

Table of Contents

Audits – Chapter 21	4
Audit Approaches	4
Outside authority approach (consultant or research findings).....	4
Statistical approach (cost-benefit analysis)	5
Compliance approach (legal compliance)	5
Management by objectives (MBO) approach.....	5
Comparative approach	5
Benchmarking	5
The HR Scorecard – pg 910.....	5
Evaluating the HR ‘climate’.....	5
Performance Appraisal	<i>Error! Bookmark not defined.</i>
Definition:	<i>Error! Bookmark not defined.</i>
Objectives of performance appraisal.....	<i>Error! Bookmark not defined.</i>
Elements of performance appraisal.....	<i>Error! Bookmark not defined.</i>
Appraisers ('raters')	<i>Error! Bookmark not defined.</i>
Types of appraisal	<i>Error! Bookmark not defined.</i>
Sources of error	<i>Error! Bookmark not defined.</i>
Conditions to avoid 'errors' in performance appraisals?.....	<i>Error! Bookmark not defined.</i>
Terminating employees	<i>Error! Bookmark not defined.</i>
Summary dismissal	<i>Error! Bookmark not defined.</i>
Dismissal on notice	<i>Error! Bookmark not defined.</i>
Redundancy.....	<i>Error! Bookmark not defined.</i>
Constructive dismissal	<i>Error! Bookmark not defined.</i>
Procedures for dismissal	<i>Error! Bookmark not defined.</i>
Valid reason.....	<i>Error! Bookmark not defined.</i>
General protections	<i>Error! Bookmark not defined.</i>
The rights of the employee	<i>Error! Bookmark not defined.</i>
Unfair dismissal	<i>Error! Bookmark not defined.</i>
Wrongful dismissal	<i>Error! Bookmark not defined.</i>
Rewards Management	<i>Error! Bookmark not defined.</i>
The Strategic Reward Management Process.....	<i>Error! Bookmark not defined.</i>
Performance Management pg 331.....	<i>Error! Bookmark not defined.</i>
Performance appraisal.....	<i>Error! Bookmark not defined.</i>
Multisource evaluations	<i>Error! Bookmark not defined.</i>
Team appraisals.....	<i>Error! Bookmark not defined.</i>
Errors in performance appraisals pg 344	<i>Error! Bookmark not defined.</i>
Rater errors.....	<i>Error! Bookmark not defined.</i>

Types of performance appraisal systems.....	Error! Bookmark not defined.
<i>Job Analysis – pg 182</i>	<i>Error! Bookmark not defined.</i>
Components of Job Analysis.....	Error! Bookmark not defined.
Approaches to Job Analysis.....	Error! Bookmark not defined.
When to analyse a job	Error! Bookmark not defined.
The uses of job analysis.....	Error! Bookmark not defined.
<i>Job Design</i>	<i>Error! Bookmark not defined.</i>
<i>Strategic Human Resource Management</i>	<i>Error! Bookmark not defined.</i>
Definition	Error! Bookmark not defined.
Approaches to HRM	Error! Bookmark not defined.
Instrumental HRM (Hard)	Error! Bookmark not defined.
Humanistic HRM (Soft)	Error! Bookmark not defined.
Types of Strategies.....	Error! Bookmark not defined.
Growth.....	Error! Bookmark not defined.
Retrenchment.....	Error! Bookmark not defined.
Stability	Error! Bookmark not defined.
Combination of above	Error! Bookmark not defined.
International Strategies	Error! Bookmark not defined.
<i>Employee Recruitment and Selection</i>	<i>Error! Bookmark not defined.</i>
Discrimination – pg 154 - 162	Error! Bookmark not defined.
<i>Legal issues for HR professionals during employment – pg 161-162</i>	<i>Error! Bookmark not defined.</i>
Workplace health and safety requirements	Error! Bookmark not defined.
Discriminatory treatment of employees.....	Error! Bookmark not defined.
Workplace bullying	Error! Bookmark not defined.
Statutory benefits.....	Error! Bookmark not defined.
<i>Managing Diversity</i>	<i>Error! Bookmark not defined.</i>
Three HRM roles – pg 792	Error! Bookmark not defined.
Strategic.....	Error! Bookmark not defined.
Managerial.....	Error! Bookmark not defined.
Operational	Error! Bookmark not defined.
<i>HRM Management and the Law</i>	<i>Error! Bookmark not defined.</i>
Employee vs. Contractor	Error! Bookmark not defined.
Contracts – pg 144	Error! Bookmark not defined.
Types of employment contracts	Error! Bookmark not defined.
National Employment Standards (NES)	Error! Bookmark not defined.
Common law	Error! Bookmark not defined.
Employers common law duties.....	Error! Bookmark not defined.
<i>Employee health and safety – pg 730.....</i>	<i>Error! Bookmark not defined.</i>
<i>Human Resource Planning</i>	<i>Error! Bookmark not defined.</i>

The purpose of HR planning	Error! Bookmark not defined.
Environmental influences and HR planning – pg 76	Error! Bookmark not defined.
Globalisation	Error! Bookmark not defined.
Multigenerational workforce.....	Error! Bookmark not defined.
Women in the workforce.....	Error! Bookmark not defined.
Approaches to HR planning -pg 82	Error! Bookmark not defined.
Quantitative Approach	Error! Bookmark not defined.
Qualitative Approach	Error! Bookmark not defined.
Recruiting Human Resources	Error! Bookmark not defined.
Strategic Recruitment	Error! Bookmark not defined.
Recruitment policies	Error! Bookmark not defined.
Recruitment Methods.....	Error! Bookmark not defined.
Internal Recruitment methods	Error! Bookmark not defined.
External recruitment methods.....	Error! Bookmark not defined.
Employment agencies	Error! Bookmark not defined.
E-recruitment	Error! Bookmark not defined.
Social Networking sites	Error! Bookmark not defined.
Employee Selection – table on pg. 281	Error! Bookmark not defined.
Validity	Error! Bookmark not defined.
E-selection	Error! Bookmark not defined.
Internet games.....	Error! Bookmark not defined.
Social networking sites	Error! Bookmark not defined.
Telephone screening.....	Error! Bookmark not defined.
Application forms.....	Error! Bookmark not defined.
Tests – pg 288	Error! Bookmark not defined.
Interview	Error! Bookmark not defined.
Medical Examinations.....	Error! Bookmark not defined.
Human Resource Development	Error! Bookmark not defined.
Technological Changes.....	Error! Bookmark not defined.
Organisational changes impacting HRD	Error! Bookmark not defined.
Theories of Motivation – pg492	Error! Bookmark not defined.
Vrooms Expectancy Theory.....	Error! Bookmark not defined.
Equity Theory	Error! Bookmark not defined.
Goal Setting Theory	Error! Bookmark not defined.
Reinforcement Theory	Error! Bookmark not defined.
Employee Remuneration.....	Error! Bookmark not defined.
Job Evaluation Systems.....	Error! Bookmark not defined.
Job Ranking	Error! Bookmark not defined.
Job Grading or Classification.....	Error! Bookmark not defined.
The point system	Error! Bookmark not defined.
The factor comparison system.....	Error! Bookmark not defined.
Computerised job evaluation.....	Error! Bookmark not defined.

Pay SurveysError! Bookmark not defined.
Broad bandingError! Bookmark not defined.
Policy pay-line Error! Bookmark not defined.
Pay SecrecyError! Bookmark not defined.
Pay CompressionError! Bookmark not defined.
Pay dispersionError! Bookmark not defined.
Gender pay gapError! Bookmark not defined.
Setting Pay Rates – Chapter 12 Error! Bookmark not defined.
Seniority based payError! Bookmark not defined.
Merit payError! Bookmark not defined.
Skill-based payError! Bookmark not defined.
Compa RatioError! Bookmark not defined.
Performance RangeError! Bookmark not defined.
Merit GridError! Bookmark not defined.
Pay Increases Error! Bookmark not defined.
Automatic progressionError! Bookmark not defined.
Blue circle pay ratesError! Bookmark not defined.
Red circle pay ratesError! Bookmark not defined.
Pay ReviewsError! Bookmark not defined.
Incentive Remuneration Error! Bookmark not defined.
Employee Benefits Error! Bookmark not defined.
Fringe BenefitsError! Bookmark not defined.
Fringe Benefits Tax (FBT)Error! Bookmark not defined.
Types of benefits – Chapter 13Error! Bookmark not defined.
Retirement plansError! Bookmark not defined.

Audits – Chapter 21

- Official inspection of a company's accounts
- Usually conducted by an external company

Audit Approaches

Outside authority approach (consultant or research findings)

The audit relies on the expertise of a consultant or published research findings as a standard against which activities or programs are evaluated. The consultant or research findings may help identify the cause of problems.

Statistical approach (cost-benefit analysis)

From existing records, the audit generates statistical standards against which activities and programs are evaluated. With these numerical standards, the audit may uncover deficiencies and errors while they are still minor.

Compliance approach (legal compliance)

By sampling elements of the HR information system, the audit looks for deviations from laws and company policies or procedures. Through fact-finding efforts, the audit can determine whether there is compliance issues.

Management by objectives (MBO) approach

When an MBO approach is applied to the HR area, the audit can compare actual results with stated objectives. Areas of poor performance can be reported and detected and corrective action be taken.

Comparative approach

Compares the division with another firm to uncover areas of poor performance. Helps detect areas for improvement.

Benchmarking

Allows a company to study and adapt the best business practices by comparing its performance with those in best practice organisations.

The HR Scorecard – pg 910

Promotes the achievement of an organisations strategic objectives.

Positives and negatives on pg 910-911

Evaluating the HR 'climate'

Measured by examining:

- Employee turnover
- Absenteeism
- Lost time injury records
- Employee attitude surveys
- Exit and post-exit interviews

Employee Perceptions:

- Satisfactions
- Motivation
- Morale
- Behaviour