



HUMAN RESOURCE MANAGEMENT – ASSESSMENT 1

Module code: LCMB7000

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1. Introduction

Human Resource Management (HRM) is a wide-ranging and coherent approach to the employment and development of people. HRM can be considered as a value about the way people should be managed, which is underpinned by numerous theories relating to the conduct of people and organizations (Armstrong, 2012). It requests some new management roles and functions with the purpose of enhancing the Human Resource Management's quality.

Jackson and Schuler claim that Human resource management could be a combination of five different functions and an HR manager can increase the effectiveness of its workforce by strategically performing these functions (Jackson and Schuler, 1995). Human resource management includes: Staffing, Human resource development, Compensation, Health and Safety and Employee and Labour Relations.

The assignment includes 4 parts. First, it shows the importance of strategic Human Resource Management and introduce briefly PQRS Ltd company. Next, the second section is going to discuss two changes affecting the people resourcing strategies in the UK labour market. Then, the third part will evaluate the impact of external changes on PQRS's people resourcing strategies. Finally, it is going on to give some recommendations and sum up all the information.

1.1 Importance of Strategic Human Resource Management

It can be defined that Human Resource Management strategies include the development and implementation. Ansoff (1979) suggested that, "the success or failure of strategic planning is determined by some components which include the environment, organization structure and strategic decision making. When these three components are properly matched, the performance of any organization is optimized". Furthermore, Lorange (1979) has described that "the

importance of strategic planning is to accomplish a sufficient process of innovation to support and enhance the planning process and effective strategic planning does not have to be complicated but must be logic and focused on strategic decision to be undertaken” Therefore, strategic HRM nowadays has been applied in most of the organizations due to its affectively and practically in building a strong organization.

1.2 PQRS overview

PQRS Ltd is a computer software company with those number about workers is 250 in workplaces found in Scottish city. It has been established for over 20 years. Recently, this company have using some advertisements to look for some new programmers and sales staff; however, those method received few responses and even no applications. Moreover, PQRS also create some competition challenges for salespeople and cut-throat at the best time. As a result, managers realized that it is not enough for the company can attract more staffs in a vibrant labour market.

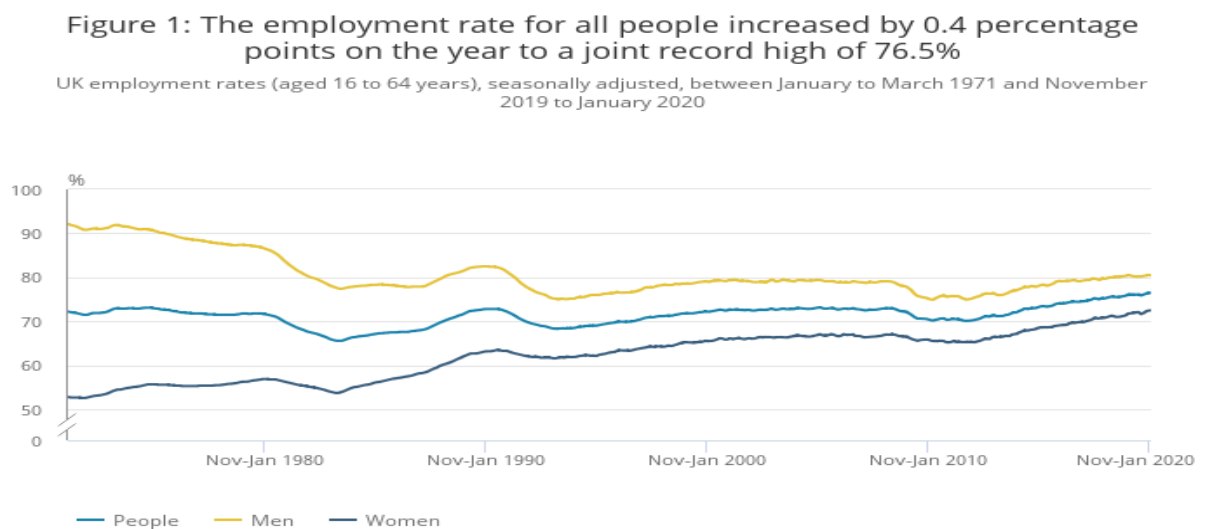
It can be seen that PQRS Ltd are facing with some problems when this company cannot keep good employees stay and attract more new candidates. There are several ways PQRS can consider improving this situation after having briefly researching changes in HRM in the UK labour market.

2. Changes affecting the people resourcing strategies in the UK labour market

A labour market is describes where workers and employees connect with each other. In the labour market, competitors have to fight for hiring the best, and the workers compete for the best satisfying job. According to CIPD (2019), the Human resources that contribute to GDP are

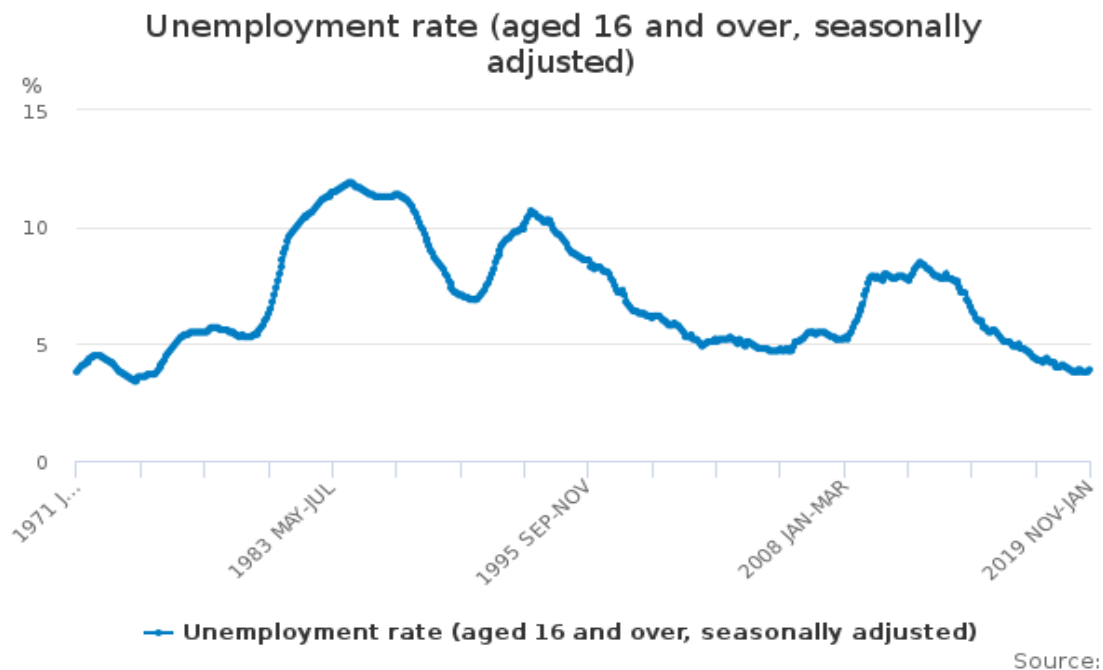
bought and sold in the labour market. When the amount of Human Resources supplied quality to the market is greater, the potential level of GDP is higher. The market demand for labour is defined by the number of people in work (employment), how many hours they work (hours) plus the number of unfilled job vacancies. Supply is measured by employment plus the number of people who are finding an occupation (unemployment).

This below figure illustrates the rate of UK employment with the age from 16 to 64 from January to March 1971 and November 2019 to January 2020.



Source: Office for National Statistics – Labour Force Survey

The CIPD (2019) also pointed that the UK's unemployment rate has decreased in the period of time.



Human Resource Management (HRM) contains some activities such as recruiting, training, developing and rewarding people in the organization. The purpose of HRM is achieving competitiveness; therefore, some effective ways can be used such as providing constant education and training programs for the personal and professional development of the employees to build up the organization.

People resourcing strategies in the organization aim to obtain and retain the people it needs and employs them efficiently. This report will focus on two important changes that affect people resourcing strategies in the labour market: Technological and Diversity changes.

2.1 Technological changes in the UK labour market

The development of technology is so crucial in the business of each company in several ways. Specially, Human Resource department could be worked more effectively due to technology.

The first important goal of Human Resource Management is to attract and retain the best employees stay in the organization. The initial step is recruiting professionally, diverse, and motivated applicant pool. Nowadays, organizations have received the assistance of Information Technology to create effective recruiting. The easy way the company can do is that they just access to website so as to look for the best candidates who are fit with those positions. Job seeker services and associated recruitment and selection activities have proved to be one of the most successful areas of disintermediation. Much of the activity is information – intense and therefore the Internet can be used to automate activity and reduce both search time and costs (Paul Sparrow, Chris Brewster and Hilary Harris, 2004). With the support of Information Technology, the Human Resource department can make an effort to find the best employees as well as have some methods to keep them stay in the company.

Furthermore, the organization's images could be enhanced because of e-recruiting. Job seekers can recognize this company has good working environment and welcoming, which exactly where they are finding. Research findings regarding traditional recruiting highlight the effectiveness of techniques in terms of interpersonal style of recruiters and their perceived credibility (Rynes, 1991) both of which are possible with interactive technology. In general, technology provide some positive impacts which motivate the candidates to choose the company with the satisfaction.

2.2 Diversity in the UK labour market

Another factor that plays a vital role in labour market is Diversity. Succeeding with diversity has become another majority purpose of strategic human resources. Organizations have seen workforces become more diversified in age, race, gender and culture.

Neil Kokemuller recommended that the strategy of recruitment and selection of multinational companies need to focus on postings about job, applications as well as interviews. Also, hiring employees within foreign markets is also beneficial because it can promote internal staffs and then provide opportunities to retain corporate culture and philosophy (Neil Kokemuller, n.d.).

Recruitment and selection of employees in multinational companies need more requirements. The differences of cultures, languages and regulations will become important to observe. It is essential to improve a job description and the process of selection which should show the diversity requirements criteria specific to positions of everyone. To specify, a description should contain experience, language ability and qualifications. And all of them should follow anti-discrimination legislation. Also, advertisement on newspaper can attract more applications. Besides, the company can implement techniques which could allow diverse people to respond to questions to the best of their ability and potential. Moreover, when the company interview job applicants, it should be focused on the requirements of skills for the positions (Dagher, 1998).

3. Evaluation of the impact of external changes on PQRS's people resourcing strategies

There are some factors affect the Company's business and therefore the result of its operations, a number of which are beyond the control of the Corporate. Pearce and Robinson (2002) mentioned about four external factors influence business strategy. While these descriptions are generally unquestionable, they will give the false effect that the constituents and factors are easily recognized, mutually exclusive (Pearce & Robinson, 1985, p21). Firstly, the economy plays a significant role in HR department planning because there is also a downturn within the market and people will have less money to spend and they will be extremely selective in what they purchase. Secondly, the political factor is vital because it will affect many things at PQRS Ltd when planning HR because there could be a change in public opinion or even a brand-new government which will be formed. Next, new technology has directly influenced on the organizations when they use it for a lot of applications. Finally, the social dimension is also considered as a factor which affects on the structure of the company. If choosing two best changes can apply on PQRS Ltd, Technological and Diversity (belong to Social factor) could be used effectively.

3.1 Technological changes affecting recruitment and selection in PQRS

Technological is considered as an external that have an impact on Human Resource Department when they can take a advantage of technology to downsize avoid wasting money. For example, they need two to four people to finish that work, but it can be reduced to one person by using technology. Technology factors are the scientific advances, which influence the competitive position of the enterprise. Maintaining awareness of new technologies decreases the possibility of becoming obsolete and help to market innovations.

In this situation, online recruitment is introduced as a good solution using technology. Although the manager do not need to meet the candidates one by one, they can still attract and assess, even interview the potential candidates. PQRS can use technology for recruiting because it is a wider reach and low cost. It is undeniable that online recruiting reaches more and larger target audience by using some social media such as website, Facebook, ... and so on with cheaper cost compared to the physical recruitment process. Furthermore, E-recruitment limits time-wasting by selecting the right people that meet the requirement and allows direct communication for both employer and job seekers.

Another application of technology in HRM is to bring the effective training to new staff members. The fact is that there are unlimited ways of training along with technology. Furthermore, the learners have more chances to interact and raise their opinion which is beneficial for their own performance. For example, this company can build the multimedia interaction by making a meeting though some online programs.

3.2 Diversity's influence on PQRS workforce planning

Workplace diversity in the past may focus on the various races, genders and religious backgrounds, the concept nowadays of workplace diversity is all-encompassing. Apart from these variables, considerations also are made on personality, age, cognitive style, skillset, education, background and more. Diversity at the workplace includes a higher impact on the connection between employees and employers. In several ways, the impact of diversity has a significant role in the overall performance of Human Resource Management functions.

PQRS should indicate importance to recruiting from diverse fields with qualifications required for applicants. For examples, it can suppose to build up a diverse set of perspectives with the company in a determination to leap the company's performance both internally and externally (Kulik, 2008). Michele believed that the good way to achieve a competitive benefit is forcing diversity recruitment strategies complete two major goals. The first aim is to increase the number of potential candidates, and the second one is to create attractive company image among those candidates. (Michele A. Paludi, 2012).

Furthermore, Human resource department should also contact Diversity training experts so as to provide training course for the employees. It is clear that thanks to those training programs, the workplace environment could be clarified. Also, these training activities making the corporate policy become clearer to use for employees and create the philosophies associated with diversity.

4. Recommendation and Conclusion

In general, Human Resource Management perspective takes the important point of view about recruitment and selection process as priority to find out the best candidates who are suitable for the high-required position. Also, providing a training course must be provided to the human resource of PQRS to enhance their performance and contribution to the development and growth of the organization by using technology. Training programs provide solutions for short – term needs and are designed to solve immediate problems (Anne M. Bogardus, 2004)

Also, the company should apply flexible working time for employee so that they can work from home, especially for women. Also, it is considered to support employee achieve the balance between working and daily life. To specify, PQRS should provide some health or life benefits for employees so that they will have more working motivation. For example, childcare services can be considered as a solution to attract and keep their staffs stay. As a result, the more benefit will be produced due to their satisfaction.

In conclusion, the assignment was firstly introducing about the important and changes of people resourcing strategies in the UK labour market. Therefore, the company should concentrate on the appropriate recruitment and selection strategy by using technology and providing diversity in workforce planning. Next, the report mentioned about affecting of two mention-above changes that PQRS can apply for itself to attract more appliance.

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