

# HUMAN RESOURCE MANAGEMENT

WEEK 1

**The Strategic Role  
of  
Human Resource Management**

# **The Manager's Human Resource Management Jobs**

## **Management process**

**The five basic functions of planning,  
organizing, staffing, leading, and  
controlling.**

# Human resource management (HRM)

The policies and practices involved in carrying out the “people” or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising.

# Personnel Aspects Of A Manager's Job

- **Conducting job analyses (determining the nature of each employee's job)**
- **Planning labour needs and recruiting job candidates**
- **Selecting job candidates**
- **Orientating and training new employees**
- **Managing wages and salaries (compensating employees)**
- **Providing incentives and benefits**
- **Appraising performance**
- **Communicating (interviewing, counselling, disciplining)**
- **Training and developing managers**
- **Building employees commitment**

# Basic HR Concepts



## Getting result

**The bottom line of managing**

**HR creates value by engaging in activities that produce the employee behaviours the company needs to achieve its strategic goals.**

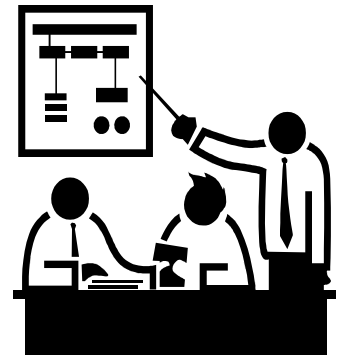
# Line and Staff Aspects of HRM

- **Line manager**

- **A manager who is authorized to direct the work of subordinates and is responsible for accomplishing the organization's tasks.**

- **Staff manager**

- **A manager who assists and advises line managers.**



# **Line Managers' HRM Responsibilities**

- **Placing the right person on the right job**
- **Starting new employees in the organization (orientation)**
- **Training employees for jobs new to them**
- **Improving the job performance of each person**
- **Gaining creative cooperation and developing smooth working relationships**
- **Interpreting the firm's policies and procedures**
- **Controlling labour costs**
- **Developing the abilities of each person**
- **Creating and maintaining department morale**
- **Protecting employees' health and physical condition**

# Functions of the HR Manager

- **A line function**
  - The HR manager **directs** the activities of the people in his or her **own department** and in related service areas (like the plant cafeteria).
- **A coordinative function**
  - HR managers also coordinate personnel activities, a duty often referred to as **functional control**.
- **Staff (assist and advise) functions**
  - **Assisting and advising line managers** is the heart of the HR manager's job.

# HR and Authority

- **Authority**
  - **The right to make decisions, direct others' work, and give orders.**
- **Implied authority**
  - **The authority exerted by an HR manager by virtue of others' knowledge that he or she has access to top management.**
- **Line authority**
  - **The authority exerted by an HR manager by directing the activities of the people in his or her own department and in service areas.**

# Employee Advocacy

- **HR must take responsibility for:**
  - **Clearly defining how management should be treating employees.**
  - **Making sure employees have the mechanisms required to contest unfair practices.**
  - **Represent the interests of employees within the framework of its primary obligation to senior management.**

# Examples of HR Job Duties

- **Recruiters**
- **Equal employment opportunity (EEO) coordinators**
- **Job analysts**
- **Compensation managers**
- **Training specialists**
- **Labour relations specialists**

# Cooperative Line and Staff HR Management

- **The line manager's responsibility is to specify the qualifications employees need to fill specific positions.**
- **HR staff then develops sources of qualified applicants and conduct initial screening interviews**
- **HR administers the appropriate tests and refers the best applicants to the supervisor (line manager), who interviews and selects the ones he or she wants.**