

## Chapter 1      The strategic role of HRM

### -Management process

- Composition of five basic function including POSDC

  - Planning

  - Organizing

  - Staffing

  - Leading

  - Controlling

### -HRM

- Policies and practices pertaining to “people”/human resource

### -Vital functions of modern HRM

- Job analysis

  - Planning labor needs and recruiting

  - Orientation & training

  - Benefit schedules

  - Communicating

  - Training & development

### -Why is HRM important to managers?

- So many lawsuits around the world

- Managers sometimes hire wrong people

- Dilemma of Equity theory

### -Modern view of business

- Old thought- it's the capital that is the most vital element in developing industry

- New thought- it's the people that is the most element

- Line vs. staff authority
  - Line managers
  - Staff managers
  
- HR dept's HR management responsibilities
  - Implied authority
    - The authority exerted by a personnel manager by virtue of other's knowledge the he/she has the legitimate access to top management
    - An HR manager may even ask for a drug test from a top manager while hiring (company must a policy regarding this)
      - Sudden drug test
  - Functional control
    - Authority of HR manager's to coordinate personnel activities
  - Staff functions
    - Here HR manager assists and advices the line managers
  
- The changing environment of HRM
  - Workforce diversity
    - Diversity not in terms of different races only!
    - More dual income household will eventually challenge our companies someday
    - Older employees may fight for better health care
  
  - Technological trend
    - Tech improvement like robotics will drastically eliminate many blue collar jobs
  
  - Globalization
    - The tendency of firms to extend their sales and other business activities including manufacturing abroad

- Globalization may move jobs away or bring jobs in both!
  
- A service based society
  
- Knowledge work and human capital
  - Even the manufacturing jobs around the world will require more high tech knowledge than before.
  - Center of gravity in employment is moving fast from manual and clerical workers to knowledge workers
  
- Elements of new management practices
  - Boundary less organizations
  - Empowering employees more
    - Employees are empowered more and more to make decisions
  - Flatter organizations
    - Less and less layers in the pyramid today
  - Managers will not “manage”
  - The responsive organization
    - Change can be drastic and sudden
  
- Changing roles of HR management
  - HR boosting productivity
    - HR plays a vital role to keep the labor cost down
  - HR and responsiveness
    - Improvement in communication
  - HR and service
  - HR and employee commitment
  - HR and corporate strategy