

## Lecture 1: HRM and Strategy

### 1. How do companies manage workforce?

Rewards and incentives

Pleasant work environment

Flexible hours

### 2. Why do companies take this approach?

Increased productivity, better quality of work

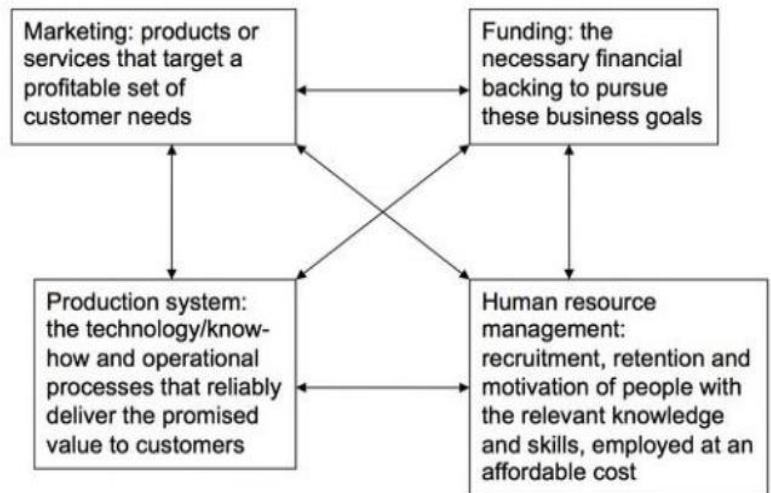
Customer sensitivity

Job satisfaction and engagement

**HRM** involves the productive use of people in achieving the organisation's strategic objectives and the satisfaction of individual employees needs  
Very unpredictable and costs a lot of money

**Human capital** is the knowledge, skills and abilities present in an organisation's human resources

**Social capital** is the strength of personal relationships existing within an organisation that promote sharing knowledge, employee motivation, team work and work commitments



Four critical elements in a viable business model

HRM models aim to influence individual and workforce performance

- Ability (A)
- Motivation (M)
- Opportunity to perform (O)
- $P = f(A, M, O)$ 
  - HR coordinates collective levels of personnel, e.g. organisation performance, improving capabilities, attitude climates

High commitment systems to choose best practices for managing employees - but one size does not fit all  
How do you identify one set of 'best practices' for certain cultures or national cultures?

Instead, HR choices should be determined by the **strategy** of the firm

- The direction in which an organisation intends to move and establishes the framework for action by which it intends to get there.
- Strategic choices have HRM consequences - strategic HRM focuses on the linking of HR activities with the organisation's strategic objectives

**Strategy types** (Porter's):

- Cost leadership
- Differentiation
- Focus

Model for HR practices:

- Required employee skills and behaviours
- Supportive HR practices, e.g. job design, rewards
- HR Outcomes and revision

### Goals of HRM

- **Controlling labour costs**, e.g. unit labour cost, aim to have cost-effective labour
- HRM financial, material, technological resources can be copied, but harder to copy culture, **relationships and people**
- **Social legitimacy** e.g. corporate social responsibility, other stakeholders

### Lecture 2: Job Design

**Tools of HRM:** recruitment, training, rewards

### Evidence of job design:

- Canon changes office design to improve collaboration, sociometric badges provides data about interaction and how effective people work with each other
- Sales increase when sales workers interact with other workers outside of their immediate social group
- Facilitate interaction via coffee stations
- Building large social spaces also comes with what you want to achieve, more productivity or more creativity? Team members to talk to each other more, or come up with better ideas?
- Rather than hot-desking, use an open plan office with assigned seatings

HRM managers have to understand how to design jobs to get the **desired outcome**

- Jobs result from differentiation, sub-divided and departmentalized, yet independent
- Interdependency needs careful design so all departments work together, important in a constant state of flux and a lot of re-engineered work processes
- Understanding how jobs are changing is critical for HRM

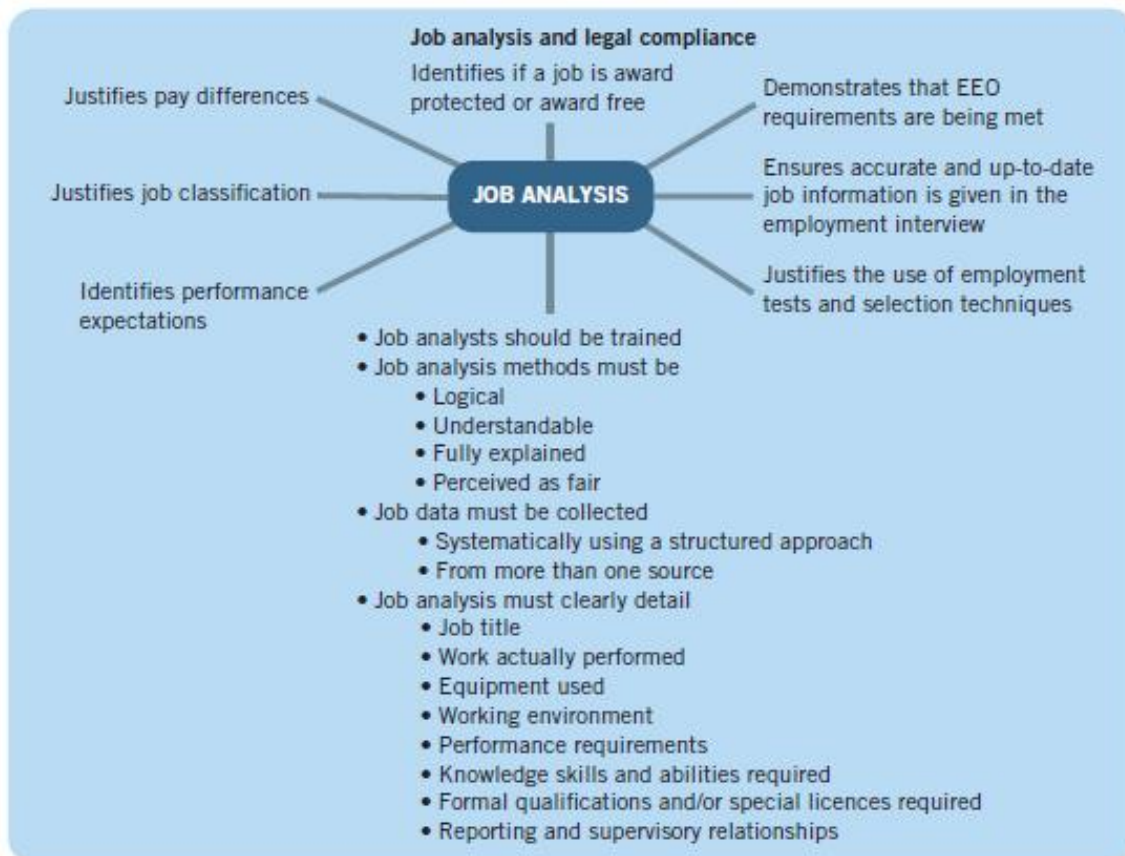
### Job analysis – systematic study

- Content - Duties, responsibilities, tasks
- Requirement - Skills, knowledge, abilities
- Context - purpose, consequences of errors

When? Selecting employees, creating new jobs, changed jobs, restructuring

### Approaches to job analysis

- *Job-oriented (task)*: concerned with what gets done - the tasks, duties and responsibilities of the job
- *Employee-oriented (behaviour)*: how the job is done - the human behaviour required to perform the job



#### Key output

- Job description – why the job exists, specifications
- Person specification

*Job design* identifies what work must be performed, how it will be performed, where it is to be performed and who will perform it

#### Job description:

- Duties and responsibilities, what the employee must do, outcomes
- Performance standard, behaviours used to measure performance
- Personal requirements for the job, knowledge & experience
- Duties and responsibility listed in logical sequence
- Action verbs
- Quantitative terms to add objectivity and clarity
- Specific rather than vague terms
- Results on which performance evaluated
- Clarity and simplicity of expression

#### Critiques of job description:

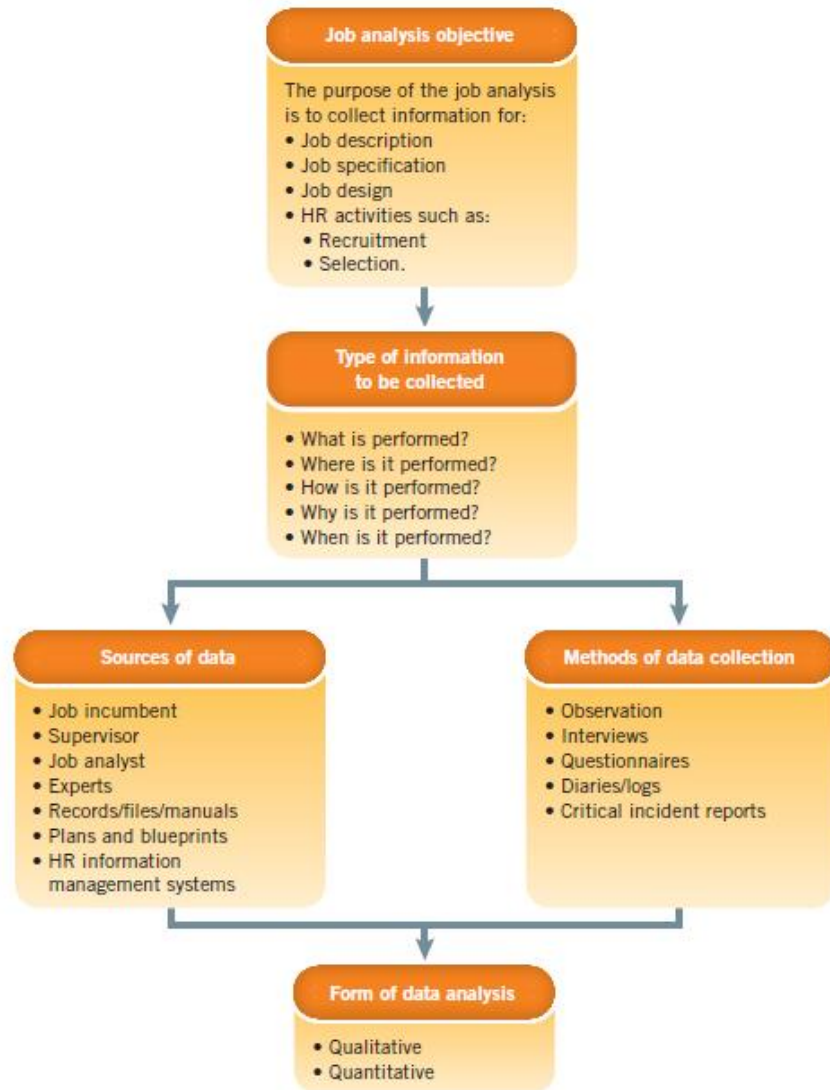
- The traditional job description has been criticised for being a straitjacket suitable only for repetitive work
- Being a static written description, it ignores the dynamics of the job
- Project-based work instead of position-based work signals the demise of the traditional job and the traditional job description. As a result, employees psychologically tied to a job title and a job description are vulnerable because they lack flexibility.

## Job titles do matter

- First thing that you share with colleagues, e.g. nurse, chef, knowledge, competency, pride, identity for job holders, identity badges
- Facilitate teams and trust in teams, linked to selection, performance management, compensation
- When employees create their own titles it reduces emotional exhaustion in the job

## Features of a good job title

- Accurately reflects nature of job and duties performed
- Reflects ranking order with other jobs in company
- Does not exaggerate importance of the role
- Free of gender or age implications
- Generic enough to enable comparison to similar jobs
- Self-explanatory for recruitment purposes



## Job analysis – how do we get information about jobs

- Interviews
- Questionnaires
- Observation
- Diaries
- Critical incidents
- Focus groups
- Existing records
- Industry comparison

Strengths/weaknesses: time, cost, effectiveness and reliability of information, can it be applied to all jobs?, training required, credibility

