

BA291: Introduction to Business

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Class #8

HR

Let's talk about HR!

TEXTBOOK DEFINITION:

“Utilization of individuals to achieve organizational objectives.”

Mondy, R. Wayne. Human Resource Management, 11th Edition. New Jersey: Pearson Education, Inc., 2010.

Let's talk about HR!

Weak and one-sided!



Let's talk about HR!

MY DEFINITION:

“How organizations manage their most important resource... PEOPLE!”

... “And how to help them reach their full potential for both their success and the success of the organization.”

Let's talk about HR!

-Also known as “HRM.” We can just call it “HR.”

-Of critical importance to managers!

-Managers can't do it all alone... “Basically, all managers get things done through the efforts of others; this requires effective HR.”

Let's talk about HR!

How does it differ
from “management?”



Let's talk about HR!

How is it related to
“corporate culture?”



Let's talk about HR!

Management's _____
of corporate culture is
brought to _____ by
_____.



-Their attitudes toward the working environment and flow of information?

-Consistency vs. “My company is so great!”



-“From the food it puts [in the cafeteria](#) to increasing [maternity leave](#), Google seems to always be one step ahead of its competitors.”

-“Sharing its data-focused approach to HR and management with new guides and free public tools on its new site, [re:Work...](#)”

-“Laszlo Bock, head of Google’s “People Operations” team, showcased the company’s data-intensive management practices earlier this year in the book titled *Work Rules!*”

-“The new site currently contains guides on the Google approach to hiring, management, people analytics...”

-“The company’s cutting-edge research has led it to disregard college prestige in job applications, to dramatically change its pay policies, and even change the way it presents food in its cafeterias. What’s more, it is affecting the management policies of other companies, in areas like the [length of maternity leave](#), and support for new mothers.”

<https://rework.withgoogle.com>

re:Work 🔍 SUBJECTS GUIDES CASE STUDIES BLOG ☰

Let's Make Work Better.

Practices, research, and ideas from Google and other organizations to put people first.

Join our [LinkedIn](#) community.

From the Blog

McKinsey's global view of workplace gender equality
RE:WORK EDITORS | JANUARY 19, 2017

How our nonprofit partners with academics to conduct internal HR research
DAVID THOMPSON, COMMUNITY SOLUTIONS | JANUARY 12, 2017

Find better solutions by not complaining about problems
RE:WORK EDITORS | JANUARY 03, 2017

Get Started

re:Work is organized around some of the biggest work you

Hiring

Managers

Let's talk about HR!

How is the website related to Google's corporate culture?



Let's talk about HR!

The most exciting aspects of being involved with HR?

- *Employer branding
- Everyone
- Pride?
- Major recruitment strategy
- Policy creation and implementation



The big picture

-Don't just focus on profits; never forget your employees.

-Big manager? Big deal! Who is the first face?

-Think from their perspective; program design. Also, what do they need to get the job done right?



The big picture

What can you do for HR?

What can HR do for you?





The big picture

-The success of today's organizations relies on the ability of HR managers and staff to effectively apply this principle.



Your involvement

The “people” or personnel aspects:

- Conducting job analyses
- Planning labor needs and recruiting job candidates
- Selecting job candidates
- Orienting and training new employees
- Managing wages and salaries
- Providing benefits
- Appraising performance

Your involvement

- Communicating (interviewing, counseling, disciplining)
- Training and developing managers
- Building employee commitment

Potential consequences of dysfunctional HR

- Hire the wrong person for the job.
- High turnover
- Have your people not doing their best.
- Waste time with useless interviews.
- Have your company taken to court because of your discriminatory actions.
- Have your company cited under federal occupational safety laws for unsafe practices.

Potential consequences of dysfunctional HR

- Have some employees think their salaries are unfair relative to others in the organization.
- Allow a lack of training to undermine your department's effectiveness.
- Commit unfair labor practices.
- Negative word-of-mouth

Getting it right...

-You can do everything else right as an HR manager and still fail if you hire the wrong people and don't motivate employees.

-On the other hand, many HR managers have been successful with inadequate plans, organization, or controls because...

Getting it right...

-Engagement

-Is this the
ultimate goal?



Getting it right...



-How you label people? HR can make the titles.

-Me at TU?
Conducive environment?

Group activity: the big challenge for our generation

-You're an HR manager who can create and implement policies.

-What would you do in your company to ensure that the people around you are engaged, happy, and won't leave to work for the competitor down the street that pays more?

What about loyalty?

- Can engagement take care of that?
- How do you explain companies that pay less but have employees who “stay for life?”
- Is it because of the culture?
- How do we get to this stage?

Article: engagement



Discussion questions

- What if you don't work for an HR department?
- Why should you care?
- What will work for your generation?
The international shift?



Discussion question

Are all managers HR managers?



Discussion question

How is HR related to marketing?



OWEN WILSON

VINCE VAUGHN



They just can't click with the new generation.
the INTERNSHIP

TWENTIETH CENTURY FOX and AGENCY ENTERPRISES PRESENT A WILD WEST PICTURE SHOW / 21 LAPS PRODUCTION A SHAWN LEVY FILM VINCE VAUGHN OWEN WILSON THE INTERNSHIP ROSE BYRNE MAX WINGHELLA HILLARY EVANS
 MUSIC BY DAVID JORDAN JALIL YILMAZOVA COSTUME DESIGNER CHRISTOPHER BECK EXECUTIVE PRODUCERS JOSEAN JAMBERMAN PRODUCED BY JONATHAN BROWN AND SHARON WALSHAN EXECUTIVE PRODUCERS JOSH KALAGEN VABY KALAGEN SANDRA J. SMITH SCOTT STUBER
 WRITTEN BY VINCE VAUGHN SHAWN LEVY DIRECTED BY VINCE VAUGHN PRODUCED BY VINCE VAUGHN AND JARED STEIN EXECUTIVE PRODUCERS SHAWN LEVY
 COMING SOON TheInternship.com [TheInternship](https://www.facebook.com/TheInternship) [TheInternshipUK](https://www.facebook.com/TheInternshipUK)



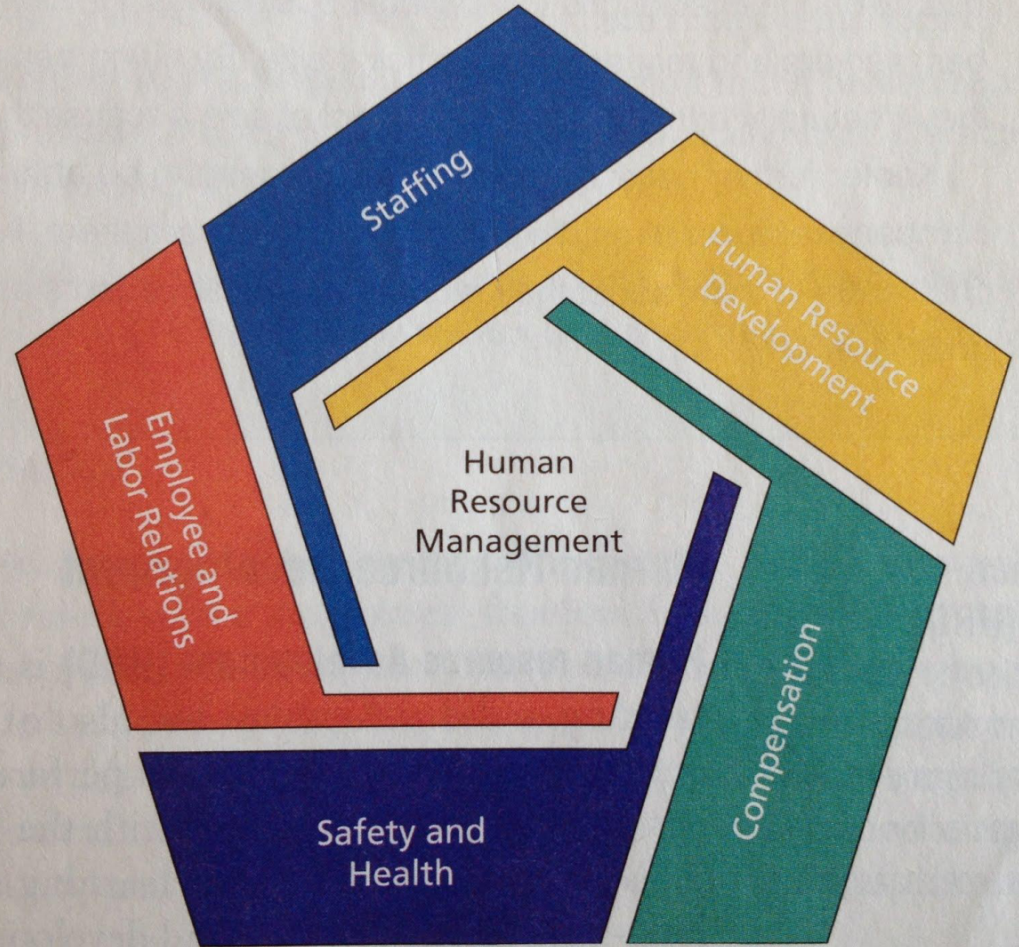
FROM BOTH GENRES FOR



The Internship

The HR
functions:

*HR should be a
“strategic partner!”



1. Compensation

-The total of all rewards provided to employees in return for their work/services; one or a combination of the following...

Direct financial compensation - pay that a person receives in the form of wages, salaries, commissions, and bonuses

Indirect financial compensation (benefits) - all financial rewards that are not included in direct compensation, such as paid vacations, sick leave, holidays, and medical insurance




Nonfinancial compensation - satisfaction that a person receives from the job itself or from the psychological and/or physical environment in which the person works

**If I pay them more,
they'll do better
work, right?**

Dan Pink:

The puzzle of motivation

TEDGlobal 2009 · 18:36 · Filmed Jul 2009

 42 subtitle languages  View interactive transcript

Watch later



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“Career analyst Dan Pink examines the puzzle of motivation, starting with a fact that social scientists know but most managers don't: Traditional rewards aren't always as effective as we think. Listen for illuminating stories — and maybe, a way forward.”

http://www.ted.com/talks/dan_pink_on_motivation?language=en#

Key points

- Left brain** (routine, rule-based work)
vs. **right brain** (creative and conceptual work)
- If/then rewards don't work anymore?
- Mechanical skills?
- Larger rewards led to lower performance when cognitive skills were tested.

Key points

- Higher incentives overwhelmingly led to worse performance!
- Financial incentives (pay for performance) can result in a negative impact in overall performance!
- Intrinsic motivators: doing things because they're interesting and we care about them

Discussion for the 21st century

-Is the solution to entice with a “sweeter carrot” or threaten with a “sharper stick?”

-Are too many organizations making decisions and policies about talent and people based on assumptions that are outdated, unexamined, and rooted more in folklore than in science?

-If traditional rewards have the potential to narrow our focus (and too many HR systems are built around extrinsic motivators), then what can we do?

AUTONOMY

MASTERY

PURPOSE

E³

Empowerment

Excellence

Engagement

*E to the power of 3 or E cubed

The focus is on engagement

Articles:

<https://hbr.org/2015/01/employee-engagement-depends-on-what-happens-outside-of-the-office>

<http://www.virginpulse.com/News/richard-branson-on-increasing-employee-engagement/>

Progress Check!

1. What is E^3 ?
2. What can it help overcome?



Q&A!

Some of the information in the above slides was derived from:

Dessler, Gary. Human Resource Management, 14th Edition. London: Pearson Education Limited, 2015.

Mondy, R. Wayne. Human Resource Management, 11th Edition. New Jersey: Pearson Education, Inc., 2010.

<https://qz.com/536760/google-is-now-sharing-its-best-internal-hr-and-management-advice-with-the-world/>