

Human resource management

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Who?

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- English (so-so), Español
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What ?

- Structure
- I. Human resources – past and present
- II. Appraisal systems, Performance appraisal, Appraisal methods
- III. Recruitment and Selection – external and internal staffing
- IV. Job-Analysis, Job Description, Job Design
- V. Employee Training, Purposes, Methods, Evaluation, Responsibility
- VI. International HRM and how to apply it

Where

■ Bibliography

- BOUDREAU, J. W., MILKOVICH, G. T. *Human Resource Management*. 8th. Edition, Boston : Irwin McGraw-Hill, 1997. ISBN 0-256-19354-1.
- CARRELL, M. R., KUZMITS, E. F. *Personnel/Human Resource Management*. 4th. Edition, New York : MacMillan Publishing Company, 1992. ISBN 0-02-319501-0.
- + supplementary bibliography

Examination

- Multiple-choice test – example:
 - **1-1) Appraisal Methods are:**
 - a) paired comparison
 - b) JIT
 - c) MBO
 - d) rating scales
 - **1-2) Taylor**
 - a) was a co-founder of HRM
 - b) put a stress on human relations
 - c) improved an efficiency of employees
 - d) was inventor of MBO

Examination

■ Results

- A-F (A – the best one, F – the worst one)
- A-E – you have a chance to write an essay and improve your mark
- F – you have to sign up for new test

Lets start

- Human Resource Management – Past and Present
 - *I. Past*
 - *I. 1. Prehistory*
 - *I. 2. Pioneers – Taylor and Weber*
 - *I. 3. Critics – Simon and Mayo*
 - *I. 4. Solution – ad hoc HRM*

Past I.

■ *I. 1. Prehistory*

- Until 19-th. century – no need to performe HRM. Why?
- I. Workers (workpeople) had no other possibility to survive
- II. Free-market did not exist in sufficient scale
- III. So – no demand and uselessness of HRM
- IV. Everything has changed in the end of 19-th. century
- V. Germany and Japan

Past II.

- *I. 2. Pioneers – Taylor and Weber I.*
- Two streams of HRM:
- Sociological attitude in research of bureaucratic and business organizations (Max Weber)
- Managerial approach in research of bureaucratic and business organizations (F. W. Taylor and Frank and Lillian Gilbreth or Henry Gantt)
- Sociological attitude and Managerial one are in the beginning identical! – They hold nearly identical assumptions for increasing of efficiency. Which ones?

Past III.

■ *I. 2. Pioneers – Taylor and Weber II.*

- Assumptions of first phase of HRM (sociological one and managerial one also):
- A) To improve efficiency we have to do **dehumanization, mechanization of men** – which is achieved in bureaucratic organizations by **implementing of universal rules, repeated and checked decisions** (in this context it is interesting the emphasis, which Weber puts on the written character of bureaucratic decisions). Taylor suggests basically the same principles: **atomization of work into quantitative-measured parts** and **dehumanization of employee's relationships.**

Past IV.

- *I. 2. Pioneers – Taylor and Weber III.*
- **B) A strict hierarchical organization layout, which allows expropriation of clerks, or employees and stable supervision of them**, and on the other hand, the possibility of appeal against the decision made by higher authority.
- **C) Veracity of homo economicus** concept, e.g. Assumption, that a **man is basically rationalist and his only motivation is the financial income and his safety.**
- Simply: motivation - money, measurement, strict hierarchy are the way to higher efficiency!

Past V.

I. 2. Pioneers – Taylor and Weber IV.

- *So the theoretical background for managerial and sociological attitude are identical in the first phase of development. Yet the managerial had a great success and the sociological one had not this kind of success.* Why?
- Taylor's concept – atomization of work into quantitative measured, repeated and on efficiency directions assessed performances was appropriate for manual labor.
- Yet almost the same Weber's concept was not appropriate for bureaucratic clerks. Why?
- You may measure manual labor, yet you can not measure more creative kind of labor.
- Scientific management was successful, but only for specific kind of work.

Past VI.

- *I. 3. Critics – Simon and Mayo I.*
- During 1930s and 1940s with impetus provided by the Hawthorne studies, management's attention shifted from scientific management to human relations. Why?
- Expansion of non-worker, creative jobs for which Taylor approach is useless.
- Managers said: we need another approach.

Past VII.

- *I. 3. Critics – Simon and Mayo II.*
- *Assumptions of Mayo:*
- Status of rational part of human being and status of emotional part of human being
- Lets have an example:
- What tells us what we want? – brain or heart? (Job, girl/boy, steak)
- What tells us something about consequences? – brain or heart?
- So rational approach can not help us alone – we need to create also good human relations.

Past VIII.

- *I. 3. Critics – Simon and Mayo III.*
- *Assumptions of Mayo:*
- The approach was based on an oversimplified concept of human behavior: „A happy worker is a hard worker.“
- So also Mayo’s concept was a failure:
- I. He failed to recognize that good human relations are but one of many conditions necessary to sustain a high level of employee motivation.
- II. He failed to recognize that we need standards, pocedures and work rules in guiding employees toward the goals of the organization.

Past IX.

- *Solution – ad hoc HRM*
- *In the 70. the concept of contingent theory of HRM prevailed*
- *- we should create ad-hoc solutions, ad-hoc tools for every single company for every single employee*
- *- so there is no universal approach*

Past X.

- *ad hoc HRM II.*
- *Principles:*
- *A. Policies, programs and practices must be created that satisfy both the economic and emotional needs of employees.*
- *B. Human resource (HR) programs and practices must be implemented with the goal of balancing the needs and meeting the goals of both the organization and the employee.*
- *C. There are no universal tools and strategies for HRM. Our task is to create our own strategy.*

Present.

- **Main goal of HRM**
- A. Increase in organizational effectiveness
- B. Satisfaction of each employee's needs
- Is it compatible and what we can do?
- Sandwich position of HR manager.