CHAPTER 1

Human Resource Management’s

Strategic Pressures

Chapter objectives (COs) 1

CO 1: Explaining HRM and SHRM and illustrating the connection to effective management 1

CO 2: Examining and prioritizing the pressures and societal forces shaping HR managers and our ability to be strategic and effectively management people 2

# Chapter objectives (COs)

After reading this chapter, you will be able to implement the following objectives:

CO 1: Explain HRM and SHRM and illustrate the connection to effective management.

CO 2: Examine and prioritize the pressures and societal forces shaping HR managers and our ability to be strategic and effectively manage people.

# CO 1: Explaining HRM and SHRM and illustrating the connection to effective management

Human resources are valuable resources in an organization and are like other resources such as materials and money. To manage is to manage basic resources, and human resource management grew to be a managerial function by finding innovative ways to more fully utilize people. As the general body of knowledge on human resource management developed, the challenge was to help align human resource processes to assist managers in implementing an organization’s strategic plan. As managers focus on achieving strategies and objectives in responding to customers or clients, HR’s purpose is to help them do this through four groups of tasks: planning and facilitating the strategic HRM process; designing jobs and staffing; linking performance to strategic goals and priorities through measuring and rewarding performance; and managing, developing and engaging employees.

# CO 2: Examining and prioritizing the pressures and societal forces shaping HR managers and our ability to be strategic and effectively management people

While working to accomplish strategic objectives, HR managers and the organizations they work with have to respond to a range of pressures and forces that affect the process of managing. It is like juggling the requirements of different objectives while the (pressure) ground is moving underneath. The pressure arises from the fact that we live in an age of constant change and increasingly must recognize the importance of the human, cultural and ethical fabric in our organizations. Beyond this, we have stringent requirements for error-free performance and responsiveness to customers or clients. There are also increasingly pressures for efficiency and doing more with less.