

## **Name and discuss the four distinct periods of change as identified by McKee**

### **Mechanistic period**

- 1940-50, manufacturing drive force in industry
- Birth of personnel/industrial relations profession
- Main focus of HR administrative
- Emergence of benefit programmes as are of interest

### **Legalistic period**

- 1960-70, legislation in social and employment areas
- Legislation had major impact on workplace and roles/responsibilities assumed by personnel officers
- Regulation of workforce beyond union contract and company rules
- Training/development separate are of HRM
- First HR information systems application

### **Organistic period**

- 1980
- Globalization, mergers, acquisitions, re-engineering, downsizing
- Radical changes in workplace, HRM function faced numerous challenges
- Movement toward cost and profit centres important issue for HRM
- More command-and-control policies and procedures
- Height of HRM specialization

### **Strategic period**

- 1990
- Strategic thinking and planning prominent activity to deal with continual change in corporate organizations
- Structures ranging from webs to networks and matrices
- HRM function had to assist in struggle to remain successful and competitive
- HRM became strategic partner, reporting to CEO and interact with Board of Directors
- HR professionals played active role in determining future direction of organization

## **Which issues will play a major role in the catalytic period, i.e. beyond 2000?**

- Increase in cross-border employment
- Workforce that will be comfortable in and with other cultures
- Fewer organizations as result of continued mergers and acquisitions
- Use of just-in-time professional workers
- Increase in outsourcing of administrative functions
- Innovative compensation practices
- More selective approach by employees regarding careers
- Telecommuting and other forms of flexible work being widely introduced
- Teams playing major role

## **Describe what the HR professional has to do in order to be successful in the changed role of HRM**

- Become involved with line managers in strategy formulation/implementation resulting in design of HR strategies that will support overall company strategy
- Become expert in way work is organized and executed
- Become involved in reducing cost through administrative efficiency, while maintaining high quality
- Become reliable representative for employees when putting concerns to management
- Become involved in efforts to increase employees contribution to organization
- Become agent for continuous transformation, shaping processes and culture to help organization improve their capacity for change

**Explain the multiple role model for HRM as proposed by Dave Ulrich**

<b>Future/strategic focus(short-long term)</b>			
<b>Processes</b>	<b>Cell1</b> Management of strategic human resources  <b>Deliverable/outcome</b> Executing strategy  <b>Activity</b> Aligning HR and business strategy: “Organisational diagnoses”  <b>Role</b> Strategic partner	<b>Cell 3</b> Management of transformation and change  <b>Deliverable/outcome</b> Creating a renewed organization  <b>Activity</b> Managing transformation and change: “Ensuring capacity for change”  <b>Role</b> Change agent	<b>People</b>
	<b>Cell2</b> Management of firm infrastructure  <b>Deliverable/outcome</b> Building an efficient infrastructure  <b>Activity</b> Reengineering organization processes: “Shared services”  <b>Role</b> Administrative expert	<b>Cell 4</b> Management of employee contribution  <b>Deliverable/outcome</b> Increasing employee commitment and capability  <b>Activity</b> Listening and responding to employees: “Providing resources to employees”  <b>Role</b> Employee champion	
<b>Day-to-day/operational focus</b>			

**How would you describe the employee-employer relationship in the changed work environment?**

- Psychological contract – what employees and employers want and expect from each other – will change
- Psychological contact accomplishes two tasks:
  - Defines employment relationship
  - Manages mutual expectations
- Lack of job security offered to employees
- Significant shift in employees attitudes and values regarding career management, leadership style, motivation and working conditions
- Workers want more opportunities for development, autonomy, flexibility, meaningful experience
- Psychological contract more situational, short term, assumes each party much less dependent on the other for survival and growth
- When psychological contracts go unfulfilled or perceived to have been violated aggressive types of behaviour can impact negatively on organization
- Two types of psychological violation:
  - Reneging, when either party to contract knowingly breaks a promise to the other
  - Incongruence, when parties have different understanding of obligations in terms of the contract

**What are the questions that summarise the challenges of HRM?**

- How can we attract/retain people who can live with and often thrive upon uncertainty?
- How can we get/maintain loyalty/commitment of employees when job security, promotion opportunities, career entitlements are declining?
- How can we meet career expectations of employees who expect rapid promotions in organizations becoming flatter and leaner and are not expanding enough?
- How can we encourage (older) employees to take more responsibility for own personal/professional development?

- How can we develop procedures/processes that help managers/specialists understand/commit to working together?
- How can we build organization culture/structure in which employees feel satisfied, challenged, empowered?

**Describe what is meant with “self-managed work teams” and how they could be applied in the HR environment**

- Method of improving employee commitment, general well-being of organization
- Teams in work environment responsible for determining what they want to do, how they want to do it, when they want to do it
- Teams empowered to use initiative in solving problems and managing themselves
- Teams can respond quickly to needs of a particular situation
- Team members participate in decisions
- HR professional becomes coach/counsellor/advisor to team
- Selection and training of team members done interactively between HR and team
- Innovative compensation systems
- Procedures to determine critical factors of performance for teams must be implemented
- Development of team-based work system has potential to create more productive, creative, individual-fulfilling working environment, playing critical role in new challenges facing HRM

**Define the term “alternative workplace” and describe the different options as identified by Apgar**

- Moving work to the worker instead of the worker to the work
- Placing workers on different shifts or travel schedules
  - Enable workers to share same desk and office space
- Replace traditional office with open-plan space
- Implementing concept of “hotelling”
  - Work space furnished , equipped and supported, can be reserved by the hour/day/week
  - Concierge provide employees with travel/logistic support
- Creating satellite offices
  - Breaking large centralized facilities into network of smaller workplaces located close to customer or employees home
- Introducing telecommuting or virtual offices
  - Performing work electronically wherever worker chooses, supplements traditional workplace rather than replacing it

**What is E-HRM?**

- Make company’s HT policies/procedures available through intranet
- Managing development/deployment of company’s most strategic skills

**Distinguish between the five stages of Web-deployment within an organization**

- Information publishing
  - HR policies/procedures published for general scrutiny
  - Cost-effective way of making up-to-date company information available to employees
- Database inquiry
  - User given opportunity to gain some personal information from system
  - Reduces phone calls/emails to HR department
- Simple HR transactions
  - Paperwork replaced with transactions using electronic input
  - Employees update personal information on HR database
- Complex HR transactions
  - Complexity of interaction between user and HR transactions being processed increase
  - Calculations or other internal processing of data take place
- HR workflow over the Web
  - HR executives give employees/managers way to administer own HR data/processes without paperwork or administrative support

**Define talent management and describe the best practices that are followed by organizations which excel in talent management**

- HRM activities to ensure organization attracts, retains motivates, develops talented people it needs now and in future
- Bundling together activities to produce more coherent whole that can be vehicle for obtaining, developing, retaining talent organisation needs
- Best practices:
  - Define talent management broadly
  - Integrate various elements of talent management into comprehensive system
  - Focus talent management on most highly valued talent
  - Get CEOs/senior executives committed to talent-management work
  - Build competency models to create shared understanding of skills and types of behaviour organization needs and values in employees
  - Monitor talent needs within organization to identify potential gaps
  - Excel at recruiting, identifying, developing talent as well as at performance management and retention
  - Regularly evaluate results of talent management system

**Explain the term “competitive advantage”**

- A firm is said to have a sustained competitive advantage when it:
  - Is implementing value creating strategy not simultaneously being implemented by any current/potential competitors
  - Other firms are unable to duplicate the benefits of this strategy

**Describe two assumptions on which the resource-based view is based**

- Companies within an industry/group may be heterogeneous with respect to strategic resources they control
- Resources may not be perfectly mobile across industry/group

**Distinguish between the different sources of competitive advantage and give applicable examples of each resource**

- Financial capital resources – debt/equity-retained earnings
- Physical capital resources – physical technology. Machines, manufacturing facilities, buildings
- Human capital resources – knowledge, experience, insight, wisdom of employees
- Organizational capital resources – history, relationship, trust, organisational culture, formal reporting structure, explicit management control systems, compensation policies

**Discuss the four questions that a manager can ask to determine the value of a resource****Question of value**

- Do company’s resources add value by enabling it to exploit opportunities and/or neutralise threats in its environment?
- Managers link analysis of internal resources with analysis of environmental opportunities/threats
- Resources of company cannot be valuable in vacuum, company must be able to exploit opportunities and/or neutralize threats

**Question of rarity**

- How many other companies already possess valuable resources?
- Valuable resources must be rare among competing companies in order to be source of competitive advantage
- Common but valuable resource is also important

**Question of inimitability**

- Do companies without resource face prohibitive cost disadvantage obtaining resources other companies have?
- If competitive company does not find it too expensive to imitate resource competitive edge will soon disappear

**Question of organization**

- Is company organized to exploit full competitive potential of its resources?
- Formal reporting structure, explicit management control system, compensation policies
- In combination with other resources, capable of releasing company’s full competitive advantage

**Distinguish between the terms “strategic fit” and “strategic flexibility”****Strategic fit**

- Aligning strategy and resources with environment, company achieve superior performance

**Strategic flexibility**

- Ability of company to adjust to rapid external and internal changes

**Evaluate the HR component against the measures of the sources of competitive advantage****Value of HR**

- Heterogeneous demand for labour
- Heterogeneous supply of labour

**Rarity of HR**

- Human resources with high levels of ability are rare

**Inimitability of HR**

- Characterised by unique historical conditions, casual ambiguity, social complexity

**Substitutability of HR**

- Company has highest-ability individuals

## **Discuss in detail the three paradigms that describe the contribution of HR to organisational performance**

### Resource-based paradigm

- HR system can contribute to sustained competitive advantage by facilitating development of competencies that are company specific
- Biggest problem is employee turnover
- Design and implement turnover management strategies
- Allocate bigger portion of profits to employees by means of gain sharing or share options
- Culture of belonging can be created
- Alignment of individual interest with organisational goals important
  - Degree to which behaviour helps individuals to meet their goals
  - Relevance of each organisational goal to individual
- High level of interest alignment realised at three levels of motivation by three interest-alignment levers:
  - Extrinsic motivation – most directly influenced by reward system , includes issues such as power and recognition
  - Hedonic intrinsic motivation – enjoyment individual experience in completing task
  - Normative intrinsic motivation – driven by goal of engaging in behaviour that is compliant with norms/values of organisation
- Alliance partners can play a significant role through network resources
- Services that resources provide, not resource themselves that generate value for company

### Best-practices paradigm

- Implies direct relationship between particular HR approaches and company performance
- Bundles/systems of HR practices have more influence on company performance than individual practises
- Impact of HR practices on company performance may be enhanced when practices are matched with competitive requirements inherent in company's strategic posture
- Three primary perspectives:
  - Universal approach – assumes certain best HRM practices will contribute to performance of company, regardless of strategic goals of the company
  - Contingency approach – attempts to link HRM systems/practices to specific organisational strategies
  - Configurational approach – pattern of HRM practices/systems that contributes to attainment of organisational goals
- Seven practices consistently considered to be strategic in nature:
  - Internal career opportunities
  - Formal training systems
  - Appraisal measures
  - Profit sharing
  - Employment security
  - Voice mechanisms
  - Job definition

### Process paradigm

- Anchored in both resource-based view (RBV) and best-practice theory
- HRM processes deeply embedded in company-specific dynamic routines by which company attracts, socialises, trains, motivates, evaluates, compensates its HR
- HRM processes continuously evolving/adapting by drawing on past experience to refine effectiveness of processes to meet changing needs of organisation
- HRM processes about how things are done, not what is produced

### Define the term “leadership”

- Activity of influencing people to strive willingly for group objectives
- Process of influencing activities of individual or group in efforts toward goal achievement in given situation
- Process of giving purpose to collective effort, causing willing effort to be expended to achieve purpose
- Activity of getting people to move in directions, make decisions, support paths they would typically not have selected
- Process of making sense of what people are doing together, so they will understand and be committed
- Process of articulating visions, embodying values, creating environment within which things can be accomplished
- Process not position
- Involves relationship between leader and followers in given situation
- Involves influencing people
- Leaders gain commitment and enthusiasm of followers who are willing to be influenced
- Influences followers to think not only of own interest but interest of organisation
- Involves influencing followers to bring about change toward desired future for organisation

### Explain the differences and the complementarities of leadership and management

<b>Leadership</b>	<b>Management</b>
Do not just develop visions of what organisation is, develop visions of what organisation can be	Manager who is not a leader will be bogged down with day-to-day managerial matters
Do not just inform people of new vision, energise people to accept and work toward making visions come true	Manager with leadership qualities but no manager skills will have empty vision
Do not just formulate new programmes/policies, initiate improvements that last by changing organisational culture	Without requisite power, vision cannot be turned into reality
Do not just manage organisations, seek ways to transform them	
Alertness to opportunity, imagination, vision to exploit capabilities	Creative problem solving, working with systems
Risk-taking, creativity, change, vision	Procedures, control, regulations
Innovate, inspire, change status quo	Administer, control, accept status quo

### Discuss the 10 managerial roles that a leader needs to perform in order to reach the organisation objectives

<b>Interpersonal roles</b>	
Figurehead role	Represent organisation/department in legal, social, ceremonial, symbolic activities
Leader role	Performing management functions to operate managers organisation unit effectively
Liaison role	Interact with people outside organisational unit
<b>Informational role</b>	
Monitor role	Gather information
Disseminator role	Send information to others in organisational unit
Spokesperson role	Provide information to people outside organisational unit
<b>Decision roles</b>	
Entrepreneur role	Innovate and initiate improvements
Disturbance-handler role	Take corrective action during crisis or conflict situation
Resource-allocator role	Schedule, request authorisation, perform budgeting activities
Negotiator role	Represent organisational unit during routine/non-routine transactions that do not include set boundaries such as pay of employee

### Differentiate between the numerous individual and the group models of leadership

- Individual models of leadership
  - Traits-based approach – focuses on traits/characteristics (physical and mental) of individual leader
  - Behaviour-based approach – founded on premise that leadership styles would be effective across situations
  - Situation-based approach – expansion of trait theory but includes tasks to be completed, factors affecting situation of both leader and follower, personal traits of followers

- Group models of leadership
  - Cross-functional teams – as result of different backgrounds of team members, normally creative in generating various ideas, providing interesting solutions to problems
  - Self-managed teams – responsibility and authority for making management decisions turned over to team
  - Executive teams – set of executives takes on responsibility for providing leadership to whole organisation

### **Discuss the various organisational models of leadership**

#### Transactional-based approach

- Leaders characterised by contingent-reward and management-by-exception styles of leadership
- Lasts only as long as needs of both leader and follower satisfied by continuing change process
- No relationship that binds leader and follower together in mutual/continuing pursuit of higher purpose

#### Transformational-based approach

- Raises both leaders and followers to higher levels of motivation and morality with view to changing present situation by focusing on external environment
- Four behavioural components:
  - Charisma – process through which leader arouse strong emotions in followers
  - Inspiration – behaviours such as articulating appealing vision
  - Intellectual stimulation – encourages followers to be creative in solving problems
  - Individual consideration – expressing appreciation for job well done

#### Charismatic-based approach

- Keep followers weak and dependent
- Instil personal loyalty rather than commitment to ideals
- Non-business organisations such as religious or political movements

#### Managerial-based approach

- Combination of transactional and traditional approaches with situational sensitivity
- Enable manager to diagnose organisational situation, deploy appropriate leadership response

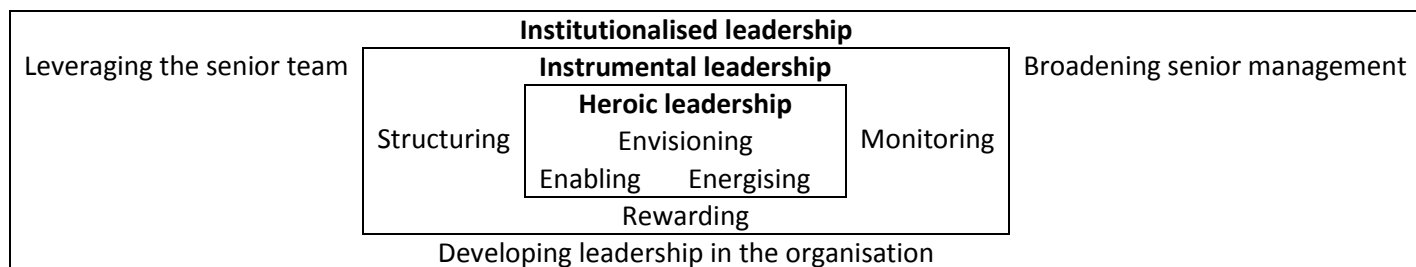
#### Strategic-based approach

- Persons ability to anticipate, envision, maintain flexibility, think strategically and work with others to initiate changes that will create viable future for organisation
- CEO's have to cease viewing leadership position as one with rank and title, position significant responsibility to range of stakeholders
- Six key leadership practices:
  - Determine company's purpose or vision
  - Exploit/maintain core competencies
  - Develop human intellectual capital
  - Sustain effective organisational culture
  - Emphasise ethical practices
  - Establish balanced organisational controls

#### Institutional leadership

- Critical during periods of discontinuous organisational change
- Four different types of change:
  - Tuning – incremental change, maintains/enhances fit between strategy and organisation
  - Adaptation – takes place as result of external conditions and is reactive in nature
  - Reorientation – initiates changes as result of emerging environmental shift, redefining company's identity, vision, mission
  - Recreation – change all basic elements of organisational system to survive
- Two types of leadership required
  - Heroic – excite employees, shape aspirations, direct energy
  - Instrumental – make sure individuals throughout organisation behave ways needed for change to occur
- Extend leadership role beyond individual leader
- Three groups:
  - Senior team
  - Broader senior management group
  - Entire organisation





#### E-leadership approach

- Social influence process mediated by advanced information systems to produce change in attitudes, feelings, thinking, behaviour, performance with individuals, groups and/or organisations
- Occur at any hierarchical level, involve both on-to-one and one-to-many interactions
- Operates within context of advanced information technology

#### Identify and discuss techniques that can be applied to leadership training and development

- Create a compelling future
- Let the customer drive the organisation
- Involve every mind
- Manage work horizontally
- Build personal credibility

**Critically discuss the benefits that can be derived from implementing the strategic management process**

- Contributing to the goal accomplishment and survival of the company
- Supporting and successfully implementing given corporate and business strategies of the company
- Creating and maintaining a competitive advantage for the company
- Improving the responsiveness and innovation potential of the company
- Increasing the number of feasible strategic options available to the company
- Participating in strategic planning and influencing the strategic direction of the company as an equally entitled member of top management
- Improving cooperation between HRM department and line managers

**Define the concept of strategic management**

- If organisation has no process by which to engage in strategic management at corporate and business level, it will not be possible for HR function to develop strategic thrust
- HR strategy flows from corporate or business strategy
- As HR function evolve from reactive administrative focus it will reorganise to address strategic responsibilities
- Operational house must be in order to concentrate on formulating and implementing HR strategy
- Strategic management involves process that deals with organisational renewal/growth, development of strategies, structures, systems necessary to achieve renewal/growth, organisational systems needed to manage effectively strategy formulation and implementation processes.
- HR administrative function three distinct levels
  - Strategic – HR professionals fulfil role as strategic partners involved in corporate and HR planning
  - Operational – HR team develops action plans to meet present labour needs
  - Functional – carries out many activities which ensure employees are in right place at right time and cost

**According to Tichy, organisations are mostly confronted by three basic problems that need to be managed, namely technical, political and cultural problems. Discuss the HRM cube that portrays the integrated process that an organisation should manage**

- Advantages of the human resource management cube:
  - Shown to be relatively powerful model of organisational effectiveness
  - Has important implications for strategic management of HR function
  - Has been commonly used in SHRM literature
- Technical problems
  - Production problem due to external threats/opportunities internal strengths/weaknesses
  - Manage technical resources to continuously deliver required output
  - Regularly involve strategy and goal formulation and design organisational and management systems
- Political problems
  - Problems with allocation of power and resources within organisational structure
  - Direction in which power and resources are moving and who will share in benefits
  - Compensation organisation pays, budget allocations, allocation of decision-making power to different levels
- Cultural problems
  - Consists of values, beliefs, views shared by employees
  - Which values, views, beliefs employees need to possess, which sections within company need to possess which values
- Solution
  - Technical system – all aspects required to solve production problems
  - Political system – all practices, activities, elements involved in allocation problem
  - Cultural system – all symbols, values, elements necessary to address ideology problem
- Aids to manage systems
  - Mission and strategy of organisation
  - Structure of organisation
  - HRM system of organisation

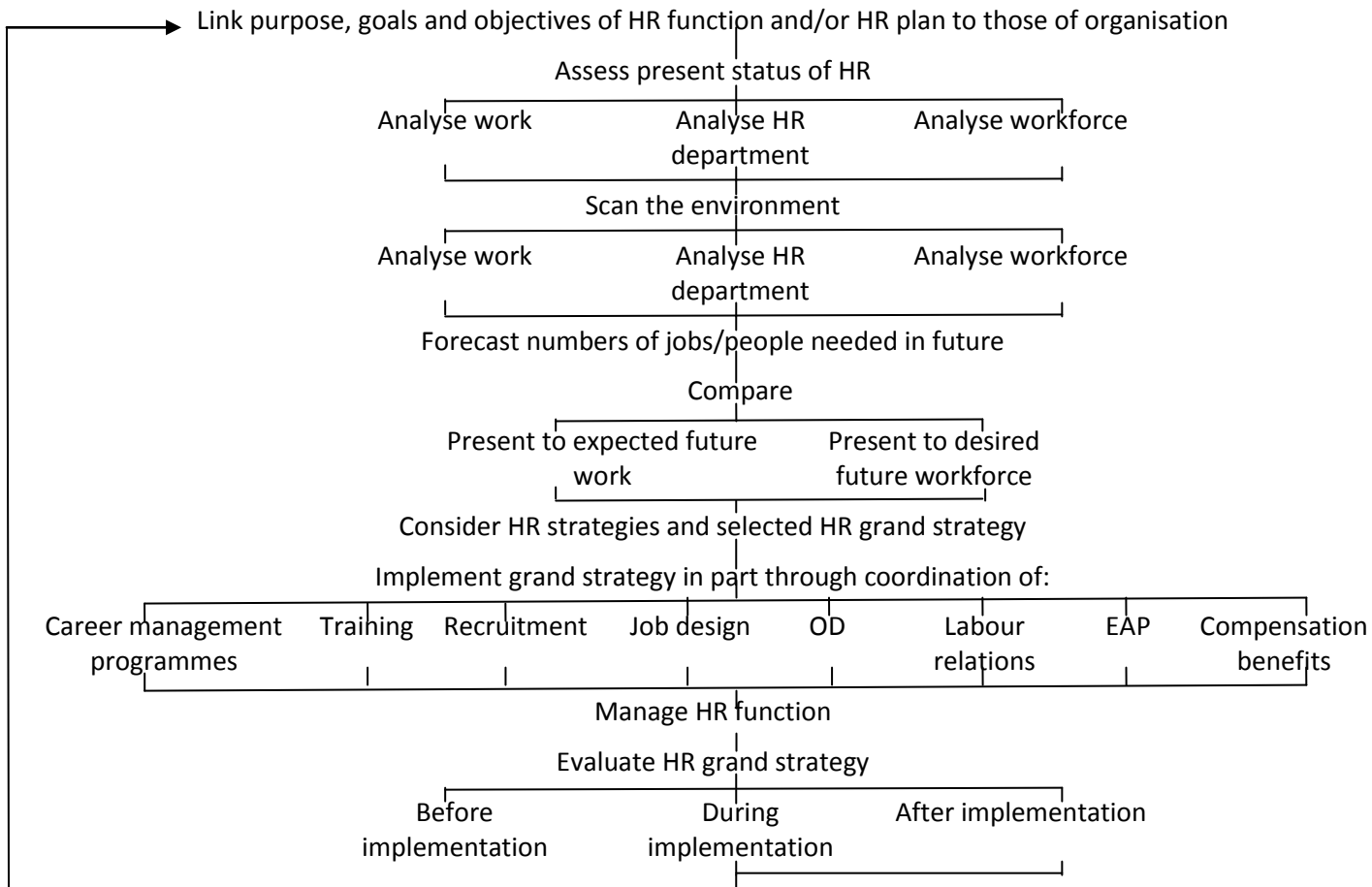
**A strategy can be regarded as a plan of action which includes means and ends. What are the four minimum components of such a strategy?**

- Mission statement or set of prioritised goals for the function and major sub functions
- Proposed organisation structure
- Programme portfolio to outline priorities and policies
- Budget to address issue of resource allocation

**The successful application of HR practices can only be achieved when management makes a commitment to its employees. Refer to Niniger’s suggestions for how this can be achieved**

- Having clear understanding of all qualities of each employee, such as skills, knowledge, potential, aspirations, limitations
- Setting standards of performance that challenge each employee by ensuring this performance is attained
- Rewarding excellent employee performance in both material and non-material terms
- Planning properly for human resource needs
- Providing employees throughout organisations with opportunities for promotions/developing their job knowledge, skills, satisfaction
- Practising form of management that allows decision-making authority to be decentralised
- Being alert/receptive to new/productive developments in field of HRM

**Explain the SHRM model of Rothwell and Kazanas in detail**



### **Define the term “flexibility”**

- The ability of organisation to adapt to
  - Size
  - Composition
  - Responsiveness
  - Cost of people to achieve organisational objectives

### **Describe the different forms of flexibility; give applicable examples to substantiate your understanding of each**

- Functional flexibility – management’s ability to deploy/redeploy particular sections of workforce on wide range of tasks in response to market demand as and when required
- Numerical flexibility – relating size of workforce to levels of economic activity easily and at short notice
- Work-time flexibility – adjusting quantity and timing of labour input without modifying number of employees
- Financial flexibility – compensation system designed to facilitate development of flexible patterns of work, in particular numerical and functional flexibility
- Procedural flexibility – concerned with establishment of consultative mechanisms for introducing changes/negotiating variations in work practices, primarily through changes in both legal and traditional practices covering employment
- Regulatory flexibility – encourage and facilitate establishment, development, relocation of enterprises through relaxation, amendment or exemption of public policy
- Mobility flexibility – change in nature of work, career change with same employer
- Cognitive flexibility – mental frame of reference required to perform effectively in job and level of cognitive skill required
- Organisational flexibility – structural response to development of flexible patterns of work

### **Describe how you would establish the readiness of your organisation to implement flexible work arrangements**

- Policy – are specific policy/strategy approved and communicated by top management that endorse flex work as component of employment relationship?
- Employee commitment – how deeply are employees committed to success of organisations mission and to high achievement in own jobs?
- Management commitment – do actions of management as well as its communications to employees reinforce managements support for flex work?
- Workforce planning – how good is organisation at forecasting projects, deadlines, production quotas, workloads? How good is it at scheduling workforce needs, allocating resources?
- Technology – are information-technology and communication systems in place to support flex work in smooth, efficient, consistent ways?
- Training and orientation – how effective are training content and delivery mechanisms for meeting ongoing needs of flex workers?
- Teamwork – to what extent is work done in teams, sufficient coordination to ensure coverage and compensation for having team members on different schedules?
- Performance management – are methods for performance measurement, employee appraisal, staff development equivalent/identical for flex and other workers?
- Communication and information dissemination – how effective are means, media, frequency of communication of everyday business information, processes robust enough to keep flex workers in the loop?

### **Explain the flexible-firm model in detail**

- Accommodate development of multiple forms of flexibility, in particular functional, numerical, financial
- Provides competitive advantage through restructuring of employment relationship
- Create core workforce and cluster of peripheral employment relations
- Core
  - Permanent, highly skilled employees with internal career paths
  - High degree of job security, resources provided for training in firm-specific skills
  - Functional forms of flexibility
- Peripheral
  - Associated with organisations development of qualitative or numerical flexibility

- Undertake day-to-day activities that are important but not vital to organisation
- Match organisational resources with work demand, increasing efficiency of HR utilisation while dampening effect of market volatility/uncertainty, increasing organisational effectiveness
- Creates distinctive strategy on part of management in developing more efficient/effective utilisation of labour

**Discuss the changing dynamics of flexibility with regard to the following dimensions:**

**New workers**

- Own means of production – knowledge – which attract large rewards
- Changed nature of psychological contract which transformed employer-employee relationship
- Core of firm's unique strategic advantage
- Self focussed, less interested in traditional employment benefits
- Organisations will have to adapt terms and conditions of employment and way work is organised will need to be conducive to these workers

**New Organisation**

- More porous systems which do not aim to own human capital but to manage it
- Management of flexible distributed knowledge systems or networks
- Management engages in leveraging resource rather than managing them
- Strike balance between maintaining stock of intellectual capital and absorbing/exchanging new knowledge and employees through external networks
- Derive competitive advantage from continually developing and exploiting both knowledge stock and knowledge flows

**New perspectives**

- Management must have leadership skills to harness new practices, shed old habits such as hierarchy, culture and power, and empower continual change
- Management should act as catalyst in through-flow of staff to enable organisation continual regenerations of knowledge base
- Management skills and appreciation central to understanding unique and critical issues new flexible patterns of work raise

**Differentiate between numerous advantages and disadvantages of flexible patterns of work for both the employer and employee**

<b>Employer</b>	<b>Employee</b>
Advantages: <ul style="list-style-type: none"> <li>● Enable employers to match organisational resources more closely with customer/product demand</li> <li>● Reduce fixed costs</li> <li>● Aid recruitment and retention</li> <li>● Increase productivity</li> <li>● Reduce absence and turnover</li> </ul>	Advantage: <ul style="list-style-type: none"> <li>● Ability to combine work with outside interest</li> <li>● Greater satisfaction with job</li> <li>● Improved motivation</li> <li>● Less tiredness</li> </ul>
Disadvantages: <ul style="list-style-type: none"> <li>● Higher direct cost</li> <li>● Administration more complex</li> <li>● Communication difficulties</li> <li>● Require management of flexible workforce</li> </ul>	Disadvantage: <ul style="list-style-type: none"> <li>● Unequal treatment in terms of pay and benefits</li> <li>● Reduced opportunities in terms of career</li> <li>● Limited opportunities for training</li> <li>● Challenge to psychological contract</li> <li>● Increased insecurity of jobs</li> <li>● Increased stress</li> </ul>

**Define the term “talent management”**

- It is the attraction and retention of talented individuals
- Process includes workforce planning, talent-gap analysis, recruitment, selection, education development, retention, talent reviews, succession planning and evaluation.

**Discuss the most important reasons for the perceived increases in the skills shortage**

- Workers focused on employability rather than employment
- Declining birth rates
- Contemporary employment
- Retirement trends

**What are the key actions a CEO should take?**

- Get involved in people decisions
- Develop probing talent reviews
- Instil a talent-focused mindset within the organisation
- Invest real money in talent
- Be accountable for talent management

**Discuss the five key areas on which an organisation should act if it wished to make talent a source of competitive advantage****Embrace a talent mindset**

- Having better talent at all levels is how you out-perform your competition
- Better talent critical source of competitive advantage
- Talent management becoming important role for CEO

**Craft winning employee value proposition**

- EVP is everything employee experiences within organisation including intrinsic/extrinsic satisfaction, values, ethics, culture
- How well organisation fulfils employees needs, expectations, aspirations
- Intrinsic satisfaction rate higher than extrinsic satisfaction

**Rebuild your recruitment strategy**

- Understand the new workforce
- Values and ethics act as important sources of attraction
- Understanding how potential employees view or obtain information about organisation can enhance match between person and organisation, increasing fit and retention

**Weave development into your organisation**

- Employees ant work that provide opportunities and is challenging
- Organisations must develop talent and weave it into the culture
- Training and development considered critical issues in retention

**Differentiate and affirm your people**

- Recognize individual achievement
- Be aware of employees diverse lifestyles and needs
- Building diversity is opportunity to attract wider range of talent

**Compare the old recruitment strategies to the new recruitment strategies; explain why you think the changes are so significant**

<b>Old recruiting strategies</b>	<b>New recruiting strategies</b>
Grow your own talent	Pump talent in at all levels
Recruit for vacant positions	Hunt for talent all the time
Go to few traditional sources	Tap many diverse pools of talent
Advertise to job hunters	Find ways to reach passive candidates
Specify compensation range and stay within it	Break compensation rules to et candidates you want
Recruiting is about screening	Recruiting is about selling as well as screening
Hire as needed with no overall plan	Develop recruiting strategy for each type of talent

**What would you regard as the most important questions to ask in order to rate the process for talent management within an organisation?**

- Have we developed a definable organisation brand?
- Do we actively demonstrate our values/brand in way we conduct our business?
- Does this equally apply in the way we handle our people?
- Are we committed to identifying/recognising talent at all levels in the organisation?
- Do we have infrastructure that allows individuals freedom to innovate, generate ideas and receive feedback?
- Are we sure our management structure is developing new talent and creating coaching/learning culture?
- Have we created an environment that attracts potential employees to want to come and work for us?
- Do we welcome previous employees back?
- Do we recognise need for some employees to go?
- Do we give honest, open, supportive feedback on performance?
- Have we created internal forums that allow for healthy debate and discussion
- Do we undertake effective benchmarking with other organisations
- Do we know our retention rates?
- Do we conduct exit interviews with all employees?
- Do we encourage all employees at all levels to identify other potentially talented people to join our organisation?
- Do we actively share our experiences and demonstrate best practice to other organisations?
- Do we have a diverse and multitalented workforce?
- Do we share our expectations of each other?
- Do we actively champion talent?
- Do we see talent management as one of the core pillars of our organisation development?

**Explain how you would select the team responsible for the compilation of the Balanced Scorecard for your organisation**

- Members of top management – influence change brought about by process at very top of organisation
- Higher level of people from across business units
- Senior members from support groups such as HR, Finance, IT
- Balanced scorecard champion – schedule meetings, track results, ensure distribution of materials, interact with top management, provide guidance on tough issues

**Discuss the four important perspectives of the Balanced Scorecard in detail**

Customer perspective

- How do customers see us?
- Measure lead time, quality, performance, service and cost
- Articulate goals for components of time, quality, performance, service and cost
- Translate goals into specific measures

Internal perspective

- What must we excel at?
- Determine processes and competencies critical for company
- Specify measures for components such as cycle time, quality, employee skills, productivity
- Articulate goals for cycle time, quality, employee skills, productivity
- Translate goals into specific measures

Innovation and learning perspectives

- Can we continue to improve and create value?
- Monitor company's ability to launch new products, create more value for customers and improve operating efficiencies

Financial perspective

- How do we look to shareholders?
- Measuring cash flow, quarterly sales, growth, operating income by division, increased market share by segment, return on equity
- Financial performance measures indicate if company's strategy, implementation, execution are contributing to bottom-line improvement

**Discuss how you would implement the Balanced Scorecard in an organisation.**

- For successful implementation, organisations need to undertake some staff training
- Proper communication between everybody is essential
- No scorecard can work unless managers link it to budget of company
- Linkage of employees pay to performance will also play important role
- First review of results of Balanced Scorecard within 60 days
- Review and frequent discussion of scorecard results throughout organisation to achieve long-term success
- Advantage
  - Brings together many competitive elements
  - Guards against underutilisation of assets by allowing management to see whether improvement in one area takes place at expense of another area
- Translate company's strategy into specific measurable objectives
- Failure to convert improved operational performance, as measured in scorecard, into improved financial performance should send management back to drawing board to rethink company's strategy or implementation plans
- Places strategy of company and not control efforts at centre of process
- Provides simple conceptual/diagnostic tool to ensure companies utilise right processes and people to drive customer and business performance

**List five benefits of the HR Scorecard**

- Reinforces distinction between HR doables and HR deliverables
- Enables control of costs and creation of value



- Measures leading indicators
- Assesses HR's contribution to strategy, implementation, bottom-line
- Lets HR professionals effectively manage strategic responsibilities
- Encourages flexibility and change

### **Discuss the two categories of strategic HR deliverables in terms of the HR Scorecard**

#### HR performance drivers

- Core people-related capabilities or assets such as employee productivity or employee satisfaction
- No single correct set of performance drivers
- Company identifies own set, based on unique characteristics and requirements of strategy-implementation process

#### Enablers

- Reinforce performance drivers
- Consider also how specific HR enablers reinforce performance drivers in operations, customers and financial segments of organisation

### **Discuss the components of the Workforce Scorecard**

#### Workforce success

- Captures bottom-line of workforce performance
- Measures that reflect how well workforce has contributed to execution of company's strategy
- Number and quality of customer complaints, number of new distributors, response time for customer inquiries

#### Workforce mindset and culture

- Measure and assess culture in terms of impact on company's strategic success
- Extent to which company strategy clearly and widely understood
- Extent to which average employee can describe company's HR strategy
- Extent to which employees take pride in working for company

#### Workforce competencies

- Competencies represent knowledge, skills, ability each employee possesses
- Effectiveness of information sharing among departments
- Exposure of cross-functional job experiences
- Extent of organisation learning

#### Leadership and workforce behaviour

- Execute strategy, leaders and employees must behave in ways consistent with the strategy
- Effectiveness in dealing with poor performers
- Percentage of employees making suggestions
- Percentage retention of core-competency workforces

### **Describe how you would implement the Workforce Scorecard within an organisation**

- Successful implementation based on three challenges:
  - Perspective challenge – do all managers understand how workforce capabilities and behaviour drive strategy execution?
  - Metric challenge – have we identified right measures of workforce success, leadership, workforce behaviour, workforce competencies, and workforce culture and mindset?
  - Execution challenge – do our managers have access, capability, motivation to use data to communicate strategic intent and monitor progress towards strategy execution?
- Steps:
  - Develop clear statement of company's business strategies and strategic capabilities needed to execute strategies
  - Identify key jobs for 'A' positions as well as 'A' performance that will be required within positions to execute company's strategy successfully
  - HRM system, which must elicit needed competencies and types of behaviour from workforce that ultimately drive company's success

### **Define the concepts “ethics” and “business ethics”**

#### Ethics

- Standards of conduct or codes of conduct for specialised groups
- Denote field of moral philosophy

#### Business ethics

- Moral standards as they apply to organisations and behaviour of organisational members
- Requires integrated approach to decision making
- Management must take moral point of view as well as make economically sound decisions and act within applicable law

### **Discuss the ethical dimensions of the strategic HR paradigm in detail**

- Changing paradigms of HRM involves two related problems
  - Problem of dual loyalties
  - Role of HR professional in integrity-based approach to strategic business partnership
- Unresolved tensions between aims of traditional welfare, administrative, service roles, aims of new strategic role
- HR professionals have to balance values of fair and efficient management of people and corporate environment focused on values which have more to do with economic rationalism
- Operationalising proper balance between conflicting values remain complex and goes to heart of strategically managing human resources with integrity
- Problem of dual loyalties
  - HR executives who are expert in both financial and people skills are in strong position to balance judgments of economic rationality with social responsibility
  - Difficult to quantify contribution of human resources to organisational performance in ways that do not compromise respect for, dignity of individual organisational member
- HR professional codes of conduct
  - Professional code of conduct serve as moral anchor, embody professions values, help to establish ethical climate, provide framework for evaluating alternative courses of action
  - South African Board for Personnel Practice (SABPP) set code of conduct
- An integrity-oriented approach to strategic business partnership
  - Concerns roles undertaken by HR professionals in regard to corporate ethics
  - Without integrity-oriented approach to business partnership danger that HR professionals may continue in administrative-service role under guise of being strategic players

### **Reflect how the Code of Conduct of the SABPP addresses the problem of dual loyalties of HR professionals**

- The code sets out the dual loyalties of the HR professional
- It stipulates the responsibility of the HR professionals is to comply with the expectations of the profession and fellow practitioners
- It also states that the HR professional must take responsibility for the outcomes of their actions and interventions which should be for the greater goodness of society

### **Discuss the key characteristics of “reason” within the context of Kantian ethics. Give applicable examples.**

- Consistency – self-contradictory
- Universality – respect integrity of tendering process, don't attempt to gain unfair advantage for oneself
- It is a priori – bribery is wrong regardless of whether or not one wins contract

### **Discuss in detail the ethical issues and challenges in the workplace for the selection process**

- Screening
  - Successful screening process ensures pool of suitable candidates who have been treated fairly without regard to right to equal opportunity for employment
  - Screening out of unsuitable or less-suitable candidates must be done on basis of job-relevant criteria
- Employment interview
  - Interviews must be standardised and objective
  - Discrimination may arise from non-relevant criteria
- Psychometric testing

- Very few studies found significant correlations between personality-test scores and job performance
- Genetic and employment testing hold many ethical issues
- Issue of discrimination figures prominently in selection process
- Employees have right to now conditions of employment

**Describe the role of Hr professionals in the operationalisation of corporate ethics programmes**

- HR ought to take on role of ethical stewardship
- HRM has special role to play in formulation, communication, monitoring, enforcement of enterprise's ethics programme
- Responsibility of ethical leadership should cut across all functions and managerial levels

**Define the concepts “corporate social responsibility (CSR)”, “corporate ethics programmes”, corporate governance” and “corporate citizenship”**

Corporate social responsibility (CSR)

- Economic, legal, ethical, philanthropic responsibilities enterprises have toward stakeholders
- Correct balance between obligations to shareholders and obligations to stakeholders

Corporate ethics programmes

- Programmes enterprises institute to manage ethics, legal compliance, social responsibilities
- Provide integrative function by:
  - Defining boundaries of acceptable behaviour
  - Stimulating/supporting organisational ethical behaviour
  - Providing early-warning mechanism to identify/address potential problems

Corporate governance

- Refers to policies, practices, mechanisms that shareholders, executive managers and boards of directors use to manage themselves and fulfil responsibilities to stakeholders
- Transparency, compensation, accountability, independence, board diversity key dimensions of policies and practices

Corporate citizenship

- Extent to which businesses meet economic, legal, ethical, discretionary responsibilities imposed on them by stakeholders
- Requires organisational ethics and corporate social responsibility

**Critically reflect on the three viewpoints of CSR**

Narrow classical economic view of CSR

- Most often associated with free market enthusiasts
- Sole responsibility of business to maximise profits within law
- Governments must not interfere in workings of free market beyond providing minimal state of order and securing public welfare

Socio-economic view of CSR

- Stakeholders interests and expectations should be more explicitly incorporated in organisation’s purposes
- Make profit without causing harm

Broad maximal view of CSR

- Obliges corporations to take on maximal duties of CSR
- Corporations responsibilities include:
  - Shaping society
  - Solving social problems caused wholly or in part by corporation

**Discuss three primary components of a corporate ethics programme and the factors which you would apply if your aim were to operationalise such a program**

Formulation phase

- Consideration of types of written standards of ethical business conduct that corporation will develop
- How frequently standards are revised
- Whether they are developed in consultation with organisational members or external consultants or both
- Values reflected in written standards
- Issues addressed
- Organisational positions or units responsible for formulation of written standards

Communication phase

- Distribution of written standards to stakeholders
- Training programmes to educate employees about nature, provisions, requirements of standards
- Who receives ethics training and how frequently
- Mechanisms for obtaining advice about implementing written standards at individual/organisational levels
- Organisational positions/units responsible for dissemination of ethics programmes

Monitoring and enforcement phase

- Methods used to monitor compliance with written standards
- Effectiveness of these methods

- Actions an enterprise might take in case of ethics misconduct
- Whether or not ethics compliance is formal part of organisation's reward and performance management programmes
- Organisational positions/units responsible for compliance monitoring and enforcement

**Explain the seven minimal processes that you would employ in your organisation's operating structure to ensure its effectiveness**

- Establishment of standards and procedures tailored to needs, size, operating environment of enterprise
- Communication of compliance standards and procedures to all employees, regardless of lever, training appropriate to each employee's role and responsibility
- Periodic auditing, monitoring, evaluation of all aspects of programme and implementation of internal consultative/reporting mechanisms
- Promotion/consistent enforcement through positive incentives and appropriate discipline
- Appropriate and timely responses in cases of violation
- Oversight by senior management
- Careful screening of personnel to whom authority is delegated

**In a short essay, explain how an organisation can develop an integrated and robust corporate governance process**

- Processes which direct and control enterprises hold them to account
- Concerned with performance of enterprises for benefit of shareholders, stakeholders, economic growth
- Focuses on conduct of boards of directors, managers, shareholders
- Encompasses authority, accountability, stewardship, leadership, direction, control exercised in enterprise
- Framework includes business ethics and corporate social responsibility
- Have fundamental impact on prosperity of companies and nation states
- Important because:
  - Predictability – consistent interpretation/enforcement of rules, procedures, regulations
  - Transparency – enhances predictability and quality decision making by ensuring all relevant information available and disclosed to all relevant stakeholders
  - Participation – provide stakeholders with necessary information to participate in decision-making processes and practices
  - Accountability – requires enterprises to account for their actions
- Involves aligning interests of top-level management with those of shareholders and other stakeholders
- Three theories:
  - Agency – because professional managers have superior knowledge and expertise, they may act opportunistically and gain advantage of firms owners
  - Stewardship – recognises managers as trustworthy stewards of resources entrusted to them
  - Stakeholder theory – corporation serve a broader social purpose than their responsibilities to shareholders
- King report on corporate governance for South Africa (King I and II)
  - Inclusive approach , companies consider interests of myriad stakeholders
  - Seven characteristics
    - Discipline
    - Transparency
    - Independence
    - Accountability
    - Responsibility
    - Fairness
    - Social responsibility

**Describe the implications of corporate citizenship on HRM**

- HR function well placed to provide leadership:
  - Assessing corporate performance
  - Advance new corporate-citizenship initiatives that move corporations beyond
    - economic transactional relationships
    - philanthropy

- compliance to integrated social partnerships
- self regulation
- HRM practices associated with equal employment opportunity, diversity, job security, compensation, occupational health and safety, industrial relations, performance and remuneration, work-life balance
- HRM contribution to corporate ethics programmes:
  - Undertake ethics training
  - Implementing more in-depth training programmes
- Traditional HRM activities of recruitment and selection, training and development, performance management and remuneration have critical role to play in development and maintenance of good corporate-governance

**Define the term “e-business”**

- Doing business digitally
  - Buying/selling on web
  - Extranets link company to suppliers
  - Intranets enable organisation to manage knowledge better
  - Enterprise-resource-planning systems streamline enterprise’s supply chain
  - Electronic customer support
  - Automated order tracking
- Requires dramatic changes in strategy, organisational processes, relationships, systems
- Requires significant change to way employees work

**List the four elements of e-business success**

- Presence of business strategy
- E-business strategy
- Manageable e-business initiatives
- Digital-ready business processes

**How would you describe e-HR?**

- Redistributes HR department and HR activities to organisation and trusted business partners
- Ties and integrates HR activities to other corporate processes such as finance, supply chain and customer service
- HR is owner of strategy and service broker instead of provider

**How can HRM benefit from electronic systems?**

- Portals can create single interface for accessing key data
- Online recruiting can eliminate paperwork and speed up hiring process
- Employee self-service can automate record keeping
- Web-accessible knowledge base can reduce questions to HR department or call centre
- Electronic benefits enrolment lets employees sort through options faster, reducing paperwork and questions for HRM
- Electronic payroll can cut costs and make data more easily accessible
- Trading exchanges and e-market places reduce costs of products and services
- E-procurement can eliminate catalogues and manual processes that are expensive and slow
- Electronic travel and expense reporting can crumple paper glut and speed up reimbursements to both employees and company
- Online retirement planning can help employees map their future, reducing questions and paperwork for HRM
- Online learning can slash travel costs, make training available anytime, anywhere
- Competency management can help organisation identify strengths and weaknesses

**What is/are the limitation/s of e-HR?**

- Disclosure and cross-border movement of HR data critical to be managed very carefully
- Data and multiplatform security aspects most serious factors to consider during formulation of e-hr strategy

**What tips would you as HR manager give the website developer about your preferences with regard to an effective HR intranet site?**

- Make it user-friendly
- Make it unique
- Make it useful
- Do not reinvent the wheel
- Update it
- Get feedback
- Be creative

**If you were to evaluate whether an e-learning programme is successful, what characteristics would you look for?**

- Technically robust delivery platform
- Intuitive user interface
- Online coaching support
- High level of interactivity



**Distinguish between internal and external triggers for organisational change and give applicable examples of each to substantiate your understanding**

**Internal triggers**

- Technology – refer to new machinery and tools, way in which managers design work within organisation to produce goods and services
- Changing nature of customers – needs of consumers change constantly, necessitate new products/services
- People – new HRM initiatives necessitate retraining/multiskilling of employees
- Administrative structures – managers need to undertake restructuring of administrative processes and redefining of authority relationships to accommodate new work practices

**External triggers**

- Political – government laws and regulations impact on organisation
- Economic – economic growth, interest rates, level of unemployment, internationalisation
- Social – changes in lifestyle, population growth, age distribution of population, leisure interests
- Technological – computerisation of business processes

**Critically discuss the possible causes of the resistance to change as seen from an employee perspective**

- Failure to understand the problem
- Dislike of solution because alternative is preferred
- Feeling proposed solution will not work
- Unacceptable personal costs
- Insufficient reward
- Fear of being unable to cope with new situation
- Threatened destruction of existing social arrangements
- Erosion of sources of influence and control
- Repellent new values and practices
- Low level of willingness to change
- Suspicious view of management's motives for change
- Higher value placed on other interests than new proposal
- Reduced power/career opportunities

**Advise an HR professional on how to overcome the barriers to change**

Enhance your skills	Increase understanding of and skills in change implementation and techniques, including human factor
Determine what should be changed	Strategy, structure, culture, systems, people? Ensure focus on change is needed and appropriate
Create context for change	Sell the change, help others understand why change is needed, who will benefit, consequences of failure to change
Know your people	What is his/her predisposition to change? How will he/she react and why? Which fears are rational? What coping skills does he/she possess? How will he/she personally benefit from change?
Model the change	Honestly support, champion, live the change
Remove obstacles in system	Identify/eliminate obstacles embedded within organisational policies, procedures, people, structure
Understand and plan for resistance	Change is difficult, identify/address root cause of reasons for individual's resistance, engage him/her in that area, channel passion constructively
Involve people at all levels in stages of change	From design to implementation to evaluation, involvement and participation lead to commitment, involvement only implementation contributes to failure
Communicate!	Provide those impacted by change with routine, sufficient information, encourage questions and act on feedback
Provide support	Provide resources, allow mistakes, protect/defend people
Reward change efforts	Recognize/reward individuals, groups, departments for their efforts
Create culture of organisational development and change	Engage in above actions routinely, live continuous, incremental, beneficial change

**What are the characteristics of a learning organisation?**

- Learning is accomplished by organisation as a whole
- Employees within organisation recognise importance of current and future success of ongoing learning
- Learning is continuous, strategically used process that integrates and run parallel to work
- Focus on creativity and generative learning in organisation
- Systems thinking fundamental
- Organisational climate encourages, rewards, accelerates individual/group learning
- Employees network in innovative manner that resembles community both inside and outside organisation
- Everyone is driven by desire for quality/continuous improvement
- Employees have uninterrupted access to information and data

**If you were to introduce a learning organisation, what benefits would you market of such an institution?**

- Anticipate/adapt more readily to environmental influence
- Accelerate development of new products, processes and services
- Become more proficient at learning from competitors and collaborators
- Expedite transfer of knowledge from one part of organisation to another
- Learn more effectively from its mistakes
- Make greater use of employees at all levels of organisation
- Shorten time required to employment strategic changes
- Stimulate continuous improvement in all areas of organisation
- Attract best workers
- Increase worker commitment and creativity

**Write an essay on the Strategic Organisational Change (SOC) framework**

- Covers all aspects of change:
  - Building commitment
  - Leveraging what is already working well
  - Navigate politics and emotions of change
  - Work through implementation detail
  - Inspire ongoing learning
- Nine different dimensions of change address three essential questions of any change
  - Where are we now?
    - Answered by doing 2 things
      - Continuously assesses external environment
      - Understand present state of organisation
    - Help company establish if it still in line with what is going on outside organisation
    - Establish what is working internally and do not need tampering with during change
  - What changes do we need to make?
    - One of changes will involve solving present problems in organisation
    - Position organisation for future success
  - How are we going to implement these changes and build in dynamism?
    - Getting ready for change
    - Working with politics of change
    - Supporting emotional transitioning
    - Planning implementation details
    - Fostering creativity and spontaneity
    - Inspiring continuous learning and evolution
- Enables stakeholders to see complexity of change and work through different facets necessary to achieve success, current and future
- Frame will depend on specific situations and change challenges organisation face

**What requirements would you set for a chief learning officer should you be required to draft specifications of the qualities needed for this incumbent?**

- Must have circulated through company and developed holistic perspective

- Must be able to energise organisation and function as cheerleaders to build momentum behind knowledge initiatives
- Must be able to withstand multitude of pressures
- Must feel rewarded by other people's accomplishments
- Must have good relationship with head of HRM

### **Distinguish between the Universalist and contextual paradigms of HRM**

#### Universalist

- Scientific approach
- HRM seen as science with aim to discover universally applicable laws
- Assumes purpose of study is to improve way that organisations strategically manage human resources
- SHRM pattern of planned human resource deployments and activities intended to enable firm to achieve its goals

#### Contextual

- Idiographic, looks for overall understanding of what is contextually unique and why
- HRM focuses on understanding what is different between and within HRM in various contexts and what antecedents of differences are

### **Identify and explain the four approaches to international HRM**

Aspects of the enterprise	Orientation			
	Ethnocentric	Polycentric	Regiocentric	Geocentric
Standard setting, evaluation, control	By home country headquarters	By local subsidiary management	Coordination across countries in region	Global as well as local standards and control
Communication and coordination	From HQ to local subsidiary	Little among subsidiaries, little between subsidiary and HQ	Little between subsidiary and HQ, medium to high among subsidiaries in region	Totally connected network of subsidiaries and subsidiaries with HQ
Staffing	Home country managers	Host country managers	Managers may come from nations within region	Best people where they can be best used

### **Define the term “strategic international HRM (SIHRM)”**

- Human resource management issues, functions, policies and practices that result from:
  - Strategic activities of multinational enterprises
  - Impact on international concerns and goals of those enterprises

### **Critically discuss the drivers of global HRM**

#### Efficiency

- Organisations involved focus on:
  - shared service centres
  - Centres of excellence
  - E-HRM as key delivery mechanism for global HRM
- Implications in terms of level of expertise sought at selection and amount of training organisation gives

#### Global provision

- Building global presence
- E-enabling management

#### Information exchange and organisational learning

- Knowledge transfer and management
- Forging strategic partnerships

#### Core business process convergence

- HRM response to creation of core business processes
- Movement away from country-based operations towards business-line driven organisation

#### Localisation

- Centralised organisations reduced to few key staff dealing with top and internationally rotating employees

### **List possible reasons why an organisation might consider undertaking international assignments**

- Enhance control of centre
- Underline importance of country to local government
- Provide skills not existing in geographical location

- Provide opportunities for management development
- Internationalise managerial cadre

**What are the “enablers” of global HRM?**

- HRM affordability
- Central HRM philosophy
- E-enabled HR and knowledge transfer

**Discuss the virtual organisation in detail. In your discussion refer to the challenges of HR management**

- Characteristics
  - Reliant on medium of cyberspace
  - Enabled via new computing and communications developments
  - Initially exist only across conventional organisations structures
- Growth attributed to:
  - Rapid evolution of electronic technology in area of video, audio, text information
  - Worldwide spread of computer networks as result of globalisation
  - Growth of home offices
- HRM challenges
  - Ways in which organisations approach recruitment and career development
  - Use internet to match jobs and candidates
  - Put together people with specific skills via cross-functional teams to solve problems
  - Individuals able to plan own career moves within company
  - Rigid, traditional job description will have to disappear
  - Problems may arise regarding appraisal system and manner in which individuals are compensated

**Critically discuss the following types of change that will reshape the work environment in future:**

Just-in-time workforce

- Unequal treatment of just-in-time and permanent workers may lead to conflict
- Difficult to motivate just-in-time workforce
- Orientation and training of just-in-time workforce needs to be addressed by HR

Ageing workforce

- Older workers are employed because of their experience and maturity
- More flexible about taking part-time and odd-hour shifts
- Younger managers will have to be trained in managing teams and communications skills

**List the competencies required of the future HR professional and briefly describe what each competency entails**

- Talent manager and organisational designer
  - Talent manager focuses on how individuals enter and move up, across, out of organisation
  - Organisation design focuses on structure, governance, processes that shape how organisation works
- Culture and change steward
  - Recognise, articulate, shape company's culture
  - Respect past culture and help shape new culture
- Strategy architect
  - Influence and implement business strategy
  - Facilitate strategic alignment change by turning what needs to be done into what is actually done
- Operational executor
  - Administers day-to-day work of managing people within organisation
  - Do task flawlessly and based on consistently application of policies
- Business ally
  - Contributes to success of business by knowing social context or setting in which business operates
- Credible activist
  - Must be professional and active