

Chapter 12-15 review

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. Discrimination- the hiring or promotion of applicants based on criteria that are not job relevant
- d. Affirmative action- requires employers to take positive steps to guarantee equal employment opportunities for people of protected groups
- e. Sexual harassment is a growing concern and is a violation of the Civil Rights act
- 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
- c. Promoting work/life balance
 - i. Critical retention strategies
- E. 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
- d. internships – student exchanges low cost labor for valuable work experience

- G. 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 workplace is changing as organizations build a more inclusive environment
- c. The unprecedented generational diversity
 - i. Aging workers
 - ii. Increased diversity
 - iii. Growth 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 use 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