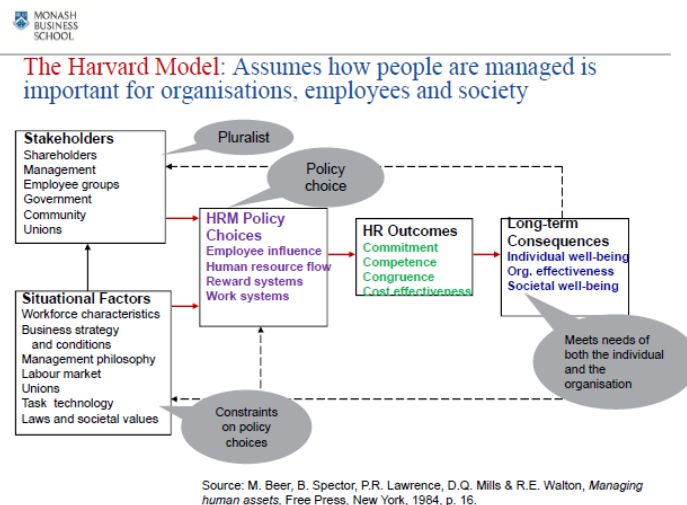


Week 1 – intro to HRM

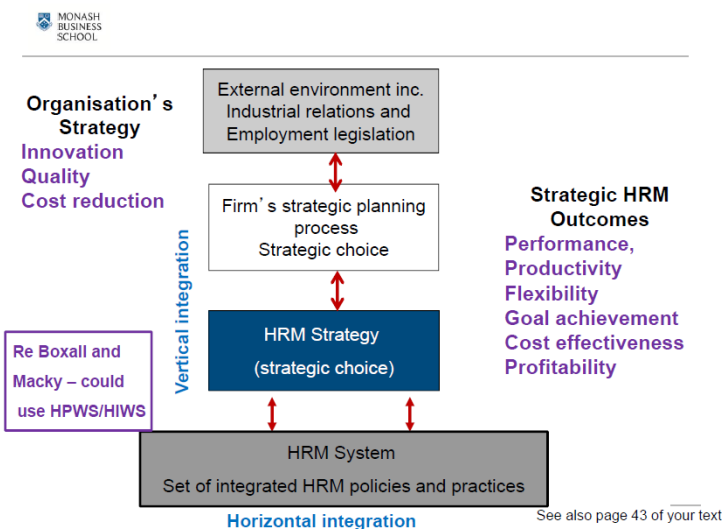
What is HRM?

HRM refer to policies, practices and systems that influence employees' behaviour, attitudes and performance



What is SHRM?

A pattern of planned HR deployments and activities intended to enable an organisation to achieve its goals.



Unitarism – shared goals

The employment relationship is understood as a mutual commitment to the success of the organisation and employee success and satisfaction. Good management and communication overcomes any problems.

Pluralism – divergent goals

Employers and employees will come into conflict due to different interests and therefore the employment relationship must be negotiated between parties

Hard HRM vs. Soft HRM

<ul style="list-style-type: none"> • Management centred • Employees viewed as units of production or costs • The organisation's needs come first • Control • E.g. call centre work: isolation and boredom • E.g. Jetstar 	<ul style="list-style-type: none"> • Employee centred • Employees are viewed as assets • Employee needs are met as a goal of HRM • Commitment • E.g. IBM, Ericsson
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HIWS/HPWS is systems of management practices that:

- Empower employees
- Enhance their skills
- Motivate their work effort
- Reward them for high performance

Because they encourage high involvement in team work to organise work processes/organisation, quality, etc.

HPWS can be associated with intrinsic work motivation, and have been fostered within HRM. It includes participative work practices and team organisation. By participation we mean structures and processes through which employees make contributions that directly relate to work tasks and work organisation.

Week 2 – HRM models and theory

MODELS OF HRM

Harvard – classic/mainstream model

- Pluralist view and soft HRM?
- Multiple beneficiaries of HRM – the individual, the organisation and society
- Pluralist in that it identifies stakeholders with conflicting goals
- Links HRM and wider society because of the above
- Ethically, individual wellbeing is an “end” in itself
- Assumes how people are managed is important for organisations, employees and society.
- Employee needs are met as a goal of the organisation
- The policy choices are based on employee influence, HR flow, reward systems and work systems
- HR outcomes are dependent on the situational factors outside the organisation and the stakeholder interests
- Meet the needs of both the individual and the organisation by understanding behaviour with HRM practices and systems that encourage:
 - Participation (input into how work is performed)
 - Teams (learning and job enrichment)
 - Incentives (valued rewards)
 - Development (skills and careers)
 - Recruitment (selection of employees with appropriate skills)

SHRM

- Unitarist view and hard HRM?
- Main beneficiary of HRM is the business, benefits to individuals assumed to follow this
- Unitarist in that it assumes common goals (and low conflict)
- Individual wellbeing a “means” to achieving outcomes for the firm.
- Ethically, utilitarian – greatest good deemed to come from profitable firms
- Strategic choice but limited by political, economic, social, cultural factors
- People are a source of value to the organisation, are means of achieving strategic outcomes
- Via competitive advantage (RBV)
- Focus is meeting the needs of the firm by integrating HR strategy with business strategy and fit important (between activities and with strategy)
- HRM practices need to be organised in line with business strategy and integrated with each other (fit/alignment)
- Employee needs assumed to be met on the way
- The theoretical framework to explain this model is RBV

High Performance/Involvement work systems

- Concern for employee performance and organisational performance

DIFFERENT ASSUMPTIONS OF HRM

- Role and nature of conflict in the employment relationship
- Whose needs are most important, employees or the organisation?

DIFFERENT THEORETICAL/BASES OF HRM

Behavioural

HRM designed to influence attitudes, values, behaviours and roles through intrinsic motivation. Intrinsic motivation may influence work attitudes.

HRM can enhance positive work attitudes through “high level” HRM practices such as those that make employees feel that they are making a contribution such as problem solving and able to manage change. Also from rewards, training and development, recruitment and selection that may lead to commitment and satisfaction.

Engagement + commitment + productivity = behaviours and attitudes

RBV

HRM a way of managing employees to achieve competitive advantage.

Organisations have a range of resources available to them including organisational capital and human capital resources. But here we focus on human capital resources.

This focuses on effective management of employee skills knowledge and abilities also focuses on competitive advantage through an integration of HR strategy with business strategy.

Human capital resources have the potential to create value and contribute to organisational performance and success through competitive advantage.

VRIO framework used to identify the value of a firms HR

- Valuable – capable of delivering superior competitive results
E.g. systems that add value to firm say by training
- Rare – others don't have similar
E.g. training systems results in highly trained and capable cust. Service staff
- Inimitable – hard to imitate or copy
E.g. Competitors cannot manage and develop HRs at the same cost or to the same quality
- Organisationally appropriate – capable of creating shareholder value
E.g. HRM system is specific to Myer's culture and way of doing business

Political and ethical influences

Effects of organisational and stakeholder interests e.g. power of HR system and its regard for different stakeholders

THE ASSUMPTION OF “FIT”

Concept of strategic integration of fit or alignment

Horizontal fit (synergy)

How do key elements of the HR system work as an integrated whole?

Vertical fit (adding value)

Does the HR strategy and the organisational capabilities enable the implementation of business strategies?

E.g. Jetstar (low costs)

Temporal fit (adapting to the future)

Have we invested adequately in the future HR needs and anticipated capabilities?

E.g. Myer and air services

Week 3 - critiques and perspectives

HRM is a disguise for greater management control. Wolf in sheep's clothing

Soft HRM where commitment and investment in human capital is seen as central to competitive advantage.

WHY ETHICS AND HRM?

- Globalisation of markets, competition and flows of human capital
 - Companies make decision about how to manage their HR
- Changes in technologies
 - Surveillance methods, social media
- Aussie's devolved industrial relations system
 - Conflicts resolved at the enterprise level
 - Decisions about how to manage the workforce made at the enterprise level

Greenwood (2004) argues that HRM is silent on conflict, inequality, domination and subordination, manipulation.

The company pretends to value employees through soft HRM but in the end focuses on own needs. Soft HRM is manipulation

ETHICAL APPROACH TO HRM

By Greenwood, a set of ideals to which individuals and organisations may aspire, businesses have favorable obligations to society.

Since she has a pluralist view, conflicts need to be acknowledged and a set of values or standards need to be developed to guide HRM.

Hence Greenwood recommend....

ETHICAL THEORIES

- Deontology
 - Clear about right and wrong
 - There are duties and obligations to ensure ethical behaviour
 - Treat people with respect and dignity an "end" in itself
- Consequentialism
 - Judge right and wrong on the consequences of an action
 - Utilitarianism – the greatest good for the greatest number of people
- Rights and justice
 - Equity and fairness

WHAT GUIDING VALUES OR ETHICS THAT IS IMPORTANT FOR HRM?

- Business ethics – belief about how business should be conducted and how people should be treated
- Corporations and managers have a duty to ensure:
 - Justice
 - Fairness & equity