# Chapter 1

# An Introduction To Integrated HR

## Guidance Note For Students

The activities that follow are designed to be used with *An Introduction to HRM: An Integrated Approach*. Read chapter one, which provides both the answers in easy to follow sections and guidance on other areas of the book that can help you with your studies.

## Learning Outcomes

**After reading chapter 1 and completing these activities should be able to:**

1. **Understand the context and historical background to Integrated HR.**
2. **Evaluate the relevance of the scientific (Taylor) and human relations approaches (Mayo) to modern HR management.**
3. **Recognise the role and contribution of integrated HR to organisational management.**
4. **Critically evaluate the influence of the new management movements on HR.**
5. **Appreciate why HR initiatives need to be situation specific, serving local management situations (micro) and advising on how best to enhance performance in relation to the organisation's broader (macro) needs.**

6. **Recognise the differing HR needs of commercial, public sector and voluntary sector organisations and how to develop situation specific HR initiatives.**

7. **Present a discuss paper (individual or group) on the role that HR has played in organisations during the last century and the changes in modern HR.**

*Note to Students:*

*Can You Tell Me All The Answers Please?*

In common with the vast majority of students, you want to do really well in your study programme. There are grades to attain and employers to impress…

You may like to believe that there are perfect answers that can give you perfect grades. Indeed, if this were an elementary mathematics handbook you would be correct. However, with people simple sums do not always produce neat solutions.

So, can I reassure you that I do not have all the answers to everything, and neither does anyone else! What I would encourage you to do is engage in discussions with your fellow students, read different writers ideas and listen to your lecturers. Your lecturers have invested many hours, years in doing what you are setting out to do so they are excellent guides to help you succeed. Learn to think for yourself and integrate ideas across disciplines and subject areas. Think outside the boxes.

*Exercise::* *The Human Factor?*

There is a story, which alleged that Henry Ford, the American car Company's founder, asked a union leader what he would do when all cars were made by robots?

The reply was: 'Who'll buy your cars?'

By contrast Pickard (2003) research found that Ford recognised the importance of an affluent workforce. Apparently, Ford doubled his workers'

pay to $5 a day to ensure they could afford the cars they made and recognising that affluent workers create more customers (p.30).

1. ***Consider the following questions:*** Evaluate what HR can learn from both the scientific approach and the Hawthorne experiments.
2. Would you prefer to work in an organisation where the managerial system was predominantly process orientated (scientific) or people orientated  (Hawthorne experiments)? Why?
3. In what ways, if any, might there be considered to be some overlaps in the use of scientific people orientated approaches?
4. Humans are more than 'robots' to be directed by management. Discuss.

# *Guidance Note For Students*

Try to imagine yourself in the situation. Think about what it would be like in organisations using the different management approaches.

### *Group Activity:*  *Integrated HR*

Present a discuss paper (individually or with a group) on the role which personnel/ HR has played in organisations during the last century and the changes in modern HR considering the following questions:

1. What do you think the role of HR is in a modern organisation?
2. Explain what you understand by the term 'integrated HR'.
3. To what extent do you think HR can contributing to organisational performance?
4. Is HR just about helping people to feel better about their work or do you think it can be a real investment into an organisation's core objectives?

5. Why do you think HR approaches need to be tailored to a specific organisation's requirements?

In what ways do you think organising volunteers in a not-for-profit organisation is different from managing paid employees?

## Chapter Summary

This chapter introduced you to integrated HR. Remember to use the ==Subject Tracking System==, which can help you to follow-up related subject areas and themes.

A recurring theme of the book is the modern integrated approach to HR and the importance designing HR initiatives that are situation specific. To set out the context into which modern integrated HR is formed, this chapter has considered the relevance of the traditional scientific (Taylor) and human relations approaches (Mayo) towards the creation of personnel management and their influence on modern HR management systems.

Modern approaches to HR needs to be sympathetic to organisational culture and, where practical be designed as situation specific initiatives, serving the local management situation (micro) and advising on how best to enhance performance in relation to the organisation's broader (macro) needs.

Students/ practitioners of HR and management therefore should be able to recognise the differing HR requirements of commercial, public sector and voluntary sector organisations to be able to design situation specific initiatives.

# *Guidance Note For Students*

The references are a useful guide to seek out other sources for background reading and ideas for your course work. Universities and colleges expect you to read more than just the set text. Although *HRM An Integrated Approach* provides a complete course for you, it is important to recognise that there are many other opinions, ideas on HR and management in general. In your assignments and activities you will be expected to refer to a range of literature. Go to you Learning Resources Centre and read/ view academic literature and expand your knowledge of HR and Management.

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*Personal Notes On Chapter One*

**Notes for seminars**

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