



Managing People

Unit Four

Course Unit Structure

- ▶ Managing People Course Structure
 - ▶ Unit 1: Individual Behavior
 - ▶ Unit 2: Motivation
 - ▶ Unit 3: Business Communication
 - ▶ **Unit 4: Managing Human Capital**
 - ▶ Unit 5: Leadership
 - ▶ Unit 6: Managing Groups and Teams
 - ▶ Unit 7: Create a Winning Organizational Culture
 - ▶ Unit 8: Power, Politics and Change



Unit Learning Objectives

- ▶ explain how viewing people as part of the human capital of the firm adds value to the organization in terms of talent management and competitive advantage
- ▶ explain the forces (such as technology, business processes, workflow, skills gaps, generational changes, and talent development) that affect enterprise decision-making in managing human resources
- ▶ use ethical principles and employee rights, such as trustworthiness and equal pay, to fairly manage people and effectively execute corporate social responsibility



Unit Vocabulary

- Age Discrimination in Employment Act (ADEA)
- Americans with Disabilities Act (ADA)
- succession planning
- talent acquisition
- talent development
- talent review



Overview: Unit Four Topics

- ▶ Why invest in human capital?
- ▶ Talent acquisition
- ▶ Talent development
- ▶ Succession planning
- ▶ Forces impacting human capital
- ▶ Ethics in human capital terms

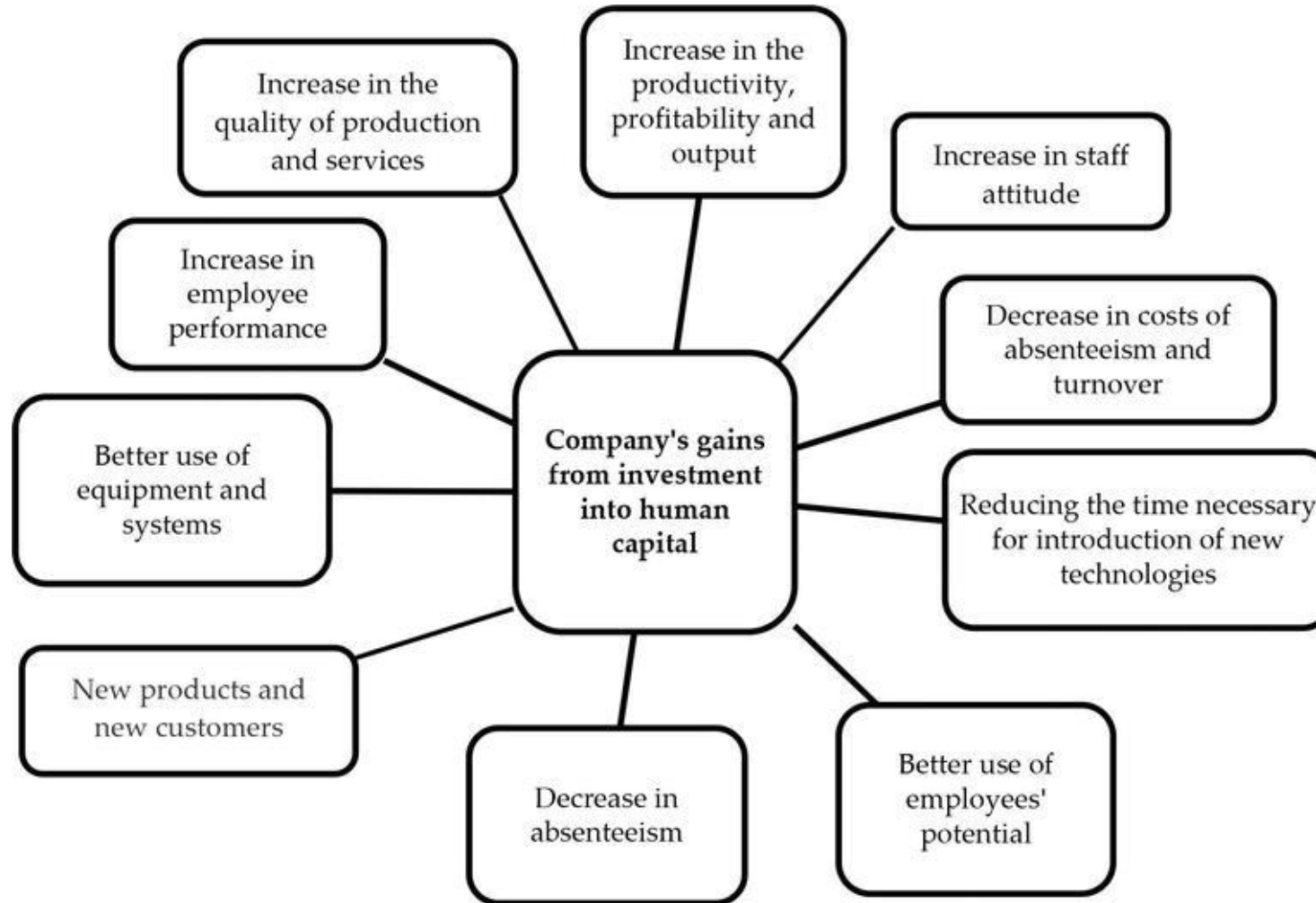


4a What is Human Capital?

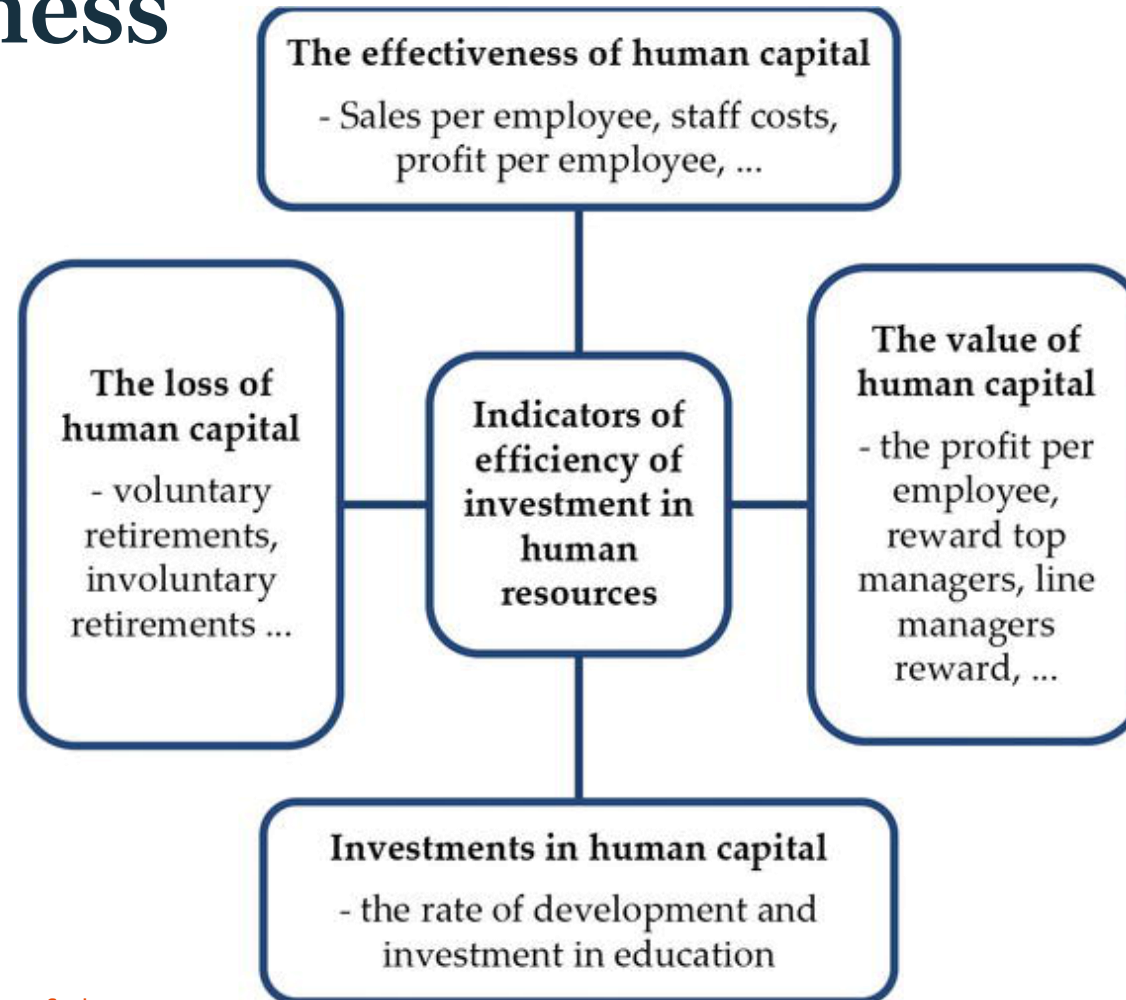
- ▶ Most companies are run by people, so we need people to meet our goals
- ▶ Can involve
 - ▶ Acquiring talented people
 - ▶ Development of people
 - ▶ Planning for turnover



4a Why Human Capital?



4a Measures for Human Capital Effectiveness



4b Forces Impacting Human Capital

- ▶ Virtual work
- ▶ Change
- ▶ Generational gaps
- ▶ Focus on work-life balance
- ▶ Businesses more focused on succession planning as part of development



4c Ethical People Management



- ▶ Importance of ethical leadership
- ▶ Environment and working conditions
 - ▶ Workplace safety (OSHA in United States)
- ▶ Laws in the United States
 - ▶ Racial, gender, religious harassment
 - ▶ ADA (Americans with Disabilities Act) and ADEA (Age Discrimination in Employment Act)
 - ▶ Sexual harassment

4c Ethical People Management, continued



Connecting Stereotypes, Prejudice, and Discrimination			
Item	Function	Connection	Example
Stereotype	Cognitive; thoughts about people	Overgeneralized beliefs about people may lead to prejudice.	"Yankees fans are arrogant and obnoxious".
Prejudice	Affective; feelings about people, both positive and negative	Feelings may influence treatment of others, leading to discrimination.	"I hate Yankees fans; they make me angry".
Discrimination	Behavior; positive or negative treatment of others	Holding stereotypes and harboring prejudice may lead to excluding, avoiding, and biased treatment of group members.	"I would never hire nor become friends with a person if I knew he or she were a Yankees fan".

Conclusion



- ▶ Here's what you learned:
 - ▶ explain how viewing people as part of the human capital of the firm adds value to the organization in terms of talent management and competitive advantage
 - ▶ explain the forces (such as technology, business processes, workflow, skills gaps, generational changes, and talent development) that affect enterprise decision-making in managing human resources
 - ▶ use ethical principles and employee rights, such as trustworthiness and equal pay, to fairly manage people and effectively execute corporate social responsibility

What's Next?

- ▶ To prepare you for the practice exam, consider one more review of the study guide and course materials.
- ▶ Good luck on the practice exam!

