



人力资源管理  
*Human Resource  
Management*




# PART 1 INTRODUCTION

## 第一章 人力资源管理： 赢得竞争优势

# Learning Objectives

1. Understand the significance of learning human resource management for a manager.
- 2. Discuss the competitive challenges influencing Chinese companies.
- 3. Discuss how human resource practices affect a company's competitiveness.
- 4. Discuss human resource practices that support high performance work systems.
5. Provide a brief description of human resource management functions and practices.



■ 第一节 人力资源管理  
——为什么学？



 “Why should we study HR management”?

# Why should we study HRM?

**HRM**



**I. Practice Approach**

**II. Scientific Research Approach**

**III. Challenges Approach**

# I. Practice Approach

## On-the-Spot Discussion

WHAT KINDS OF PEOPLE  
PROBLEMS DO MANAGERS HAVE IN  
ORGANIZATIONS ?

## Common personnel mistakes:

- a. hiring the wrong person for the job
- b. experiencing high turnover
- c. finding your people not doing their best
- d. wasting time with useless interviews



- e. having some employees think their salaries are unfair and inequitable relative to others in the organization
  
- f. Cannot fire unqualified employee because of the restrictions of the HRM mechanisms

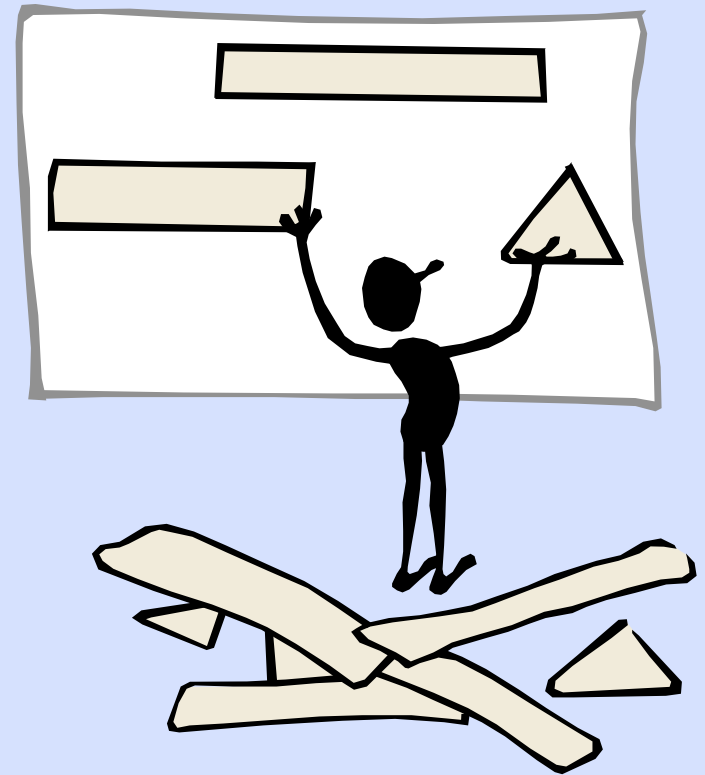
- Could not retain the core talents
- Employees behave differently with and without the presence of their managers
- Regard educational degree as the only criteria for selecting talents, resulting in a waste of talents.
- Suffer from low effectiveness because of insufficient training

## II. Scientific Research Approach



## What is Management?

Management is the process of planning, organizing, leading, and controlling an organization's human, financial, material, and other resources to increase its effectiveness.



**Controlling**

**Planning**

**The Functions  
of Management**

**Leading**

**Organizing**

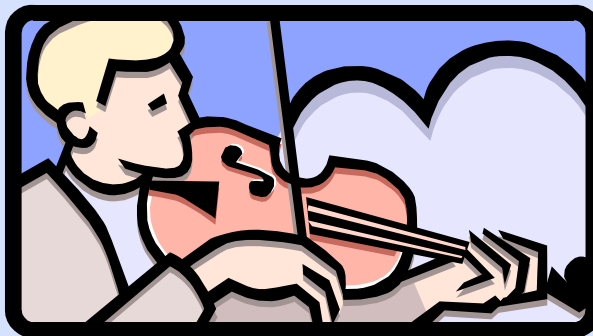
# ★ Liu chuanzhi's View of Management

搭班子、定战略和带队伍



# Managerial Roles

- ***Managerial roles*** identified by Mintzberg.



# The Roles of Management

**Decisional**

**Interpersonal**

**Informational**



# The Skills That Managers Need

**Technical**

**Conceptual**

**Human**

# Managerial Activities

(Fred Luthans)

**Traditional  
Management**

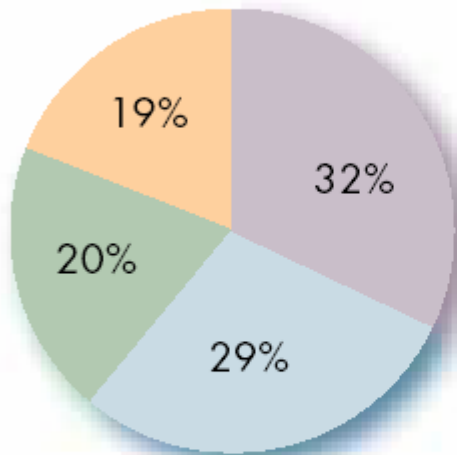
**Communication**

**Networking**

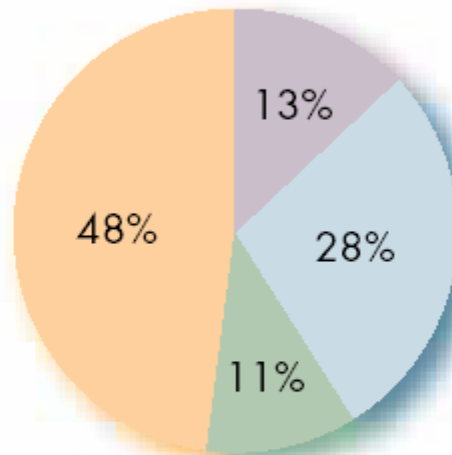
**Managing  
Human Resources**

# Allocation of Activities by Time

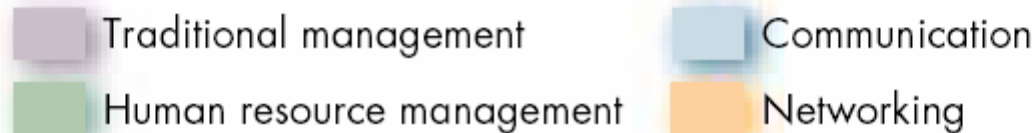
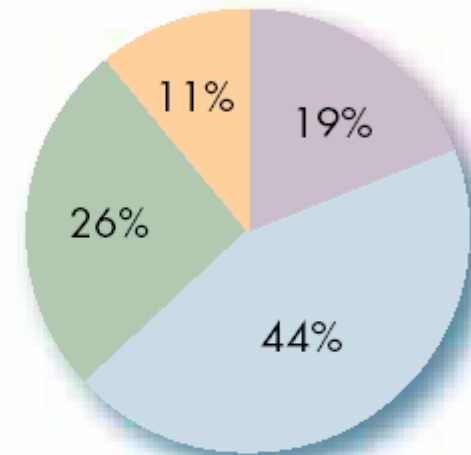
**Average managers**



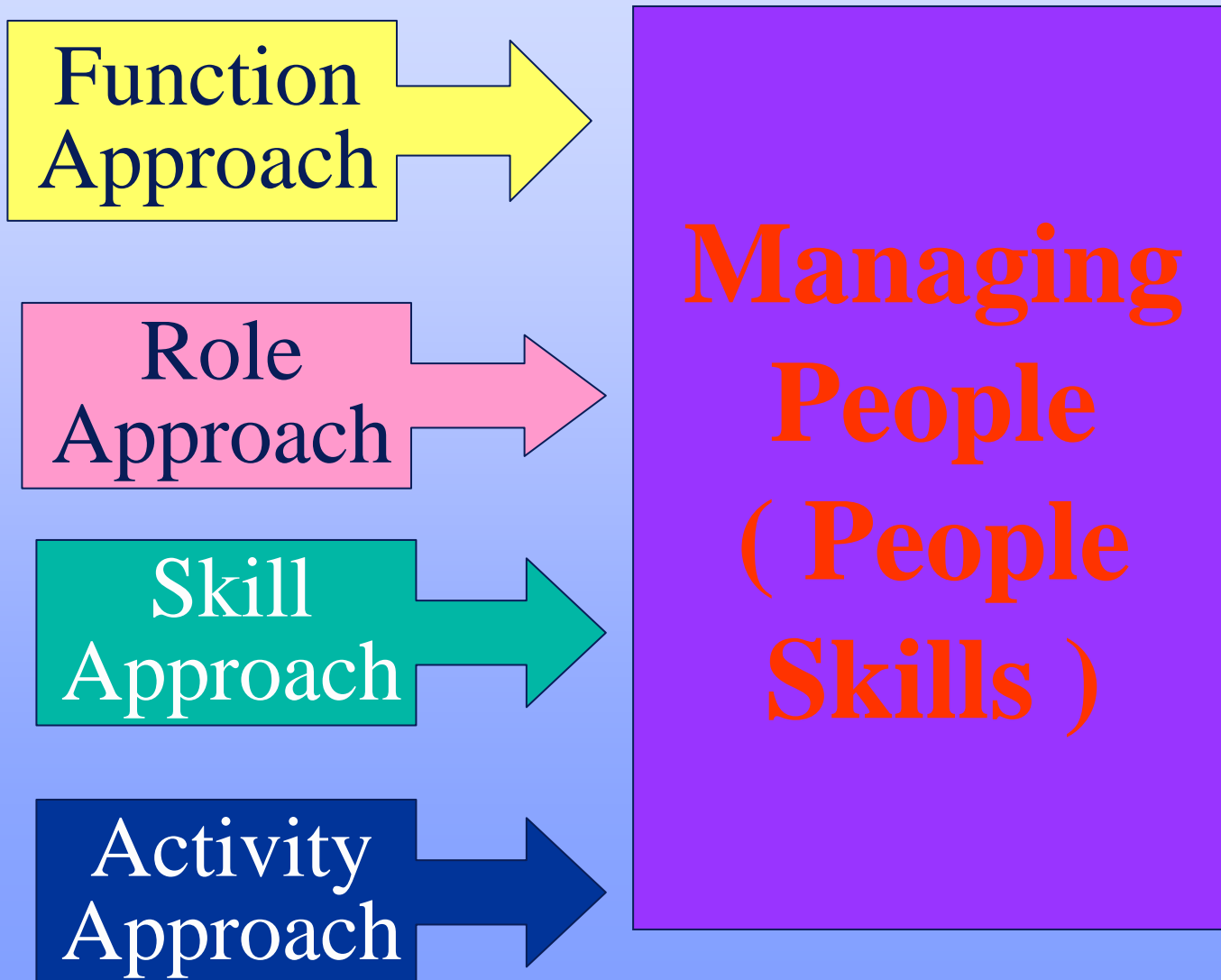
**Successful managers**



**Effective managers**



# Summary





# **III. The Challenges of HR Management**

# Key HR Challenges for Today's Managers

## Environment

- Rapid Change
- Workforce Diversity
- Globalization
- Rise of Internet
- Legislation
- Evolving Work and Family Roles
- Skill Shortages and the Rise of the Service Sector

## Organization

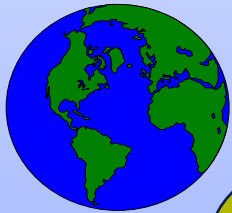
- Competitive Position: Cost, Quality, Distinctive Capabilities
- Decentralization
- Downsizing
- Organizational Restructuring
- Self-Managed Work Teams
- Small Businesses
- Organizational Culture
- Technology
- Outsourcing

## Individual

- Matching People and Organization
- Ethical Dilemmas and Social Responsibility
- Productivity
- Empowerment
- Brain Drain
- Job Insecurity

# Environmental Challenges

Globalization



Legal



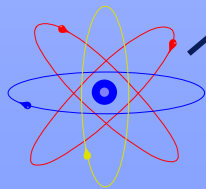
Economic



Corporate



Competitiveness

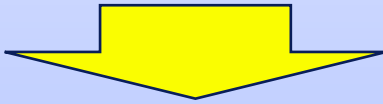


Technology

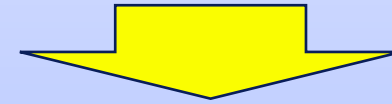


Social /  
Demographic

# Technology's Impact on HR



**Rapid  
Technological  
Changes  
Impact  
HR**



**Skills  
Change  
3 or 4  
Times During  
Careers**



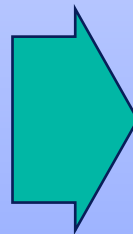
# Consequences of these basic trends

Global expansion

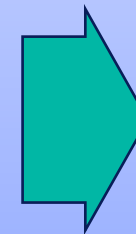
Technology

Strengths and Weaknesses

Improved competition



Uncertainty,  
Turbulence,  
Rapid  
Change

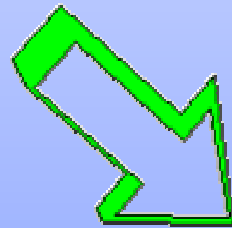


Companies  
must be  
Fast,  
Responsive,  
and  
Cost-  
effective



# HR's evolving role

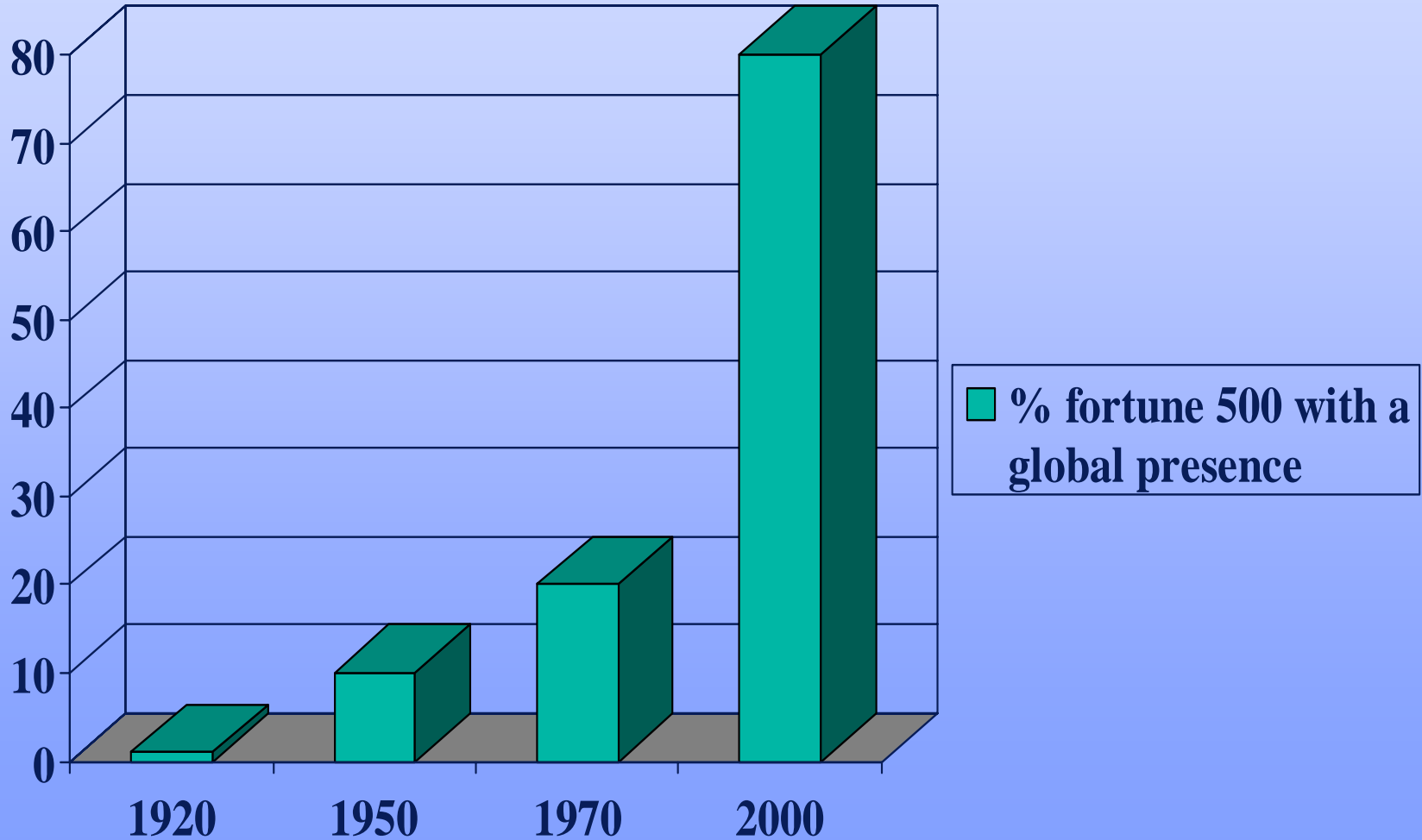
Protector  
and  
Screener



Change Agent

Strategic Partner

# Globalization



# Competing through Globalization: Successfully Brewing Global Operations

- Starbucks Coffee International has ventured into Beijing China to open new franchises. Starbucks entered China through a joint venture with Mei Da Coffee Company. Starbucks is in search of employees that have had managerial experience with other American-style restaurants such as Hard Rock Café and TGIF. Starbucks is spending a considerable amount of time and money training managers to be successful by sending new recruits to Tacoma, Washington to learn the corporate culture of Starbucks.

# WHAT HAS THE CEOs ATTENTION?

- a Price Waterhouse survey of 377 CEOs from the world's 2,000 largest companies.
- They spend a "great deal" of time on four aspects of the job.

<b>ACTION</b>	<b>ALL CEOs</b>	<b>U.S. &amp; CANADA</b>	<b>EUROPE &amp; ASIA</b>
■ <b>Setting vision and strategy</b>	<b>66%</b>	<b>67%</b>	<b>65%</b>
■ <b>Exploring M&amp;As</b>	<b>51%</b>	<b>51%</b>	<b>51%</b>
■ <b>Reshaping corporate <i><u>culture and employee behavior</u></i></b>	<b>47%</b>	<b>48%</b>	<b>45%</b>
■ <b>Monitoring corporate financial information</b>	<b>45%</b>	<b>47%</b>	<b>43%</b>



“What is HRM”?



- 第二节 人力资源管理  
——是什么？



# 1. What is Human Resource Management?

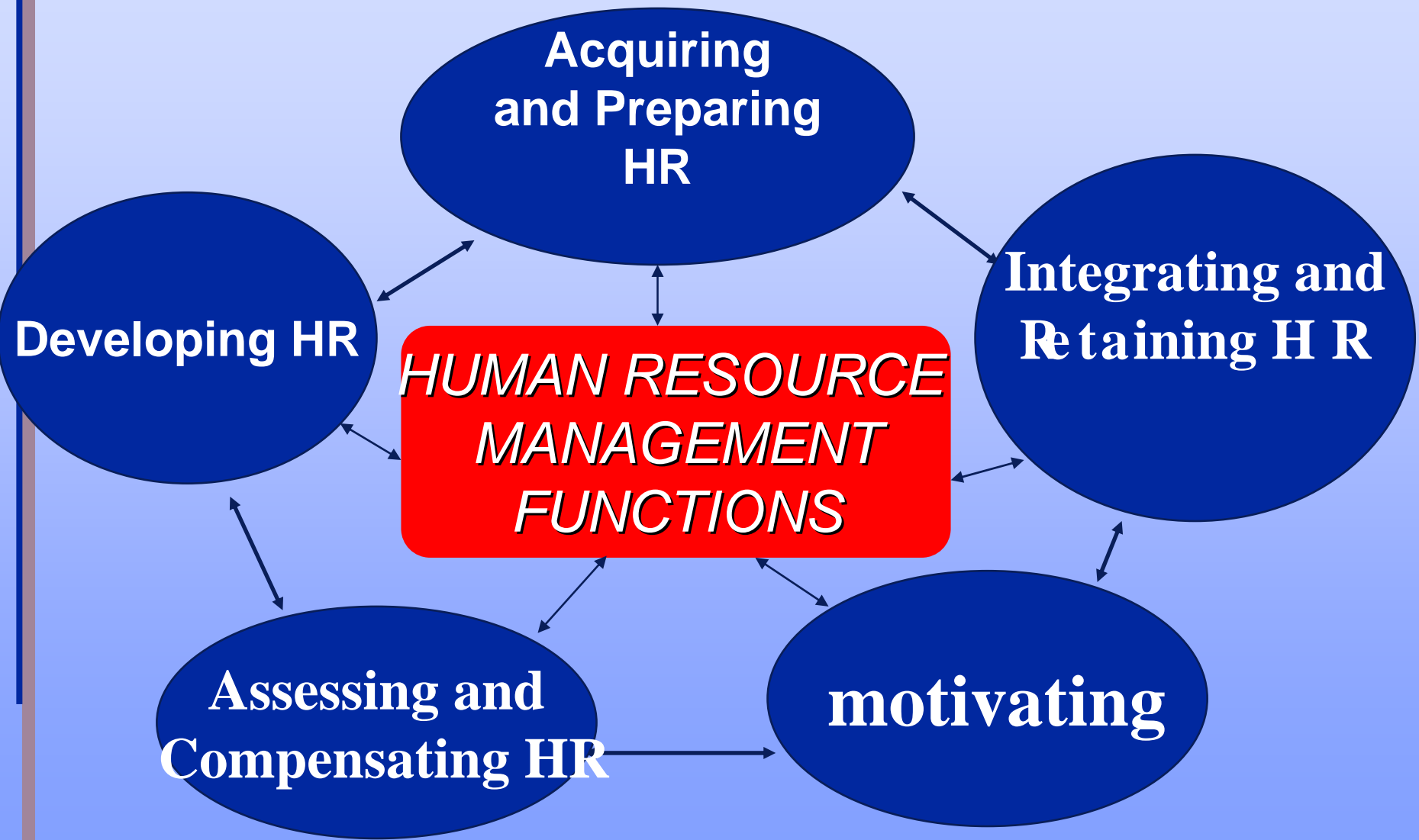
- There are five basic functions of management: planning, organizing, staffing, leading, and controlling.
- HR is the staffing function of management.
- HRM refers to the practices and policies you need to carry out the people or personnel aspects of your management job.

# **COMPETITIVENESS**

## *Dimensions of HR Practices*

- **Acquiring and Preparing HR**
- **Integrating and Retaining HR**
- **Assessing and Compensating HR**
- **Developing HR**

# Human Resource Management Functions





# Major Dimensions of HRM

- 1. Acquiring and Preparing HR**
- 2. Assessment and Motivating of HR**
- 3. Compensating HR .**
- 4. Developing the HR**

## **2. How to evaluate the contributions of HRM?**

# HR means performance

- Better HRM translates into improved employee *attitudes and motivation*
- Well run HR programs drive employee *commitment*



**Productivity**

**Absenteeism**

**Turnover**

**Organizational  
Citizenship**

**Job Satisfaction**

**The  
Dependent  
Variables**

### **3. Whose responsibility is it to Manage HR?**

- **Line Managers**
- **HR Department**
- **Employees themselves**



# Line Managers' H R Responsibilities

- Placing the right person in the right job
- Starting new employees in the organization
- Training employees for jobs that are new to them
- Interpreting the company's policies and procedures
- Controlling labor costs
- Protecting employees' health and physical conditions

# Why Is HR Management Important to All Managers?

Personnel mistakes you don't want to make -

- Hiring the wrong person for the job
- Experiencing high turnover
- Finding employees not doing their best
- Having your company taken to court because of your discriminatory actions

# Human Resource Department's Management Responsibilities

**Policy-Maker, Facilitator, Counselor**



- Line managers are authorized to direct the work of subordinates.
- Implementing HRM Policies and the real “Manager of HR”
- Placement , Orientation, Training, Improving job performance, interpreting policies and procedures , controlling labor costs, developing employee abilities, creating and maintaining departmental morale, protecting employees' health and physical condition

## Line Manager

- ◆ **Orient** employees and instruct  
And train new employees
- ◆ Use the firm's appraisal forms to  
Appraise employee performance.
- ◆ Assess subordinates' career  
Progress and advise them regarding  
Career options.

## HR Department

- ◆ **Prepare** training material and  
orientation documents and outlines
- ◆ Develop performance appraisal  
tools and maintain records of  
appraisal.




# **The HR Department and Managers:**

## **An Important Partnership**

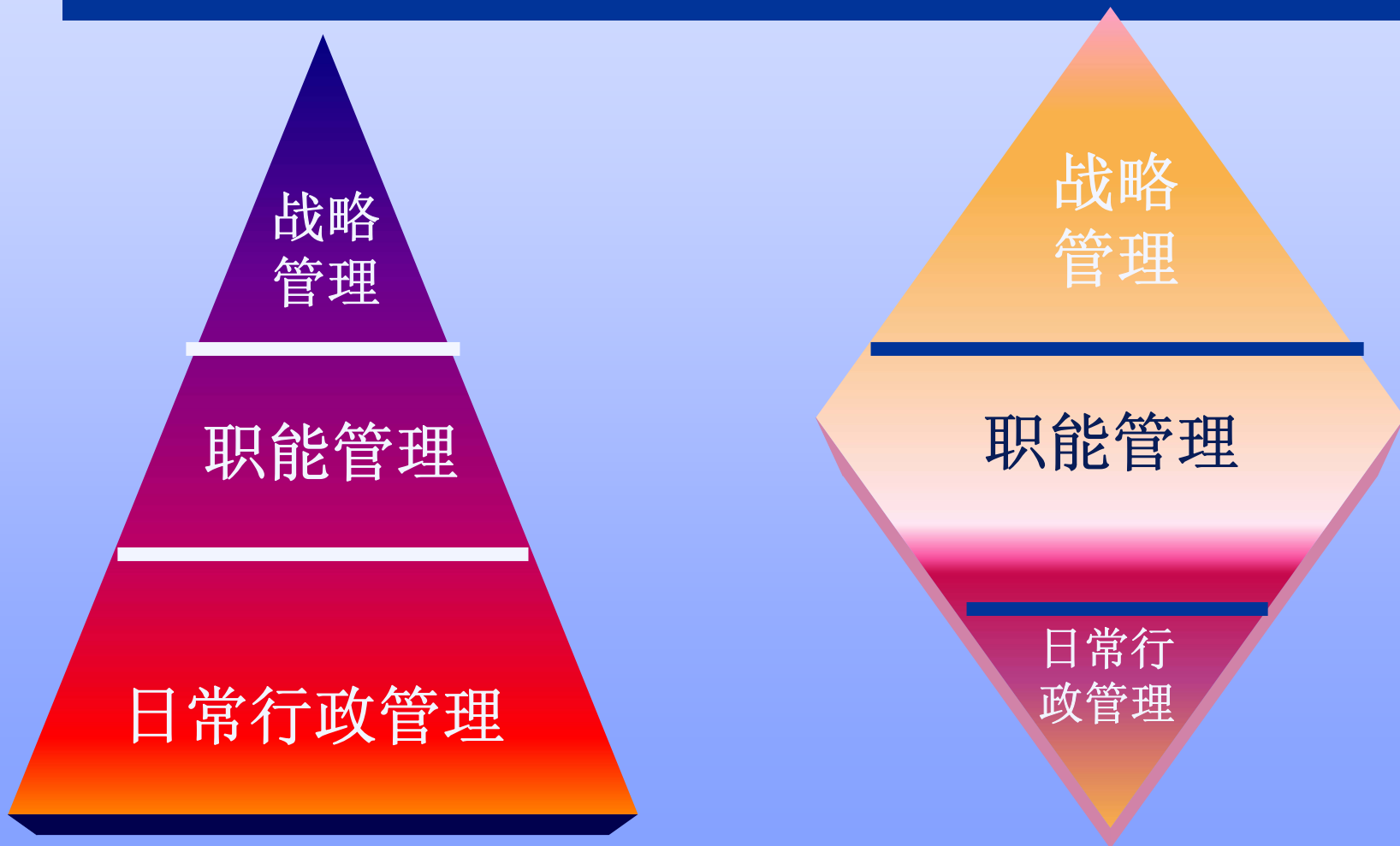


## 4 . “HRM” vs “Personnel Management”

- 
- ✦ Different view of employee
  - ✦ Different Contents
  - ✦ Different Nature
  - ✦ Different Management Style
  - ✦ Different Position



# HRM工作层次的转变



# 人力资源战略在经营中的位置





## End of Chapter Questions



1. What do you think of the functions of human resource management?
2. How to understand that “line managers also play very important role in managing human resources”?