HUMAN RESOURCE MANAGEMENT ESSAY QUESTIONS AND ANSWERS pdf

1: word essay questions and answers pdf human resource management

ESSAY QUESTIONS WHY HUMAN RESOURCE MANAGEMENT IS IMPORTANT 1. In a short essay, explain why human resource management is important to organizational success. Answer Various studies have concluded that an organization's human resources can be a significant source of competitive advantage.

Ch 9 Mentoring is a developmentally oriented relationship between senior and junior colleagues or peers that involves advising, role modeling, sharing contacts, and giving general support. Ch 9 Job rotation involves assigning employees to various jobs so that they acquire a wider base of skills. Identification means determining what areas of work the manager should be examining when measuring performance. Ch 7 Management is the overriding goal of any appraisal system where appraisal takes a future-oriented view of what workers can do to achieve the potential in the organization. Organizations usually conduct appraisals for administrative and developmental purposes. Ch 7 Trait appraisal instrument is an appraisal tool that asks a supervisor to make judgments about worker characteristics that tend to be consistent and enduring. Ch 7 Outcome appraisal instruments is an appraisal tool that asks managers to assess the results achieved by workers. Ch 7 Management by Objectives is a goal-directed approach to performance appraisal in which workers and their supervisors set goals together for the upcoming evaluation period. Ch 7 One of the most prominent rater errors occur when the tendency is to rate similarly across dimensions is called halo error. Ch 7 Restriction of range error occurs when a manager restricts all of his or her ratings to a small portion of the rating scale. Restricting ratings to the high portion of the scale are called leniency errors. Restricting ratings to the middle points of the scale are called central tendency errors. Using only the low portion of the rating scale is called severity errors. Ch 7 Negative bias can affect effective performance measurement. In the case Segar v. Civiletti , it was established that African American agents were systematically rated lower than white agents and thus, were less likely to receive promotions and choice job assignments. Ch 7 Comparability refers to the degree to which the performance ratings given by supervisors in an organization are similar. Ch 7 Frame of Reference Training is a type of training that presents supervisors with fictitious examples of worker performance , asks the supervisors to evaluate the workers in the examples, and then tells them what their ratings should have been. The goal of appraisal from a rational perspective is accuracy. The goal of appraisal from a political perspective is utility. Ch 7 Adverse Impact may occur in performance evaluation when members of one group are promoted at a higher rate than members of another group based on their appraisals. Ch 7 The most significant court test of discrimination in performance appraisal is Brito v. Zia Company where the U. Supreme Court determined that appraisal is legally a test and must therefore meet all the legal requirements regarding tests in organizations. Ch 7 Peer Review is a performance appraisal system is which workers at the same level of the organization rate one another. Self-review is a performance appraisal system in which workers rate themselves. Subordinate Review is a performance appraisal system in which workers review their supervisors. The combination of peer, subordinate, and self-review is called degree feedback. Ch 7 What was accomplished by the employee in the job…results, outputs, contribution, etc deal with goals and objective of the performance dimension. Ch 7 How did the employee achieve the results…what behaviors did the employee demonstrate and how were key knowledge and skills used deal with competencies of the performance dimension. Ch 7 Four traits that are typically found on trait-based rating scales are decisiveness, reliability, energy, and loyalty. Ch 7 Assessment of traits focuses on the person rather than the performance which can make employees defensive. Ch 7 The best known behavioral appraisal instrument is the Behaviorally Anchored Rating Scale developed with the critical incident technique. Effectively managing performance takes four stages: Ch 10 The first and largest element of total compensation is the base compensation, the fixed pay an employee receives on a regular basis, either in the form of a salary or an hourly wage. The perceived fairness of the pay structure within a firm is called internal equity. Ch 10 The perceived fairness in pay relative to what other employers are paying for the same type of labor is called

external equity. Ch 10 The distributive justice model of pay equity holds that employees exchange their contributions or input to the firm skills, effort, and time for a set of outcomes and pay is one of the most important of these outcomes. Employees will think they are fairly paid when the ratio of their inputs and outputs is equivalent to that of other employees whose job demands are similar to their own. Ch 10 According to the labor market model of pay equity, the wage rate for any given occupation is set at the point where the supply of labor equals the demand for labor in the marketplace. The less employers are willing to pay low demand for labor and the lower the pay workers are willing to accept for a given job high supply of labor , the lower the wage rate for the job. Compensation paid monthly, weekly, or through wages consistently is a fixed base of pay. Ch 10 Compensation paid depending on such preestablished criteria as performance and company profits is called variable base of pay. Ch 10 Fixed pay is the rule in the majority of U. S organizations largely because it reduces the risk to both employer and employee. Ch 10 The most extreme forms of performance-contingent compensation are traditional piece-rate plans pay based on units produced and sales commission. Ch 10 Membership-contingent compensation provide the same or similar wage to every employee in a given job, as long as the employee achieves at least satisfactory performance for logging in a prescribed number of hours of work per week. Salary increases by moving up in the organization. Ch 10 Under the job system, the job becomes the unit of analysis for determining base compensation, not the individuals performing that job. Ch 10 Knowledge-based pay or skill-based pay is a pay system in which employees are paid on the basis of the jobs they can do or talents they have that can be successfully applied to a variety of tasks and situations. Ch 10 Egalitarian pay system is a pay plan in which most employees are part of the same compensation system. Ch 10 Elitist pay system is a pay plan in which different compensation systems are established for employees or groups at different organizational levels. Ch 10 A Wage and Salary Program is one of the fundamental tools in the management of total compensation. Job-based approaches include the most traditional and widely used types of compensation programs. Ch 10 Pay grades are groups of jobs that are paid within the same pay range established for the grade at which their job is classified. Ch 10 The three key components of developing job based compensation plans are achieving internal equity, achieving external equity, and achieving individual equity. Ch 10 Job analysis is the gathering and organization of information concerning the tasks, duties, and responsibilities of specific jobs. The ultimate goal of job evaluation is to achieve internal equity in the pay structure. Ch 10 The second step in the job evaluation process is having a written document that identifies, defines, and describes each job in terms of its duties, responsibilities, working conditions, and specifications called a job description. Ch 10 The third step in the job evaluation process is determining job specifications which consist of the worker characteristics that an employee must have to perform the job successfully. Ch 10 The fourth step in the job evaluation process is to rate worth of all jobs using a predetermined system. Ch 10 The point scale system uses compensable factors which are work, or job-related factors that an organization considers important in assessing the relative value of jobsâ€¦and also can be shown to correlate with other job value measures e. These factors typically derive from the following areas skill, effort, responsibility, and working conditions The Hay Method uses three compensable factors to evaluate jobs: Ch 10 The MAA plan uses factors divided into four broad categories based on skill, effort, responsibility, and working conditions. Ch 10 The fifth step in the job evaluation process for internal equity is to create a job hierarchy, a listing of jobs in order of their importance to the organization, from highest to lowest. Ch 10 The sixth step in the job evaluation process for internal equity is to classify jobs by pay grade levels. Ch 10 In a ranking system, a hierarchy of job descriptions are put from highest to lowest based on an overall judgment of value. Ch 10 In a classification system, job descriptions are sorted into grades without using a point system as in the federal civil service job classification system. Ch 10 Factor comparison is a job evaluation system that is a complex and seldom-used variation of the point and ranking systems. Achieving External Equity for pay is through market surveys. Benchmark or key jobs, a job that is similar or comparable in content across firms. Ch 10 Companies frequently use previous experience, seniority, and performance appraisal ratings to determine how much an employee is to be paid within the stipulated range for

his or her job. The objective of this last step is to achieve individual equity, the perceived fairness of individual pay decisions. Ch 10 The practice of replacing narrowly defined job descriptions with broader categories bands of related jobs is known as job banding. Non-exempt employees are those that have to be paid overtime under the FLSA. Ch 10 Exempt employees are those that do not have to be paid overtime and are not covered under the FLSA. Ch 10 The Equal Pay Act of includes four exceptions that allow employers to pay one sex more than the other for more seniority, better job performance, greater quantity or quality of production, and working night shift. Seeks to acknowledge differences in employee or group contributions Responds to the fact that organizational performance is a function of individual or group performance Uses pay to attract, retain and motivate? Ch 11 Of the individual-based plans commonly used, merit pay is by far the most popular and its use is almost universal and consists of an increase in base pay normally given once a year. Ch 11 Awards are a one-time reward usually given in the form of a tangible prize and occur at the micro level of pay-for-performance. Piece-rate system is a compensation system in which employees are paid per unit produced. Ch 11 A theory of behavior holding that people tend to do those things that are rewarded is called expectancy theory. Team-based pay plans reward all team members equally based on group outcomes. Ch 11 Plantwide pay-for performance plans reward all workers in a plant or business unit based on the performance of the entire plant or unit. Ch 11 The Scanlon Plan, is a type of gainsharing that relies on committees of employees, union leaders, and top managers to generate and evaluate cost-savings ideas. If actual labor costs are lower than expected labor costs over an agreed-on period the difference is shared between the workers who usually receive 75 percent of the savings and the firm usually receives 25 percent of the savings. The Rucker Plan uses worker-management committees to solicit and screen ideas. Ch 11 Improshare also known as Improved Productivity through Sharing is a type of gainsharing that identifies the expected number of hours required to produce an acceptable level of output. Any savings arising from production of this agreed-on output in fewer than the expected hours are shared between the firm and the workers. Ch 11 Profit sharing is a corporatewide pay-for-performance plan that uses a formula to allocate a portion of declared profits to employees. In a profit sharing plan No attempt is made to reward workers for productivity. A formula allocates a portion of declared profits to employees on an annual basis. All of the Above Ch 11 ESOP is a corporatewide pay-for-performance plan that rewards employees with company stocks, either as an outright grant or at a favorable price that may be below market value. Ch 11 Employee stock ownership plan ESOP is A low-cost retirement benefit for employees because stock contributions made by the company are nontaxable until the employee redeems the stock. All of the above Ch 11 Individual employees or work teams differ in how much they contribute to the firmâ€"not only in what they do but also in how well they do it is an assumption of the pay-for-performance system. Ch 11 To attract, retain, and motivate high performers and to be fair to all employees, a company needs to reward employees on the basis of their relative performance is an assumption of the pay-for-performance system.

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ï»¿INTRODUCTION The reasoning behind Strategic Human Resource Management (SHRM) Strategic human resource management by definition utilizes employees as a source for managing any organization's needs. As such, organizations assets include the employees that provide a viable advantage to the said organization.

Improvisation and clear understanding of the current management trends and practices: To begin with, one of the most important factors that affect the performance of an organization is the Human resource. The development of organizational commitment , so as to improve the productivity and performance needs effective human resource management practices. Organization it is growing, developing, maturation and decline stage needs Hr managers with different traits and thus to improve work efficiency and enable the organization to exists and grow better as well as to retain the talent resources. The management of human resources has emerged as a critical factor in creating and maintaining the competitive edge of the business. The Hr manager should be a business partner as well as the facilitator who plays the role of the strategist in the organization. At first , the core business of human resource managers is recruitment , allocating resources to the vacancy position , Training personal ,managing the profile of the resource , contracts signing process and other transactional process. Later , sustaining the talent resources is the greatest problem faced by the Hr department. At present , many organisations Human resource base is week. The organizational structure is not clear, the hierarchy is not well defined and is changing as the organization grows. Job analysis by the Hr manages is not clear , work authority, job specifications and qualifications required are also vague. It could be argued that the practice and study of IHrm has evolved alongside with the globalization. Hr managers are in a position to understand the cultural diversity and integration. The need to understand and study the concept of cultural diversity. Establishing a clear responsibility system among the work forces and effective empowerment so as to avoid disputes due to cultural diversity. The people side of managing is important too. When an enterprise develops to a certain degree, the transition from enterpriser-oriented HR management to professional manager-oriented SHRM is necessary. Strategic human resource is the source that creates corporate core competitiveness. Based on corporate strategies, SHRM helps analyze present situations of human resources and formulate reasonable HR policies that meet corporate needs according to internal and external environment. SHRM also benefits the establishment of an efficient HR management system, as well as the recognition, development and realization of core capacity required for corporate strategies. The Strategic process of HR involves the strategy formulation, implementation, and evaluation and it has stressed on some of the critical external and internal factors involved in this process. Strategic planning involves making decisions about where the organization wants to be tomorrow. Clearly defining the problem, therefore, is critical at this stage. These forces can be economic, demographic, technological, and competitive. In the next stage, the strategy itself is generally formulated. In stage three, strategic planning cycles back to the overall planning process: Due to the tremendous differences between traditional perspectives and SHRM, the organizations are facing the transitions and tremendous changes. The traditional HRM focuses mainly on the basic activities and is transactional in nature. SHRM requires a different mindset and it focuses on transformations as well as transactions. Strategic Human Resource Management Practice is to enhance staff efficiency to carry out job responsibilities, and motivate employees to the achieve the business goal and create Opportunity. Integration of management functions: In the process of Hr management , the organization should consider strategy , which is based on the organizational goals. Value chain management refers to integration of the human resource management of each function such as planning, organization, staffing ,controlling and budgeting. In the traditional HRM this is the weakest point , so it cannot effectively serve the enterprises. HRM has to focus on overall development of human resources, forecasting and planning , making human resource development strategy on the basis of long term goals of the organization. Humanized and systematic management: HRM is considered as a system that involves scientific assessments and evaluation practices ,

uses new technologies and methodologies in all managerial functions. Adopting dynamic management in dynamic organization: HR management under new emerging ideas is the dynamic management, emphasizing the overall development and system operation. Clarity of thoughts is required for the Hr managers. Most Hr managers often gets confused on what role they like to play in the organization. Clarity of role is not clear , neither from themselves or from the organization or from the customers employees. So adapting to the dynamic management is highly recommended. Human resource management has moved from traditional administrative and operational roles and extended to strategic role. More focus on the future- Future management: The future management model is all about removing roadblocks from the paths of the employees in order to help them success. The traditional HRM follows the idea of management based on the fear to change and relies mostly on fear and control. The truth is that the HRM is a challenge rather than a profession. Adopting modern practices and trends in the current era so as to cope with the changing society in order to have effective utilization and sustaining the talent resources. Essay UK - http: Search our thousands of essays: There are UK writers just like me on hand, waiting to help you. Each of us is qualified to a high level in our area of expertise, and we can write you a fully researched, fully referenced complete original answer to your essay question. Just complete our simple order form and you could have your customised Management work in your email box, in as little as 3 hours. About this resource This Management essay was submitted to us by a student in order to help you with your studies.

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These pressures from the people may caused the police organization to do good and make sure that the people they serve are properly protected from all kinds of crimes that may cause problems to rule and HR. Wright and McMahan argued that whereas each function of HRM has evolved through technical innovations generated primarily from a micro perspective that focuses only on the particular function, strategic human resource management SHRM studies have begun to examine the determinants of HR practices from a strategic perspective. First, vertically, it entails the linking of HRM practices with the strategic management process of the organization, and B, straight, SHRM highlights the coordination or congruence among the various human resource management practices through a pattern of planned action. The human resources management team suggests to the management team how to strategically manage people as business incomes. This includes handling recruiting and signing staffs, coordinating worker benefits and suggesting employee training and development plans. In this method, HR professionals are specialists, not workers in an inaccessible business purpose; they advise managers on many issues related to employees and how they help the organization achieve its goals. For example, HR professionals guide bosses and supervisors how to assign employees to different roles in the organization, thereby assisting the organization adapt successfully to its situation. In a flexible organization, staffs are shifted around to different business functions based on business priorities and employee preferences. Commitment Building HR professionals also suggest strategies for increasing employee commitment to the organization. This begins with using the recruiting procedure or matching employees with the right positions according to their qualifications. Formerly hired, employees must be dedicated to their jobs and feel challenged throughout the year by their manager. Building Capacity An HRM team helps a business develop a competitive benefit, which involves building the capability of the company so it can offer a unique set of goods or services to its customers. Chief Human Resources Officers must take a strategic approach to work. Tactic starts by view, extended before the doing. Our business or HR philosophy, our guiding principles or our operating framework makes all the difference. This mindset, perspective, or viewpoint is the starting point to strategic HR. An HR function that exists to serve employees might as well be a social service, or benefits and aid organization, in contrast to a business. A strategic HR department enables, empowers, and engages employees for the purposes of the business or organization. There are several ways an organization can improve human resource management HRM. Some key areas and recommendations include compliance, organization, and employee relations. Effective recruiting and hiring processes can also improve HRM. Overall, the best method is for the company to stay aware, engaged, and current on all key aspects of the organization and the human resources industry. Building and maintaining a strong workforce is one of the most important tasks of the human resources department. Streamlining and maximizing the effectiveness of this process is often one of the most powerful ways to improve human resource management. Regularly evaluating and troubleshooting the recruitment and interviewing process can help the human resources team to hire employees who are a good organizational fit. This can increase retention of both new and long-term employees. I firmly believe that another effective technique is to ensure that the department is in full compliance with all governmental and organizational laws and regulations. While there may be a framework in place to ensure compliance, there will often be elements that fall short and that the human resources team may get in the habit of doing incorrectly. It is also highly recommended that the organization has to have a system for keeping apprised of any changes in laws or industry practices. Challenges Faced By Human Resource Management The main challenge is to ensure the management of critical factors such as human resources to carry out the functions and strategies of the organization with distinction. In this case, the challenges identified internal and external management are: Thus not only the mindset of staff working for

wages only. Perform the functions of human resource management as an excellent organization should be a challenge to every employee. Given that human resource management is the pulse and the heart of public service employees have to change the mindset align with environmental changes occurring in the public service. All employees should be aware of and understand the work is an article of faith than to carry out the work entrusted to us may also earn rewards and blessings in life. Although the program is executed many moral values but there are still a lot of poor quality services and not customer friendly. The delivery system does not meet the requirements of the public and not user friendly will affect the image of the organization. In delivering the service the service is the most important thing, people are going to start from the services provided. Integrity is the most important and are emphasized in the department, the member will not discrediting the integrity of the department. To face these challenges, human resource management strategy should be focused on training programs for team development, improve the welfare of officials, providing a conducive work environment, encouragement and support from the top management and to increase the involvement of officers of various levels of management in the decision making process , In this case the police had taken appropriate measures to deal with increasingly complex customer demands and dynamics by providing adequate training and establishing training centers and police colleges run courses for their staff. Changes in ways of working and delivering services system is the best practice This will affect the process of service delivery and excellence in relation to that, the organization needs to adapt the functions performed in order to more efficiently and effectively. Information technology not only has changed the delivery system but also shape public expectations towards the provision of services in terms of hardness and various forms of delivery. Among the negative attitude is dating late work, often take sick leave, typing cards for friends, drink out of work, dealing in office and others. With the disciplinary department that monitors discipline employees this problem can be overcome, the role of officials in giving warning to the men in the event of violation of code of ethics can be reduced during the work ethic of non-compliance. In the interest of the public service must maintain the integrity and competence in the provision and delivery of services. Challenges that must be addressed is to provide coatings leadership through leadership development and succession planning. The challenge is also to create leaders and managers who have the characteristics of a transformation, can become idol gain trust, respect and confidence , behavior of the whole the ability to reflect the needs of the future and plans to achieve them , intellectual stimulation triggers innovation and creativity continuous and manage civil servants to give encouragement to members to generate their full potential. Max Weber define principles such as division of labor according to the specialization, the management of the Police Department Royal clearly show specialization in certain fields. There are various positions that separate the duties of each other as narcotics department, criminal investigation department, Logistics department, department of GDP, Special Branch and various other specialized departments. The management is a combination of individual control organizations. Due to the management rather than individual or group of individuals, then for our purposes, it can be defined as the process of planning, organizing, directing, and controlling the use of resources to achieve the objectives and goals of the organization. Before the organization was carrying out its activities, it must be designed, namely determining in advance what is to be achieved by it. This includes setting goals, objectives, strategies, programs, projects, and work will be played by the organization. In the police department the design direction, objectives and goals set by the leadership. In preparation, human resources and materials have been prepared, and is divided into: This includes organizing power level, dividing the units or divisions, as well as selecting staff to fill positions created. This preparation is made by dividing the police into eight different departments with the task of its own. Administration at local level, as well as Bukit Aman contingent arranged in a systematic way for a smooth service. Directing provide guidance, counseling, and encouragement of labor to achieve organizational goals. Things to do include providing leadership, motivation, and communication within the organization. Each department has its own leader, as well as various levels of rank officers and members assigned to provide guidance, assistance and encouragement to their subordinates in carrying out its tasks. Control the line of duty is made in every part by putting a more

senior officer to oversee members assisted by members of the rank of corporal and above. Now each member has a file called File Control Drug discipline and each member will be evaluated in terms of performance and discipline. Taking the words Y. Conclusion Based on what is discussed above can be described in this topic is the concept of bureaucracy by Max Weber specific manner is encouraged to other organizations that follow due to their specialization, because skilled workers can be had only focus on specific tasks only. However, there are also significant weaknesses can be seen in this concept. In doing specialized work in the event of a change in position and work. It is troublesome workers and employees in the organization because in the event of a promotion in another field, an employee who only know in a particular field in depth was difficult to adapt to new tasks which they worship with it at the same time inviting the basic flaws in management. Essay UK - http: Search our thousands of essays: There are UK writers just like me on hand, waiting to help you. Each of us is qualified to a high level in our area of expertise, and we can write you a fully researched, fully referenced complete original answer to your essay question. Just complete our simple order form and you could have your customised Business work in your email box, in as little as 3 hours. About this resource This Business essay was submitted to us by a student in order to help you with your studies.

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First, and human resource management is the step to the sales benefit of employees should be taken into account if the system becomes fair. But the reward system is an excellent technique to support culture change in corporate culture in a positive way.

Current illegal use of drugs You can tell him the following: Quid pro quo means this for that and occurs when an employee is forced to choose between submitting to sexual advances or forfeiting employment opportunities or benefits. It is harassment in which employment outcomes are linked to the granting of sexual favors. By definition, the harasser must be in a position or perceived to be in a position to, in fact, create the employment opportunities and tangible employments promised. Consequently, quid pro quo harassment must be perpetrated by a supervisor or manager. EEOC guidelines provide that the employer is strictly responsible for the actions of its supervisors regardless of whether the employer knew or should have known of their occurrence. Nevertheless, it is possible for the employer to avoid legal liability in some cases of quid pro quo sexual harassment by using an affirmative defense. As opposed to quid pro quo sexual harassment, the employer is liable only if it knew or should have known that the conditions existed. Also as opposed to quid pro quo, the harassers do not have to be supervisors for the organization to be found guilty. In fact, the harassers do not even have to be employees of the organization. Customers, suppliers, independent contractors, and so forth can all create a hostile work environment. Activities such as sexual or derogatory jokes or remarks, offensive physical contact, sexually oriented horseplay, posting of offensive or pornographic material, inappropriate emails, solicitation of sexual favors, and so forth could lead to hostile environment claims. Answers to Exam Questions The correct answer is A. Duke Power created the judicial concept of adverse impact. Green answer B created the judicial concept of disparate treatment. Regents of the University of California v. Bakke answer C created the judicial concept of reverse discrimination. Meritor Savings Bank v. Vinson answer D created the judicial concept of hostile environment. The correct answer is D. The utilization analysis compares the job group analysis with the availability analysis to determine whether underutilization exists. The organization profile displays information on the composition of the organization by gender and ethnicity answer A. The job group analysis aggregates the information from the organizational profile answer B. The availability analysis evaluates the availability of workers internally and externally answer C. Replacement charts provide information on internal employees who are currently ready for a promotion should a job become open. Replacement charts will not assist in forecasting turnover answer A nor can they be used to forecast either internal answer B or external answer C overall supply of employees. The correct answer is A. Bringing new ideas and methods into the workplace is an advantage of external recruiting not internal recruiting. Promoting high morale answer B , providing a career path answer C , and reducing recruiting costs answer D are all advantages of internal recruiting. The correct answer is C. Sexual preference is not protected under federal law. It might, however be protected under state or local law. Situational interviews ask candidates how they would likely respond in theoretical situations. A nondirective answer A interview occurs when the interviewer relinquishes control of the flow of the interview to the interviewee. An unstructured interview answer B occurs when there are no predetermined questions. A behavioral interview answer C occurs when the interviewee is asked how she handled a situation in the past. Medical examinations under the Americans with Disabilities Act may be administered only after a conditional offer of employment. Using medical examinations as a prescreening device answer A and when there is an obvious disability answer B violates ADA. Requiring a medical examination after the employee reports to work answer D does not violate ADA, but might is not, in general, considered to be a good business practice because it might obligate the employer to pay compensation to employees that are incapable of performing the essential functions of the job. Furthermore, it might open up the organization to potential discrimination complaints because it terminated those individuals. Flexibility is an advantage, not a disadvantage, of using contingent rather and

full-time permanent workers. Lack of loyalty answer A , impact on the morale of the permanent workforce answer B , and loss of internal capabilities answer D are all considered to be disadvantages associated with use of the contingent workforce. Questionnaires are appropriate for collecting data from a large number of employees. Observation answer A would likely be too time-consuming to capture the necessary data because truck drivers do not do repetitive short-cycle work. Interviews answer B are staff-intensive and would likely incur too much cost in this case because of the large number of employees. Employee logs answer D are not viable because of the large amount of time that would be required to analyze the data from the employees and because employees frequently do not complete the logs in a timely and accurate manner. Quid pro quo sexual harassment occurs when an employee is forced to choose between submitting to sexual advances and forfeiting employment opportunities. Answer A is an example of age discrimination. Answer B is an example of discrimination based on disability. Answer C is an example of sexual discrimination based on a hostile environment. Adding Value Through People 4th edition. Human Resource Management 10th edition. Upper Saddle River, NJ: Human Resource Management 11th edition. Strategic Human Resource Development.

5: Human Resources Planning Questions and Answers

Human Resource Management Submitted By: Umair Awan MBA (Evening) ID: CHAPTER ONE: DISCUSSION QUESTIONS/ANSWERS 1. Explain what HR management is and how it relates to the management process? Answer: HRM is the management of people working in an organization, it is a subject related to human.

Human Resource Management at Siemens, Ohio The practice of human resource management is becoming more and more important within the climate of modern day business agents. And this trend is generally associated with the realization that people are not just the individuals operating the machines, but they are valuable resources, possessing essential intellectual capital. As the business climate turns more and more to services in the detriment of industry and agriculture, the economic agents become forced to invest more in the management of their staffs. Human resources management is a complex set of techniques and mechanisms by which the economic agents manage the relationship between the firm and its staff members. This relationship is vast and includes not only the collaboration between the parties, but even the periods before and after the employment contract has ended. The practice of HRM is multifaceted and each economic agent implements it as it finds it most suitable to their particular contexts. The specialized literature promotes a wide array of models and advices on how to manage the human resource, but fact remains that each economic agents has to devise the models which are best tailored to its specifics. In such a context then, the current project seeks out to assess the HRM function at the Siemens plant in Ohio, through six distinctive lenses: The HRM department at the firm The selection and interviewing processes The resolution of grievances The termination of employment contracts Affirmative action and diversity Negotiations with Siemens. A first observation which can however be made is that the focus of the firm is that of improving the technical capacities of the plant in Ohio. In this order of ideas, Siemens is dedicated to innovation and improvement in the managerial act, in the production volume and quality, as well as in environmental sustainability and energy efficiency. For more than years, Siemens has built a reputation for leading-edge innovation and the quality of its products, services and solutions" Siemens Website, In this commitment, little emphasis appears to be placed on the act of human resource management. In other words then, the primary weakness of the HRM department at Siemens, Ohio is represented by the fact that insufficient attention is placed on the human resource. One explanation in this sense would be represented by the fact that Siemens is a manufacturing firm, producing and retailing consumer electronics. In such a context then, it could be assumed that the organizational attention falls on the quality and volume of production, with less emphasis being placed on the motivation of the staff members. As it has been mentioned throughout the introductory section, much of the increasing role of HRM is due to a shift in the activities which generate revenues and create employment opportunities. Once the primary occupation of mankind, agriculture is only emphasized at a limited scale nowadays; and the same is true about manufacturing, as the services sector continues to expand. Within the United States for instance, only 1. Within the modern day setting, the role of HRM increases mostly within the services sector, where there are no production lines and where the people are the most valuable organizational asset Zak and Waddell, But at Siemens, which remains a manufacturing firm, emphasis is in fact placed on the production lines, and less attention is granted to the employees. Aside from this impediment, there is an important strength which characterizes the HRM department at Siemens -- the organizational resources. Siemens is one of the global leaders of the electronics industry and it generates impressive financial results. In such a context then, the company possesses impressive resources which could create strengths for the HRM department by presenting it with the availability of resources to fund HRM strategies. In this line of thoughts then, the recommendation which is being forwarded at this stage does not revolve around efficiency -- this is already an aim at Siemens -- but more so refers to integration. The HRM department should develop stronger policies and implement them company wide. The HRM department should as such initiate HRM policies which place the staff members at the center of organizational operations, and it should then ensure that this realization is present

company wide and integrated at all organizational levels. In other words, HRM should become an integrant party of the business model, rather than preserve its current status of an isolated department. Selection and interviewing As staffing needs increase at the Siemens plant in Ohio, the HRM department plays a central part in the hiring of new employees to occupy the vacant positions. The company would normally require staff members in salary positions, or in union positions. The interviewing process is similar in the two instances, but the overall selection process differs. In this order of ideas, in the case of the salary positions, the selection process is cored on the following: At the level of the union employees, the selection process is also organized on seven stages, but these differ sometimes from those of the selection of the salary employees. In this order of ideas, the selection of the union employees at Siemens is centered on the following stages: The interview processes are similar in both cases, with the difference relying in the nature of the questions asked in the second half of the interview. Specifically, within the first half of the interview, the emphasis falls on the familiarization between the company and the candidate. With union employees then, questions would be linked to negotiation tactics and other such features relevant to the job, whereas with salary employees, questions would be more technical and would revolve around the ability of the candidate to fulfill the job responsibilities as required. From a legal standpoint, Siemens complies with the legislations. Still, from an organizational standpoint, an improvement worthwhile mentioning would be that of also integrating a human side to the selection process. Specifically, the current selection process is highly technical and aims to identify people that are technically able to perform the tasks of the jobs. Still, it is hereby recommended that the selection process also integrated a review of the personal features of the candidates in order to identify those that are intellectually and personally able to become integrated within the organizational culture. These individuals would stand better chances of aligning their goals with those of the organization and would as such better support the company in attaining its final objectives Igbaria and Shayo, Dispute resolution As in any other organizational climate, conflicts are bound to be created at Siemens as well. In this order of ideas, conflicts are immediately addressed by the direct supervisor. In the situation in which the grievance cannot be resolved by the direct supervisor, this complaint would be forwarded to the following managerial chain. In the most severe cases, the executives and the corporate lawyers become involved in resolving the conflicts. Yet, the scope remains that of a quick resolution at the level of the middle management teams.

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