

BA 291 – HUMAN RESOURCE MANAGEMENT

By Aj. Parichat Jantori

„Your organization can create a new product, and it is easily copied. Lower your prices and your competitor will follow. Go after a lucrative market and someone is there right after you, careful to avoid making your initial mistakes. But replicating a high quality, highly engaged workforce is nearly impossible. The ability to effectively hire, retain, deploy and engage talents at all levels – is really the only true competitive advantage an organization possesses“

(Wellins, R. & Smith A.B., 2009)

Challenge of HRM

- Demographic change
 - aging society
 - lack of skilled workforce
 - gen Y workforce
- Globalization and diversity
 - Labor mobility
- Information technology

Human Capital

Human Capital: The economic value of the knowledge, experience, skills, and capabilities of employees



Building Human Capital:

- Develop strategies to find the best talent
- Enhance their skills and knowledge
- Opportunities for personal and professional development
- Providing compensation and benefits

Human Resource Management (HRM)

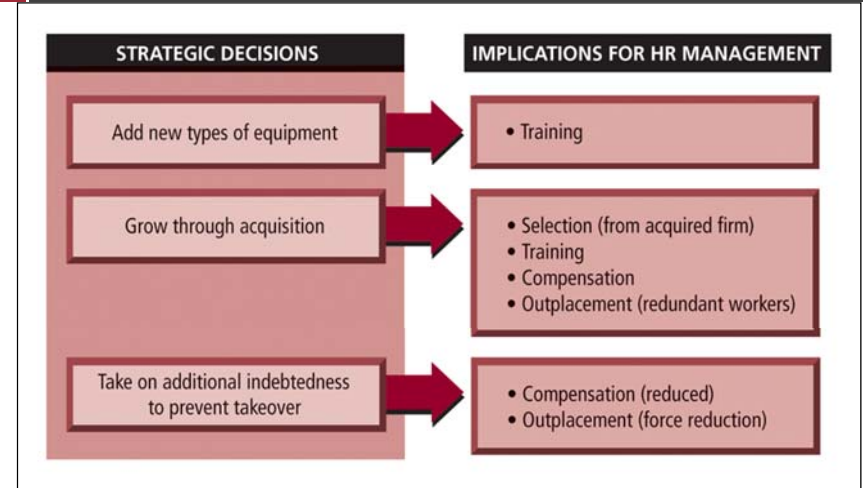
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- The design and application of formal systems in an organization to ensure the effective and efficient use of human talent to accomplish organizational goals
- HRM includes activities undertaken to attract, develop and maintain an effective workforce within an organization



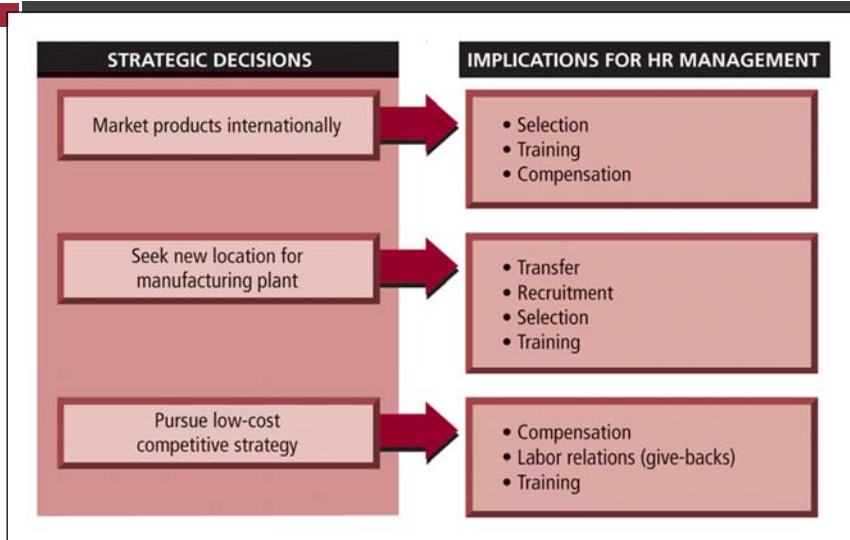
Strategic Roles of HRM

6



Strategic Roles of HRM

7



Objectives of Human Resource Management

8

- 1) Providing qualified, well-trained employees for the organization.
- 2) Maximizing employee effectiveness in the organization.
- 3) Satisfying individual employee needs through monetary compensation, benefits, opportunities to advance, and job satisfaction.



Happy cows give more milk, so satisfied workers give more work

Attract an Effective Workforce (find the right people)	Develop and Effective Workforce (manage talent)	Maintain an Effective Workforce
• HRM planning • Job analysis • Forecasting • Recruiting • Selecting	• Training • Developing • Appraisal	• Wage • Benefits • Labor Relations • Terminations

Human Resource Planning: The assessing and forecasting of human resource needs (demand) and the projected matching of individuals with expected vacancies (supply)



HR managers might start with these questions

- What new technologies are emerging and how will these affect the work system?
- What is the volume of the business likely to be in the next 5-10 years?
- What is the turnover rate, and how much, if any, is avoidable?

- Demand Forecasting

Determining the number of employees that the organization will need at some point in the future as well as the knowledge, skills, and abilities that these employees must possess

- Supply Forecasting

Determining what human resources will be available, both inside and outside the organization

Options for reducing an expected labor surplus:

Options for avoiding an expected labor shortage

A **job analysis** refers to the systematic process of gathering and interpreting information about the essential duties, tasks and responsibilities of a job

- Specify job description (Task, Duty, Responsibility)
- Determine job specification (Knowledge, Skill, Ability, Other characteristics)

Duties and Responsibilities

- Responsible for all accounting and tax matters of our client's subsidiaries in Lao.
- Report directly to and work closely with the Lao CFO.
- Oversee all aspects of the accounting functions and ensure that company is operating within corporate rules and compliant with all aspects of local tax & accounting legislation.
- Report fairly-stated financial/accounting statements based on an effective and efficient internal control system.
- Improve the financial results through professional accounting and tax expertise.
- Establish an internal control system assuring that all company assets are properly recorded and accounted for.
- Implement adequate and auditable accounting systems by implementing the organization's requirements.
- Act as a key senior manager supporting the Country CFO and in that capacity will be the point of leverage in maintaining and enhancing the confidence of key financial relationships.
- Other requirements include preparation of periodical financial statements, general accounting and reporting, internal controls and audits, taxation, finance and accounting systems, and personnel management.

Job Descriptions:-

- Ensure that the "GREATER" selling approach is used in every customer interaction.
- Handle all telephone calls and identify which call should be handled or transferred to whom and ensure that all customers are satisfied with our telephone handling.
- Support on pre-sales while customers are calling to ask about new products as well as other enquiries like repair, product maintenance, exchange policy, history and company and take this opportunity to invite them to visit the store.
- Operate RMS like stock enquiry, correct customer database input, and maximize customer database's usage.
- Perform wrapping task at designated area.
- At the end of the day, summarize calls taken in areas or categories.
- Responsible for product transfer between stores.
- Check availability of stock and do runner task for product searching from stockroom.
- Ensure wrapping items are always available and re-order stock when needed.
- Ensure his/her workplace is well-organized and clean.
- Work requires knowledge of basic computer skill in order to learn RMS program and can do telephone call report

Job Responsibilities:

- Organize daily schedules and appointments
- Plan and maintain meeting schedule in line with the MD's calendar in order to support business functions
- Collect and extract information and support data for meetings and presentations
- Manage telephone, inquiries and request, provide a screening and prioritizing service
- Assist MD in managing day to day working activity
- Coordinate and arrange air ticket, hotel reservation, and transportation for MD
- Perform miscellaneous job-related duties as assigned

The process of **finding** and **attracting** job candidates who are qualified to fill job vacancies

- Internal recruitment: Identify candidates from inside the organization and encouraging them to apply for jobs that are vacant
- External recruitment: Advertising for and soliciting applications from outside the organization

Advantages	Disadvantages

Source	Advantages	Disadvantages
Internet	Reaches large numbers of people; can get immediate feedback	Generates many unqualified candidates
Employee referrals	Knowledge about the organization provided by current employee; can generate strong candidates because a good referral reflects on the recommender	May not increase the diversity and mix of employees
Company Web site	Wide distribution; can be targeted to specific groups	Generates many unqualified candidates
College recruiting	Large centralized body of candidates	Limited to entry-level positions
Professional recruiting organizations	Good knowledge of industry challenges and requirements	Little commitment to specific organization

The process of evaluating and choosing the best qualified candidate from the pool of applicants, who will be allowed and not allowed into organization.

- Predict which applicants will be successful if hired
- Predict which applicants will generate a high volume of sales
- Predict which applicants will suit the corporate culture



Selection Methods

21

- The application & resumé (CV, Biographical Data, Cover letter)
- Online application, questionnaire and a problem solving test
- Interview
- Test – Physical ability test (flexibility, Endurance, balance, Coordination), Cognitive ability test (Verbal comprehension, Quantitative ability, Reasoning ability), Personality test, Honesty test, Drug test
- Reference Check (former employer)
- Select a Candidate & Negotiate and offer

Application and résumé

22

- First stage of the selection process
- A resume is a written compilation of your education, work experience, credentials, and accomplishments and is used to apply for jobs



-Resume needs to impress the hiring manager enough to get the interview



23

APPLICATION FOR EMPLOYMENT

Starbucks Coffee Company is an equal opportunity employer, dedicated to a policy of non-discrimination in employment on any basis including race, color, age, sex, religion, national origin, the presence of mental, physical, or sensory disability, sexual orientation, or any other basis prohibited by federal, state, or provincial law.

Please complete entire application to ensure processing.

PERSONAL INFORMATION (Please print)

Name: Last First Middle Social Security/Social Insurance Number Date (M/D/Y)

Other names you are known by: Are you less than 18 years of age? Yes No Starbucks requires you to comply with federal, state, or provincial laws.

Are you currently convicted of a crime in the last seven (7) years? Yes No If yes, we require that a letter of public record review be submitted. A conviction will not necessarily disqualify you for employment.

Are you applying for employment in the U.S.? Yes No All new hires will be required to provide proof of eligibility to work in the U.S.

Present Address: Street City State/Province Zip Code/Postal Code

Permanent Address: Street City State/Province Zip Code/Postal Code

Phone Number: Daytime Evening Referred By

EMPLOYMENT DESIRED (If you are applying for a retail hourly position, please keep in mind that the availability of hours may vary.)

Position Location/Department Salary Desired Date You Can Start

Specify hours available for each day of the week: Sunday Monday Tuesday Wednesday Thursday Friday Saturday

Are you able to work overtime? Yes No If yes, when? Which store/department?

EDUCATION

Name and Address of School	Grade Last Years Completed	Did You Graduate?	Subjects Studied and Degrees Received
High School	1 2 3 4	Y N	
College	1 2 3 4	Y N	
Post College	1 2 3 4	Y N	
Trade, Business, or Correspondence School	1 2 3 4	Y N	

List skills relevant to the position applied for:

SKILLS (For Official/managerial positions only) Typing (WPM) _____ 10-Min: Yes No

Computer Proficiency: Word for Windows Excel Others

Have you ever visited a Starbucks Coffee location? Where? Describe your experience.

What do you like about coffee?

Why would you like to work for Starbucks Coffee Company?

24

Interview

- 2nd phase of selection
- Detailed information on candidate (applicant)
- Structured / Unstructured interview
- One-on-one, Panel, phone, group interview
- Behavioral questions, Situational questions, Brainteasers
- Attitudes toward job
 - Do employees seem to get along and work well in teams?
 - Are employees happy, tense or overworked?
 - Are employees enthusiastic and excited about their work?
 - Are employees suited to organizational culture?





Top 10 Interview Questions

25

1. What are your weaknesses?
2. Why should we hire you?
3. Why do you want to work here?
4. What are your goals?
5. Why did you leave (or why are you leaving) your job?
6. When were you most satisfied with your job?
7. What can you do for us that the other candidate can't?
8. What are three positive things your last boss would say about you?
9. What salary are you seeking?
10. If you were an animal, which one would you want to be?



Interview Brainteasers

26

How would you answer the following questions in a job interview?

1. How would you weight a jet plane without using scales?
2. Why are manhole covers round?
3. How many golf balls can fit inside a standard school bus?
4. How many times heavier than a mouse is an elephant?.
5. How many Christmas's gift a Santa clause has to give on Christmas Day?
6. How many shoes have you had in your life?



Top 10 Mistakes Made in Interviewing

27

1. Not taking the interview seriously
2. Not dressing appropriately (dressing down)
3. Not appropriately discussing experience and education
4. Being too modest about one's accomplishments
5. Talking too much
6. Too much concern about compensation
7. Speaking negatively of a former employer
8. Not asking enough or appropriate questions
9. Not showing the proper enthusiasm level
10. Not engaging in appropriate follow-up to interview



Background Investigation and Physical Examination

28

□ Background Investigations

■ Verification of application data & reference check

- looking up and compiling criminal records, commercial records and financial records of an individual
- Results of a background check typically include past employment verification, credit score, and criminal history

□ Physical Examinations

- Useful for physical requirements and for insurance purposes related to pre-existing conditions.

- Seeing what people has to say about him or herself on social networking sites such as Facebook, Hi5, StudiVZ (in Germany) or MySpace, LinkedIn etc.
- Companies today are not only interested in a candidates' educational and work qualifications, but also in personal characteristic and values that fit with the organization's culture

Training: teaching lower-level employees how to perform their present job

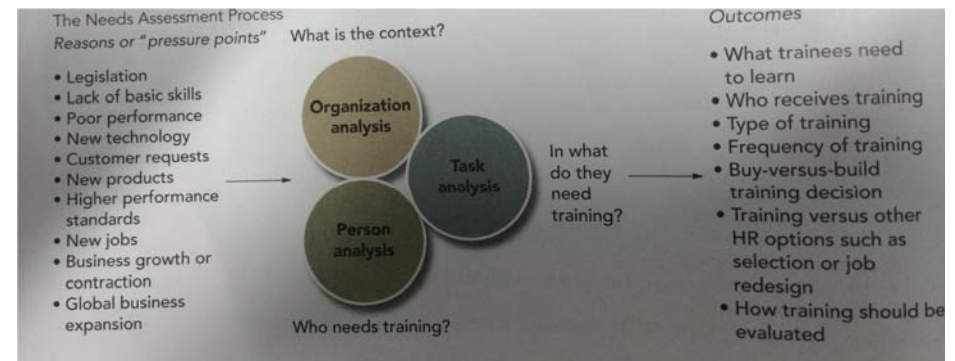
Developing: teaching managers and professional employees broad skills needed for their present and future jobs

Training can

- Increase employees' knowledge of foreign competitors and culture, which is critical for success in foreign market
- Help ensure that employees have the basic skills to work with new technology
- Help employees understand how to work effectively in teams
- Prepare employees to accept and work in changing environment

1. Needs assessment
 - Organizational analysis
 - Person analysis
 - Task analysis
2. Ensuring employees' readiness for training
 - Attitudes and motivation
 - Basic skills
3. Creating a learning environment
 - Identification of learning objectives and training outcomes
 - Meaningful material
 - Practice
 - Feedback
 - Observation of others
 - Administering and coordinating program
4. Ensuring transfer of training
 - Self-management strategies
 - Peer and manager support
5. Selecting training methods
 - Presentational methods
 - Hands-on methods
 - Group methods
6. Evaluating training programs
 - Identification of training outcomes and evaluation design
 - Cost-benefit analysis

Who needs training and in what do they need training?



Presentation Methods: trainees are passive recipients of information

- Classroom training
- Online – learning, E-learning

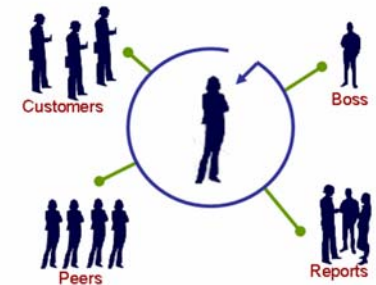
Hand-on Methods: actively involve trainee in learning

- On-the-job training (learn the job by observation, understanding and imitation)
- Apprenticeship (a work-study training method with both on a job and in classroom)
- Business case, games, simulation
- Team building, Adventure learning, Outing

The process of observing and evaluating an employee's performance, recording the assessment, identifying strengths or weakness of employees, providing feedback and determining ways to improve performance

360-degree feedback:

A process that use multiple sources to gain comprehensive perspective of one's performance and guide development



- Rating scale
- Critical incidents - With a critical incident appraisal, the manager records examples of the employee's effective and ineffective behavior during the time period between evaluations
- Ranking - The manager will have a list of all employees and will first choose the most valuable employee and put that name at the top. Then he or she will choose the least valuable employee and put that name at the bottom of the list
- Behaviorally Anchored Rating Scales (BARs) - there is a specific narrative outlining what exemplifies a "good" and "poor" behavior for each category.

Employee Performance Appraisal
XYZ Company

Employee's Name _____

Title _____

Department _____

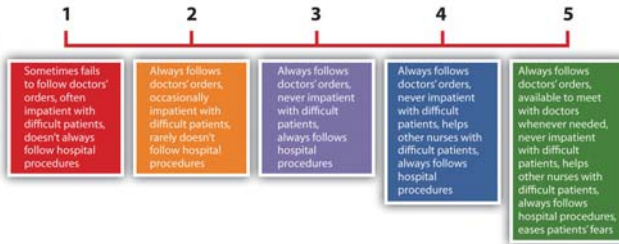
Please put an X in the area which best describes this employee's performance.

Attribute	Above Average	Average	Below Expectations
Dependable			
Shows problem solving ability			
Works well in a team			
Takes initiative			
Produces high quality work			
Shows leadership within department			
Communication ability			

Please provide specific comments which describe the ratings for each category.

Behaviorally Anchored Rating Scale (BARS): Performance is assessed along a scale with clearly defined scale points containing examples of specific behaviors.
Example: A supervisor of a nurse indicated which scale point best describes the behavior of the nurse.

BARS for Army nurses



BARS for Army Combat Leaders

Know and Use All Assets Available. Combat leaders must not lose sight of the synergistic effects of fighting their command as a combined arms team—this includes not only all assets under their command, but also those which higher headquarters might bring to bear to assist them.



Maintaining Effective Workforce

Reasons Employees Stay in Their Current Jobs

Interesting job responsibilities	41%
Long-term potential	31%
Loyalty to the company	18%
Compensation	6%
Loyalty to manager	4%

Source: Ferrell/Hirt/Ferrell, 2009, P. 334)

Maintaining Effective Workforce

Direct Compensation

Wage and salary system

-Refers to wages and salaries employees receive in exchange for performing their job

Incentives

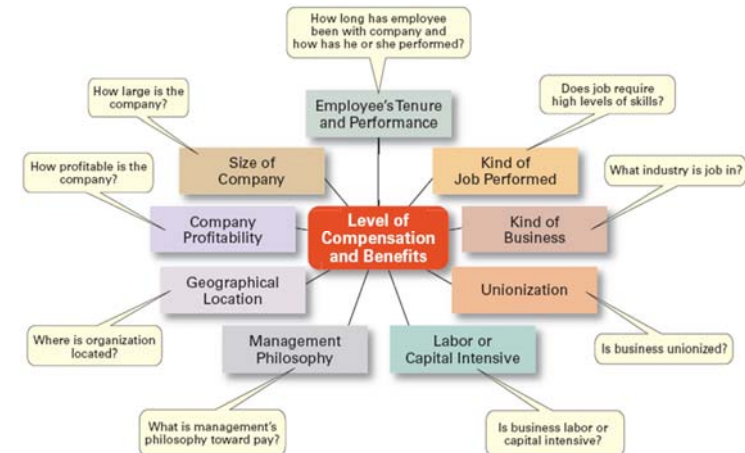
-Compensation beyond wage and salary used to attract, retain and motivate employee
- Bonus, commissions, profit-sharing plans, stock options.

Indirect Compensation

Benefit

-Rewards employees receives as part of their employment relationship with the organization
-Require and voluntary security
-Retirement
-Time-off
-Insurance and financial
-Social and recreational

Factors that influence compensations and benefits



Compensation designers are concern with 3 sources of fairness expectation:

External Fairness

➤ Is the pay for the job fair in one organization relative to the pay for the same job in other organization?

Internal Fairness

➤ Is the pay for the job within the organization fair relative to the pay of other jobs in the same organization?

Employee Fairness

➤ Is the pay fair relative to what coworkers are making on the same job?

Job-based pay: linking compensation to the specific tasks an employee performs.

Skill-based pay: linking compensation to the skill required by a specific task. It will encourage employees to develop their skills and competencies

Pay-for-performance (Incentive pay): trying at least part of compensation to employee effort and performance e.g. bonuses, team incentives, profit sharing plan

- ▣ When companies experience downsizing (elimination of jobs in an organization)
- ▣ Dismiss poor performer



Exit Interview:

An interview conducted with departing employees to determined the reasons for their termination. It should be use in a positive way.