6 MANAGING HUMAN RESOURCES

By the end of the learning experience, students must be able to:
1. Describe the environmental context of HRM;
2. Understand human resource planning;
3. Discuss to develop human resources;
4. Understand how to maintain human resources;
5. Explain how to manage workforce diversity;
6. Describe how to manage labor relations;
7. Understand new challenges in the changing workplace.

THE ENVIRONMENTAL CONTEXT OF HRM

Human Resource Management (HRM) is the set of organizational activities directed at attracting, developing, and maintaining an effective workforce. HRM takes place within a complex and ever-changing environmental context. Three particularly vital components of this context are the strategic, the legal, and social environments of HRM.

The Strategic Component of HRM

Human resources are critical for effective organizational functioning. HRM (or "personnel," as it is sometimes called) was once relegated to second-class status in many organizations, but its importance has grown dramatically in the last two decades. Its new importance stems from increased legal complexities, the recognition that human resources are a valuable means for improving productivity, and the awareness today of the costs associated with poor HRM.

Indeed, managers now realize that the effectiveness of their HR function has a substantial impact on the bottom-line performance of the firm. Poor human resource planning can result in spurts of hiring followed by layoffs—costly in terms of unemployment compensation payments, training expenses, and morale. Even organizations with as few as 200 employees usually have a human resource manager and a human resource department charged with overseeing these activities. Responsibility for HR activities, however, is shared between the HR department and line managers. The HR department may recruit and initially screen candidates, but the final selection is usually made by managers in the department where the new employee will work. Similarly, although the HR department may establish performance appraisal policies and procedures, the actual evaluation and coaching of employees are done by their immediate superiors.

The growing awareness of the strategic significance of HRM has even led to new terminology to reflect a firm's commitment to people. Human capital reflects the organization's investment in attracting, retaining, and motivating an effective workforce. Hence, just as the phrase financial capital is an indicator of a firm's financial resources and reserves, so, too, does human capital serve as a tangible indicator of the value of the people who comprise an organization.

The Legal Environment of HRM

A number of laws regulate various aspects of employee—employer relations, especially in the areas of equal employment opportunity, compensation and benefits, labor relations, and occupational safety and health.

1. **Equal Employment Opportunity Title VII of the Civil Rights Act of 1964**- This law forbids discrimination in all areas of the employment relationship. The intent of Title VII of the Civil Rights Act of 1964 is to ensure that employment decisions are made on the basis of an individual's qualifications rather than on the basis of personal biases. The law has reduced direct forms of discrimination (such as refusing to promote African Americans into management, failing to hire men as flight attendants, or refusing to hire women as construction workers) as well as indirect forms of discrimination (such as using employment tests that whites pass at a higher rate than African Americans).

Chapter 6 Managing Human Resources Answer True False 611536

Yicheng Fang

Chapter 6 Managing Human Resources Answer True False 611536 :

This book delves into Chapter 6 Managing Human Resources Answer True False 611536 . Chapter 6 Managing Human Resources Answer True False 611536 is a crucial topic that needs to be grasped by everyone, from students and scholars to the general public. The book will furnish comprehensive and in-depth insights into Chapter 6 Managing Human Resources Answer True False 611536 , encompassing both the fundamentals and more intricate discussions.

1. The book is structured into several chapters, namely:

   - Chapter 1: Introduction to Chapter 6 Managing Human Resources Answer True False 611536
   - Chapter 2: Essential Elements of Chapter 6 Managing Human Resources Answer True False 611536
   - Chapter 3: Chapter 6 Managing Human Resources Answer True False 611536 in Everyday Life
   - Chapter 4: Chapter 6 Managing Human Resources Answer True False 611536 in Specific Contexts
   - Chapter 5: Conclusion

2. In chapter 1, the author will provide an overview of Chapter 6 Managing Human Resources Answer True False 611536 . The first chapter will explore what Chapter 6 Managing Human Resources Answer True False 611536 is, why Chapter 6 Managing Human Resources Answer True False 611536 is vital, and how to effectively learn about Chapter 6 Managing Human Resources Answer True False 611536 .
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6. In chapter 5, this book will draw a conclusion about Chapter 6 Managing Human Resources Answer True False 611536 . The final chapter will summarize the key points that have been discussed throughout the book.
The book is crafted in an easy-to-understand language and is complemented by engaging illustrations. This book is highly recommended for anyone seeking to gain a comprehensive understanding of Chapter 6 Managing Human Resources Answer True False 611536 .

Table of Contents Chapter 6 Managing Human Resources Answer True False 611536

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