



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.