

WEEK 7

MANAGING PEOPLE : HUMAN RESOURCE MANAGEMENT

CHAPTER 11



WEEK 11

LEARNING OUTCOMES

After reading this chapter, you should be able to:

1. explain HRM process
2. explain diversity and the types
3. explain your personality type

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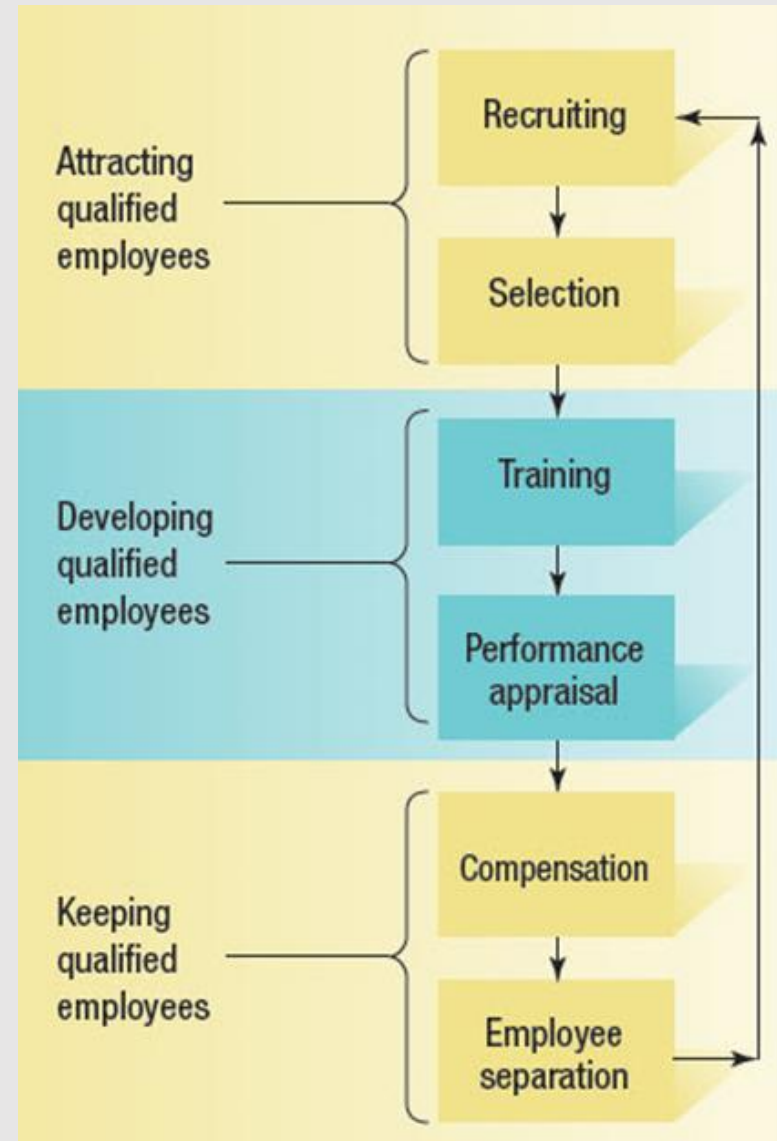
The process of finding, developing and keeping the right people to form a qualified workforce

A key management task

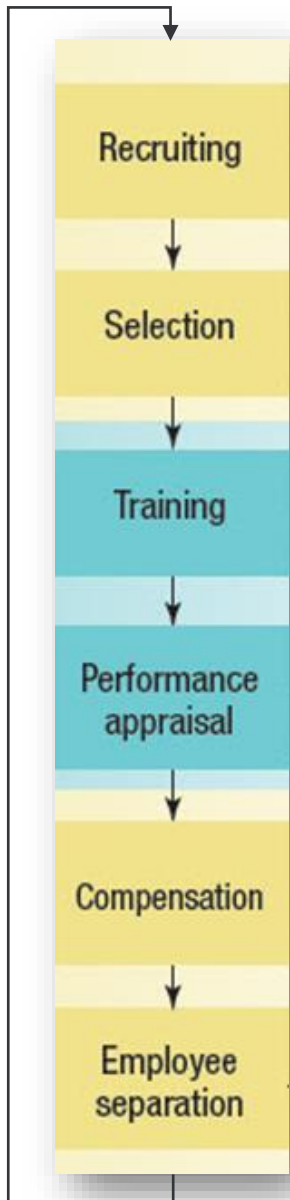
Organisations have to operate within the law.

HUMAN RESOURCE MANAGEMENT

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Recruiting

➤ The process of developing a pool of qualified job applicants.

➤ Involves:

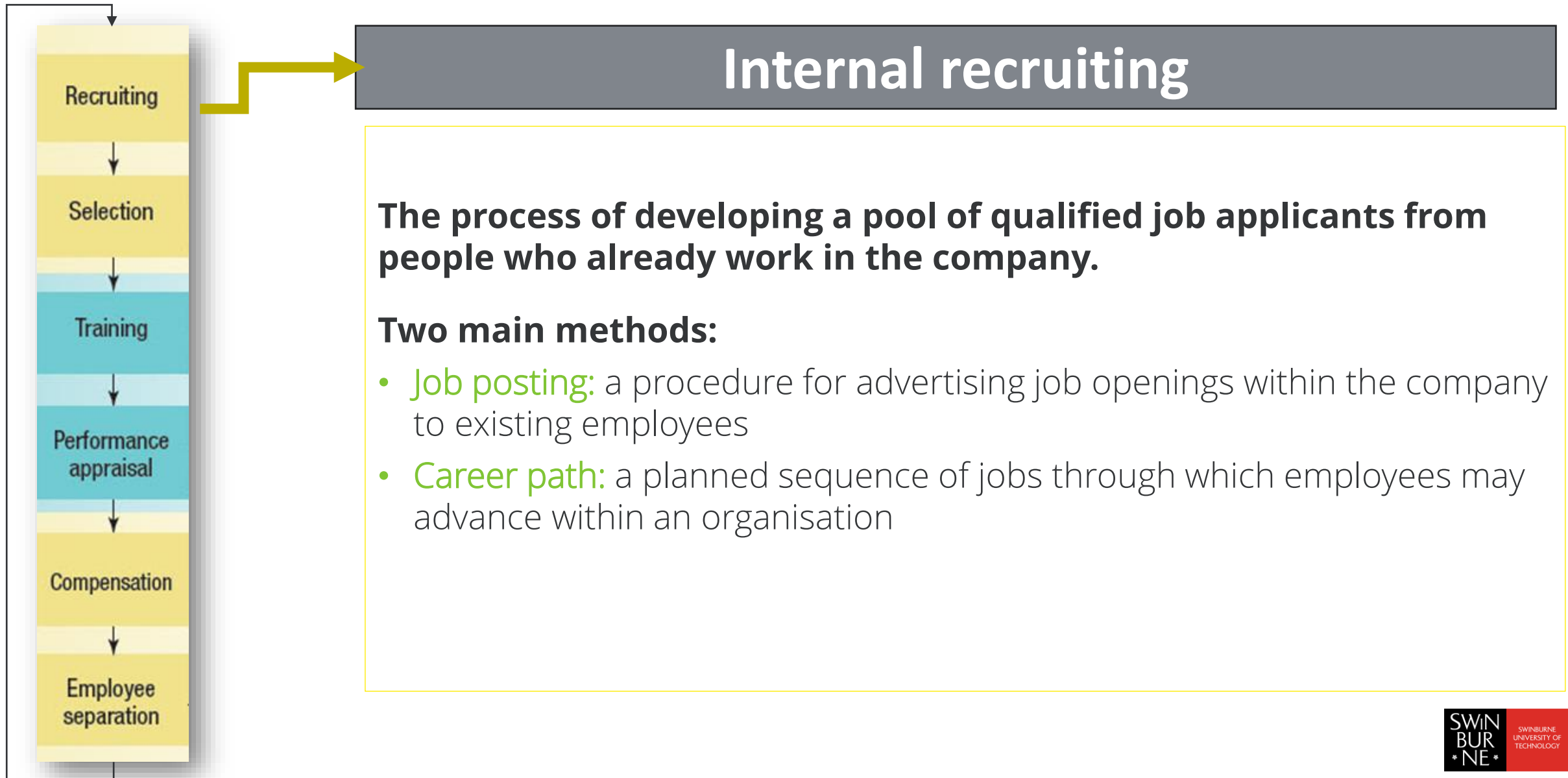
Job analysis: collecting information on important work-related aspects of a job

Job description: a written description of basic tasks, duties and responsibilities of a particular job

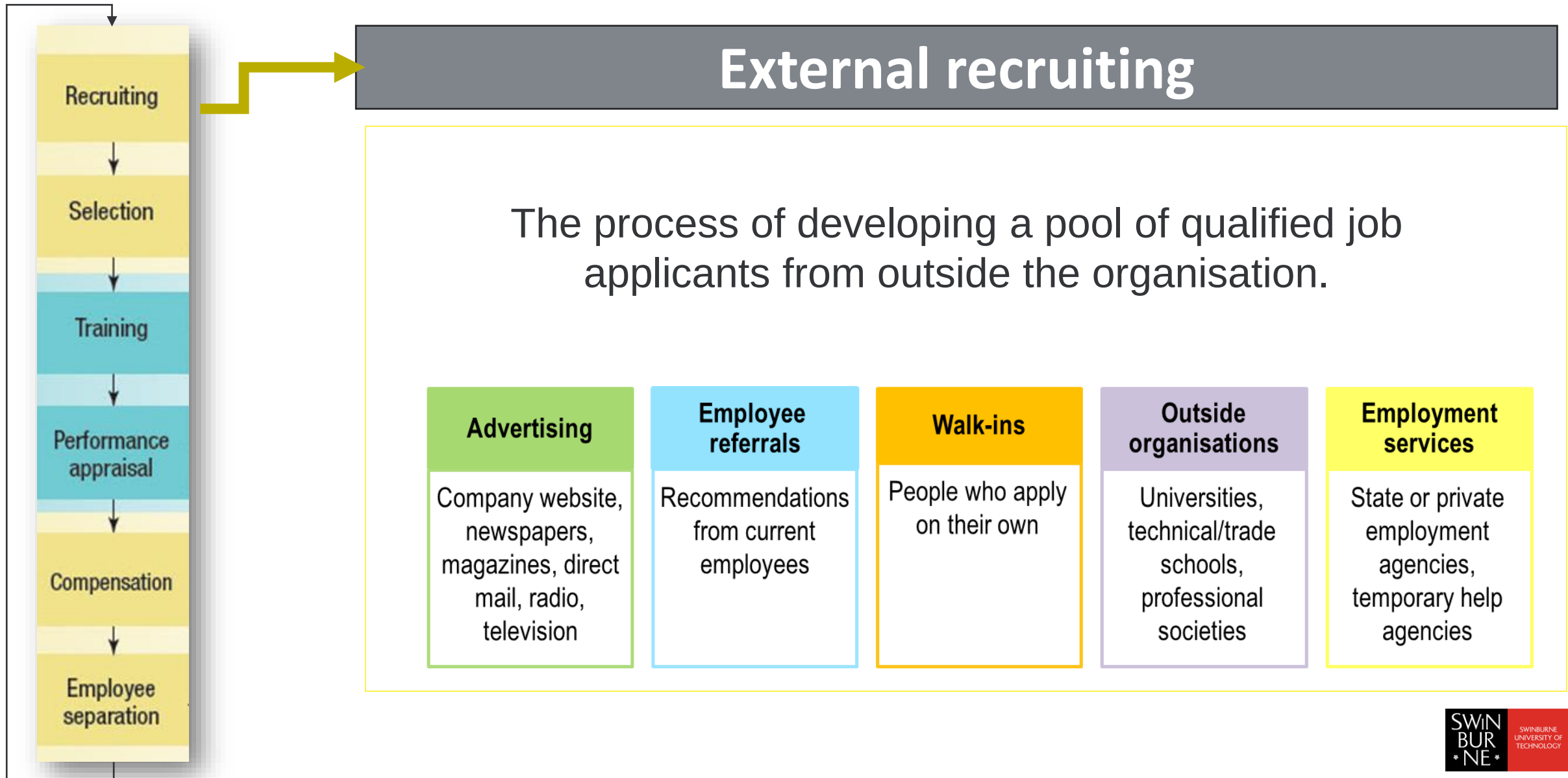
Job specifications: written summary of the qualifications needed to successfully perform a particular job

<https://www.seek.com.au/job/41252835?type=standout#searchRequestToken=47c7e299-e81e-404b-b00f-569e9673e312>

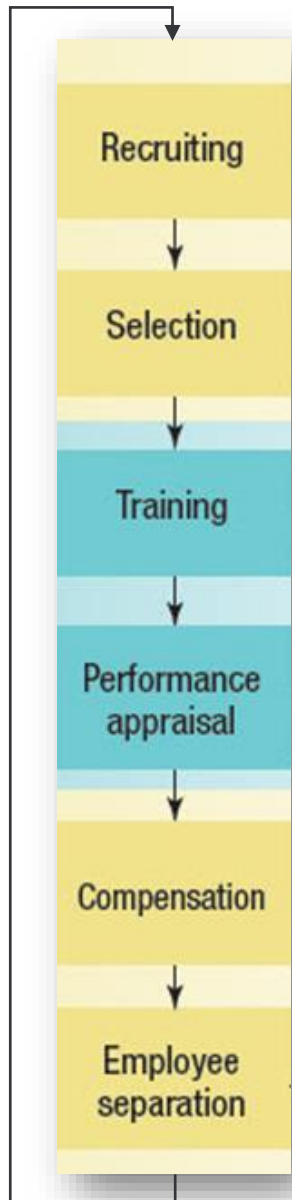
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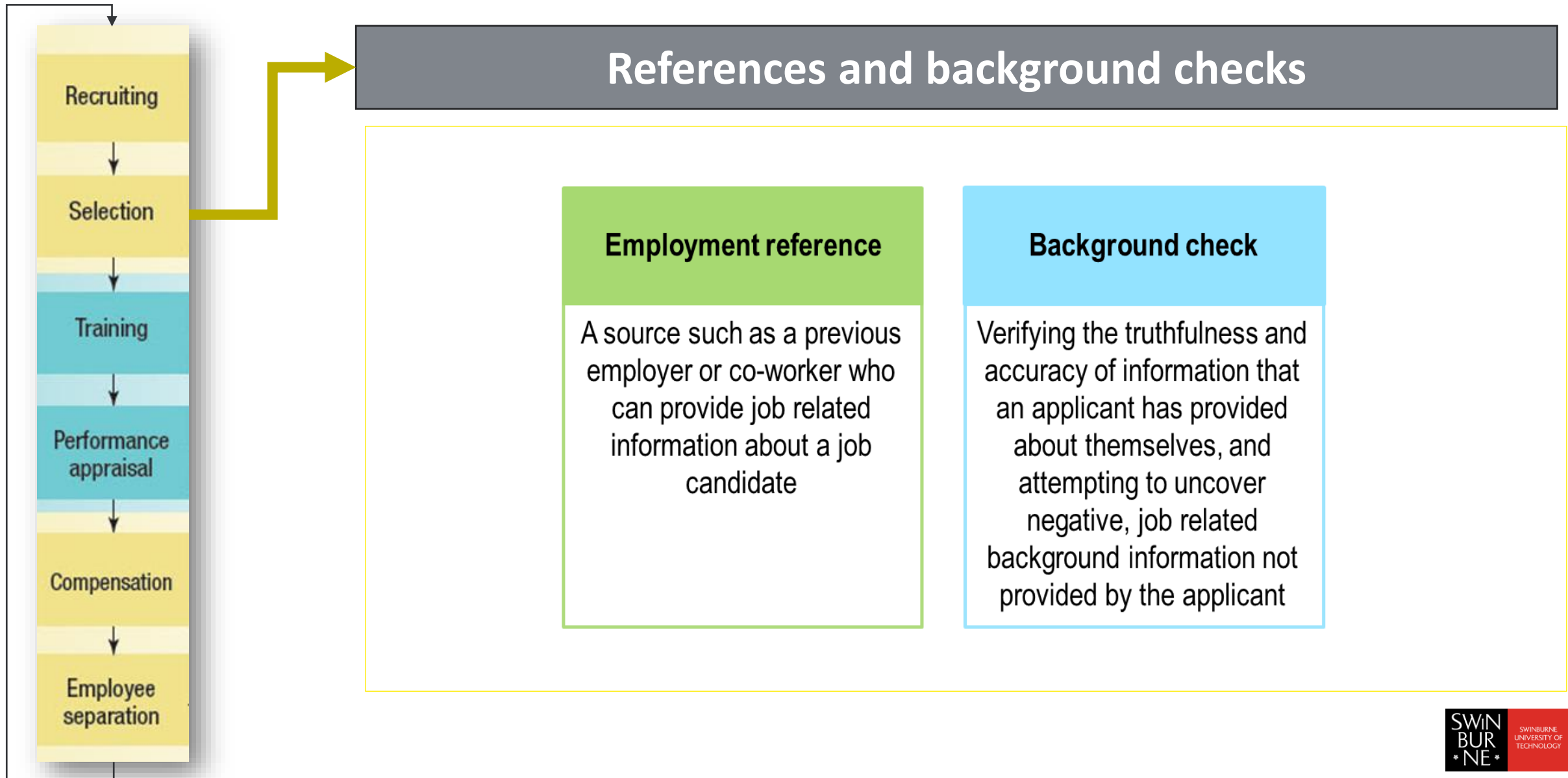


Selection

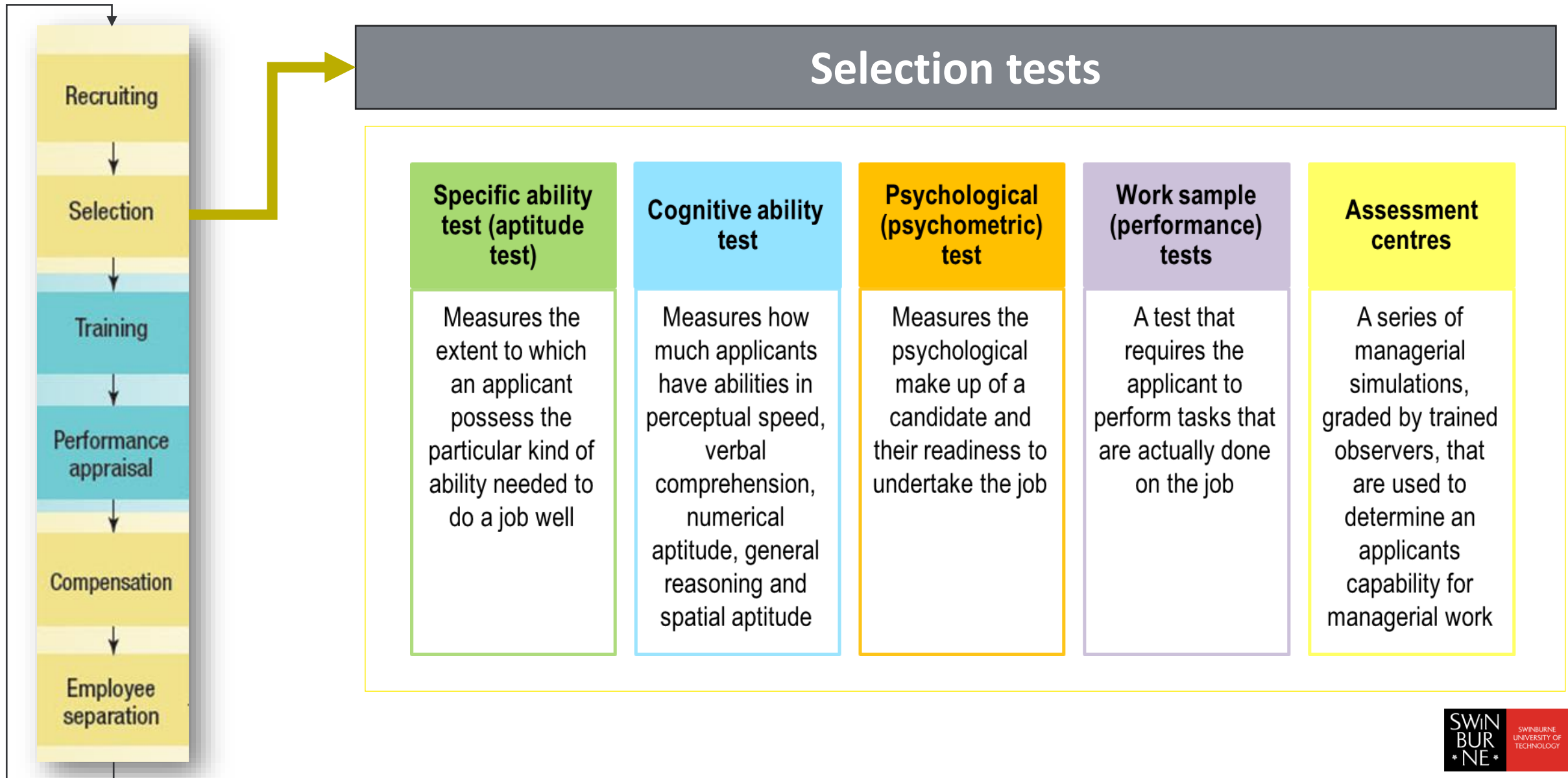
The process of gathering information about job applicants to decide who should be offered a job.

- Selection procedures need to be **validated**:
 - The process of determining how well a selection test or procedure predicts future job performance.
 - Application forms and résumés, references and background checks, and selection tests can be used

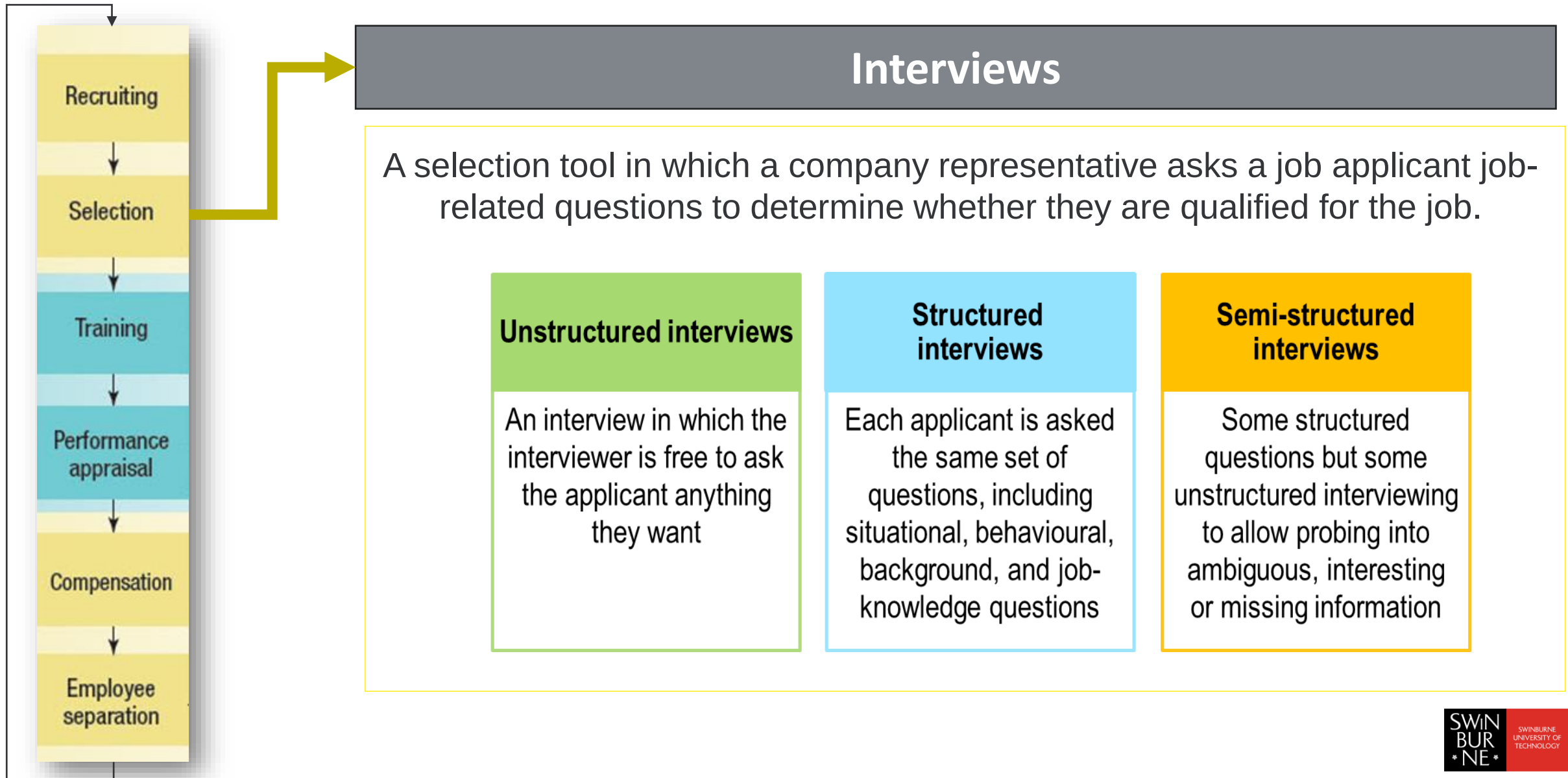
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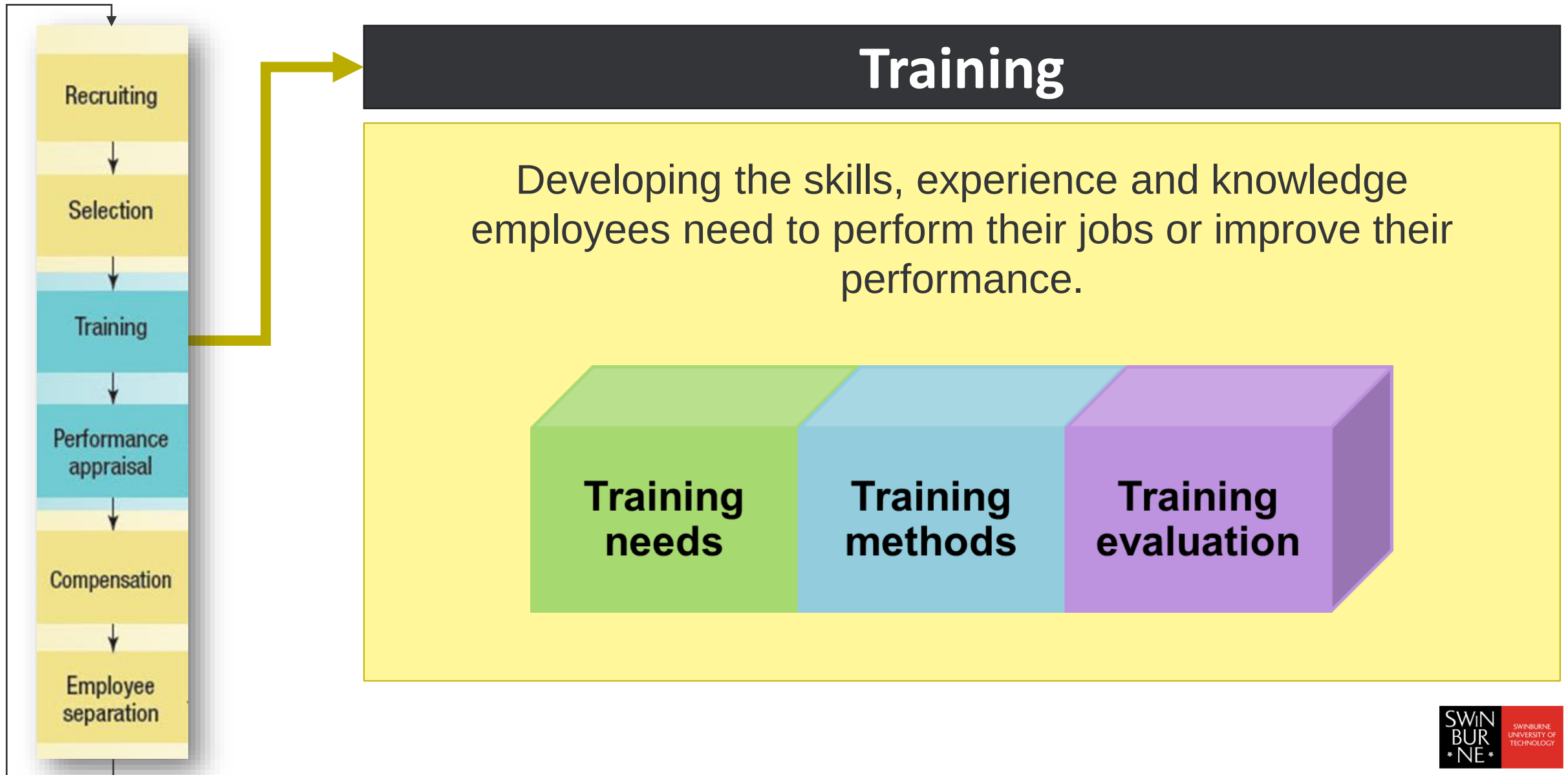
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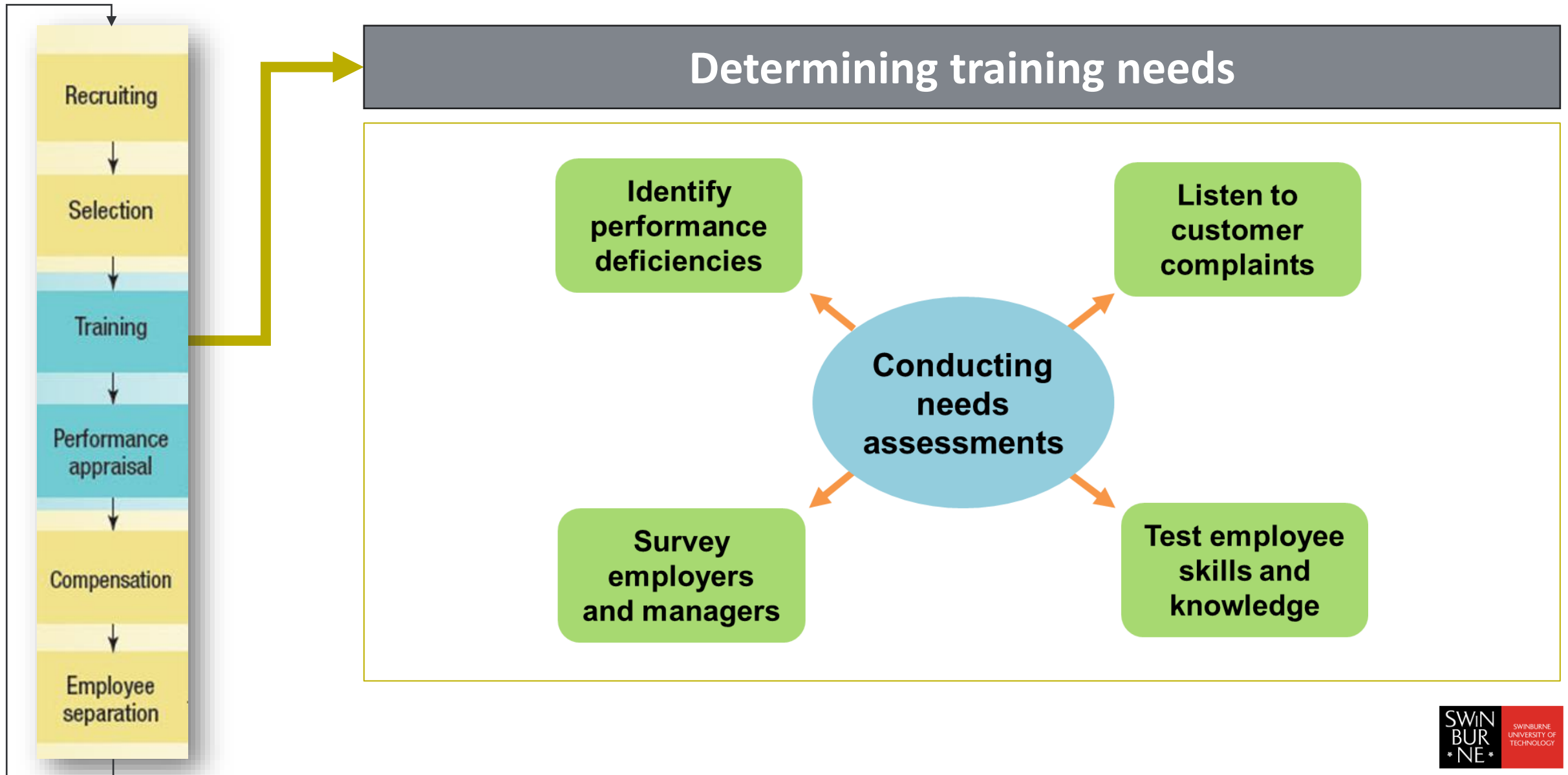
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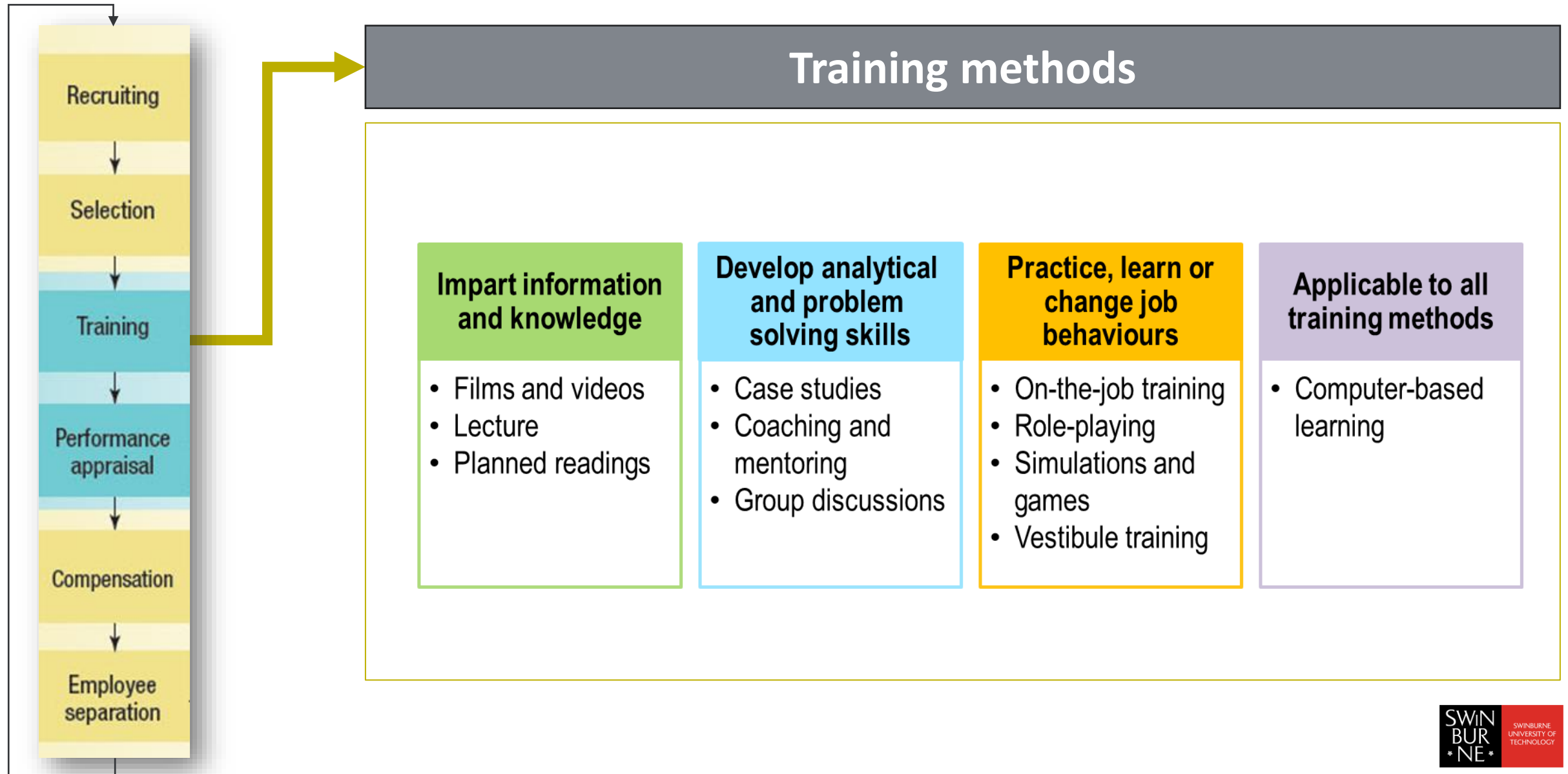
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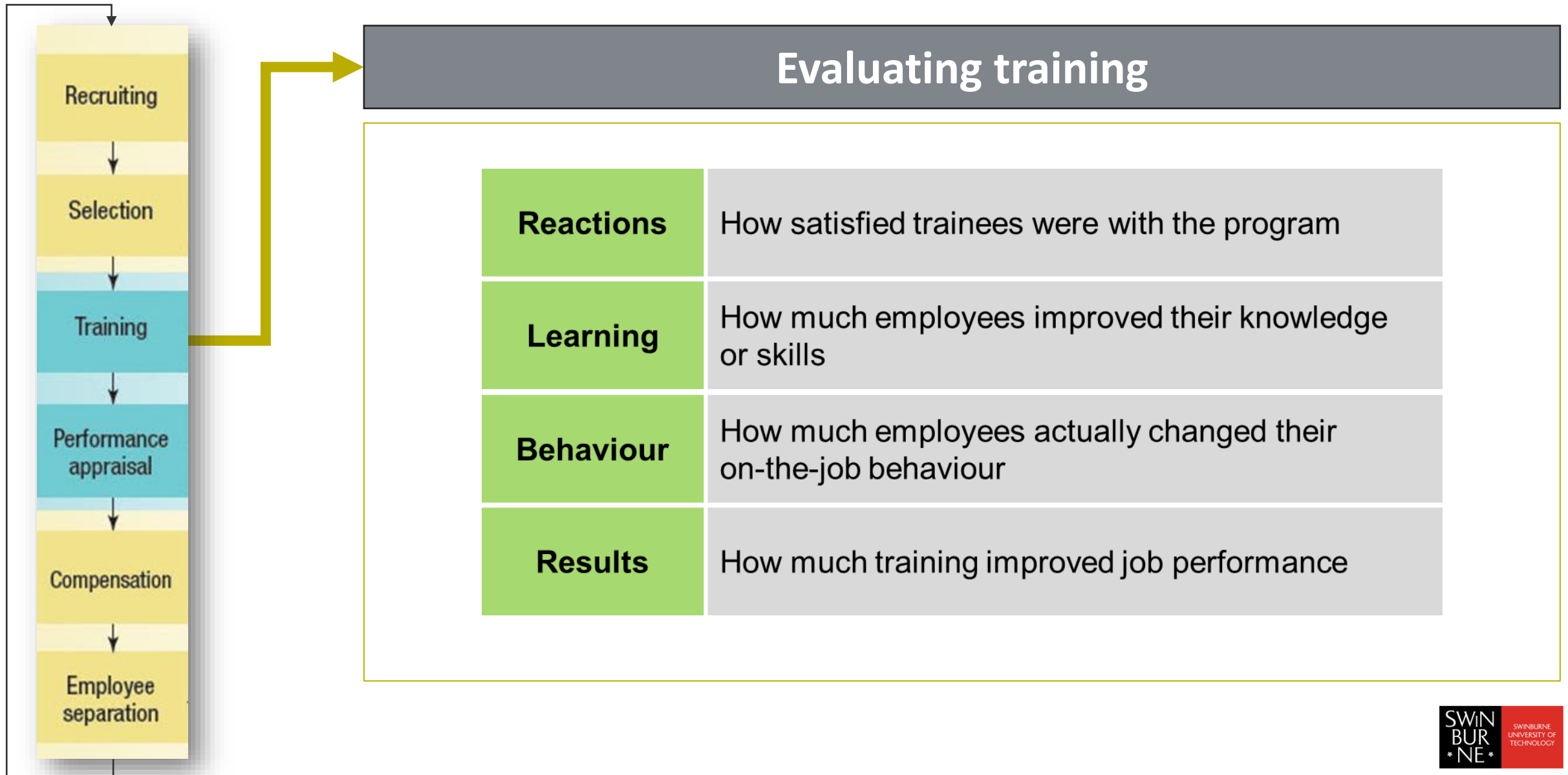
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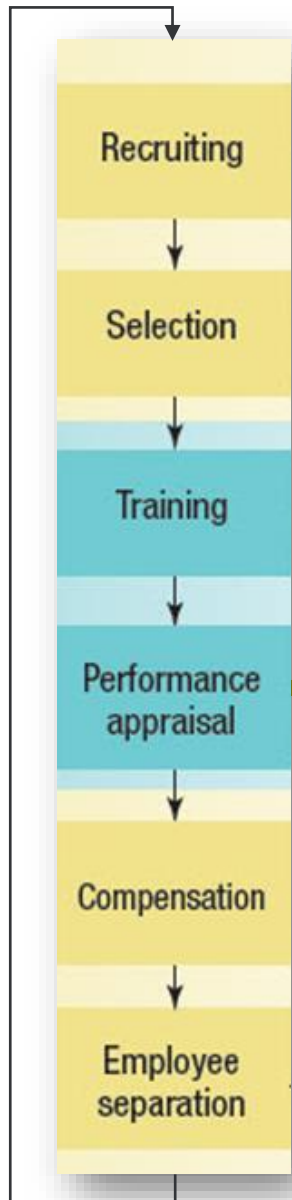
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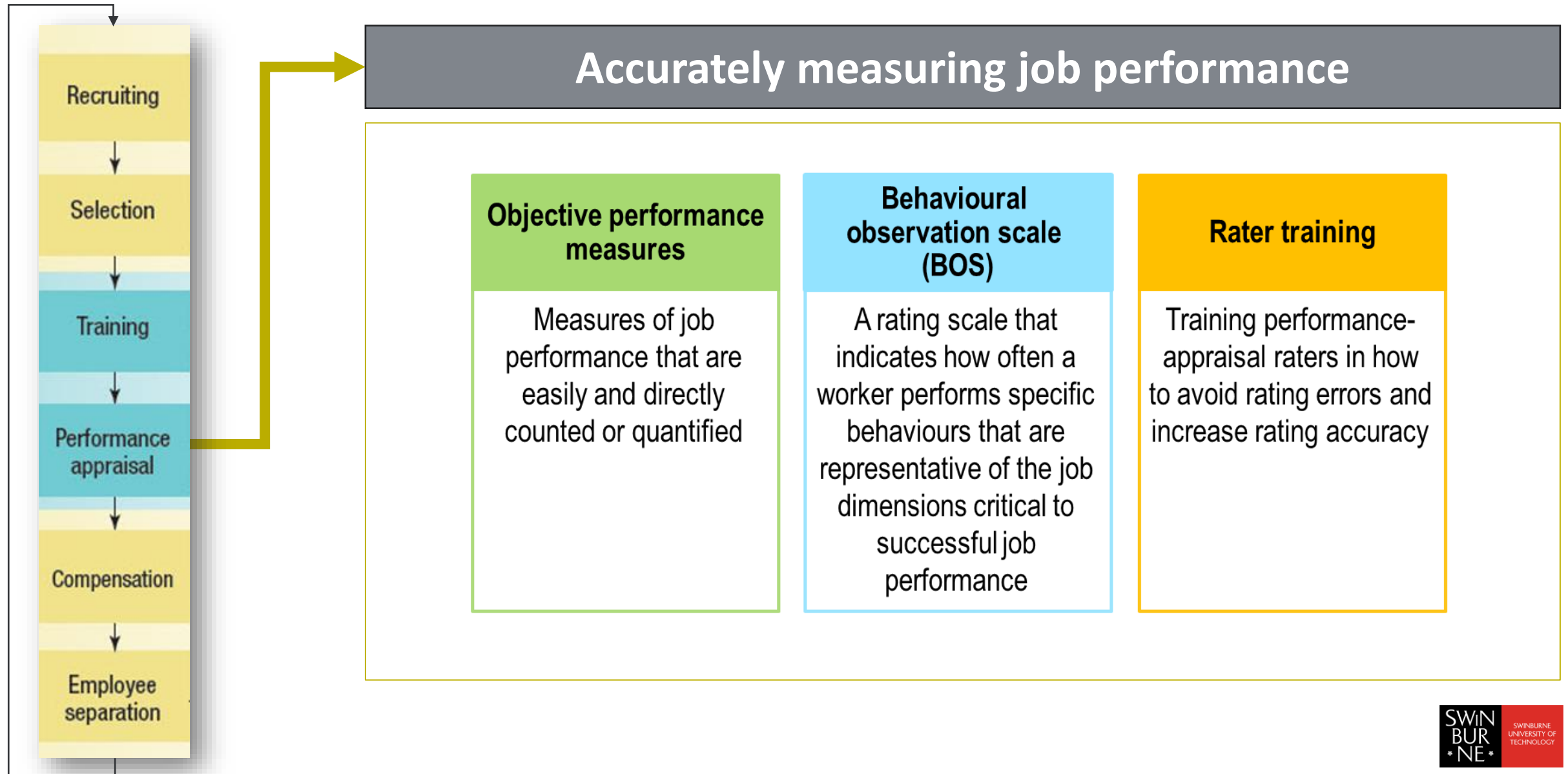
Performance appraisal

Assessing how well employees are doing their jobs.

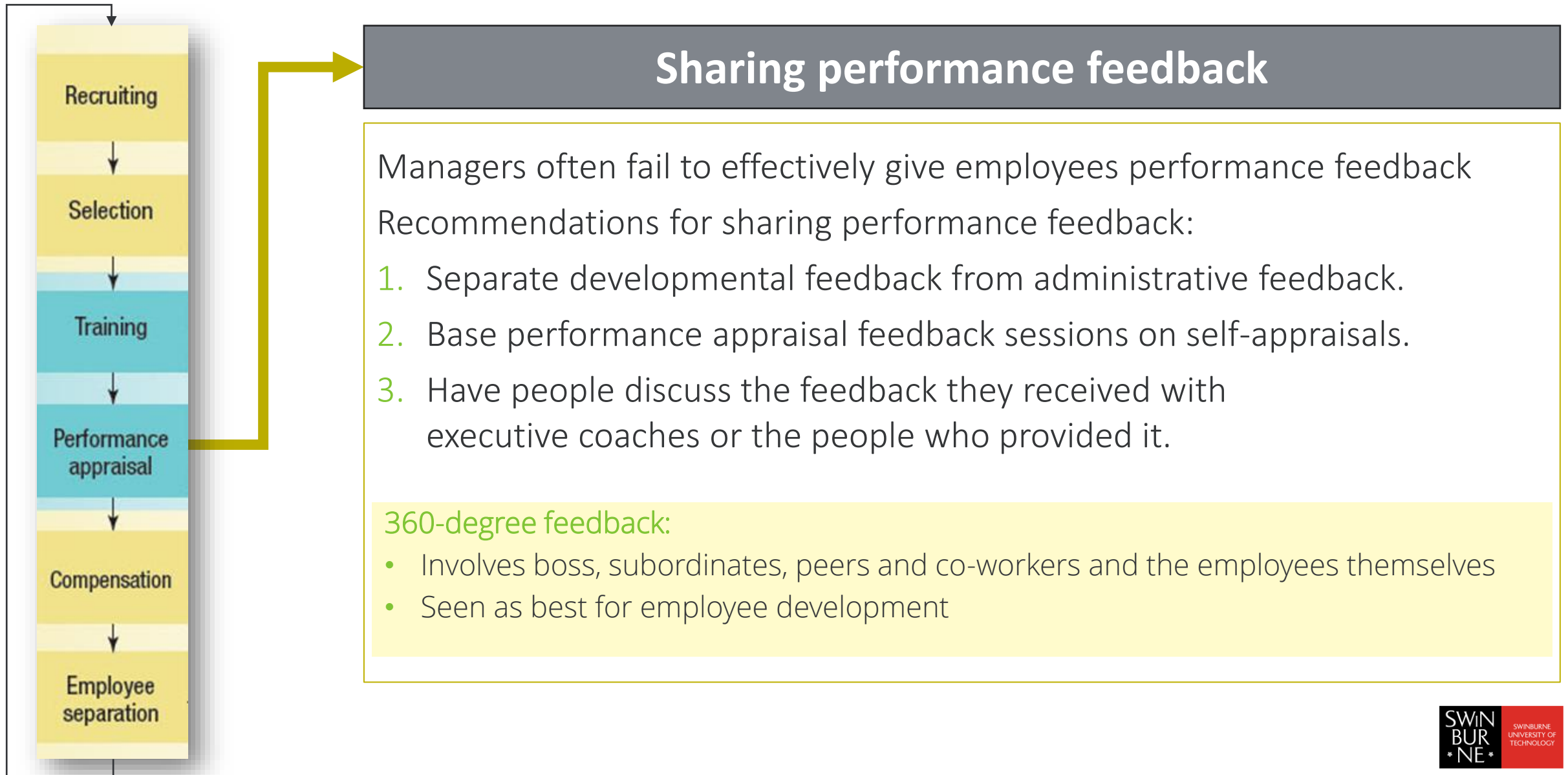
Used for:

- making administrative decisions (e.g. pay increases, promotions, retention)
- providing feedback for staff development (e.g. job performance, developing career plans)
- evaluation human resource programs (e.g. validating selection systems)
- documentation (e.g. documenting performance ratings and decisions based on those ratings)

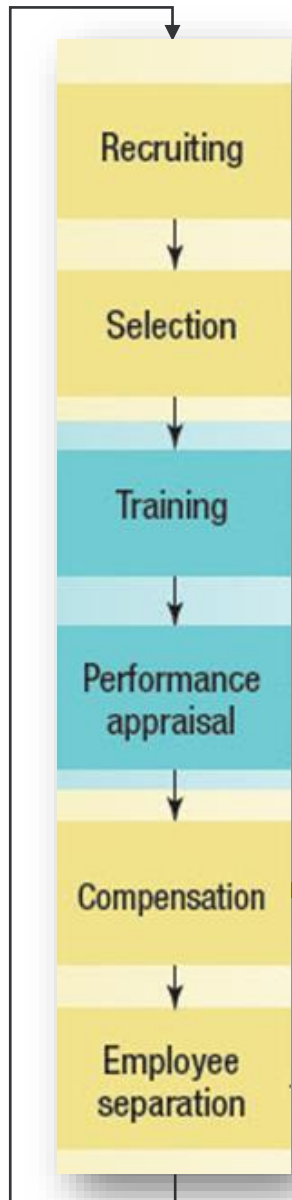
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Compensation decisions

Pay-variability decisions concern the extent to which employees' pay varies with individual and organisational performance.

Piecework

Employees are paid a set rate for each item they produce

Commission

Employees earn a percentage of each sale they make

Profit-sharing

A percentage of a company's profits go to employees in addition to regular compensation

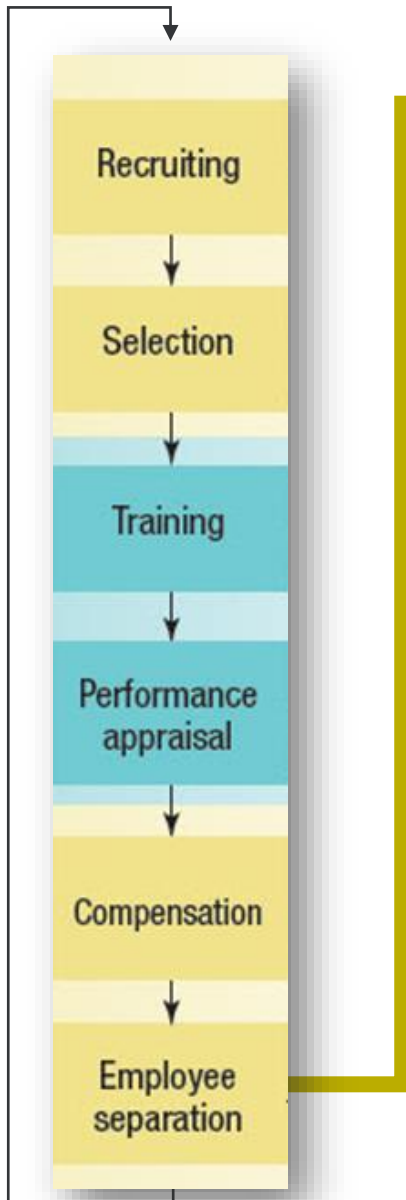
Employee stock ownership plans (ESOPs)

Awards employees with shares of company stock in addition to regular compensation

Stock options

Gives employees right to purchase shares of stock at a set price, even if the value of the stock increases above that price

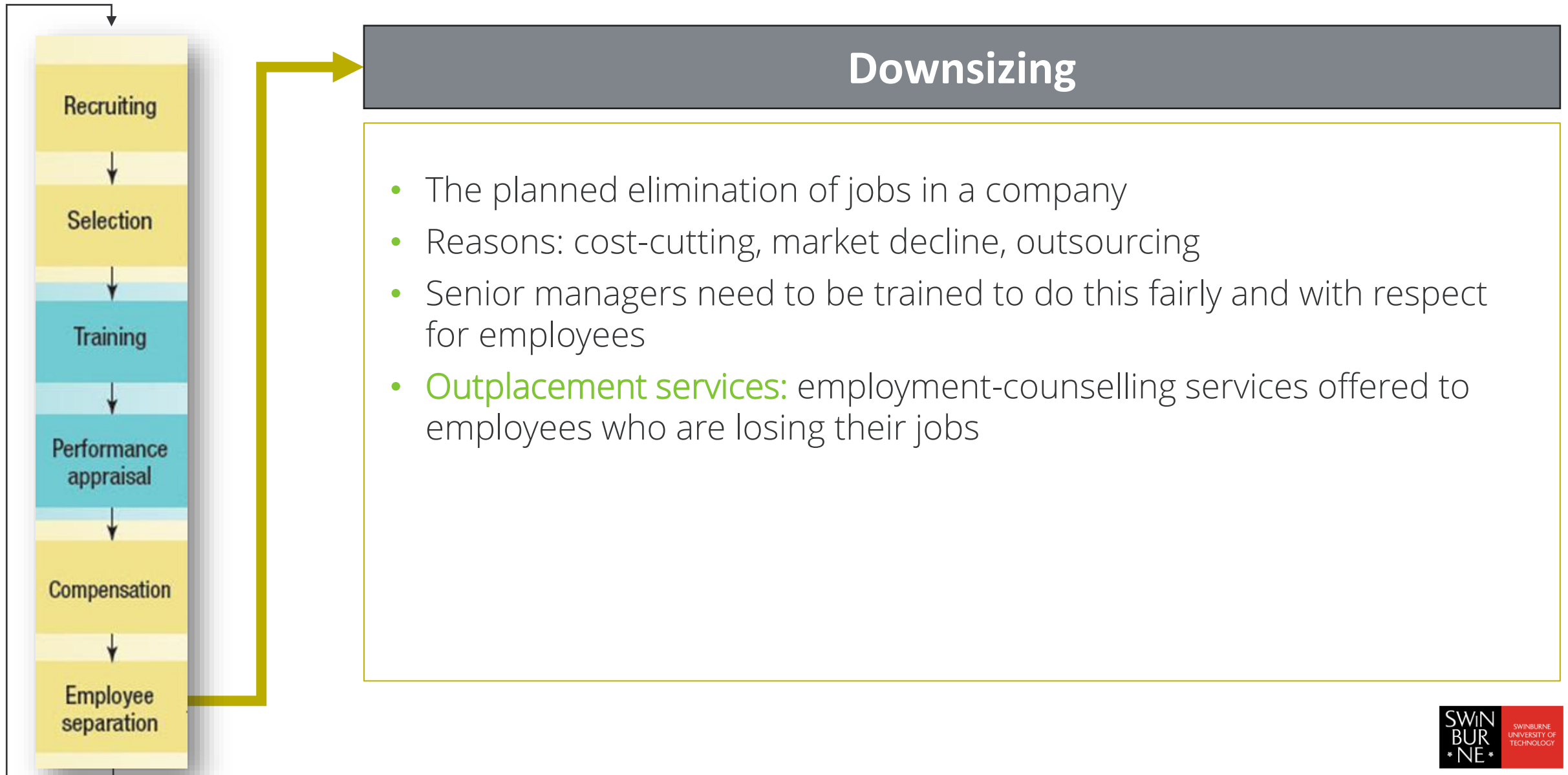
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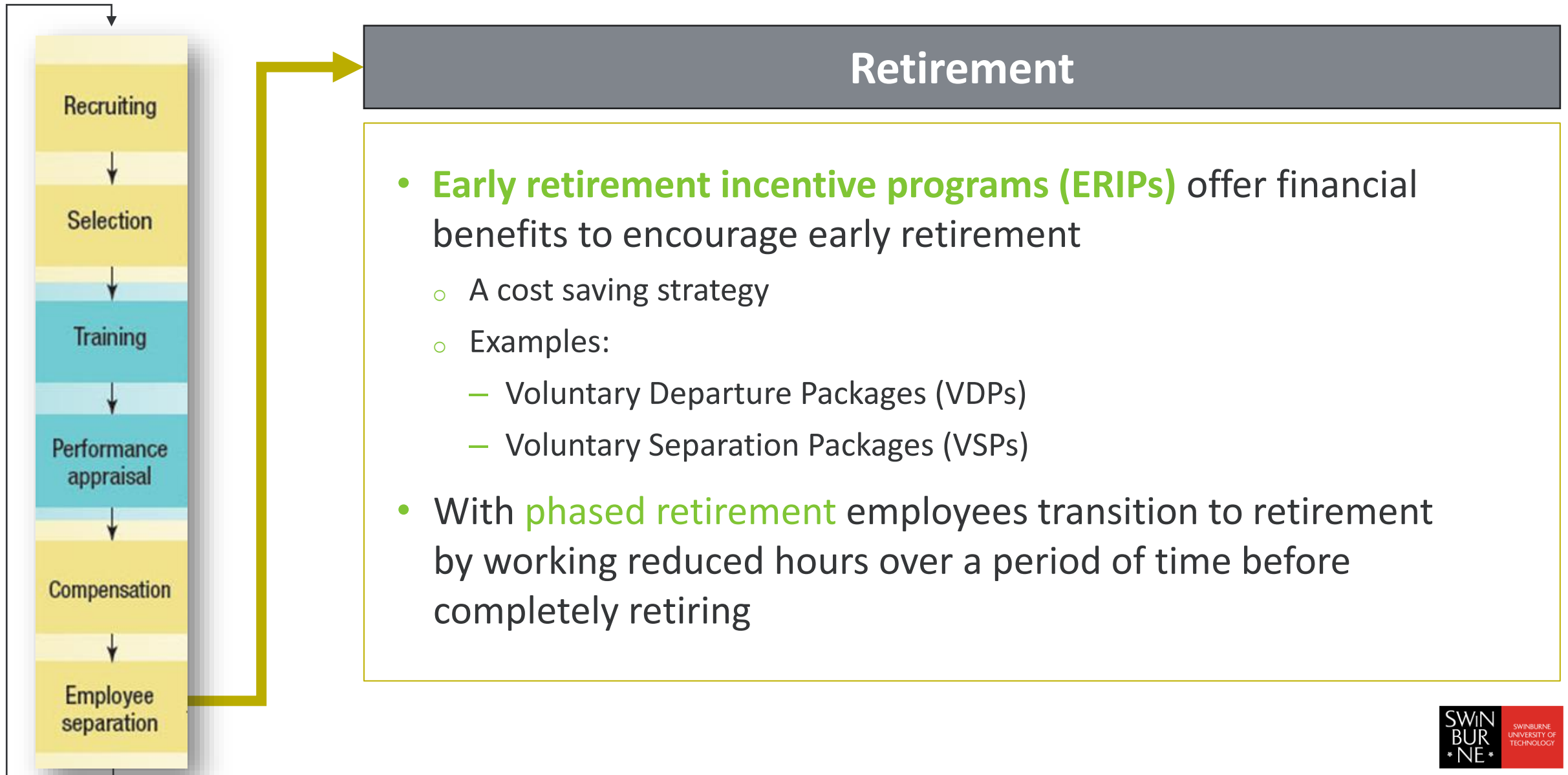
Terminating employees

- In most situations, firing should not be the first option
 - Give employees a chance to change their behaviour
- Employees should be fired only for a good reason
 - **Wrongful dismissal:** legally, employers must have a job-related reason for terminating employees
 - ‘Employers cannot dismiss their employees in circumstances that are “harsh, unjust or unreasonable”’ (Fair Work Commission)
 - Employees are protected against unlawful dismissal under the Fair Work Act

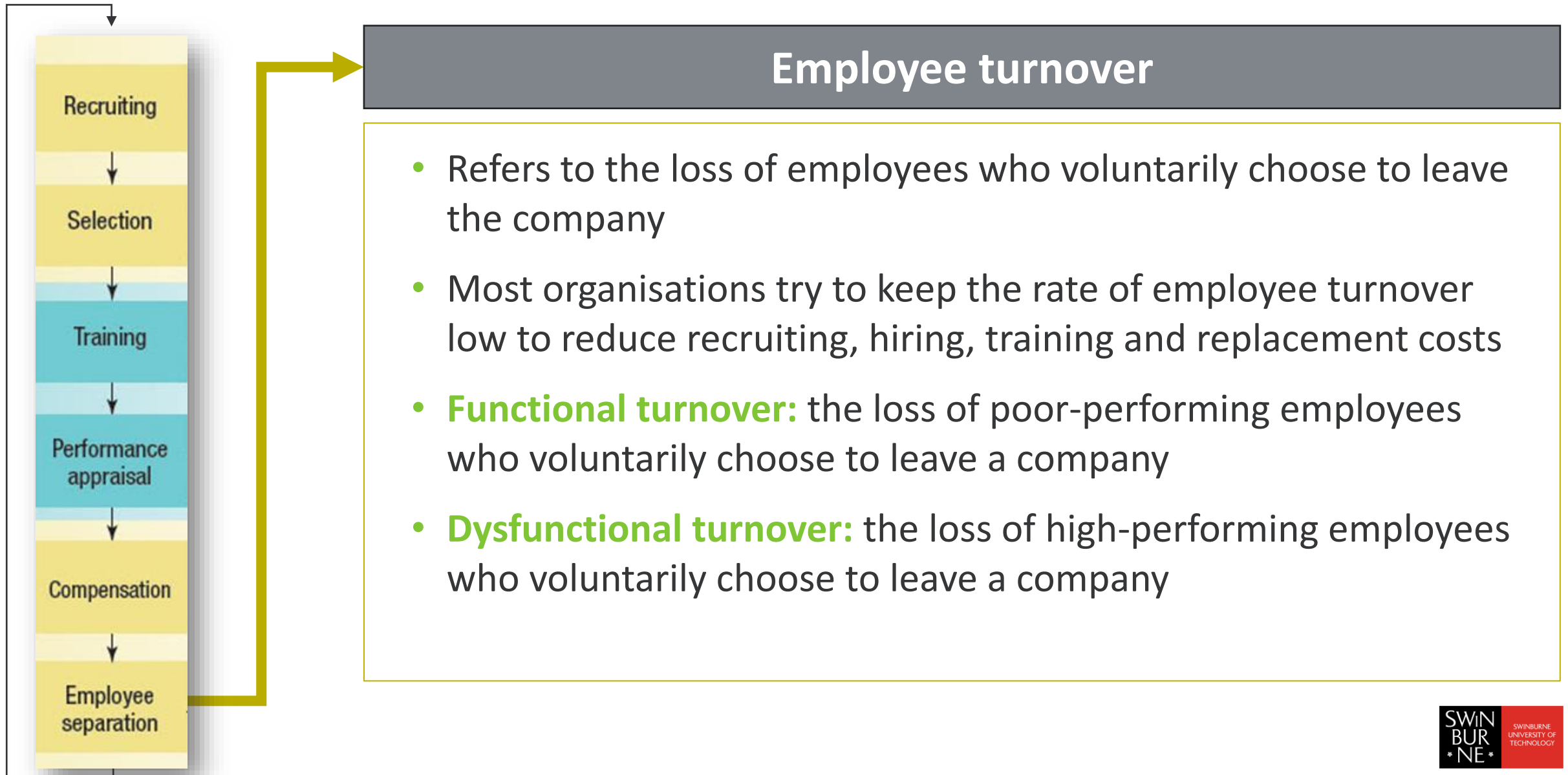
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DIVERSITY



A variety of demographic, cultural and personal differences among an organisation's employees and customers.

Business case for diversity



- Encouraging diversity is not just the 'right thing to do'
- Valuing diversity is good for business; protects from loss of productivity:
 - Cost savings
 - Attracting and retaining talent
 - Driving business growth

DIVERSITY

Types of discrimination



Age discrimination: direct & indirect

Disability discrimination

Racial discrimination

Sex discrimination

Workplace bullying

DIVERSITY

Diversity and individual differences



Surface-level diversity

Consists of differences such as age, sex, race/ethnicity and physical disabilities that are observable, typically unchangeable and easy to measure

Deep-level diversity

Consists of differences such as attitudes and personality that are communicated through verbal and non-verbal behaviour and are learned only through extended interaction with others

Social integration

The degree to which group members are psychologically attracted to working with each other to accomplish a common objective

THE BIG FIVE PERSONALITY DIMENSIONS

Extraversion

Being active, assertive, gregarious, sociable, talkative and energised by others

Emotional stability

Not being angry, depressed, anxious, emotional, insecure and excitable

Agreeableness

Being cooperative, polite, flexible, forgiving, good-natured, tolerant and trusting

Conscientiousness

Being organised, hard-working, responsible, persevering, thorough and achievement oriented

Openness to experience

Being curious, spontaneous, broadminded and open to new ideas, things and experiences, and has a high tolerance for ambiguity

CRISIS MANAGEMENT – GUEST LECTURE

