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MANAGEMENT OF PEOPLE AND ORGANIZATIONS

HUMAN RESOURCE MANAGEMENT

Note

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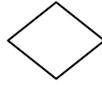
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PROGRAM OF STUDIES

BUSINESS ADMINISTRATION

SUBJECT AREA

**MANAGEMENT OF PEOPLE AND
ORGANIZATIONS**

VOLUME 2
HUMANE RESOURCE MANAGEMENT

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PREFACE

This textbook is written to meet the needs of the module *Human Resources Management*, which is part of the thematic unit on *Management of People and Organisations* offered by the HOU's MBA course.. The primary aim of this course module is to help the student to understand the fundamentals of Human Resource Management (HRM). It provides an overview of the traditional material students need to know and prepares them for the challenges they will meet when engaged in a serious study of HRM in contemporary organizations.

The purpose of this textbook is to help students to accomplish/master the following skills upon completion of this course module:

- Develop knowledge of fundamental Human Resource Management concepts and principles.
- Understand, recognize, and identify the importance of the human factor as a building block, substance, or ingredient of any organization
- Identify many of the factors and forces that managers must confront with, both internally and externally in the organization regarding its existing and potential human resources.
- Form a basic understanding of the strategic concept of HRM.
- Form a basic understanding regarding the nature of decision making involved with HRM
- Understand and become familiar with the general literature and terminology of the HRM field.

We hope that MBA students will find this textbook useful in follow-up case courses as well as after graduation, when they must apply the material in the real-world setting. Any recommendation or comment about this text will be most welcomed.

I would like to thank Hellenic Open University for giving me the opportunity to work on this textbook. I should also like to thank Associate Professor G.H. Agiomirgianakis of the HOU for his comments on the context of this book as well as the reviewer George Dalakas, M.Sc. who provided valuable help to improve this text. Thanks too to Kostas Economou BBA for his comments and remarks on the formulation of the study material, as well as to C. Michalopoulos, MSc and

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INTRODUCTION

This text provides a solid, easy-to-read review of Human Resource Management concepts and techniques following at the same time a traditional HR management process format (procurement, development, integration, and compensation of employees). It intends to provide students with practical and concrete explanation of the concepts and techniques they will need to acquire when engaged in Human Resource Management in today's new organizations. The book is separated in 5 chapters:

- In Chapter 1 the student is familiarized with an overview of the nature and the strategic aspect of HRM and its environment.
- In Chapter 2 the student is familiarized with human resource planning, job analysis, recruiting, and selecting and placing human resources.
- In Chapter 3 the student is familiarized with performance management, training and development of employees, and career planning as an element for the enhancement of motivation and performance of employees
- In Chapter 4 the student is familiarized with basic issues of compensating and rewarding the employees of an organization.
- In Chapter 5 the student is familiarized with the organization's labor relations, labor unions, the working environment, and the issue of diversity of the workforce.

At the beginning of each chapter there is an introductory text presenting the main issues of the chapter. Each chapter has the following structure:

- Chapter (Title)
- Scope of the Chapter
- Learning Objectives
- Key Words
- Introductory Comments
- Chapter Outline
- Self Assessment Exercise (multiple choice questions on the chapter)
- Synopsis – Conclusions
- Bibliography
- Recommended Readings

At the end of this textbook there is an Appendix with the answers to self assessment exercises for all the chapters.

In order that your study be more effective and efficient the following steps are proposed:

- Read the introductory comments at the beginning of each chapter, you will thus have a definition of the main theme presented in the chapter.
- Read carefully the material of the theory presented in the chapter.
- Do the self assessment exercise at the end of each chapter and then check the recommended answers at the appendix.
- If you want to gain even more understanding and deepen your study of the issues presented, read the material proposed at the recommended reading section of each chapter.

Remember that effective and efficient reading means that you keep in close touch with the issues studied, therefore it is recommended that you devote relatively little amount of reading time each day rather than huge amount of time in relatively few days.