

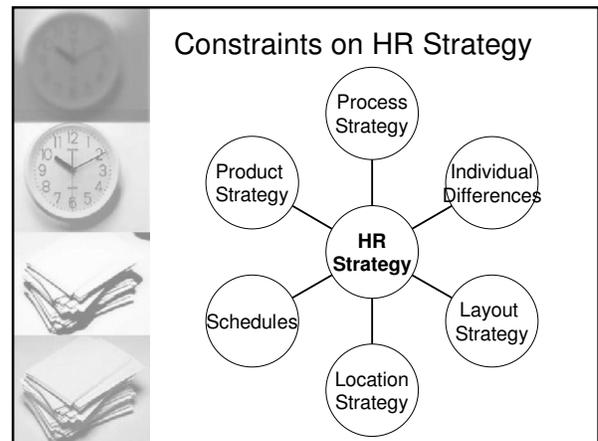
Human Resource and Job Design

Operations Management Chapter 10



The Strategic Role of International HRM

- Staffing policy:
 - Selecting individuals with requisite skills to do a particular job.
 - Tool for developing and promoting corporate culture.



Job analysis

- Develop a detailed description of tasks
- Determine the relationship of a given job to others
- Ascertain the knowledge, skills, and abilities necessary for successful performance

Job Analysis

The job description is a statement covering:

- What a jobholder does
- How it is done
- Why it is done.

The job specification is the listing of the minimum acceptable qualifications that an employee must possess to perform a given job successfully.

Hiring for correct skills



- Initial resume screening
- Invitation to home office in Milwaukee
- Upon arrival, sent to a private area to write a communication document
- If writing skills are deficient, no interview is granted.
- If writing is satisfactory, the applicant continues on in the process.

SWA



- Known for personnel selection based on personality
- We are looking for individuals with the following:
 - A commitment to Customer Service
 - Self-Motivation and Energetic personality
 - Team-Oriented quality
 - Ability to work equally well alone or with others
 - Sense of Humor
 - Positive attitude
 - Flexibility to work in a dynamic, fast-paced environment
- Careers

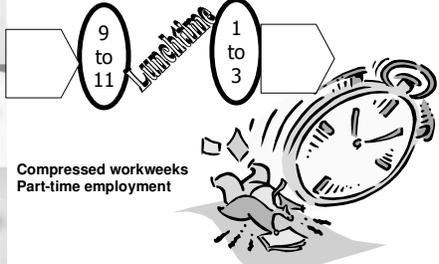
Work Schedule Options



Job sharing- practice of two or more people splitting Normal 40-hour-a-week job.

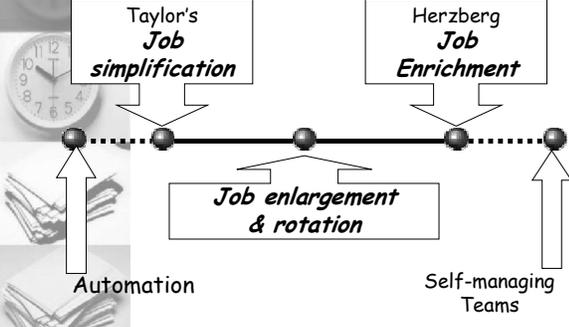
Flextime Schedule

Employees work during a common core time period but have discretion in forming their total workday from hours around the core.



Compressed workweeks
Part-time employment

Job design Alternatives



Taylor's *Job simplification*

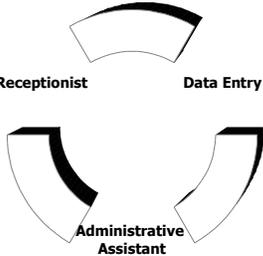
Herzberg *Job Enrichment*

Job enlargement & rotation

Automation

Self-managing Teams

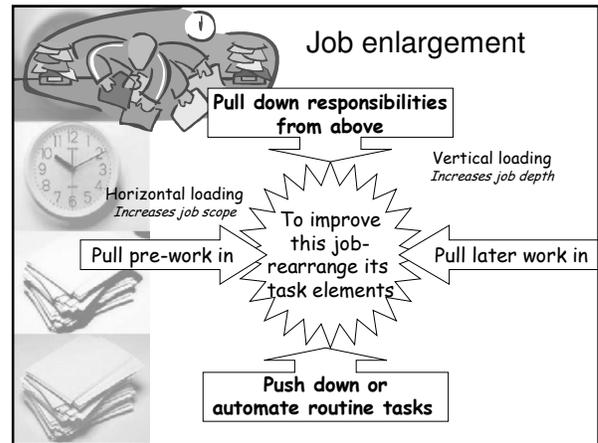
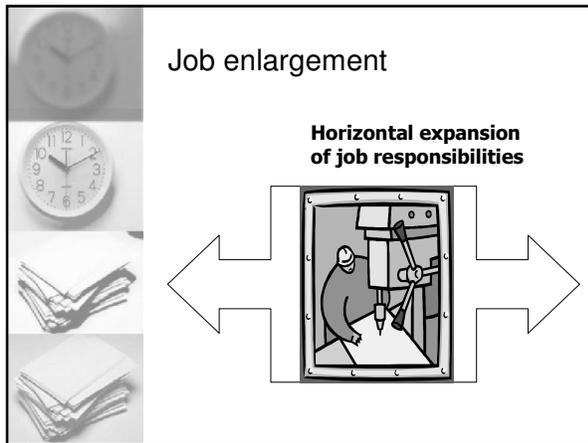
Job Rotation



Receptionist

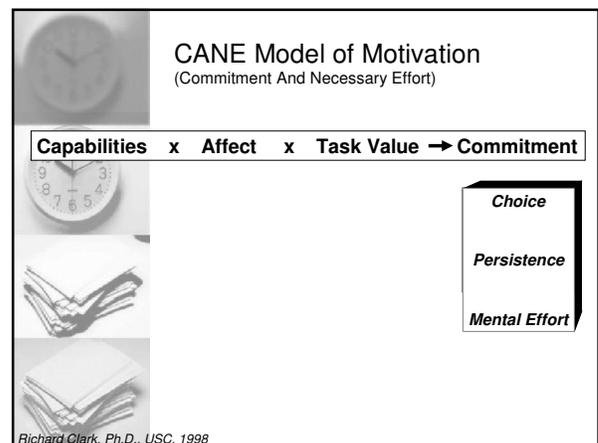
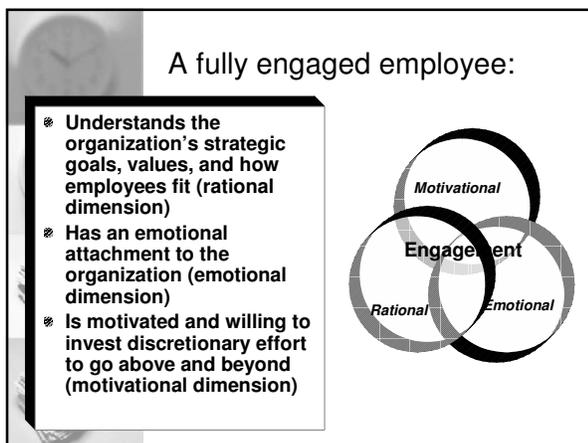
Data Entry

Administrative Assistant

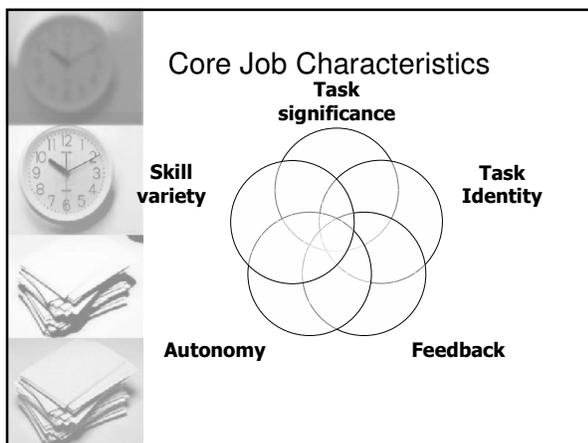
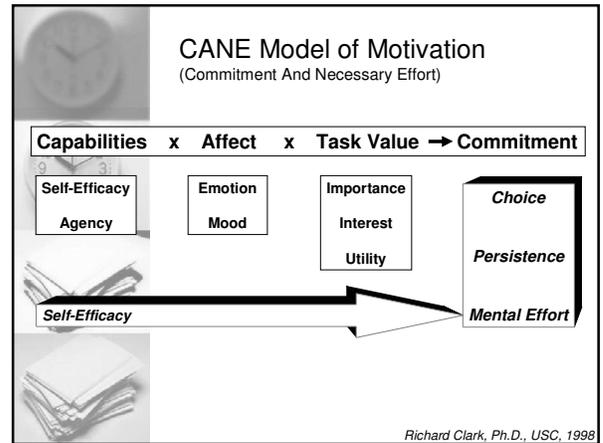
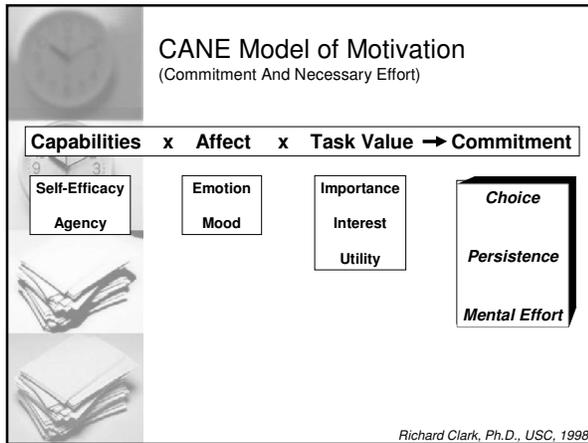
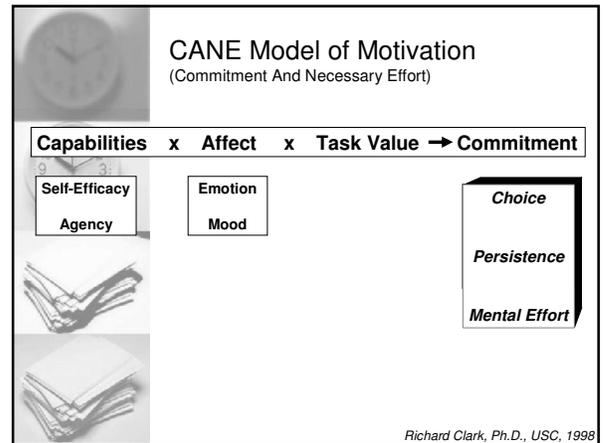
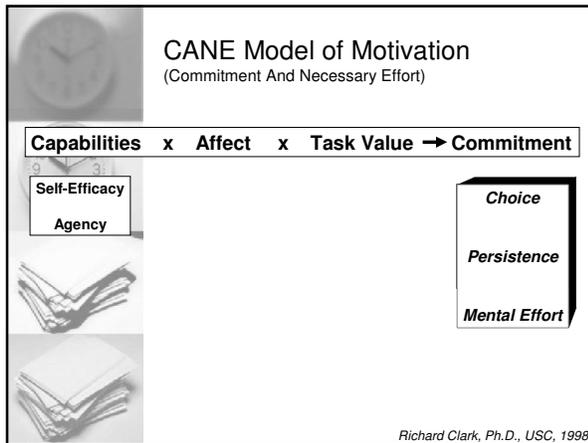


- ### Job enrichment checklist
- Remove controls that limit people's discretion in work
 - Grant people the authority
 - Make people understand accountability
 - Allow people to do "whole" tasks
 - Make performance feedback available
-

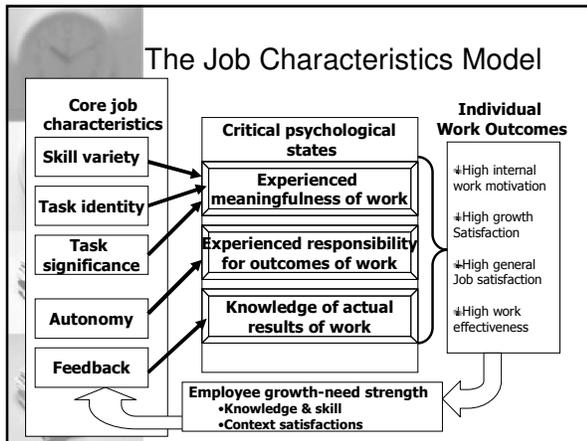
- ### Hawthorne Studies
- Elton Mayo
 - Western Electric Hawthorne plant at Cicero, Illinois
 - 1927-1932
 - Began with physical and environmental influences on work
 - Lighting
 - Humidity
 - Later moved to psychological
 - Breaks
 - Group pressure
 - Working hours
 - Managerial leadership
-
-



Richard Clark, Ph.D., USC, 1998



- ### Identifies five job characteristics
- The relationship of the characteristics to personal and work outcomes
- **Skill variety**
 - How many different activities required
 - **Task identity**
 - The element of completing a whole or identifiable piece of work
 - **Task significance**
 - How much significance the job has in relation to the work of others, customer satisfaction, or company objectives
 - **Autonomy**
 - The degree of freedom in planning and completing tasks
 - **Feedback**
 - How much clear information the individual receives on the work accomplished
-

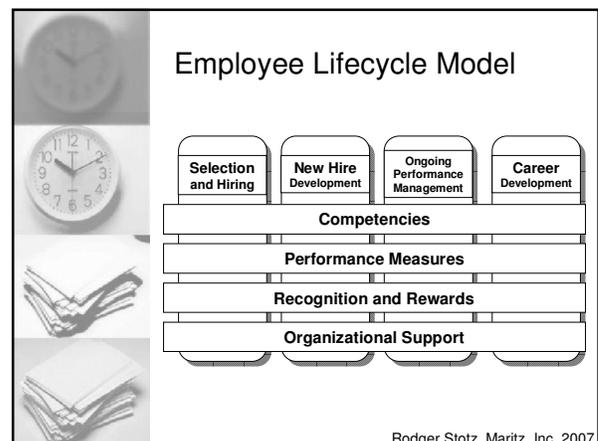


- ### Every worker wants to know
- What do you want me to do?
 - Role/clarity
 - Why is it important?
 - Vision and strategy
 - How do you want me to do it?
 - Provide parameters
 - Competence and capability
 - How well am I doing?
 - Measurement and feedback
 - What is in it for me?
 - Rewards and recognition

- ### Work Redesign Options
- Team-Based Work Designs Revisited
 - The Job Characteristics Model (JCM) predicts high performance of groups when:
 - Group members use a variety of high level skills.
 - The group task is a whole and meaningful piece of work.
 - Outcomes of the group's work has significant consequences for other people.
 - The group has substantial autonomy in deciding how they do the work.
 - Work on the task generates regular, trustworthy feedback.

- ### Limitations of Job Expansion
- Higher costs
 - Individual preferences
 - Higher wage rates
 - Smaller labor pool
 - Increased accident rates
 - Current technology limitations

- ### Incentive Systems
-
- Bonus
 - Profit sharing
 - Gain sharing
 - Incentive system
 - Knowledge-based pay systems





Generational views

- Older generation
 - No news is good news
- Boomers
 - Once a year evaluation
- Gen X-Y
 - Quarterly or monthly insights
- Millennials
 - Instant gratification- need to know by the minute



Definitions

- Incentives
 - "Do this, get that"
 - Formula based
 - Pre-announced
 - Focus: tangible value
 - Self-funded
- Recognition
 - "Great Job:
 - Discretionary
 - Generally "after the fact"
 - Focus: Psychic value
 - Budgeted

Primary objective is organizational improvement

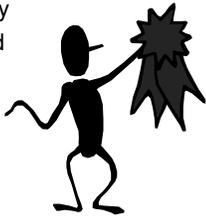
Doesn't necessarily make person feel appreciated or recognized

Reinforcement of corporate values is the primary objective

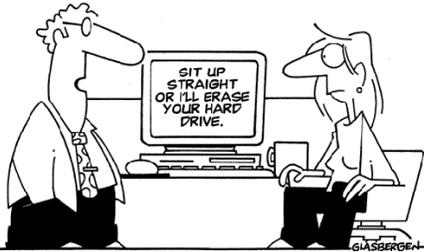



Individual Performance

- Move from Position Pay to People Pay
- Negotiate Reward Program of most value to the employee



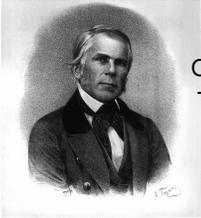

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"It's called Ergonomics."



Wojciech Jastrzebowski



1857
Outline of Ergonomics
The Science of Work

Work environment affects

- Productivity
- Safety
- Quality of work life

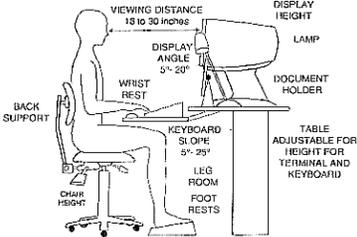



Diagram from "Ergonomics and VDT Use," flyer prepared by the Library of Congress Collections Services VDT Ergonomics Committee, 1991-92.

Lighting, noise, temperature, humidity,...

Safety Glasses, Steel Toed Shoes, Hearing Protection, etc.



Techniques to improve work environment

- Flow diagrams-process charts
 - Provide detail of movement of materials and people
- Activity Charts
- Micro-motion charts






The Visual Workplace

- Overview of entire operation
 - Where does the employee fit
- Performance
 - Charts indicate various measures
 - Kanban indicators for production
- Housekeeping
 - Labeling
 - Color-coding






International Labor Relations

- Key issue: degree to which organized labor can limit the choices of an international business.
- Labor concerns:
 - Counter bargaining power with threat to move jobs off-shore.
 - Keep high-skill work at home and ship low-skill work to foreign plants.
 - Importing employment practices and contractual agreements from the home-country.

18-14






Strategy of International Labor

- Try to establish international labor organizations.
- Lobby legislatures to restrict multinationals.
- Use United Nations to regulate multinationals.

Efforts have not been successful.






Ten Steps to a Global Human Resource Strategy

- Break all the "local national" glass ceilings
- Trace your lifeline
- Build a global database to know who and where your talent is
- Construct a mobility pyramid
- Identify your leadership capital
- Assess your bench strength and skills gap
- Recruit regularly
- Advertise your posts internally
- Institute succession planning
- Challenge and retain your talent

John A. Quelch and Helen Bloom






It's a new world for managers

Preparing for Global Role isn't Easy

(Hal Lancaster, WSJ Europe, June 9, 1998)

- **A Profile is emerging for effective global leaders**
 - Can handle more complexity and uncertainty than domestic managers
 - Relates well with diverse groups of people
 - Listens more than talks
 - Craves adventure over status quo
 - Accepts more than one way to skin a business problem








Expatriate Selection

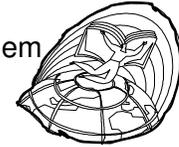
- Self-orientation:
 - Strengthen self-esteem, self-confidence and mental well-being.
- Others-orientation:
 - Enhance ability to interact with host-country nationals.
- Perceptual ability:
 - The ability to empathize - understand why people in host-country behave the way they do.
- Cultural toughness:
 - How well an expatriate adjusts to a particular posting tends to be related to the country of assignment.




18-8



The Expatriate Problem



- Expatriate failure:
 - Premature return of the expatriate manager to his/her home country.
- Cost of failure is high:
 - Estimate - 3X the expatriate's annual salary plus the cost of relocation (impacted by currency exchange rates and assignment location).




18-5



1. Culture
2. Language
3. Practical

Training for Expatriate Managers

- Cultural:
 - Seeks to foster an appreciation of the host-country's culture.
- Language:
 - Can improve expatriate's effectiveness, relate more easily to culture and fostered a better firm image.
- Practical:
 - Ease into day-to-day life of the host country.





18-9



Reason for Expatriate Failure

- US Multinationals
 - Inability of spouse to adjust.
 - Manager's inability to adjust.
 - Other family problems.
 - Manager's personal or emotional immaturity.
 - Inability to cope with larger overseas responsibilities.
- Japanese Firms
 - Inability to cope with larger overseas responsibilities.
 - Difficulties with the new environment.
 - Personal or emotional problems.
 - Lack of technical competence.
 - Inability of spouse to adjust.

©European Multinationals: Inability of spouse to adjust.




18-7



Key issues in repatriation

Managing expatriates and building a competitive advantage using the knowledge and experience of expatriates.

Helping expatriates manage their future careers better so that they can find positions that capitalize on the knowledge, skills, and abilities they have built while abroad.

Supporting repatriates in reintegrating back home on a personal and business level.





Ethical Aspects of Labor

- Training
- Fair Pay
- Exploitation
 - Sweat shops
 - Child labor





Marketing training in Uzbekistan

The Iceberg Principle
Принцип Айсберга

Основная симптоматика
Общая Структура

Marketing Management
Проблема
Проблема
Менеджмент
и Маркетинг

MICKEY MOUSE GOES TO HAITI

THE DISNEY COMPANY MAKES A LOT OF CHILDREN'S CLOTHES IN THE DESPERATELY POOR COUNTRY OF HAITI!

THESE EXPLOITED WORKERS MAKE ONLY 28¢ TO 35¢ AN HOUR, OR ABOUT 5¢ FOR EVERY DISNEY GARMENT THEY MAKE!

THE WORKERS MUST BORROW MONEY TO FEED THEIR FAMILIES, WHICH MAKES THEM NO MORE THAN INDEBTED SERVANTS!

IF WE HAD THE RIGHT TO UNIONIZE AND BARGAIN WE COULD IMPROVE CONDITIONS! YOU MUST BE LIVING IN FANTASY LAND!

ISN'T THAT AMAZING? THE HARDER THEY WORK, THE RICHER THEY GET, AND THE RICHER I GET!! DINK, DINK!

THAT'S WHY GREEDY COMPANIES LIKE DISNEY CALL HAITI THE MAGIC KINGDOM!

DISNEY CEO MICHAEL EISNER PAID HIMSELF \$667 MILLION over the last five years — \$133.4 million a year, which comes to about \$63,000 an hour! It would take a woman sewing Disney garments in Bangladesh 210 years to earn what Michael Eisner earns in one hour!

Education Levels

- Overall educational levels low in Central America
 - Honduras ~ 5th grade
 - Costa Rica ~ secondary school
 - Nicaragua ~ 6th grade
- Even lower for women
 - Has not been a priority
 - Often quit school for marriage and family
- Approach with mutual respect and understanding the goal

Transportation

- Walk
- Public Transportation
 - Understand time schedules
 - Central America not as frequent as in Europe

Acknowledgement



Building a solid foundation

- **Find proper time period for participation**
- **Overcome marginal facilities with good planning**
- **Develop booklet**
- **Utilize exercises- be very “hands-on”**
- **Work around transportation availability**
- **Willing to accept children in workshops**
- **Reward participation**
- **ENJOY!**