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PRINCIPLES OF MANAGEMENT

PRACTICAL CLASSES

2024/2025

Agenda

- **Explain** the importance and process of managing human resources.
- **Describe** the external influences that affect the human resource management process.
- **Discuss** the tasks associated with identifying and selecting competent employees.
- **Explain** how companies develop workforce talent.
- **Describe** strategies for retaining competent, high-performing employees.

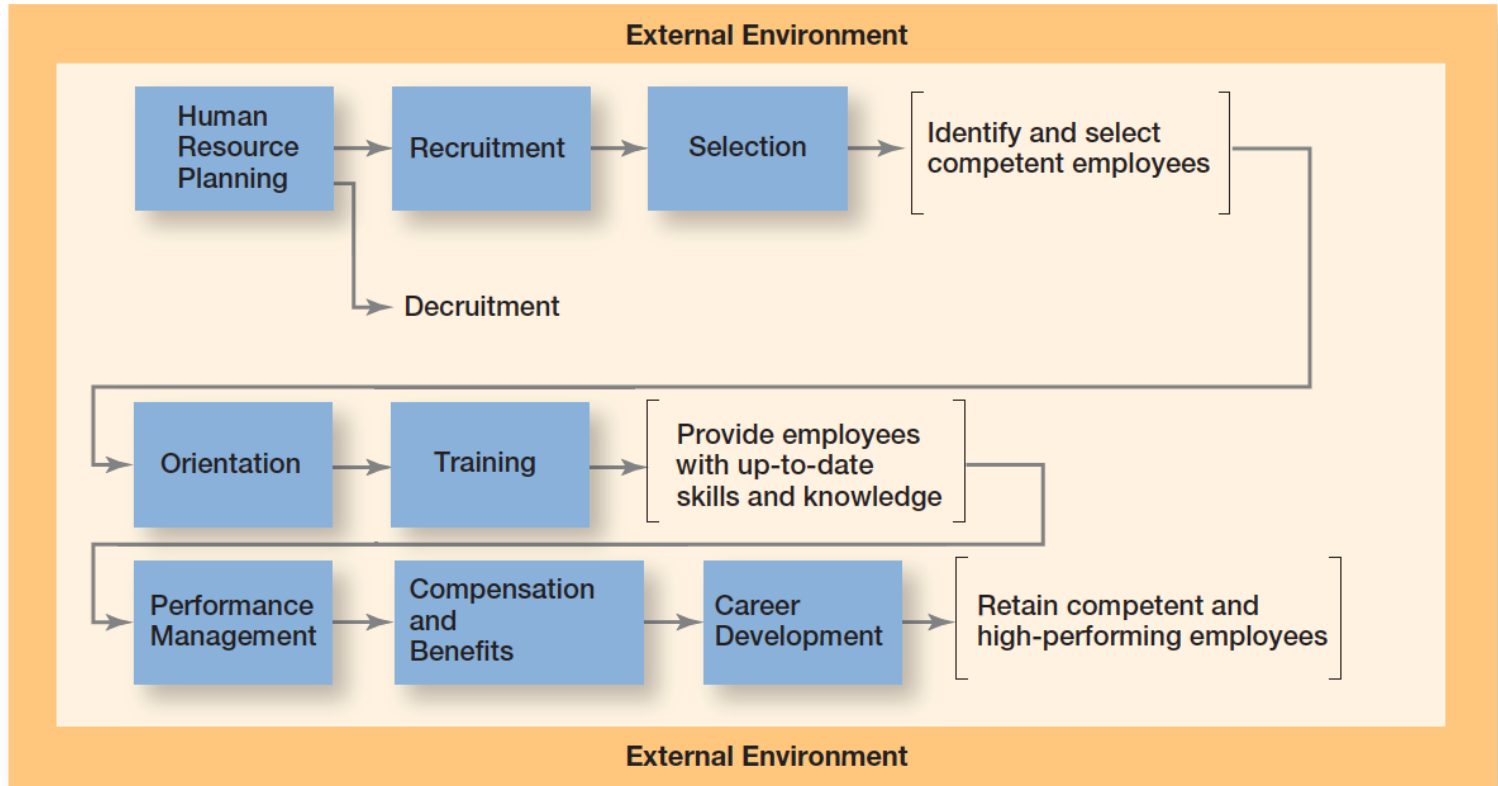


Exhibit 11-1 shows the eight steps in the HRM process.

Current Assessment

- **Job analysis:** an assessment that defines jobs and the behaviors necessary to perform them
- **Job description (position description):** a written statement that describes a job
- **Job specifications:** a written statement of the minimum qualifications a person must possess to perform a given job successfully

Exhibit 11-3 Recruiting Sources

Source	Advantages	Disadvantages
Internet	Reaches large numbers of people; can get immediate feedback	Generates many unqualified candidates
Employee referrals	Knowledge about the organization provided by current employee; can generate strong candidates because a good referral reflects on the recommender	May not increase the diversity and mix of employees
Company website	Wide distribution; can be targeted to specific groups	Generates many unqualified candidates
College recruiting	Large centralized body of candidates	Limited to entry-level positions
Professional recruiting organizations	Good knowledge of industry challenges and requirements	Little commitment to specific organization
Social media	Takes advantage of current employees' connections; particularly effective at recruiting younger candidates	Not nearly as effective in reaching older or senior candidates

Selection

- **Selection:** screening job applicants to ensure that the most appropriate candidates are hired.
- Selection involves predicting which applicants will be successful if hired.
- Selection is successful if you select a job applicant who turns out to be good employee, or if you reject one that will be a bad employee.

Exhibit 11-5 Selection Decision Outcomes

		Selection Decision	
		Accept	Reject
Later Job Performance	Successful	Correct Decision	Reject Error
	Unsuccessful	Accept Error	Correct Decision

As shown in **Exhibit 11-5**, any selection decision can result in four possible outcomes—two correct and two errors.

Exhibit 11-6 Selection Tools

Tool	Characteristics
Application forms	Almost universally used Most useful for gathering information Can predict job performance but not easy to create one that does
Written/online tests	Must be job-related Include intelligence, aptitude, ability, personality, and interest tests Are popular (e.g., personality tests; aptitude tests) Relatively good predictor for supervisory positions
Performance-simulation tests	Use actual job behaviors Work sampling—test applicants on tasks associated with that job; appropriate for routine or standardized work Assessment center—simulate jobs; appropriate for evaluating managerial potential
Interviews	Almost universally used Must know what can and cannot be asked Can be useful for managerial positions
Background investigations	Used for verifying application data—valuable source of information Used for verifying reference checks—not a valuable source of information
Physical examinations	Are for jobs that have certain physical requirements Mostly used for insurance purposes

Exhibit 11-12 What Determines Pay and Benefits

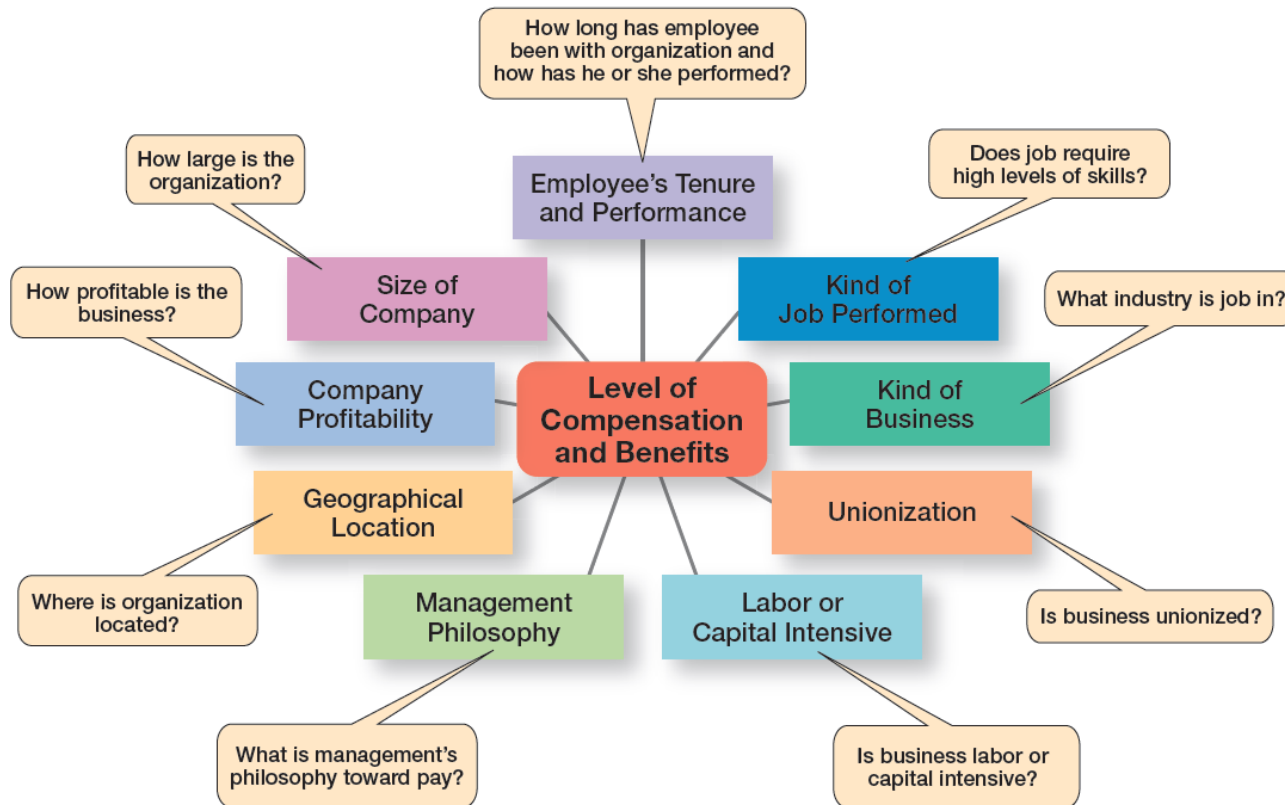


Exhibit 11-12 summarizes the factors that influence the compensation and benefit packages that different employees receive.

JOB INTERVIEWS

