Chapter 12: Managing Human Resources

A. The strategic role of HR
   a. HR must drive organizational performance; it's the competitive edge
   i. Matching process
   ii. Integrate strategy
   iii. HR builds culture
   b. The right people:
      i. To become more competitive on a global basis
      ii. For improving quality, innovation, and customer service
      iii. To retain during mergers and acquisitions
   iv. To apply new information technology for e-business

B. Building human capital to drive performance
   a. Strategic decisions are related to human decisions
   b. More companies rely on information, creativity, knowledge, and service
   c. Human capital is the economic value of the combined knowledge, experience, skills, and capabilities of employees

C. The impact of federal legislation on HRM
   a. HR managers must stay on top of legal and regulatory environment
   b. Many laws exist to ensure equal opportunity and stop discrimination
   c. Affirmative action—requires employers to take positive steps to guarantee equal employment opportunities for people of protected groups
   d. Sexual harassment is a growing concern.
   e. Realistic job previews

D. Innovations in HRM
   a. Becoming an employer of choice
      i. Organizations that are highly attractive to potential employees because of HR practices
   b. Using temporary and part-time employees
      i. Contingent workers are not permanent, maintain flexibility, and keep costs low
      ii. Critical retention strategies
   c. Promoting work-life balance
      i. Strategic planning
   d. Human resource planning
      a. What new technologies are emerging?
      b. What is the volume of the business likely to be in the next 5 to 10 years?
      c. What is the turnover rate?
      d. What types of engineers will we need?
      e. How many administrative personnel will we need to support additional engineers?
      f. Can we use temporary, part-time, or virtual workers?
   F. Recruiting (talent acquisition)
      a. Realistic job previews—provide pertinent information; positive and negative
      b. Legal considerations—recruiting practices must be legal
      c. Innovations in recruiting:
         i. eRecruiting through Twitter, LinkedIn, and other social media
         ii. Internships—student exchanges low cost labor for valuable work experience
      d. Performance Appraisal
         a. Assessing performance accurately—system should evaluate relevant performance
            i. Performance-review ranking systems pit employees against each other
            ii. 360-degree feedback—Uses multiple raters, including self-rating to appraise employees and development
         b. Performance evaluation errors
            i. Stereotyping—placing an employee into a class or category based on a class or category based on a few characteristics
            ii. Behaviorally anchored rating scale (BARS)–rating technique that relates an employee’s performance to specific job-related incidents
   H. The changing Workplace
      a. Demographic changes have transformed society
      b. Good organizations take steps to attract and maintain workers
      c. Diversity is no longer just the right thing to do

Chapter 13: Managing Diversity

A. Diversity in the Workplace
   a. The differences people bring to the workplace are valuable
   b. The workforce is changing as organizations build a more diverse work environment
   c. Unprecedented generational diversity
      i. Aging workers
      ii. Increased diversity
      iii. Gender in women workers
      iv. Diversity challenges concerning progression of women into upper management positions.
   B. Managing Diversity
      a. Today diversity is defined broadly in terms of:
         i. Race
         ii. Gender
         iii. Age
      iv. Lifestyle
      v. Disability
      b. Inclusive model includes all ways in which employees are different
   C. Dividends of workplace diversity
      a. Better us of employee talent
      b. Increased understanding of the marketplace
      c. Enhanced breadth of understanding in leadership positions
      d. Increased quality of team problem solving
      e. Reduced costs associated with high turnover, absenteeism, and lawsuits
   D. Factors shaping personal bias
      a. Prejudice—different is deficient
      b. Discrimination—acting on prejudicial attitudes
      c. Stereotypes—rigid, exaggerated, and irrational beliefs
   E. Ethnocentrism—it's a roadblock for managers
      a. Your group or subculture is inherently superior to other groups and cultures
         i. Makes it difficult to value diversity
         b. Business world and assumptions still somewhat homogeneous