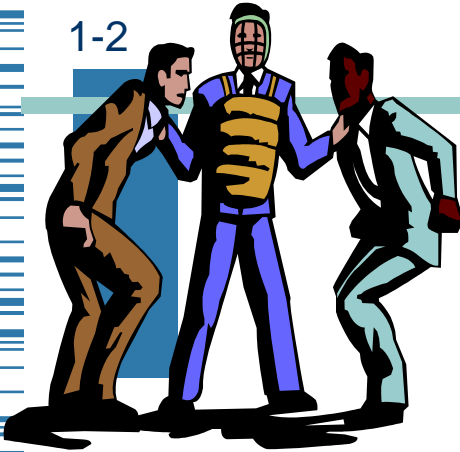


# The Management Process

- ◆ Planning
- ◆ Organizing
- ◆ Staffing
- ◆ Leading
- ◆ Controlling





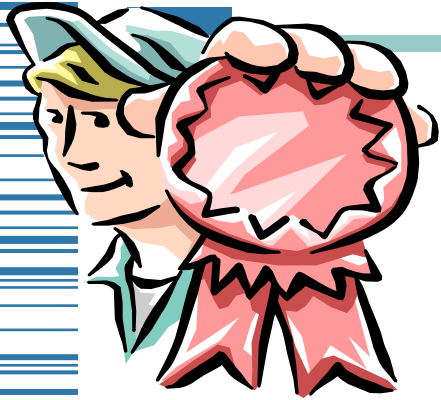
# Management Process

- ◆ **Planning**
  - Goals and standards
  - Rules and procedures
  - Plans and forecasting.
- ◆ **Organizing**
  - Tasks
  - Departments
  - Delegating
  - Authority and communication
  - Coordinating



# Management Process

- ◆ **Staffing**
  - Hiring
  - Recruiting
  - Selecting
  - Performance standards
  - Compensation
  - Evaluating performance
  - Counseling
  - Training and developing



# Management Process

- ◆ **Leading**
  - Getting the job done
  - Morale
  - Motivation
- ◆ **Controlling**
  - Setting standards
  - Comparing actual performance to standards
  - Corrective action

# HRM Function

*Human Resource Management* is the process of acquiring, training, appraising, and compensating employees and attending to their labor relations, health and safety, and fairness concerns.

# HRM *People* Functions Include:

- ◆ Job analyses
- ◆ Labor needs
- ◆ Recruit
- ◆ Select candidates
- ◆ Orient and train
- ◆ Wages and salaries
- ◆ Incentives and benefits
- ◆ Performance
- ◆ Communicate
- ◆ Train and develop
- ◆ Employee commitment
- ◆ Equal opportunity
- ◆ Health and safety
- ◆ Grievances/labor relations



# HRM is Important to *all* Managers. Don't Let These Happen to You!

- ◆ The wrong person
- ◆ High turnover
- ◆ Poor results
- ◆ Useless interviews
- ◆ Court actions
- ◆ Safety citations
- ◆ Salaries appear unfair
- ◆ Poor training
- ◆ Unfair labor practices



# Line and Staff Aspects of HRM

- ◆ *Authority*
  - Making decisions
  - Directing work
  - Giving orders
- ◆ *Line Managers*
  - Accomplishing goals
- ◆ *Staff Managers*
  - Assisting and advising line managers





# Line Manager's HRM Jobs

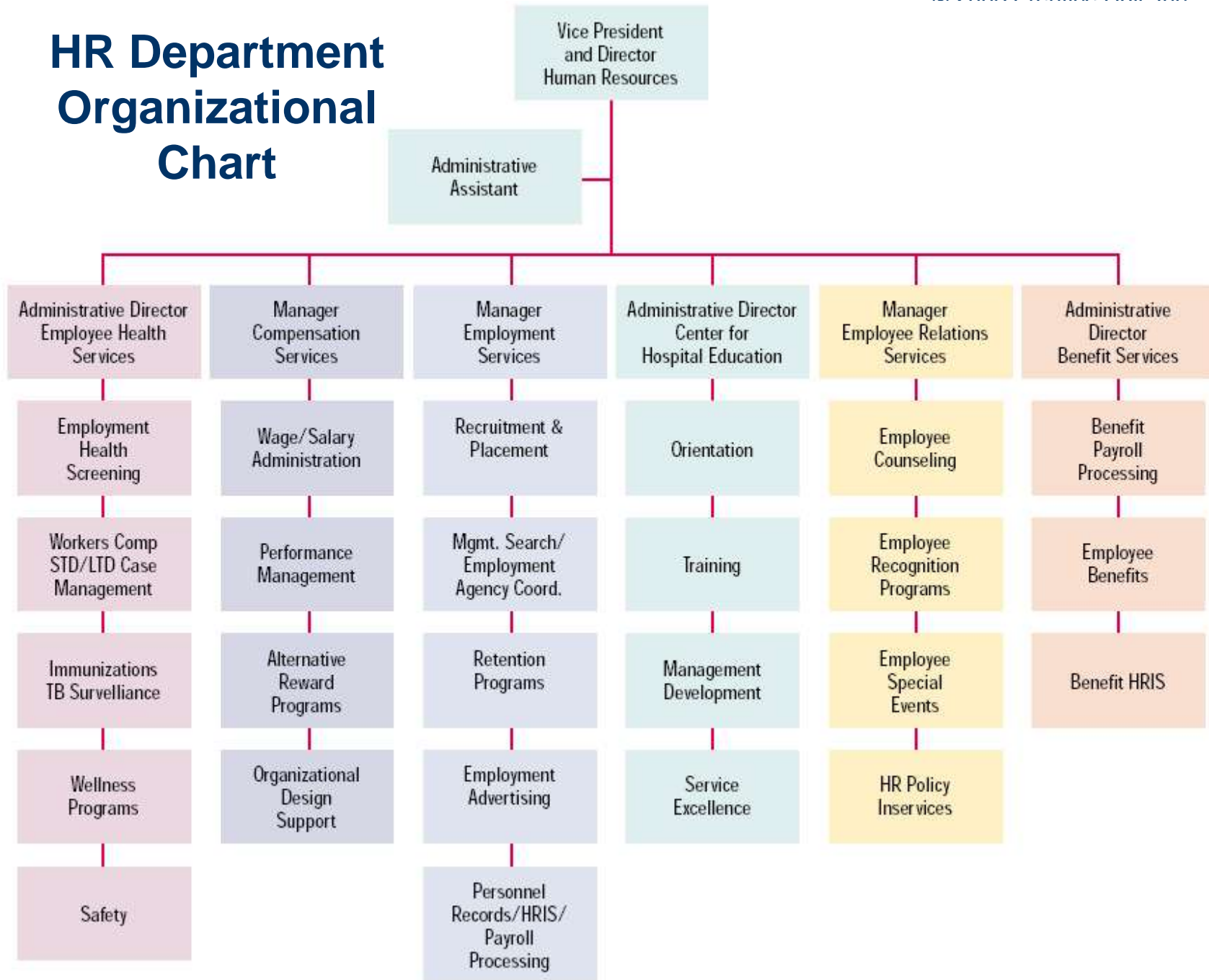
- ◆ The right person
- ◆ Orientation
- ◆ Training
- ◆ Performance
- ◆ Creativity
- ◆ Working relationships
- ◆ Policies and procedures
- ◆ Labor costs
- ◆ Development
- ◆ Morale
- ◆ Protecting

# Staff Manager's HRM Jobs

- ◆ **Line authority**
- ◆ **Implied authority**
- ◆ **Functional control**
- ◆ **Employee advocacy**



# HR Department Organizational Chart



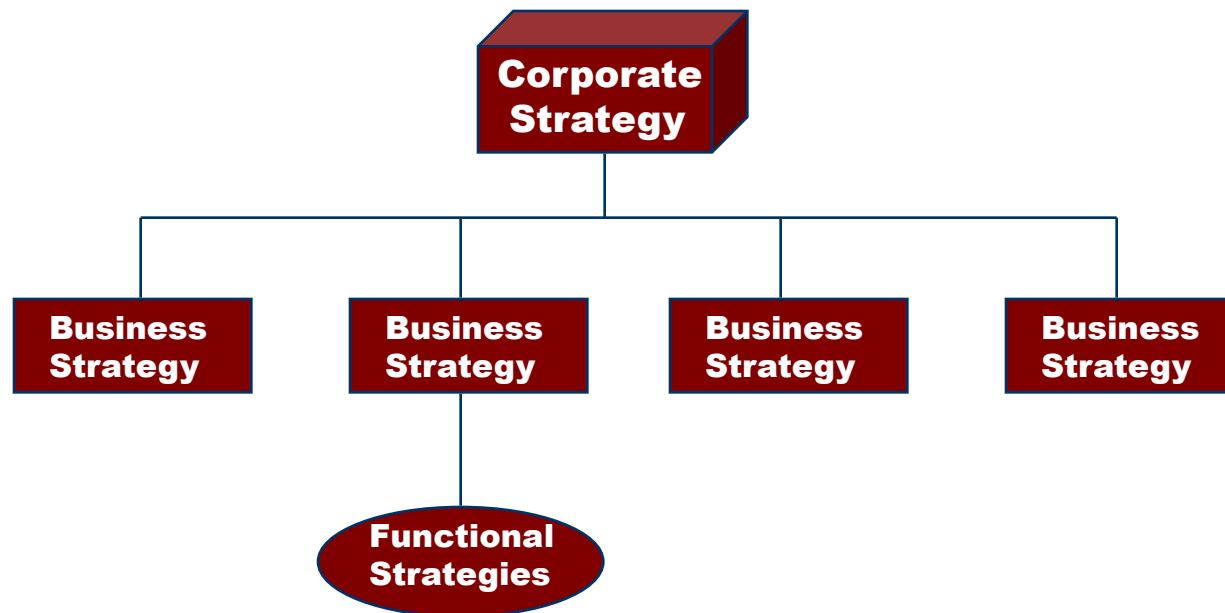
# Strategic Planning and Trends

- ◆ *Strategy* is the company's long-term plan for how it will balance its internal strengths and weaknesses with its external opportunities and threats to maintain a competitive advantage.



# Strategic Planning 101

There are three levels of strategic planning as shown below



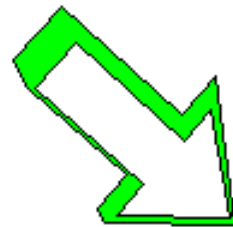
# The Strategic Planning Process

- ◆ SWOT analysis - Strengths, Weaknesses, Opportunities, and Threats
- ◆ Best strategic plans *balance* a company's Strengths and Weaknesses with the Opportunities and Threats the firm faces
- ◆ Basic strategic trends
  - Globalization
  - Technological advances
  - The nature of work
  - The workforce



# HR's evolving role

Protector  
and  
Screener



Change Agent

Strategic Partner

# Definition

## Strategic HRM

- ♦ *Strategic human resource management: linking HRM with strategic goals and objectives to improve business performance and develop organizational cultures fostering innovation and flexibility.*

