

MGC2430 EXAM SUMMARY

- demonstrate the role of HRM in achieving organisational objectives
- critically evaluate some of the key theoretical models of HRM
- critically evaluate some of the key technical, legal and ethical issues in HRM
- analyse the policies, practises and procedures associated with the effective management of people in organisations
- explain the impact of the social, political and economic environment on the theory and practise of HRM

WEEK 1-3: CONTEXT OF HRM

- HR theory
- strategic HR
- contextual issues

WEEK 4-6: GETTING PEOPLE ON BOARD

- HR planning and HRIMS
- job analysis and work design
- attraction, selection and induction

WEEK 6-9: DEVELOPING AND RETAINING PEOPLE

- training and development
- career management
- strategic reward and performance management

WEEK 10-11: ISSUES IN HR

WEEK 1: intro

- HRM adds value by implementing HR policies and practises that motivate employees to translate their knowledge into productive behaviour

RESULT OF EFFECTIVE HRM

- **employees:**
 - increased knowledge, skills and abilities (KSAs)
 - empowerment
 - motivation
- **organisation:**
 - profitability gains
 - increased share price
 - higher company survival rates
 - increased sales
 - higher export growth
 - increased organisational commitment
 - lower labour turnover

ASSUMPTIONS

- **unitarist:** shared goals of employees and organisation, mutual commitment to success of org and employee success and satisfaction
- **pluralist:** divergent goals, conflict due to different interests, negotiation between parties

APPROACHES

- **instrumental (hard):** stresses rational, quantitative and strategic aspects, meeting goals of org is main focus, see employees as resources
 - e.g. Jetstar — minimising costs through low wages
- **humanistic (soft):** recognises strategic objectives, but places emphasis on employees' needs and see employees as assets, however costly and hard to implement well and still be profitable
 - e.g. IBM — diversity and employee engagement
- may face ethical dilemmas, however hard and soft are not necessarily opposed and can be successfully managed

ROLES OF HR MANAGER

- talent manager

- employee advocate
- board counsellor
- HR functional expert
- legal advisor
- strategic partner
- organisation ambassador
- change catalyst

HRM ACTIVITIES

- **job analysis:** defining tasks and responsibilities of a job (description) and identifies abilities, skills, knowledge and qualifications needed to perform it successfully (specification)
- **HR planning:** ensuring that org has the right no. of qualified people in the right jobs at the right time (supply vs demand)
- **recruitment:** seeking and attracting pool of suitable applicants (internal or external)
- **selection:** choosing from available candidates the individual predicted to be the most likely to perform successfully
- **performance appraisal:** evaluating how effectively employees are doing their jobs and communicating this info to employees, as well as establishing a plan for improvement — helps to link rewards to performance, identifying T&D needs
- **career planning and development:** identifying career goals, possible future opportunities and personal improvement requirements
- **remuneration and benefits:** direct/indirect, motivational impact
- **industrial/employee relations**
- **diversity management:** maximising contribution of all employees, multicultural policies

ETHICAL CONSIDERATIONS

- protect whistleblowers through confidential reporting channels etc
- e.g, Goldman Sachs has ethics code, but board members acted against this during GFC, were not reprimanded for actions, so ethics code may just be PR tactic?

WEEK 2: HR theory

BEHAVIOURAL VIEW

- HRM designed to influence attitudes, values, behaviours and roles
- intrinsic motivation

RBV

- HR a way of managing employees to achieve competitive advantage

HARVARD MODEL

- takes humanistic approach
- pluralistic assumptions
- long term aim is to meet needs of employees and organisation

SHRM

- pattern of planned HR deployments and activities intended to enable organisation to achieve its goals
- engagement of employees leads to higher productivity, lower turnover and increased shareholder returns
- takes on RBV, HR is critical to firm success via competitive advantage
- employees' needs assumed to be met on the way
- people are a source of competitive advantage, means of achieving strategic outcomes
- unitarist assumptions
- **horizontal fit:** integrating key elements of HR system, synergy (e.g, Myer, customer service)
- **vertical fit:** how HR strategy enables implementation of business strategies (e.g, Jetstar, low cost)
- **temporal fit:** adapting to future
- **Dainty** suggests that HR professionals are still not central to the strategy formulation process, yet to fully embrace this area
- **Dale** enforces idea that employees are being used as commodities in orgs
- e.g, **Myer's** objective involves serving a more valuable customer driving productivity and growth, emphasising customer service through vertical and horizontal fit by using integrated set of activities to contribute to achieving business outcomes through improved customer service

