

Human Resource Management

Gaining a Competitive Advantage / 9e

Human Resource Management: Gaining a Competitive Advantage



Welcome!

MGI 301: Human Resources Management

Instructor: Sarah Gilson, Director of Strategy and
Organizational Development, Remedy Staffing



**KEEP
CALM
AND
READ THE
SYLLABUS**

MGI/MGB 301 Research Requirement

- **What is the research requirement?**

- The purpose of the research requirement is to acquaint students with management research.
- Students enrolled in MGB and/or MGI 301 are required to participate in a research opportunity during the semester.

- **How do I complete my research requirement?**

- **Participate in an experiment:** There is a researcher assigned to your classroom who will offer an opportunity for you to participate in a research study.
- **Complete the alternative paper assignment:** Look at the guidelines posted to UBLearns for more information.

- **What happens if I do not complete my research requirement?**

- According to the OHR department guidelines, failure to complete the research requirement results in an **incomplete course grade**.

Please note: There is a **separate research requirement for MGB and MGI 301**, therefore if you are enrolled in both classes—you need to participate in two separate studies [or complete the alternative paper assignment two times].

Things to know for in person studies

- When you receive the email with login information for sona-system, **log in and sign up for a time slot immediately.**
- **ARRIVE EARLY!** The researcher reserves the right to ask you to leave if you arrive late and sign up for a new session. This is because important information is provided within the first few minutes of an experiment, which makes it impossible for you to successfully participate in the experiment.
- **Reschedule your appointment if you realize you have a conflict:** The researcher only is required to offer you one opportunity to participate in research. If you have an unexcused absence, it is at the discretion of the researcher to offer you an additional opportunity.
- **Do not wait to sign up for a research opportunity.** Timeslots are on a first come, first serve basis. You will be asked to complete the alternative paper assignment if you cannot participate in the research opportunity assigned to your classroom . If you run into issues signing up for a timeslot contact either the researcher or the subject pool coordinator: Katie Niblock [katienib@buffalo.edu].

Things to know for web-based studies

- Unless stated otherwise by the researcher, you will receive a survey link via your UB Email to participate in the online survey.
- **Be sure to read all instructions**—these emails often specify important deadlines and information about research credits.
- You will not receive access to sona-system until after you have completed the study. You will be able to view your completed research credits at this time.

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Learning Objectives for Chapter 1

1. Discuss roles and activities of HRM function
2. Discuss implications of the economy, makeup of the labor force and ethics for company sustainability
3. Discuss what companies should do to compete in global marketplace
4. Identify how technology such as social networking is influencing HRM
5. Discuss HRM practices that support high-performance work systems
6. Provide a brief description of HRM practices

Introduction

- **Competitiveness** – a company's ability to maintain and gain market share.
- **Human resource management (HRM)** – the policies, practices, and systems that influence employees' behavior, attitudes and performance.

HRM Practices

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Figure 1.1

Human Resource Management Practices

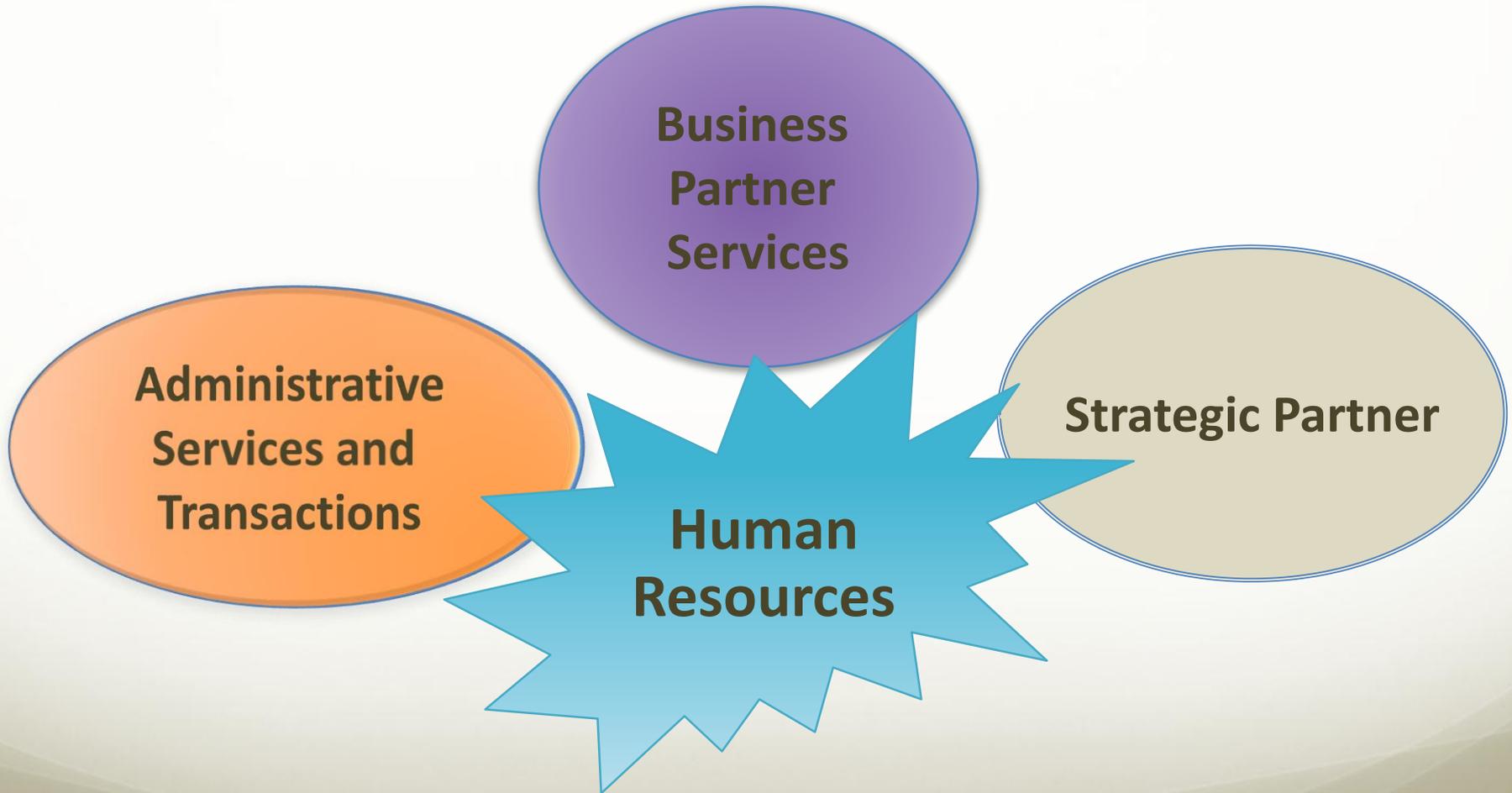


Responsibilities of HR Departments

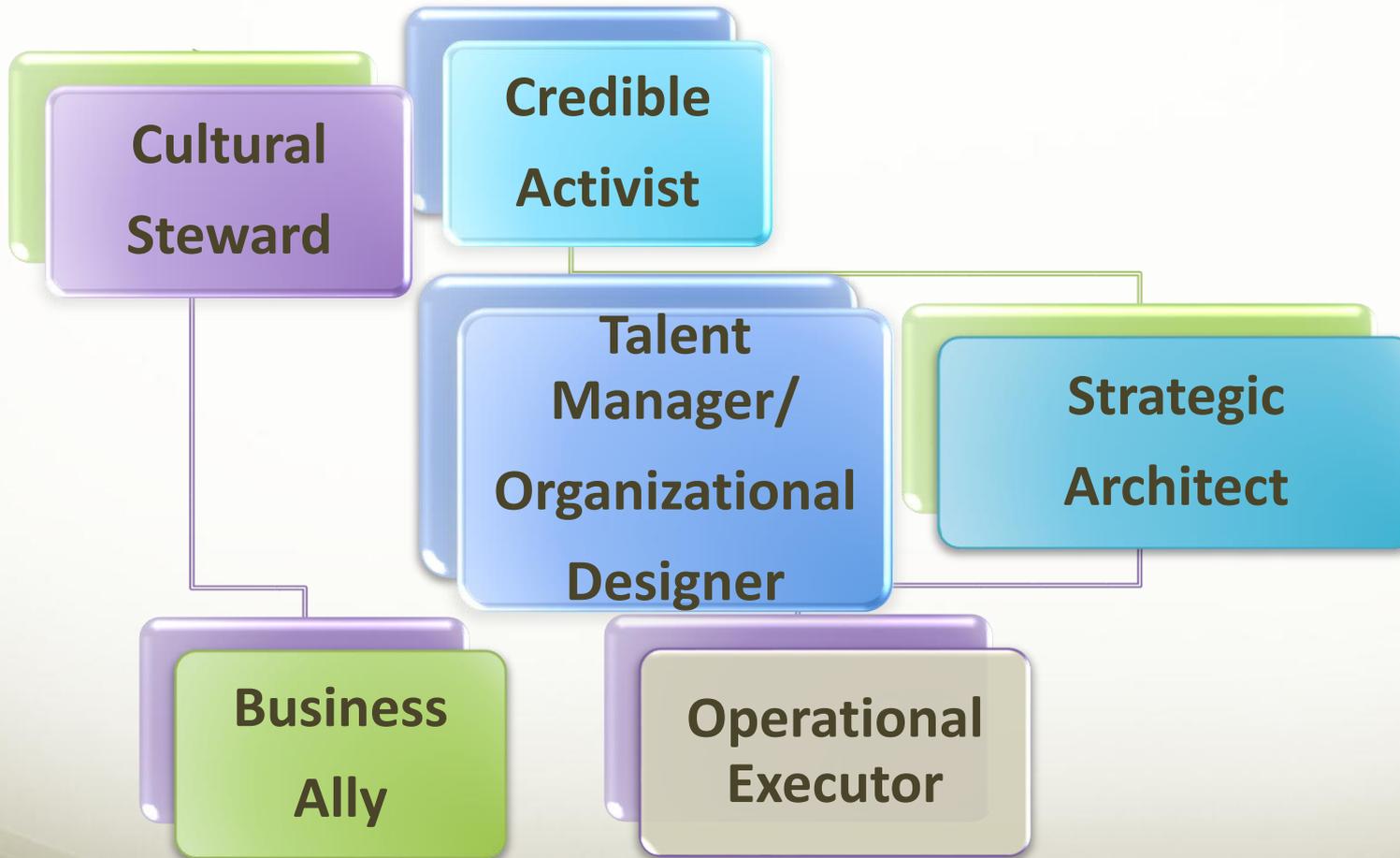
1. Employment and Recruiting
2. Training and Development
3. Compensation
4. Benefits
5. Employee Services
6. Employee and Community Relations
7. Personnel Records
8. Health and Safety
9. Strategic Planning



HR Product Lines



6 HR Competencies



Strategic Role of the HRM Function

- Time spent on administrative tasks is decreasing.
- HR roles as a strategic business partner, change agent and employee advocate are increasing.
- HR is challenged to shift focus from current operations to future strategies and prepare non-HR managers to develop and implement HR practices.
- This shift presents two challenges:
 - **Self-service**
 - **Outsourcing**

Shared Service Model

Shared Service Model is a way to organize the HR function that includes **centers of expertise or excellence, service centers** and **business partners** to help control costs and improve business-relevance and timeliness of HR practices.

Demonstrating the Strategic Value of HR

- Evidence-based HR
- HR or Workforce Analytics

Jack Welch on HR



Video

Group Discussion

- What are Jack Welch's main points?
 - Which of these points do you agree with?
 - Which of these points do you disagree with?
- How does this relate to the role of strategic HR?

Common Themes Employee Engagement

- Pride and satisfaction with employer and job
- Opportunity to perform challenging work
- Recognition and positive feedback from contributions
- Personal support from manager
- Effort above and beyond the minimum
- Understanding link between one's job and company's mission
- Prospects for future growth with the company
- Intention to stay with the company

Talent Management

- **Talent management** is the systematic planned strategic effort to use bundles of HRM practices acquiring and assessing employees, learning and development, performance management and compensation to attract, retain, develop and motivate highly skilled employees and managers.
- **Alternative work arrangements** include independent contractors, on-call workers, temporary workers, and contract company workers.
- **Demanding Work, but with more flexibility.**

Customer Service and Quality

Customers expect excellent service.

Total Quality Management (TQM) is a companywide effort to continuously improve the ways people, machines, and systems accomplish work.

- Methods and processes are designed to meet internal and external customers' needs.
- Every employee receives training in quality.
- Promote cooperation with vendors, suppliers and customers.
- Managers measure progress with feedback based on data.
- Quality is designed into a product or service so that errors are prevented rather than being detected and corrected.

Changing Demographics and Workforce Diversity

- **Internal labor force** - current employees
- **External labor market** - persons outside the firm actively seeking employment
- Average **age** of U.S. workforce will age
- Increased workforce **diversity**
- Influence of **immigration**
- Generational differences
- Gender and racial composition of the workforce

Ethics

- **Ethics** - fundamental principles of right and wrong by which employees and companies interact

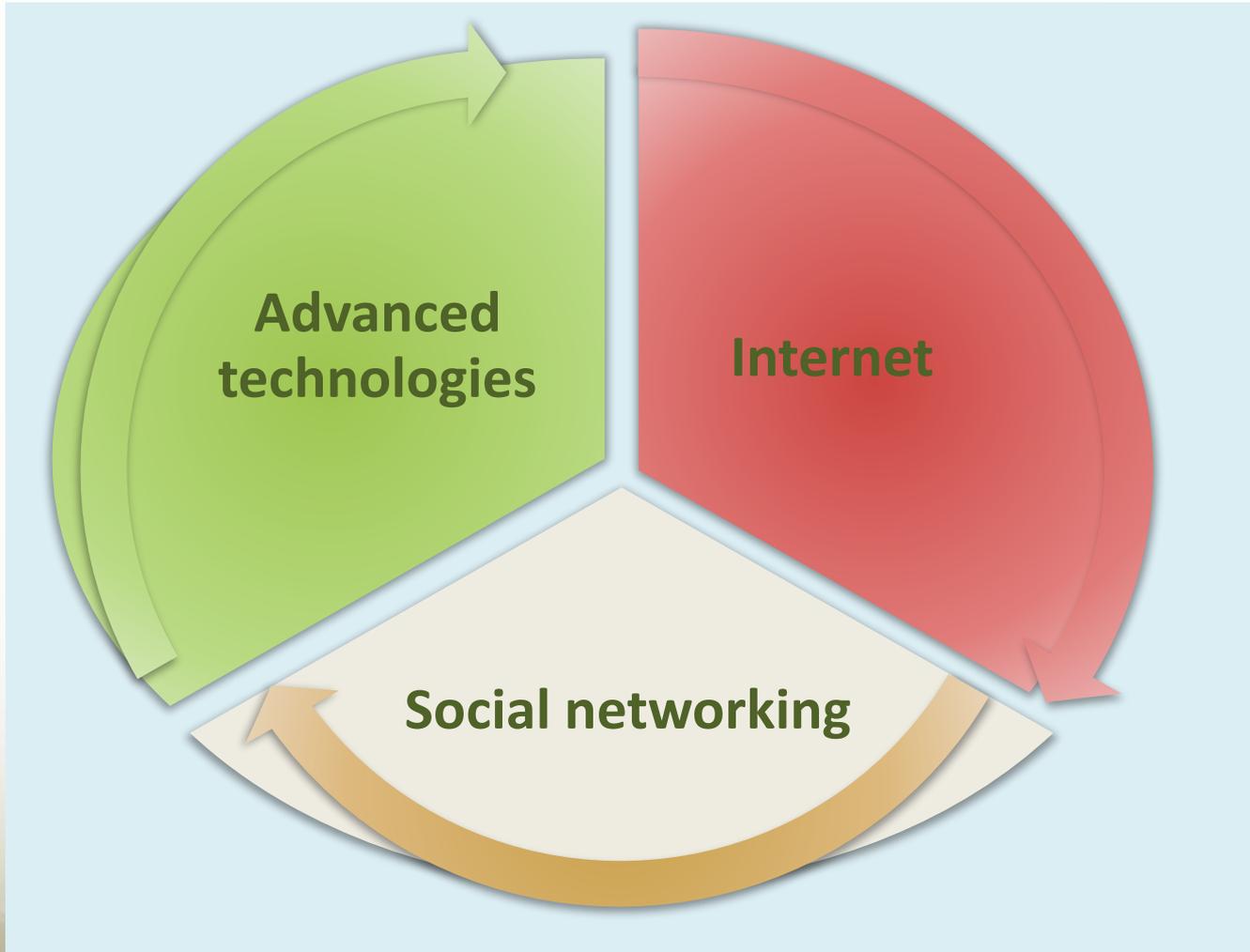
- **Ethical HR practices:**
 - HRM practices must result in greatest good for largest number of people
 - Employment practices must respect basic human rights of privacy, due process, consent, and free speech
 - Managers must treat employees and customers equitably and fairly
 - Develop and distribute a Code Of Ethics, policy, process and procedures, audit and train employees

- **Sarbanes-Oxley Act of 2002**

Global Challenges

- Offshoring and Reshoring
- Entering International Markets
 - Benefits
 - Issues

Technology Challenge



Summary

- HR has three product lines: administrative services, business partner services, and strategic services.
- HR managers need personal credibility, business and technology knowledge, understanding of business strategy, and ability to deliver HR services.
- HR practices are important for helping companies deal with sustainability, globalization, and technology challenges and should be evidence-based.

M Human Resource Management

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Chapter 2

Strategic Human

Resource Management

Learning Objectives

- Describe differences between strategy formulation and strategy implementation
- Understand strategic management process components
- Discuss HRM function's role in strategy formulation
- Describe HR issues and practices associated with directional strategies

What is Strategic Management?

Strategic human resource management (SHRM) is the pattern of planned HR activities and deployments intended to enable an organization to achieve its goals.

Strategic management is a process to address the organization's competitive challenges by integrating goals, policies and action sequences into a cohesive whole.

Two Phases of Strategic Management

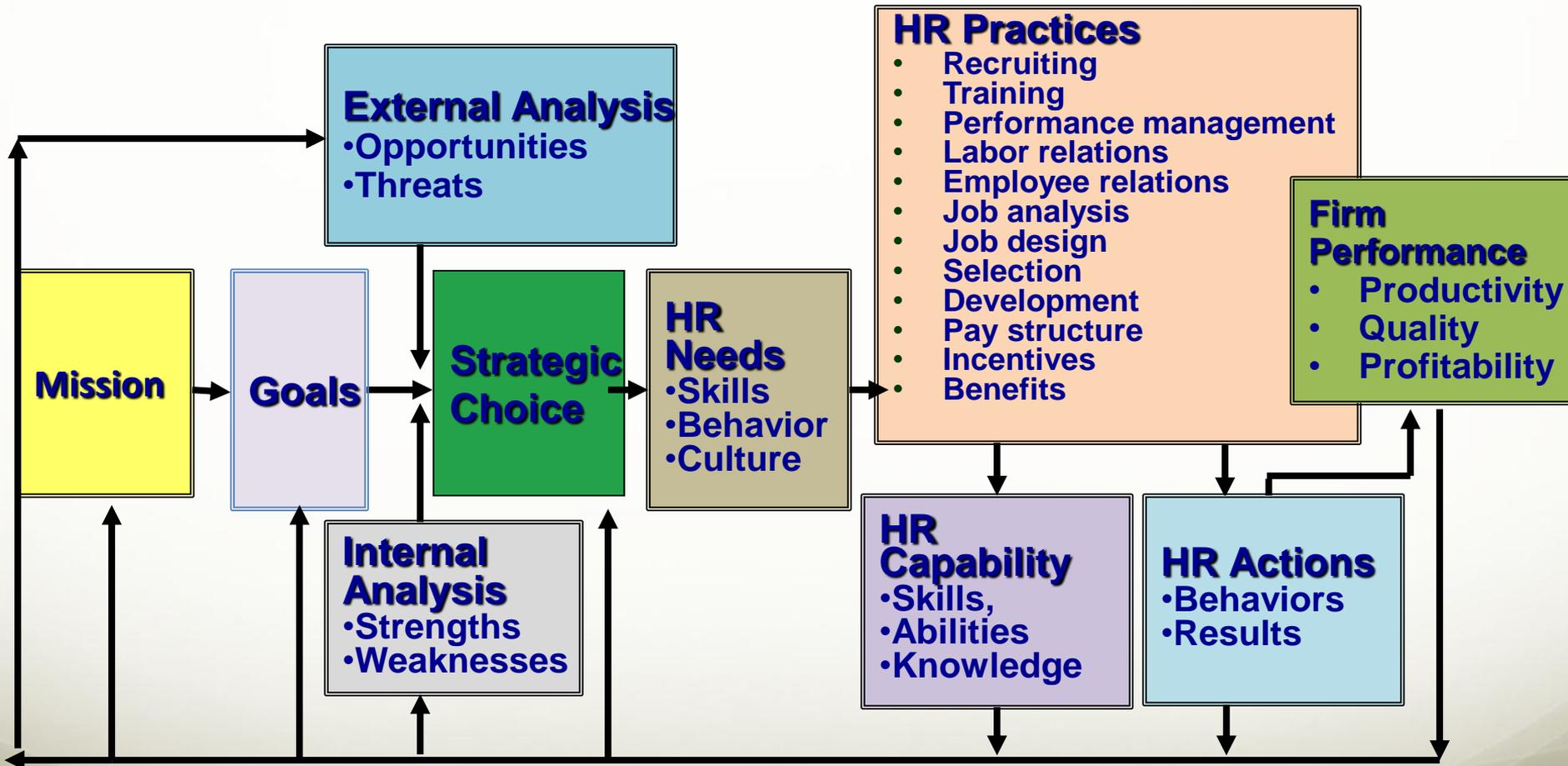
**Strategic
Formulation**

**Strategic
Implementation**

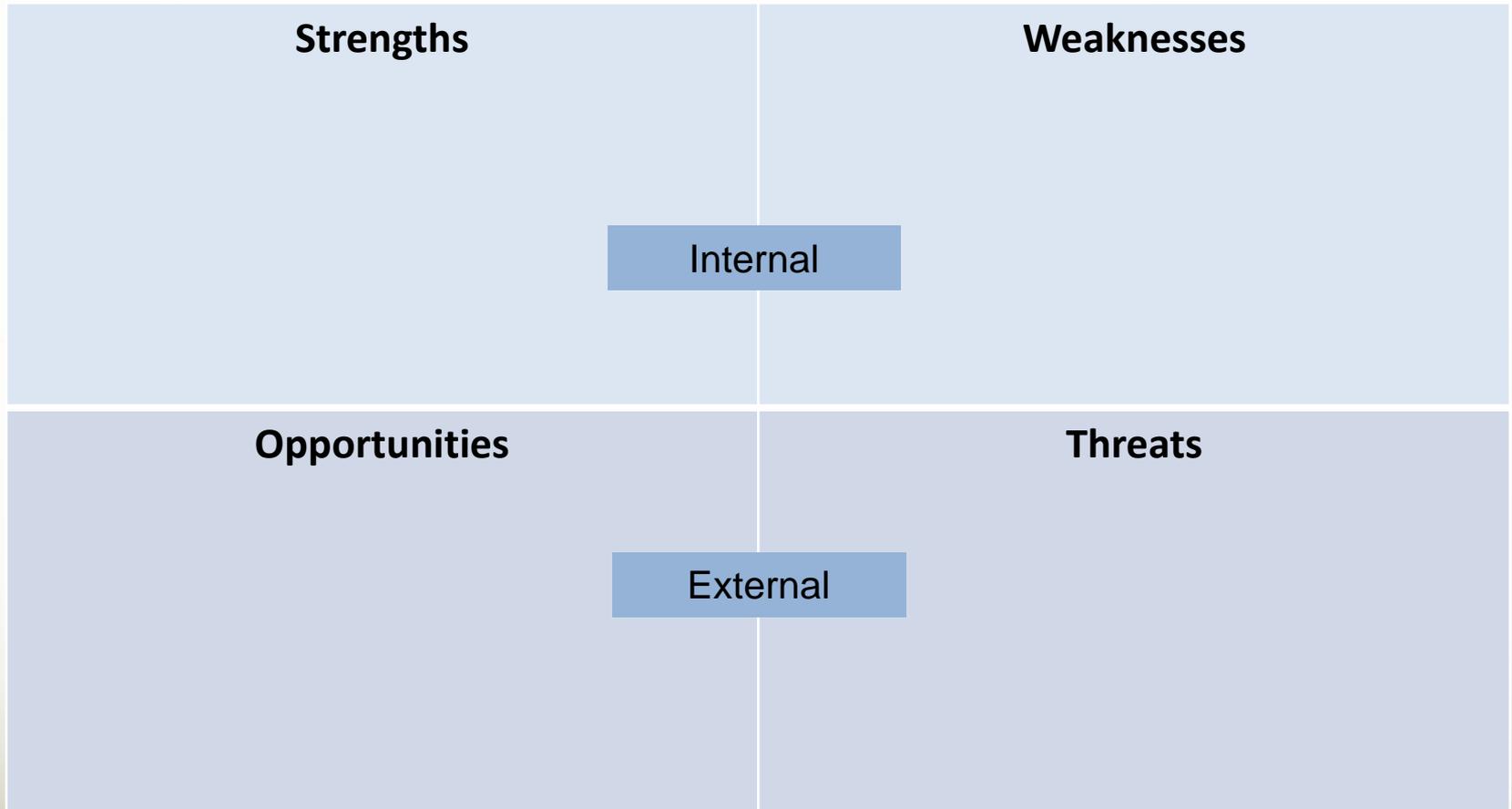
Strategic Management Process Model

Strategy Formulation

Strategy Implementation



SWOT Analysis



Strategic Planning and HRM Linkages

- **Administrative Linkage**
- **One-Way Linkage**
- **Two-Way Linkage**
- **Integrative Linkage**

Zappos



Video

Group Review and Report Out

- What is Zappos' competitive advantage?
- How does the company encourage teamwork?
- What does Zappos do to plan for the future?
- What is the leadership style at Zappos?
- Why are these important things to consider from an HR perspective? How could HR possibly be involved in the above?

Summary

- ◆ **HR** is a very important asset and single largest most controllable cost within the business model.
- ◆ **HR professionals** must develop business, professional-technical, change management and integration competencies.
- ◆ **HRM** has a profound impact on the strategic plan implementation by developing and aligning HRM practices that ensure the company has motivated employees with necessary skills.