

Chapter 1 Human Resource Management in Organizations

1-2 Managing Human Resources Organizations

1-2a Human Resource Management as a Core Competency

Core Competency and Organizational Assets

- **Core competency:** Unique capability that creates high value for a company
- Organizational assets
 - Physical assets
 - Financial assets
 - Intellectual property assets
 - Human assets

1-2b Employees as a Core Competency

Human Capital

- **Human capital:** The collective value of the capabilities, knowledge, skills, life experiences, and motivation of an organization's workforce
- Called intellectual capital to reflect employees' contributions
- Ability-motivation-opportunity (A.M.O.) model
 - H.R. practices that lead to greater skill, greater motivation, and greater opportunity for workers to contribute to the organization

Figure 1-2 Ability-Motivation-Opportunity Model (Page 8)

Productivity

- **Productivity:** Measure of the quantity and quality of work done, considering the cost of the resources used
- **Unit labor cost:** Computed by dividing the average cost of workers by their average levels of output
- Can be improved by organizational restructuring, redesigning work, aligning H.R. activities, and outsourcing analyses

Figure 1-3 HR Approaches to Improving Productivity (Page 10)

Organizational Culture

- Shared values and beliefs that give members of an organization meaning and provide them with rules for behaviour
- Is constant and enduring
- Comprises the organizational social environment within a firm
- Affects service and quality, organizational productivity, and financial results

Figure 1-4 HR Management Functions (Page 13)

1-4 Roles for Human Resource Departments

1-4a Administrative Roles for Human Resources

- Administrative
 - Focusing on clerical administration, recordkeeping, legal paperwork, and policy implementation

1-4b Operational and Employee Advocate Role for Human Resources

- Operational and employee advocate
- Managing H.R. activities based on the strategies and operations identified by management

1-4c Strategic Role for Human Resources

- Strategic
 - Helping define and implement business strategies

1-5 Human Resources Management Challenges

1-5a Competition, Cost Pressures, and Restructuring

- Job shifts
 - **Gig economy:** Most work is performed by freelance workers rather than full-time employees
- Skill shortages
 - Inadequate supply of workers with the skills needed to perform emerging jobs
 - Major improvements need to be made to educational systems in the United States

1-5b Globalization

- Globalization of businesses has shifted from trade and investment to the integration of:

Chapter 1human Resource Management Resources

**Tonya L. Elliott,Robert L. Mathis,John
Harold Jackson,Mathis & Jackson**

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