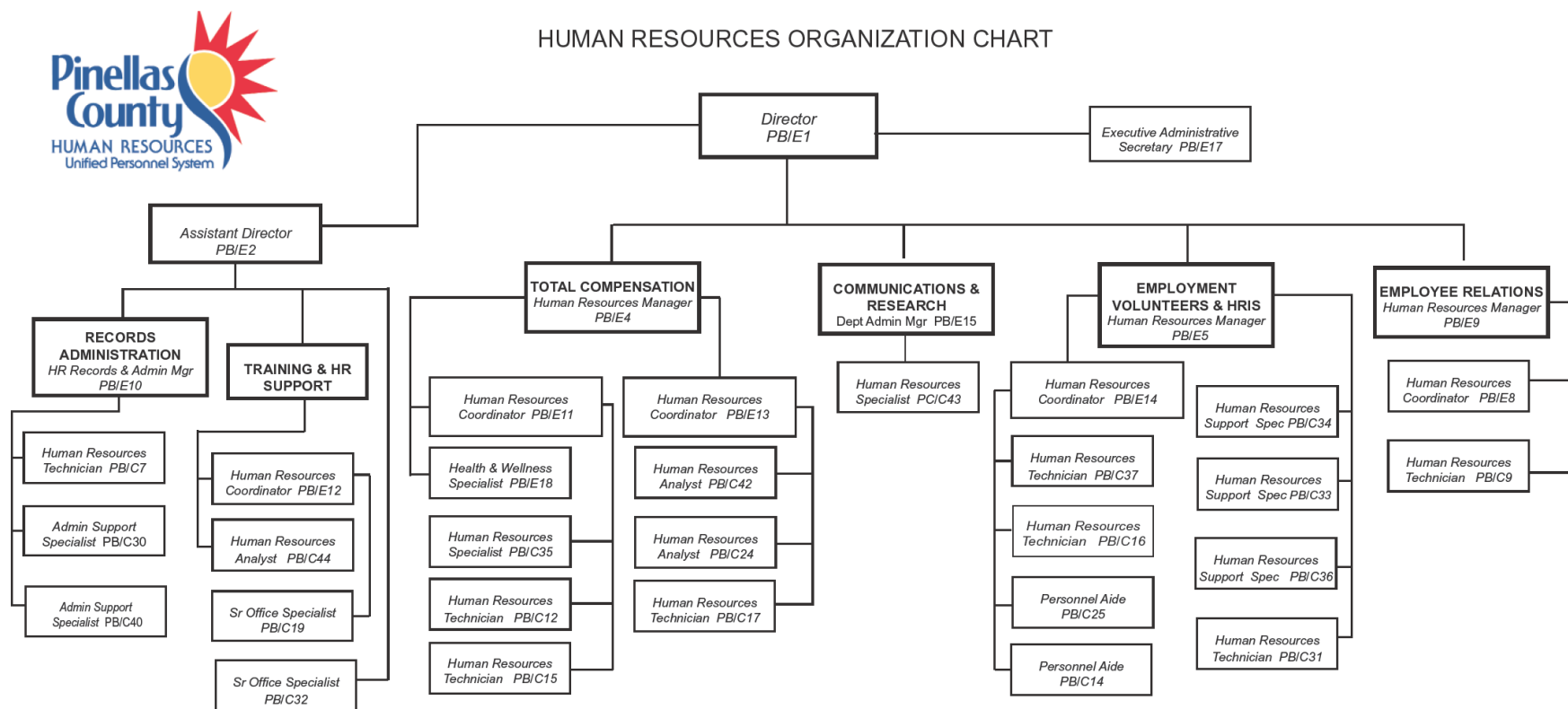


FIGURE 1–2 Human Resources Organization Chart for a Small Company

