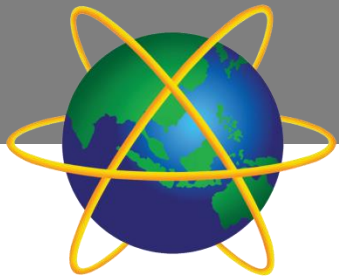


BM068-M-MP



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OF TECHNOLOGY & INNOVATION

TOPIC 1 : *Introduction*

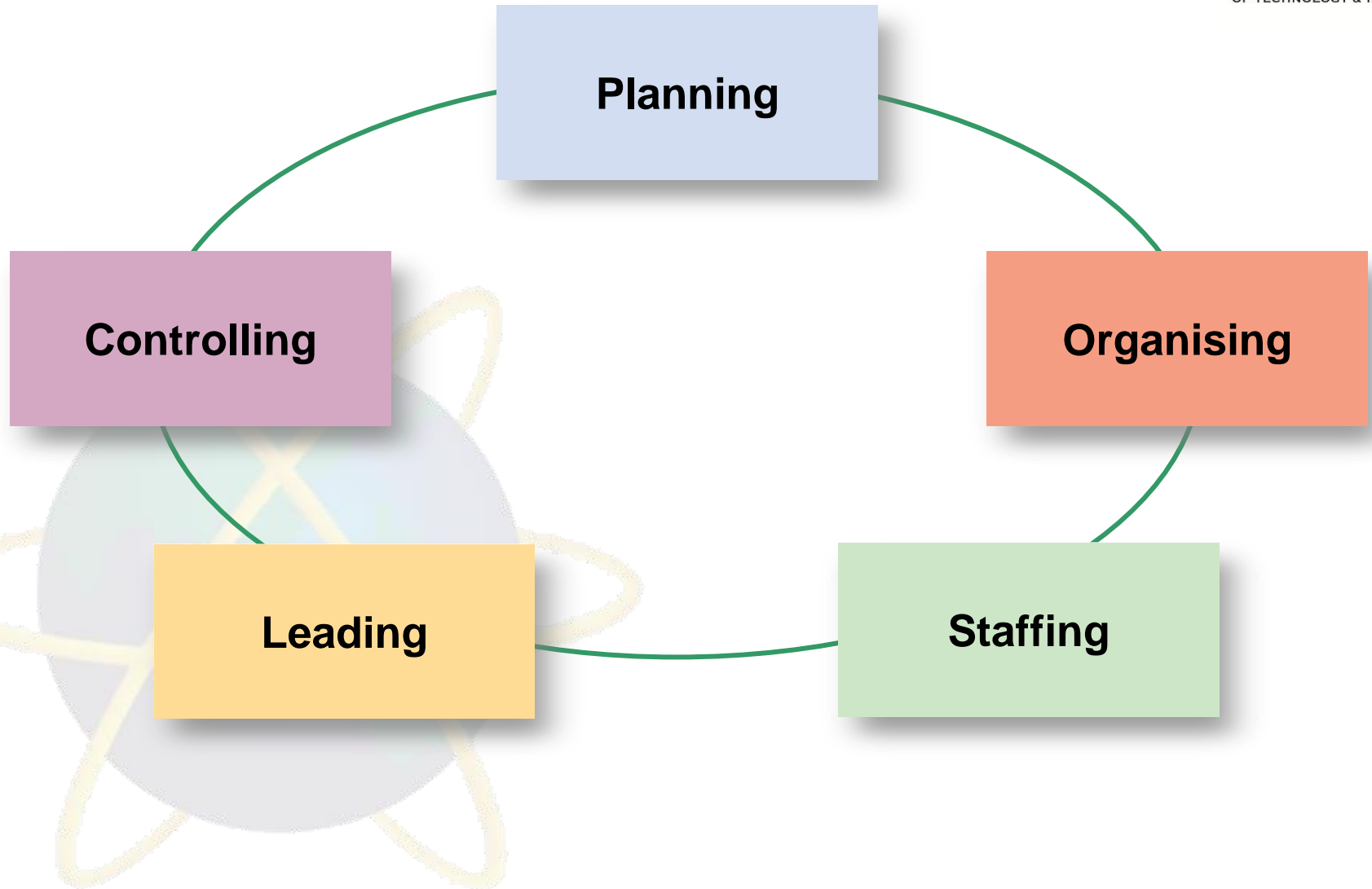
Learning Outcome

At the end of this topic you will be able you to:

- Describe the importance of people management and its key components.

*** people management /human resource management**

The Management Process

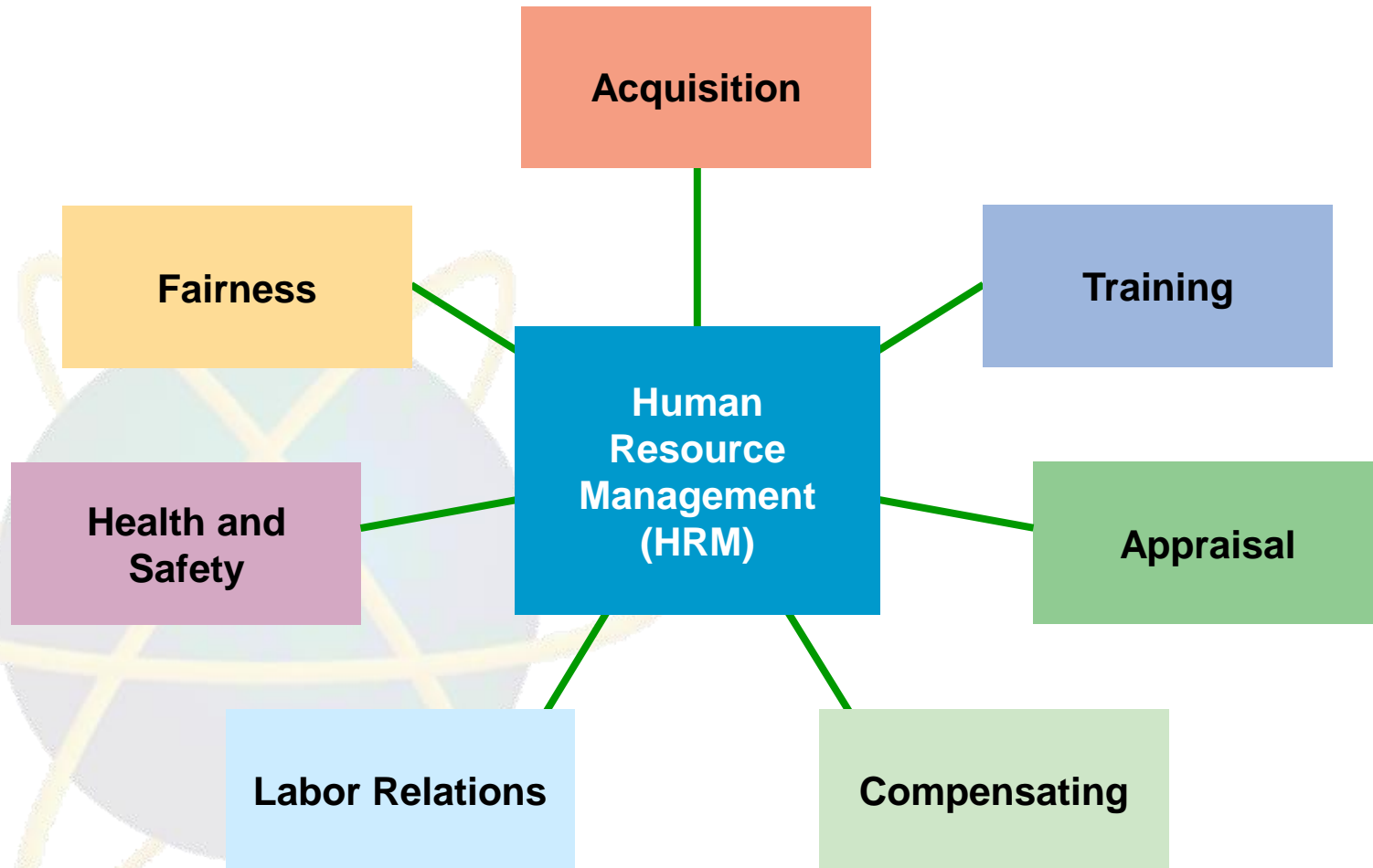


Human Resource Management at Work

- What Is Human Resource Management (HRM)?
 - The policies and practices involved in carrying out the “people” or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising.



Human Resource Management at Work



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 company in court because of discriminatory actions
- Have your company cited by OSHA for unsafe practices
- 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



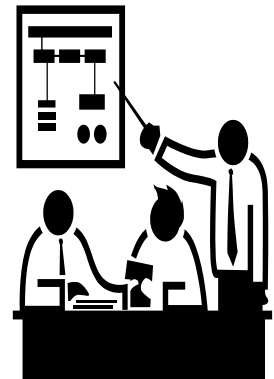
Basic HR Concepts

- The bottom line of managing: *Getting results*
- HR creates value by engaging in activities that produce the employee behaviors that the company needs to achieve its strategic goals.



Line and Staff Aspects of HRM

- Line manager
 - A manager who is authorized to direct the work of subordinates and is responsible for accomplishing the organisation's tasks.
- Staff manager
 - A manager who assists and advises line managers.

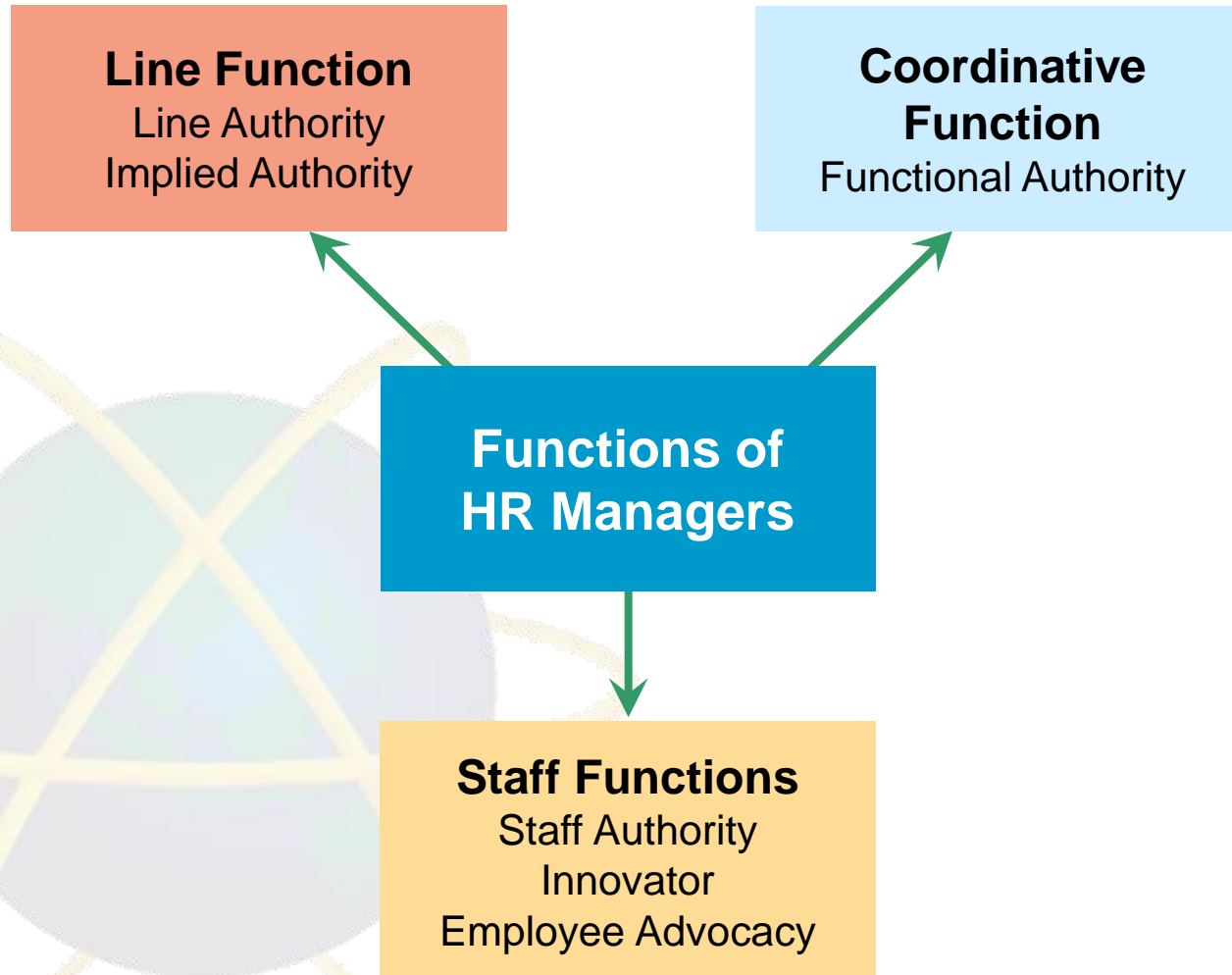


Line Managers' HRM Responsibilities

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
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



Human Resource Specialties

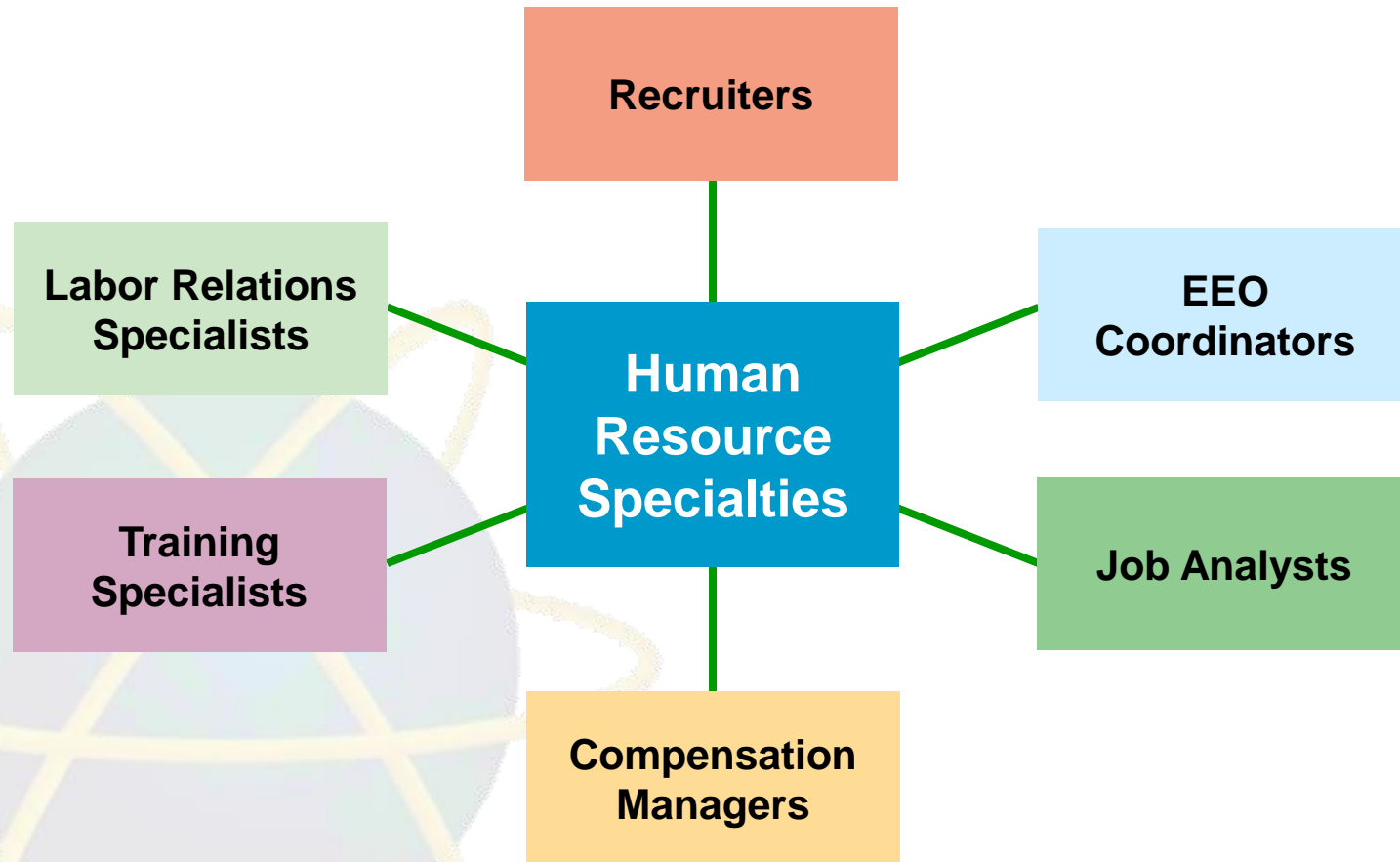
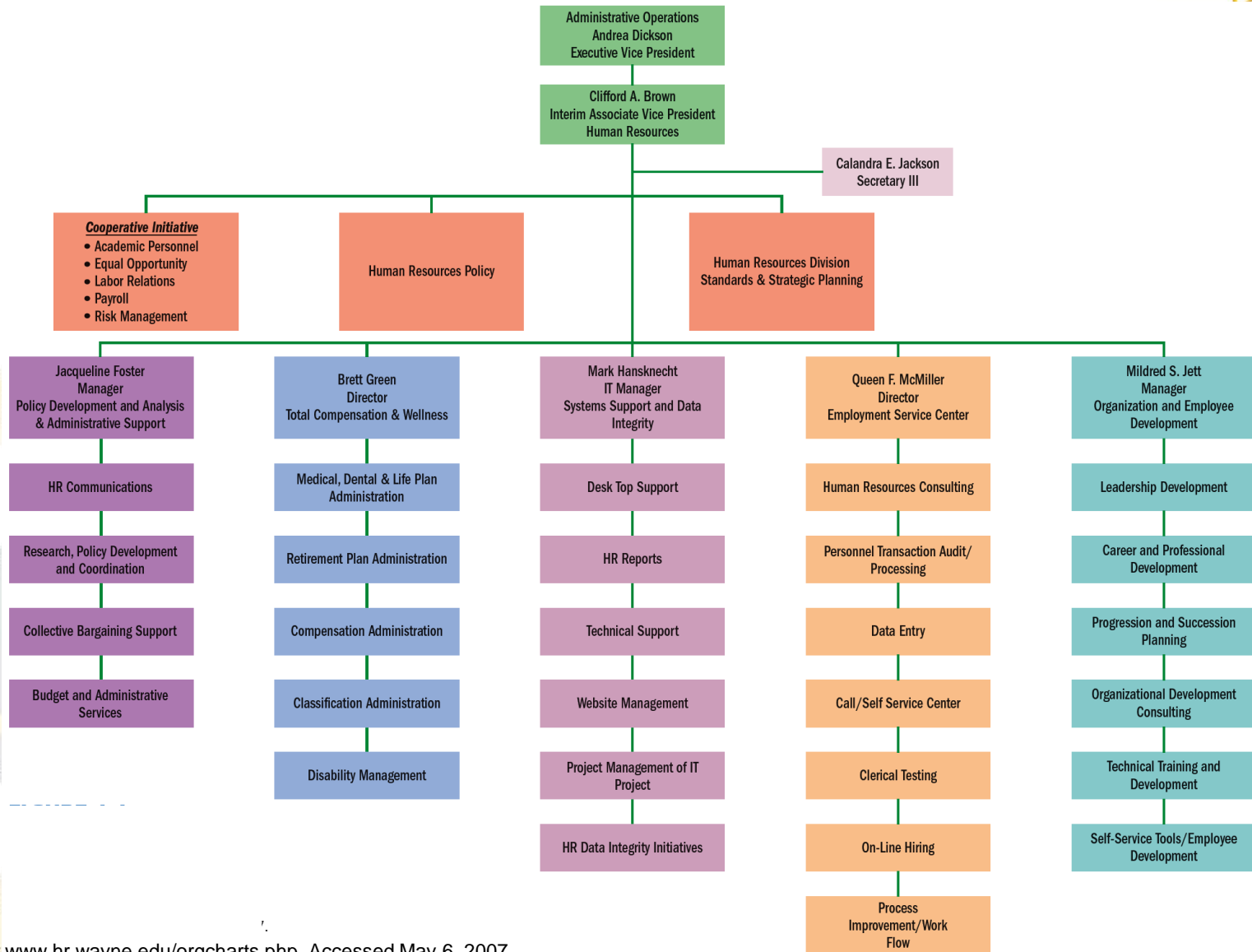


FIGURE 1-1

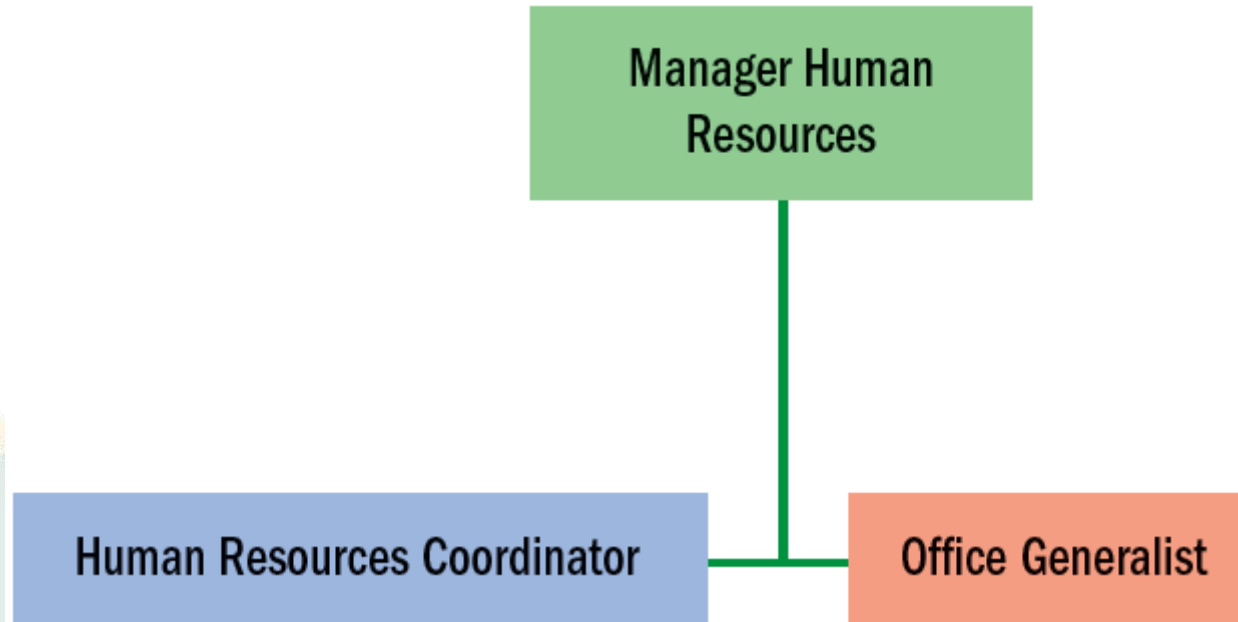
HR Organization Chart for a Large Organization



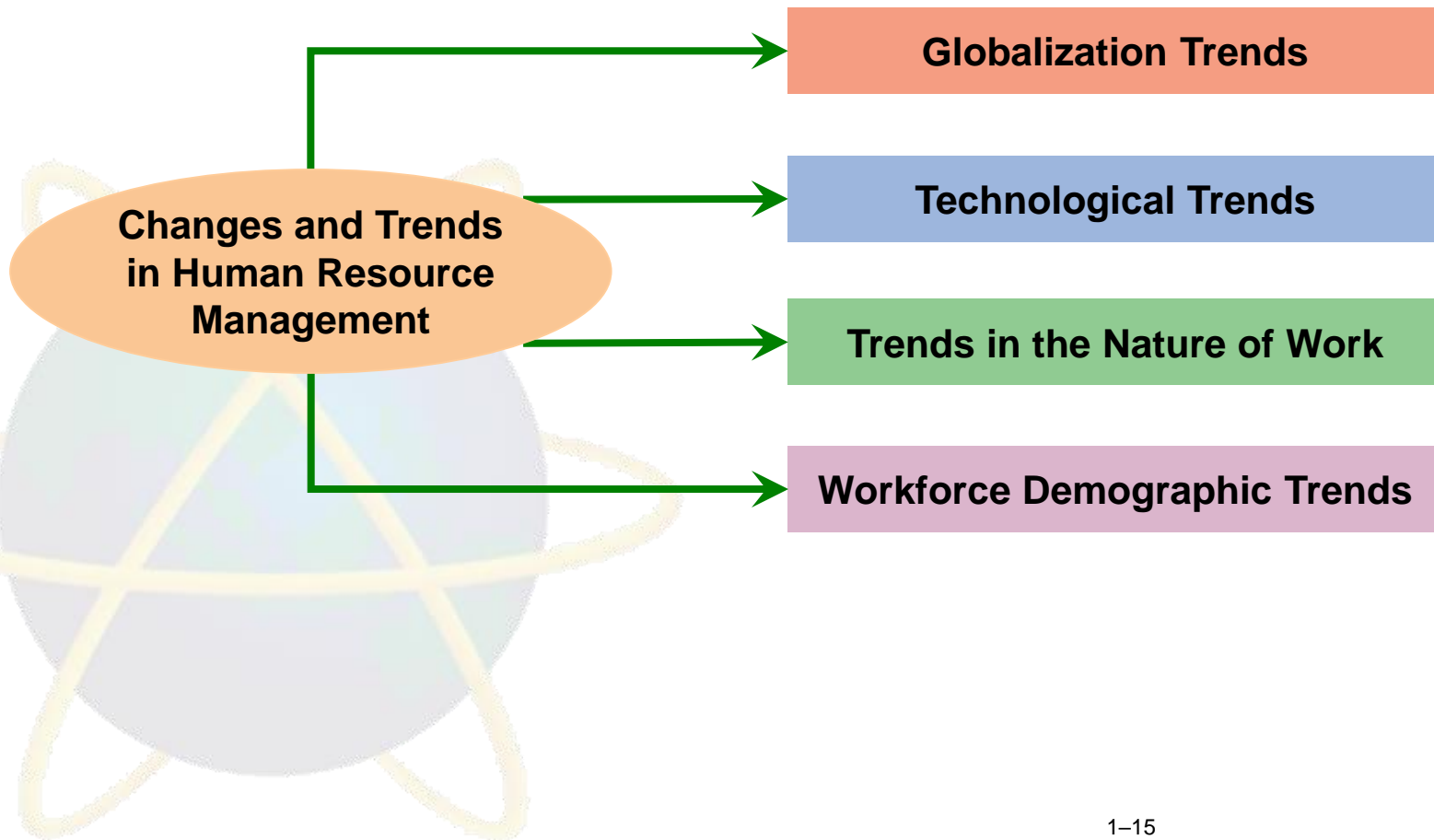
Source: www.hr.wayne.edu/orgcharts.php. Accessed May 6, 2007.

FIGURE 1–2

HR Organizational Chart (Small Company)



The Changing Environment of Human Resource Management



The Changing Role of Human Resource Management



High-Performance Work System Practices

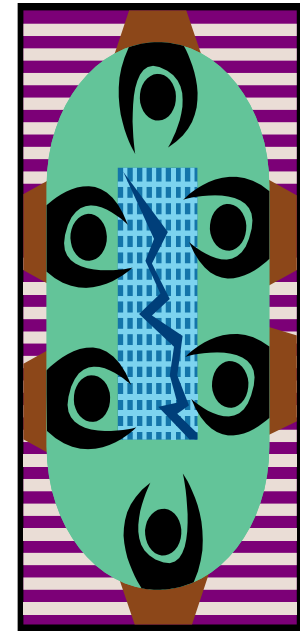
- Employment security
- Selective hiring
- Extensive training
- Self-managed teams/decentralized decision making
- Reduced status distinctions
- Information sharing
- Contingent (pay-for-performance) rewards
- Transformational leadership
- Measurement of management practices
- Emphasis on high-quality work

Benefits of a High-Performance Work System (HPWS)

- Generate more job applicants
- Screen candidates more effectively
- Provide more and better training
- Link pay more explicitly to performance
- Provide a safer work environment
- Produce more qualified applicants per position
- Hiring based on validated selection tests
- Provide more hours of training for new employees
- Conduct more performance appraisals

Measuring HR's Contribution

- The HR Scorecard
 - Shows the quantitative standards, or “metrics” the firm uses to measure HR activities.
 - Measures the employee behaviors resulting from these activities.
 - Measures the strategically relevant organisational outcomes of those employee behaviors.



The Human Resource Manager's Proficiencies

- New Proficiencies
 - HR proficiencies
 - Business proficiencies
 - Leadership proficiencies
 - Learning proficiencies



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
 - PHR (professional in HR) certificate



The Human Resource Manager's Proficiencies (cont'd)

- Managing within the Law
 - Equal employment laws
 - Occupational safety and health laws
 - Labor laws
- Managing Ethics

