notes

Week 1

* What is strategy?

--it as ‘purpose’ eg. Why does an organization exist

* And then, what is HRM strategy?

--it is the creation and alignment of people related policies, practices and operations so that everyone in an organization can sere the organizational purpose meaningfully

--in an contemporary environments it seems that contingency is required to be successful

* Stages in the development of HRM(在week1的课件)
* The changing emphasis in the employment relationship

--the employment relationship comprises a set of overlapping contracts legal, social, and psychological contracts.

1. legal: terms and conditions of work

2.social: the mutual expectations and obligation that employers, employees and society at large have for work and employment relationship

* The changing emphasis in the employment relationship (cont.)

3. psychological: ‘reciprocal互惠的 expectations of individual employees and their individual managers… includes the whole pattern of rights, privileges and obligations between employees and their organizations… beliefs about fairness, trust and the delivery of worthwhile employment relationships

* HRM and SHRM(strategic) – evolving concepts and models
1. Harvard model
2. Unitarist or pluralist
3. Soft or hard HRM
4. HRM and IR(industrial relations)
* Ethics and HRM

5 professonal ethics tiems governing professional conduct in HRM

1. Integrity
2. Legality
3. Proficiency
4. Professional loyalty
5. Confidentiality

Week2

* John Howard introduced work choices.
* Agency theory: 假设我是一个顾客，我委任agent帮我处理一些事情，我要怎么相信agent会在最大程度争取我的权益？
* The agency theory is a supposition that explains the relationship between principals and agents in business. Agency theory is concerned with resolving problems that can exist in agency relationships due to unaligned goals or different aversion levels to risk. The most common agency relationship in finance occurs between shareholders (principal) and company executives (agents).
* The law in Australia:
* Comprises Statute (Acts of Parliament) at the Commonwealth and State Level – i.e. society’s representatives making laws for the people; and
* Common Law – judge-made laws including the interpretation of statutes and the exercise of judicial discretion in particular circumstances according to principles and precedent.
* The employment contract is distinct in that it is :
1. Persistent
2. Consuming
3. Personal
4. Defining
5. Sustaining
* 最实际的方法是 principles-based approach而不是rules-based approach
* Fairness/equity
* to be asked
* to be listened
* to be given options
* process fairness and/or outcomes fairness
* equality
* is sameness
* current employment framework safety net:
1. fair work act 2009
2. national employment standards
3. modern awards
* prohibited reasons for dismissal
1. temporary absence for injury or illness
2. membership/ non-membership of a union

……

* knowing the industrial framework can enable HR planners to align people strategies with an organisation’s goal, eg. 这个公司是在growing， shrinking…
* HR planning is ensuring that an organization has the right people in the right jobs with right skills at the right time.
* Business need defense almost everything
* HR purpose is to about manage outcome
* Paid increased 10%

What is important for employers

Week 3

Quiz included ch 1 2 4 8 9

* Job design includes the elements of job analysis and job evaluation!!
* Work (job) design
* Job analysis: the systematic process of understanding the tasks, responsibilities and duties of a JOB to generate a job description and selection criteria
* Job evaluation: the structured assessment of the work value that exists within a JOB, but which does not usually include market value factors or performance variations. Point factor systems of job evaluation exist to distinguish the inputs, possess and outcome of the job
* Job analysis is usually undertaken:
1. When it hasn’t been done before
2. When it hasn’t be done for a while
3. When staff….
* Job design approaches can encompass: (去busn的书上看)
1. Specialization
2. Enlargement
3. Rotation
4. Enrichment
* The approach to job design needs to deliver against the needs of the organization. It is more effective when it is flexible enough to address the needs of employees too!
* HRM usually interested in 3 workplace state or actons that are enacted 颁布 by all employees:
1. Cognitive state
2. Affective state
3. Behavior
* What is motivation?
* Is the drive or energy necessary to motivate anyone to perform ….
* Effective HRM seeks to align the motives and behavior of each individual employee with the goals or mission of the organization to generate sustainable products or services effectively and efficiently
* Some well known models of motivation 至少了解3个for exam purpose
1. Reinforcement theory 条件反射，狗狗摇铃铛流口水那个实验
2. Maslow’s hierarchy of needs
3. Herzberg’s 2 factor theory: hygiene and motivator
4. Self-determination theory
5. Expectancy theory
6. Equity theory
* Self determination theory: is a theory of human motivation and personality to explain the choices that people make especially in relation to the notions of intrinsic and extrinsic motivations of the individual. Extrinsic motivations range from
* Externally regulated
* Introjected regulation
* Internalized identification
* Integrated regulation
* Vroom’s expectancy theory: assumes that behaviou arises from conscious choice among alternatives where the purpose is to maximise pleasure and minimise pain. He uses the concepts of:

1. Expectancy (increased effort leads to increased performance); 2. Instrumentality (increased performance leads to increased valuable

outcomes); and

3. Valence (the importance or significance of the outcome to the individual)

.... to explain this motivational phenomenon.

* JS Adam equity theory : is the idea that individuals are motivated by fairness and will seek to remove inequities they identify in the workplace by reference to others. Specifically individuals evaluate their inputs and/or outcomes in comparison to “others” and make adjustments to themselves to achieve a sense of equity .
* Difficulties of motivation
1. Unique (self)
2. Dynamic
3. unpredictability
4. invisible expect as manifest behavior

week 4

Recruitment and selection

* important is the best fit --- selection
* what is best fit?
1. Person-job fit
2. Person-organization fit
3. Person- environment fit

Week 5

Training learning and development

* Learning is the acquisition of knowledge though study or experience
* HR development (HRD) : is seen as the combined use of learning and interpersonal strategies and practices within an org to accomplish higher levels of individuals and org effectiveness
* training is short-term and development is long-term, training is focus on the *skills and performance*, and development is focus on the *person*
* adult learning
1. unlike children, 因为成人有经验，能力去摘取提取有用的信息，他们可以generate new meaning
2. adults tend to discern meaning rather than merely observe and experience,所以他们motivation of learning 要给予
3. adult learn more biases than children
* social learning theory(alber bandura. 1977) 提出 human learning involves watching others:

1.  modeling of basic skills to convey competency;

2.  guided skill mastery to provide opportunity to perfect skills (including role playing with informative feedback; and

3.  transfer program to provide self-directed success (initially with simpler situations to promote good results and confidence and progressively with more difficult problems.

* Self efficacy (Bandura 1980) proposed 4 principles to strengthen self-efficacy:
1. Mastery experiences
2. Modelling
3. Social persuasion
4. Physiological or physical states
* Kolb’s adult learning cycle (1980s)
1. Concrete learning --- having an active experience
2. Reflective observation --- reviewing the experience
3. Abstract conceptualization--- theorizing or concluding from the experience
4. Active experimentation --- pragmatically planning the next steps
* Kolb’s learning styles
* Divergent – individuals who look at things from different perspectives
* Assimilators --- individuals who seek clear information that can be understood logically and explored analytically
* Convergent – pragmatic and technical problem solvers
* Accommodating --- intuitive problem solvers who are attracted to new challenges
* Why undertake training, learning and development?
* No matter how effective recruitment and selection is, it is unlikely that any employee: 1) new to an organisation; or 2) new to a role has the complete set of competencies to undertake the full range of responsibilities without a training intervention
* jobs change and evolve, so too must the competencies of the employees that undertaken them (i.e. current competence ≠ future competence)
* If employees aspire to more senior roles, their skill sets must develop to match the requirements of the new roles 升职的话需要的技能和要求就更高，需要有符合高职位的技能
* A systems approach to HRD
* Training is neither a reward nor a punishment but rather a strategic approach to address any gap between existing skills and the skills necessary to meet current and future business needs
* Current and future Needs less current competencies = skills gap! (as documented in a Training Needs Analysis or TNA)
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* Training, learning and development issues
* Assess what are the requisite capabilities at the organisational, functional and/or task level, what are the required competencies at the individual level
* Skills gap and TNA (training needs assessment) will inform the instructional design objectives and development of a suite of learning experiences
* Evaluation and assessment of training and development experiences and strategies is necessary to determine the effectiveness and value of the interventions (often undertaken using the Kirkpatrick model) i.e. return on investment (ROI) or cost-benefit analysis.
* Training, learning and development objectives
* Always need to be explicit(明确的)
* Need to be formally stated in advance of any intervention and:

 1.  State the terminal behaviour desired;

 2.  State the standards to be expected; and

 3.  State the conditions that support the behavioural objective being achieved

* What is learning organization?
* 企业里的人会将自己的经验分享给别人，这样企业就不用再一次的提供training… 因为员工之间在互相学习
* Peter Senge’s notion that organisations:

 1.  facilitate learning among individuals; and concurrently

 2.  invest in the systems or models necessary to share and to retrieve the knowledge and learning that occurs within and across the organisation by individuals within it ...

 3.  ... so it does not need to be recreated individually each time.

* A slight aside: creativity and innovation
* **Creativity** is the *generation* of new ideas
* **Innovation** is the *implementation* of new process, product or system or the implementation of an existing process, product or system for a new purpose outcome (old ideas to new ideas 也是innovation)
* Essay don't use on the other hands, 用高级的词汇 conversely，in regard to
* Q1: performance management, motivation, non-monetary value and financial values.
* Q2 : define the answer yes or no; benefits of training employee(if yes) ; disadvantages of training employee (if no);
* Q3: define what the right recruitment is; 延伸到别的HR issues; Week 2 and 3 的lecture