

### 1. Difference between General Manager and HR Manager?

General Manager (more general scope of power): a part of a lot of activities in the business (look after all aspects of the organisation). They manage all the portions of all the operations of the business. Administrative services, human resources, operations, policies and procedures and accounts are just some areas where General Managers are directly or indirectly involved. For this reason, General Managers are required in every business and every industry.

Looking at human resources, a General Manager has the responsibility of recruiting, training and selecting candidates, with the help of the human resource department of the company. When the human resource department is in charge of recruiting, the General Manager ensures that the quality of organizational training is maintained to a certain level. A General Manager may also participate in evaluating the performance or reviewing the feedback of employees.

Another important role of the General Manager is that of a communication link between the management of the company and its staff. Reviewing and monitoring the performance of the employees and directing them to the goals and targets of the company are the jobs of a General Manager.

HR manager (expertise in HR: (support role) act as a staff manager to provide assist and advise to line manager) manages the organization's workforce or human resources. It is responsible for the attraction, selection, training, assessment, and rewarding of employees, while also overseeing organizational leadership and culture, and ensuring compliance with employment and labor laws.

HR:      Planning      →      Organizing      →      Leading      →      Controlling

Difference between Operations Managers and HR Managers:

A General Manager is responsible for all the aspects of the company, while General Managers, as the name suggest, have a more general scope of power.

## 2. What is HRM and what do HR managers do?

Human resources management involves the productive use of people in achieving the organisation's strategic objectives and the satisfaction of individual employee needs. HRM often implies involvement in the firm's strategic planning and performance, in which concerned with the policies that associated with working conditions such as sick leave; practices in developing the training programs; and systems to follow the pay system. For example, the Hierarchy model to determine the skills and offer pays. Those can influence the employee behaviour, attitudes and performance.

There are four functions of HRM:

**Attraction**, in which to get potential employees to notice the company

**Retention** refers to understand the law and meet the legal issues that ensure each employee is treated fairly.

**Motivation** defined as the willingness of employee to work and their association with their relationships.

**Separation** helps to contribute with the company to the bottom line.

In practice, HR managers are responsible for different people management related activities and get things done through other people by below four key functions:


**Planning** on HR planning, replacement planning


**Organising** Job design, job analysis, writing job descriptions

**Leading** Procedures for staffing, career development programmes

**Controlling** Design and implementation of appraisal systems

HR managers act as staff managers and provide a support role to assist and advise line managers. HR manager usually focus on people management via using two different approaches:

 **Instrumental approach (hard)**- concentrates on using HRM to achieve bottom line success by seeing employees as a passive factor in production and an expense by treating employees as resources.

 **Humanistic approach (soft)**-concentrates on using HRM to develop employee commitment, adaptability and skills to achieve common organisational goals by treating employees as assets.

3. What is the role of HRM in contemporary organisations? (P.9)

HR roles have been changed due to the change of working environment and employee behaviours. There are four key roles for the HR manager:

- i. **Strategic partner** refers to HR managers being an essential part of the management team running an organisation and contributing to the achievement of the organisation's objectives by translating business strategy into action. For example, it refers to know the business by understand the organisation and its business environment; add value, measure performance, and provide professional advice.
- ii. **Administrative expert** refers to the efficiency of HR managers and the effective management of HR activities such as selection so that they create value and measuring results through the use of technology, rethinking and redesigning work process.
- iii. **Employee champion** requires the HR manager to be the employee's voice (**employee support → listen and respond to employee**) in management decisions in order to enhance organisational performance. For example, not all employees desire participation in decision making, seeing it simply as extra work for the same pay.
- iv. **Change agent** is a person who acts as a catalyst for change and HR managers take responsibility to manage changing of structure, culture and jobs. For example, argues that one way for HRM to reinvent itself via the development and maintenance of learning environments, where knowledge creation, sharing and dissemination are valued.

4. What is strategic HR planning? Explain its importance. (P.50)

Strategic HR planning is an important component of strategic HR management. It links HR management directly to the strategic plan and determines the organisation's objects. *Strategic HRM planning* is concerned with defining philosophy, objectives and strategy, and precedes HR planning. HR planning must be integrated part of the organisation's overall strategic planning process.....

SAMPLE ENDS HERE!