The Book in General

- 500 pages (+ 50) – this presentation is about the first half
- The main focus is on companies with hundreds or thousands of employees. Some value for companies with 50+ employees, not so much for companies with less
- The law perspective is mentioned often
- Didn’t offer any ground shattering new ideas
Introduction

- What human resource management is all about?
  - Every manager must do some HR
  - In larger organization separate HR department is required
- Focus on basic HR practices: Recruiting, selecting, training, appraising and compensating employees
- Role of HR
  1. Ensuring people get paid, work ads make it to the magazines in time, etc.
  2. Fit and adopt to corporate strategy
  3. Partner in strategic planning
Strategic view of HR

- Recruited people’s talents must match the company’s agenda
- Globalization – not only moving people to countries with cheap labor but also finding talent elsewhere
- Work focus in western countries changing
- Workforce is getting more diversified
- What this means: Companies are using and need to use HR practices to gain competitive advantage from their people
Equal Opportunity and the Law

- Don’t discriminate!
  - Civil Rights Act
  - Equal Pay Act
  - Age Discrimination in Employment Act
  - Equal Employment Opportunity Act
  - Vocational Rehabilitation Act
  - Vietnam’s Era Veterans’ Readjustment Assistance Act
  - Pregnancy Discrimination Act
  - Americans with Disabilities Act
(Supreme) court decisions play a major role

Law terminology
- Adverse impact
- Bona fide occupation qualification
- Business necessity

Sexual harassment
- Quid Pro Quo
- Hostile Environment Created by Supervisors
- Hostile Environment Created by Co-Workers and Non-Employees
Job Analysis

- Determining what a job involves exactly and what kind of people the firm should hire for the job

- Information to collect:
  - Work activities
  - Human behavior
  - Machines, tools, equipment, and other work aids
  - Performance standards
  - Job context
  - Human requirements
Job Analysis (cont)

- Usages for the information collected
  - Recruitment and selection
  - Compensation
  - Performance appraisal
  - Training
  - Discovering unassigned duties
  - EEO compliance

- Steps in the actual analysis conclude of deciding how the information is used, reviewing background information, selecting representative positions, etc.
Methods for collecting information
- Interview
- Questionnaires
- Observation
- Participant diary/logs
- Position analysis questionnaire (quantitative, chart filling)

Job description, job specification

De-jobbing makes analysis more difficult
- Flatter organizations
- Work teams
- Boundaryless organizations
The recruitment process

- Decide what positions you have to fill (plan, forecast)
- Build a pool of candidates
- Have applicants fill application forms and possibly go through a screening interview
- Use appropriate selection techniques to identify viable candidates
- Decide who to make the offer to by going through the candidates with supervisor or other team members
Forecasting employee needs
- Trend analysis
- Ratio analysis
- Scatter plot
- Computer forecasts
- Managerial judgment

Forecasting supply of candidates (internal / external)

Effective recruiting: Recruiting Yield Pyramid
HR Planning and Recruitment (cont)

- Finding outside candidates
  - Advertising (the media plays a big role)
  - Employment agencies (public/private)
  - Temp agencies
  - Executive recruiters
  - College recruitment
  - Referrals
  - Recruiting on the Internet

- Recruiting more diverse workforce
  - Single parents, older works, minorities and women
Employee Testing and Selection

- Make sure the tests are valid and reliable
- Equal employment opportunity
  - Test taker’s individual rights and test security
- Formulating tests
  - Analyze the job
  - Choose the tests
  - Administer the tests
  - Relate test scores and criteria
  - Cross-validate and revalidate
12. What is the output of the following code?

class Base1
{
public:
    virtual void PrintBase1() { printf("Base1\n"); }
};

class Base2
{
public:
    virtual void PrintBase2() { printf("Base2\n"); }
};

class MyClass : public Base1, public Base2
{
};

void MyFunction()
{
    Base1 *pClass1 = new MyClass;
    Base1 *pClass2 = new MyClass;
    Base2 *pBase2a = (Base2 *)pClass1;
    Base2 *pBase2b = (Base2 *)((MyClass *)pClass2);
    pBase2a->PrintBase2();
    pBase2b->PrintBase2();
}
Employee Testing and Selection (cont)

- Test types
  - Cognitive abilities (IQ)
  - Motor and physical abilities
  - Personality and interests
  - Achievement tests

- Work samples and simulations

- Background investigations and reference checks

- Pre-employment information services
Interviewing Candidates

- Structured interviews vs. unstructured interviews

- Interview content
  - Situation interview
  - Behavior interview
  - Job-related interview
  - Stress interview

- Administering the interview
  - Personal interview
  - Panel interview
  - Mass interview
  - Computer interview
Interviewing Candidates (cont)

- What can go wrong
  - First impressions
  - Misunderstanding the job
  - Candidate order (contrast) error
  - Nonverbal behavior
  - Effect on personal characteristics: Attractiveness, gender, race
Training and Development

- Analyzing training needs: New employees vs. existing employees
- Training methods:
  - On-the-job training
  - Apprentice training
  - Informal learning
  - Job instruction training
  - Lectures
  - Programmed learning
  - Audiovisual tools
  - Simulated training
Training and Development (cont)

- Training for special purposes
  - Illiterates
  - AIDS
  - Global business
  - Diversity training
  - Customer services training
  - Teamwork training
  - Lifelong training
- Managerial development and training
Managing Strategic Organizational Renewal

What can change?

- Strategy
- Culture
- Structure
- People, attitudes and skills
- Technology
Managing Strategic Organizational Renew (cont)

- **10-step change process**
  1. Establish a sense of urgency
  2. Mobilize commitment through joint problem diagnostics
  3. Create a guiding coalition
  4. Develop a shared vision
  5. Communicate the vision
  6. Help employees make the change
  7. Generate short-term wins
  8. Consolidate gains and produce more change
  9. Anchor the new ways of doing things in company’s culture
  10. Monitor progress and adjust vision as required
Appraising and Managing Performance

- Appraisal process: Set standards, assess performance relative to standards, give feedback

- Appraisal methods
  - Graphic rating scale method
  - Alternation rank method
  - Paired comparison method
  - Forced distribution method
  - Critical incident method
  - …