

Human Resource Management 人力资源管理

熊 苹 何其为 编著

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Preface

HRM has gradually been developed from a function within the organisation concerned with the recruitment and the management of employees, simultaneously dealing with industrial relations representing management, towards a more strategic actor, involved with organisational change and strategic decision making. Especially in the US HRM is encouraged in its strategic role—implying some employees could become more privileged than others, depending on their contribution towards the realisation of profits. In other countries HRM is still more being viewed as inclusive—as HRM is more responsible to take into account various interests of stakeholders and takes a more pluralistic approach.

One may question, and these are indeed major questions to be dealt with, until what extent HRM can be or should be (in a normative sense) strategic and, secondly, whether it should be inclusive. With the globalisation of the economy and the intensification of interaction between various cultures, through both the operating of multinationals and the increased mobility of labour, also the question becomes more pregnant until what extent HRM is universal or culturally defined.

With the growing dominance of Chinese business and the growing number of Chinese employees contributing to the global economy, this question becomes more relevant and the answering of it becomes more urgent. Some traits of the management of employees may be influenced by Chinese history and the Chinese culture, and a more thorough and extensive study of patterns of HR practices in China could enhance our understanding in the way in which HRM has been modified to the Chinese situation or may have led to a purely new conceptualisation of HRM in a Chinese way.

The first step into this most needed, long-term inquiry into the “Chinese way” of managing employees is possibly the publication of this book. However, not only academics will find this book a valuable contribution, practitioners may use this book to develop and implement new strategies of HRM, especially in China for which this book is written. Through the application of ideas presented in this book practices of HR may be further developed in a possibly new direction.

This book is the most needed brick in the building of a tradition of HRM with a Chinese character, different from its Western and American origins, and it may lead to specific Chinese underpinnings of HRM in China. With the growing importance of the Chinese economy and the activities of Chinese companies it is time to redirect our focus and interest in HRM.

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Chapter One

The History of Human Resource Management

This chapter deals with the concept of HRM, traditional personnel management, modern HRM and major difference with traditional personnel management, developing HRM strategy and research progress of foreign relevant HRM.

1.1 The Concept of Human Resource Management

According to literature dating from the early 1970s', HRM as a replacement for personnel management describes changes in the function's boundaries, substance and objectives (Miller and Burack, 1981). There is an emphasis on integrating HR planning with the strategy of the organization, a radical departure from the older maintenance model defined by Burack and Smith(1977), as being characterized by Taylors(1984), "control, efficiency, low cost and the containment of conflict". Both terms are limited in a text entitled Personnel and HRM (Schuler,1981). In a footnote of their 1982 HRM text, Foulkes and Live Mash refer to the different terms in the literature and indicate that the terms are being used "synonymously" by

them and with no fundamental differences in meaning' being intended. There is a conscious linkage between the personnel management function and the line role. Klatt, Murdick and Schuster (1985), in a text entitled HRM, define the concept as covering all activities by both line and personnel managers. Fisher, Schoenfeldt and Shaw (1990), in a text entitled HRM, echo much the same sentiments. The HR manager is in "a value-adding partnership" with line managers and with their combined efforts they contribute to organizational goals. However, in a new departure from such texts, they include a penultimate chapter on strategic HRM in which, using a rational planning model of formulation and implementation, they discuss HR practices, strategic issues and options related to grand corporate strategies.

A major contribution to understanding the HRM concept has been made at Harvard Business School in 1980 through the introduction of a HRM syllabus, for the first time; in the first year of the MBA programme, and secondly, in 1984, in a research colloquium academics and business managers considered the future character of HRM. The syllabus was a "synthesis of the organization behavior/development, labor relations and personnel administration perspectives" of the teaching group, among whom there was conviction of the growing strategic importance of HR as a source of competitive advantage. Spurred on by environmental pressures and difficulties in managing the work-force, general managers had to make important decisions in the area of HRM(Beer et al, 1984). Their Harvard Analytical Framework for HRM is a "broad causal mapping of the deter-

minants and consequences of HRM policies". It has components of stakeholder interests, situational factors, HRM policy choices, HR outcomes of commitment, competence, congruence and cost-effectiveness, and long-term consequences which include organizational effectiveness, individual and societal well-being. Situational factors and stake act as constraints on HRM policies and can also be influenced by these policies. HRM policy choices affect immediate organizational HR outcomes and also have an effect on long-term consequences. The map illustrates an open systems perspective in which HRM policy choices can affect each of the other components and be affected by them.

The personnel management's origins can be traced back to very ancient times, the management of people and things came into being with the organization. Modern sense of personnel management was produced with the industrial revolution and developed from the United States, and evolved into the personnel management. In the 1970s, after the role of HR gradually bigger and bigger in organizations, the traditional personnel management was not applicable, it shifted from the management idea, model, content, methods of all to the HR. From the eighties, western humanism management concept and mode gradually protruding shows up. Humanistic management is a kind of people-centered management.

1.2 Traditional Personnel Management

1.2.1 Activities of Traditional Personnel Management

Early personnel management was limited to staff recruitment,

selection, dispatch, salaries, file management and trivial work, and then gradually involved into position analysis, performance evaluation, reward, system design and management, personnel system being formulated, employee training activities of the organization, etc.

1. 2. 2 The Nature of Traditional Personnel Management

The traditional personnel management basically belongs to administrative clerical work, an activity to a limited extent, being short-term oriented primarily, mainly executed by the personnel department staff, rarely involves an organization's top strategic decision.

1. 2. 3 The Position of Traditional Personnel Management in Organizations

Due to the relative low cost of personnel activities, technology of low content, no special expertise, and traditional personnel management, the importance of work is not taken seriously by people, and personnel management belongs only to the executive level of work, thus no decision was made by authority whatsoever.

1. 3 Modern Human Resource Management and Major Difference with Traditional Personnel Management

1. 3. 1 The Difference between Modern Human Resource Management and Traditional Personnel Management

The difference between modern HRM and traditional personnel

management is that the traditional HRM functions are to improve the expansion of the clerical staff from administrative control working to achieve organizational goals, establish a HR planning, development, utilization and management system, and to improve the organization competitive ability. Therefore, the most fundamental distinction between modern HRM and the traditional personnel management is that modern HRM is strategic, integrity and future-oriented. According to the organization's strategic objectives, corresponding HRM and strategy are formulated; an organization's strategy and strategic management attach great importance to decisive significance of the content.

1.3.2 Modern Human Resource Management

Modern HRM is regarded as the first resources organization, paying more attention to the development, thus it is more proactive. This is the differentiation of modern HRM and early HRM. Early HRM often only emphasizes HRM, ignores human as a kind of resources development characteristics, and has neglected that the characteristics of HR have initiative by ignoring the development initiative. Now, organizations pay more and more attention to HR training and continuing education, and its investment is continuously increasing, from the general management of the basic theory and methods to HR planning. The organization of personnel training and education includes more and more grass-roots staff from top to new employees to retiring staff, all employees of each level and age attend training and education. HR development also has bigger change, more colorful work content, job rotation, more opportunities to pro-

vide career planning. Employees are utilizing new HR development method rather than the traditional university training for enterprise use or enterprise culture. They pay more attention to the effective use of employees. The HR administration departments have achieved organization production efficiency. HR functioning with a minimum of basic task is to achieve organizational goals, through the post analysis and HR planning, and organizations need to determine the least human quantity and the lowest staff recruitment and employment standards, through planning and control the cost for the organization and create benefits.

HR development function is abler to create economic benefits for the organization. On the one hand, the end result of the HR development is to be able to bring the output far outweighing the investment for the organization, on the other hand, by formulating viable HR development plan, it will save cost and input more for the organization. HR integration and regulation aim to achieve staff satisfaction, improve their labor enthusiasm, exert HR to the utmost advantage and create benefits for the organization. An organization is an open society system, a social environment, which it's function and input influences each other, so we pay attention to the importance of HR naturalness, pay attention to the capacity of employees, exploring and improving the identification with the play, and care more about the importance of HR, social attributes of social psychology by focusing on staff. Paying attention to organizations, social harmonious development and employee and the organization coordinated development must both focus on productivity and efficiency, employee

satisfaction and on improving the quality of work life. Meanwhile, the organization is a “whole growth” system. The organization of HR in the process of development and management, attaching great importance to the role of individual employees should notice the cooperation among employees and their coordination. Team overall superiority must pay attention to employees who play their due role in their post in organization, pay more attention to the most suitable employees on the position for organizational effectiveness. HR compensation function in the organization could also bring benefits. Encouragement is the core of HRM aiming to stimulate staff's work motivation. Reasonable reward and welfare as, the most direct incentives can arouse the enthusiasm of employees and improve organizational effectiveness. Reasonable reward and welfare can also be cost-saving for the organization in two aspects: one is its the factors determining the pay to welfare. The other is its ability to reflect the region corresponding compensation and the industry's benefits.

1.3.3 The 21st Century Enterprise Human Resource Management

Economic globalization is the most important trend in the world recently due to the development of the global and domestic market. Originally, the transition from planned economy to the market economy system contributes to the globalization process and has profound influence. The global market for enterprises, especially the development of global enterprises provides a lot of chances and also puts forward all kinds of challenges. In the complex and dynamic environments, the enterprise needs to develop and cultivate enterprise exclusive resources and abilities system. However, the core competence of

enterprises is not immutable and will gradually become the main resistance, and the future development of global enterprises must be continuously develop and update their core ability. Core competence is the balance capacity of economic globalization in the response ability and the ability to maintain stable balance between the ability. Therefore, the collaboration of global enterprises is to establish core capabilities and key competitive advantages. Global enterprises must be different from traditional company's strategy, through the global strategy, allying strategic and cooperative strategy to establish and maintain competitiveness. These strategies help enterprises to become effective and innovative, learning and competitive. In new global economy, competition ability will increasingly rely on innovation ability. Who can develop into a global, innovative and rich relationship resources enterprise, who can obtain more powerful capability and competitive advantage? Therefore, emphasizing more and more on HR and global enterprises improves their ability to obtain the HR of enterprises. As international organizations and productivity center, they must point out; the key factor of success of the real global organizations is the role of HR and organization integrating the international goal. This kind of ties of promoting enterprise development can also provide employees with personal development opportunity. Global enterprises need to build global strategic HR, such as global HR strategy, global stimulus policy and global training in the global scope for realizing HR allocation. Globalization is the strategy of HR to achieve global enterprise strategy and flexible strategic tool. Anyhow, the expansion of the companies faces geograph-

ical environment, even faces more complex environment. Global enterprises need to improve HRM, including improving its functions and ideas and adopting new tools.

1.4 Developing Human Resource Management Strategy

1.4.1 Cultivating Global View

Globalization, also called global outlook, is about an enterprise how to consider its international activities, the enterprise's business activities, and to conduct global research and development activity and global business activities. It is a measurement formed by the enterprise, called globalization standards. In other words, Globalization is about an enterprise's way of thinking.

1.4.2 Developing Cooperation and Team Spirit

Global strategic cooperation with geographical flexibility, diversity and local market and local government, in optimizing enterprise important activities play an important role. Global cooperation of each business unit is posed by the network resources, community awareness and scope economy management. Global enterprises depend on the partnership between enterprises. Through teamwork, cooperative mechanism can be gradually formed. HRM needs an incentive mechanism in team cooperation, encouraging employees to help each other. For the 21st century global enterprise and other effective organizations, the staff is also important. The development of the global enterprise cooperation mechanism depends on staff com-