

PART ONE	INTRODUCTION
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Managing Strategic Human Resources Today	1
Lecture Outline	
Strategic Overview What is Human Resource Management? Why is HRM Important to all Managers and Why Should I Study this Book? Line and Staff Aspects of HRM Line Managers' HR Management Responsibilities Organizing the HR Department's Responsibilities Trends Influencing Human Resource Management Globalization Technological Advances The Nature of Work Service Jobs Human Capital Offshoring Demographic Trends Economic Challenges and Trends The New Human Resource Managers Human Resource Management Yesterday and Today Focus More on Strategic Big Picture Issues Use New Ways to Provide Transactional Service Take an Integrated "Talent Management" Approach to Managing Human Resources What is Talent Management? Manage Employee Engagement Measure HR Performance and Results Add Value Build High-Performance Work Systems Understand Evidence-Based HR Management Manage Ethics Have New Proficiencies HR Certification Strategic Human Resource Management Strategic Management Strategic Planning Basics Strategic Human Resource Management Tools	<i>In Brief:</i> This chapter explains what Human Resource Management is, how it relates to the management process, and how it is changing in response to trends in the workplace. It illustrates how <i>all</i> managers can use HR concepts and techniques, HR's role in strategic planning and improving the performance of organizations, the growing competencies required of HR managers, and the plan of the book. <i>Interesting Issues:</i> Human Resources play a key role in helping companies meet the challenges of emerging global competition. Strategic plans and objectives designed to lower costs, improve productivity, and increase organizational effectiveness are changing the way every part of the organization, including the HR department, does business.

- I. **What is Human Resource Management?** — HR management refers to the practices and policies needed to support the goals of the organization: acquiring, training, appraising, and rewarding employees, and providing a safe, ethical, and fair work environment for them. The “people” or personnel aspects of management jobs involve conducting job analyses; planning labor needs and recruiting job candidates; selecting job candidates; orienting and training new employees; appraising performance, managing wages and salaries; providing incentives and benefits; communicating; training and developing managers and current employees; building employee commitment; and what every manager should know about equal opportunity, ethics, and affirmative action, and employee health, safety, and handling grievances and labor relations.
 - A. **Why Is HR Management Important to All Managers?** — Managers don’t want to make mistakes while managing, such as hiring the wrong person, having their company taken to court because of discriminatory actions, or committing unfair labor practices.
 1. Improve profits and performance – Every employee can help improve profits and performance. Managers, especially, can make a difference by hiring, training, and creating an environment in which employees feel motivated to perform.
 2. You may spend some time as an HR manager within the department. Many forward-thinking, profitable companies rotate managers, directors, and executives into and through different departments, especially HR. This gives the individual a chance to bring a significantly different perspective to the regular processes of a given department. And, if you think you will never become a manager, think again.
 3. HR for Entrepreneurs — Even if you plan on starting or working in a start-up, most people graduating in the next few years will either work for a small business or create a small business of their own.
 - B. **Line and Staff Aspects of HRM** — Although most firms have a human resource department with its own manager, *all* managers tend to get involved in activities like recruiting, interviewing, selecting, and training.
 - C. **Line versus Staff Authority** — Authority is the right to make decisions, to direct the work of others, and to give orders. Line managers are authorized to direct the work of subordinates and issue orders. Their subordinates are generally involved in work that directly produces or sells the company’s product or service, like Sales or Manufacturing. Staff managers are authorized to assist and advise line managers in accomplishing their basic goals. The subordinates of staff managers are generally involved in work that supports the products or services, in departments like Purchasing or Quality Control. HR managers are generally staff managers.
 1. **Line-Staff HR Cooperation** — HR and line managers share responsibility for most human resource activity.

- D. Line Manager's Human Resource Responsibilities — All supervisors are responsible for aspects of HR/personnel tasks such as placement, training, controlling labor costs, protecting health and safety, and development of employees.
- E. Organizing the HR Department's Responsibilities — The HR department provides specialized assistance such as acting as a recruiter, EEO representative, job analyst, compensation manager, training specialist, or labor relations specialist.
- F. New Ways to Organize the HR Function — Employers are experimenting with offering HR services in new ways. These include the transactional HR group, the corporate HR group, the embedded HR group, and the centers of expertise group.

II. Trends Influencing HR Management — Human Resource responsibilities have become broader and more strategic over time in response to a number of trends. The role of HR has evolved from primarily being responsible for hiring, firing, payroll, and benefits administration to a more strategic role in employee selection, training, and promotion, as well as playing an advisory role to the organization in areas of labor relations and legal compliance. Employers now rely on their employees' motivation and performance to provide them with a competitive advantage.

- A. Globalization — Globalization refers to the tendency of firms to extend their sales, ownership, and/or manufacturing to new markets abroad. Globalization of the world economy and other trends has triggered changes in how companies organize, manage, and use their HR departments. The rate of globalization continues to increase, and has several strategic implications for firms. More globalization means more competition, and more competition means more pressure to lower costs, make employees more productive, and do things better and less expensively.
- B. Technological Advances — Technology is changing everything and changes in technology itself is increasing. *Facebook recruiting* is one example.
- C. The Nature of Work — Jobs are changing due to new technological demands. Dramatic increases in productivity have allowed manufacturers to produce more with fewer employees. That's why HR managers have recently listed "critical thinking/problem solving" and "information technology application" as the two skills most likely to increase in importance over the next five years.
- D. Service Jobs — Most newly created jobs in the U.S. are, and will continue to be, in the service sector.
- E. Human Capital — Refers to the knowledge, education, training, skills, and expertise of a firm's workers. The HR function must employ more sophisticated and creative means to identify, attract, select, train, and motivate the required workforce.
- F. Offshoring — In the search for greater efficiencies, developing countries and economics are prompting employers to export more jobs abroad.

- G. Demographic Trends — The labor force is getting older and becoming more multi-ethnic as evidenced by decreasing numbers of white, non-Hispanic workers and increasing numbers of Asian, Hispanic, black, and younger workers.
 - 1. “Generation Y” — As younger workers enter the workforce, they are bringing with them a different set of work-related values than did their predecessors. For example, they tend to be more family-centric or dual-centric, high-performance and high-maintenance.
 - 2. Retirees — The “aging workforce” is the biggest trend impacting employers. There aren’t enough younger workers to replace those retiring and as older workers leave, they also take with them significant knowledge.
 - 3. Nontraditional Workers — These workers hold multiple jobs or have alternative work arrangements (like job sharing). Almost 10% of American workers (13 million) fit this description.
 - 4. Workers from Abroad — U.S. employers bring in about 181,000 foreign workers using the H-1B visa program.
- H. Economic Challenges and Trends — All these trends are happening within a context of economic upheaval. U.S. consumers actually spend more than they earn. The United States itself has become a debtor nation. Thus, the U.S. had to borrow money to keep buying more from abroad than it sold. The context for recovery includes deregulation, leveraging, and economic globalization.

III. The New Human Resource Managers — Trends of globalization, technology, nature of work, and workforce demographics have implications for how companies now organize, manage, and rely on their HR operations.

- A. Human Resource Management Yesterday and Today — Daily, transactional types of work were the norm for much of the 20th century “personnel” functions. As specialists (e.g., testing) and the labor movement gained ground in the U.S., the Personnel Department changed. Legal compliance issues emerged beginning in the 30s and 40s and grew exponentially in the 1960s and 1970s. Globalization and competition continue to reshape the roles of HR today.
- B. They Focus More on Big Picture Issues — HR management has evolved over the years and is now much more involved in strategic planning. HR managers must be focused on the big picture and connecting HR with the practicalities of operating the firm.
- C. They Use New Ways to Provide Transactional Services — They must offer day-to-day transactions (recruiting, testing, benefits, etc.), but in new ways such as outsourcing benefits administration or using computer-based technology “portals” for employee self-help services.
- D. They Take an Integrated “Talent Management” Approach to Managing Human Resources — HR is now practicing attracting, retaining, and motivating the best employees available.

- E. What is Talent Management? — Managing employee talent requires staying focused on goals and proactively integrating the processes of planning, recruiting, developing, managing, and compensating employees.
- F. They Manage Employee Engagement — The HR function must ensure they understand the difference between involvement and commitment. Employees cannot be “checked out” mentally yet still perform at the top of their game.
- G. They Can Measure HR Performance — HR managers are expected to be able to measure their effectiveness. They use performance measures, or metrics, including benchmarking. Managers often use an HR scorecard as a precise metric system. Measurement of results applies to the HR function, not only production and sales.
- H. They Add Value — The human resource function goes far beyond the transactional activities in the past to include boosting performance and profitability in measurable ways.
- I. They Build High-Performance Work Systems — Managers must focus on productivity and performance improvement. HR practices are invaluable in that effort. A high-performance work system is a set of human resource management policies and practices that together produce superior employee performance.
- J. They Understand Evidence-Based HR Management — HR uses data, facts, analytics, scientific rigor, and critical evaluation to support human resource management proposals, decisions, practices, and conclusions. The evidence may come from actual measurements, existing data, or research studies.
- K. They Manage Ethics—One survey found that six of the ten most serious ethical issues were human resource in nature (safety, employee privacy, affirmative action, theft, security of employee records, etc.)
- L. They Have New Proficiencies — Because of their strategic roles, HR professionals must have broader business knowledge and competencies that cover all functional, operational, and strategic issues in the organization.
 - Talent managers and organization designers
 - Culture and change stewards
 - Strategy architects
 - Operational executors
 - Business allies
 - Credible activists
- M. HR Certification — HR managers are turning to certification to illustrate their mastery of modern practices. The Society of Human Resource Management (SHRM) is a primary provider of such certifications.

IV. Strategic Planning and Strategic Human Resource Management

- A. Strategic Management — A strategic plan is designed to use a firm's internal strengths and weaknesses to address its external weaknesses and threats.
- B. Strategic Planning Basics — Managers engage in three levels of strategic planning.
 - 1. Corporate Strategy — The company-wide level is at the top. This strategy identifies the portfolio of business that comprise the company.
 - 2. Competitive Strategy — At the business level, the competitive strategy identifies how to build and strengthen the business's long-term competitive position in the market place.
 - 3. Functional Strategy — The department-level strategy identifies the basic course of action for each department.
- C. HR and Competitive Advantage — HR must be involved in creating competitive advantage – factors that allow an organization to differentiate its products or services from those of its competitors to increase market share.
- D. What is Strategic Human Resource Management? — Strategic HRM refers to formulating and executing HR policies and practices that produce the employee competencies and behaviors the company needs to achieve its strategic aims.
- E. HR Profit Center: Albertson's Example — Albertson's Market is used to exemplify the strength of strategic HR. Working as a partner in Albertson's strategy design and implementation process, the HR team helps Albertson's achieve its strategic goals and improve performance.
- F. Strategic Human Resource Management Tools — Three important tools are used to translate strategic goals into human resource management policies and activities.
 - 1. A strategy map provides a departmental performance overview indicating how the department helps achieve the firm's strategic plan.
 - 2. An HR Scorecard is a process for assigning both financial and non-financial goals or metrics to the HR chain of activities necessary to achieve strategic goals.
 - 3. Digital dashboards provide a computerized picture of where the firm stands on all metrics related to the HR Scorecard.

KEY TERMS

Human Resource Management (HRM)	The staffing functions of the management process. Or, the policies and practices needed to carry out the “people” or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising.
Authority	The right to make decisions, to direct the work of others, and to give orders.
Line authority	Gives managers the right to issue orders to other managers or employees.
Staff authority	Gives a manager the right to advise other managers or employees. It creates an advisory relationship. HR managers are generally staff managers.
Line manager	Managers with line authority.
Staff manager	Staff (advisory) authority.
Talent management	The goal-oriented and integrated process of planning, recruiting, developing, managing, and compensating employees.
Ethics	The principles of conduct governing an individual or a group.
Strategic plan	The company’s plan for how it will match its internal strengths and weaknesses with external opportunities and threats in order to maintain a competitive advantage.
Strategy	The company’s long-term plan for how it will balance its internal strengths and weaknesses with its external opportunities and threats to maintain a competitive advantage.
Strategic management	The process of identifying and executing the organization’s strategic plan, by matching the company’s capabilities with the demands of its environment.
Corporate-level strategy	Identifies the portfolio of businesses that comprise the company and the ways in which these businesses relate to one another.
Competitive strategy	Identifies how to build and strengthen the business’s long-term competitive position in the marketplace.
Competitive advantage	Any factors that allow an organization to differentiate its product or service from those of its competitors to increase market share.
Functional strategy	Identify the basic courses of action that each of the business’s departments will pursue in order to help the business attain its competitive goals.

Strategic HR management	Formulating and executing human resource policies and practices that produce the employee competencies and behaviors the company needs to achieve its strategic aims.
Strategy map	Provides an overview of how each department's performance contributes to achieving the company's overall strategic goals.
HR scorecard	Refers to a process for assigning financial and nonfinancial goals or metrics to the human resource management–related chain of activities required for achieving the company's strategic aims.
Digital dashboard	Presents the manager with desktop graphs and charts, showing a computerized picture of where the company stands on all those metrics from the HR Scorecard process.

DISCUSSION QUESTIONS

- 1. Explain what HR management is and how it relates to line management.** There are five basic functions that all managers perform: planning, organizing, staffing, leading, and controlling. HR management involves the policies and practices needed to carry out the staffing (or people) function of management. HR management helps the management process avoid mistakes and to get results.
- 2. Give several examples of why all managers should have human resource management knowledge and skills.** HR management concepts and techniques can help all managers to ensure that they get results—through others. These concepts and techniques also help you to avoid common personnel mistakes, such as hiring the wrong person; experiencing high turnover; finding your people not doing their best; wasting time with useless interviews; having your company taken to court because of discriminatory actions; having your company cited under federal occupational safety laws for unsafe practices; having some employees think their salaries are unfair and inequitable relative to others in the organization; allowing a lack of training to undermine your department's effectiveness; and committing any unfair labor practices.
- 3. Compare the work of line and staff managers. Give examples of each.** Line managers are someone's boss; they direct the work of subordinates in pursuit of accomplishing the organization's basic goals. Some examples of the HR responsibilities of line managers are placing the right person on the job; starting new employees in the organization (orientation); training employees for jobs that are new to them; improving the job performance of each person; gaining creative cooperation and developing smooth working relationships; interpreting the company's policies and procedures; controlling labor costs; developing the abilities of each person; creating and maintaining department morale; and protecting employees' health and physical conditions. Staff managers assist and advise line managers in accomplishing these basic goals. They do, however, need to work in partnership with each other to be successful. Some examples of the HR responsibilities of staff managers include assistance in hiring, training, evaluating, rewarding, counseling, promoting, and firing of employees, and the administering of various benefits programs.
- 4. What skills and competencies do today's human resource managers need, and why?** Human resource managers still need skills in subjects such as employee selection and training. But now they also require broader business knowledge and competencies. For example, to assist top management in formulating strategic plans, the human resource manager needs to understand strategic planning, marketing, production, and finance.

5. **What is strategic human resource management and what is HR's role in the strategic planning process?** "...the linking of HRM with strategic goals and objectives in order to improve business performance and develop organizational cultures that foster innovation and flexibility...." The role of HR in the strategic planning process depends on the organization's view of HR. There are three views detailed in the text that involve HR as an operational function, HR as a "fitting" function, and HR as an equal partner in the strategic planning process. In this view, HR's role would include environmental scanning, competitive intelligence, internal strengths and weaknesses analysis, and the implementation of the strategies.

INDIVIDUAL AND GROUP ACTIVITIES

1. **Working individually or in groups, contact the HR manager of a local bank. Ask the HR manager how he or she is working as a strategic partner to manage human resources, given the bank's strategic goals and objectives. Back in class, discuss the responses of the different HR managers.** The students should ask the HR manager to discuss how his/her role as a strategic partner is improving the bank's performance, and if the bank's culture is more innovative and flexible as a result of the strategic partnership.
2. **Working individually or in groups, interview an HR manager. Based on that interview, write a short presentation regarding HR's role today in improving employee and organizational productivity.** The response here will, of course, depend upon the organization and HR manager interviewed. Hopefully, items such as workforce diversity, technological trends, globalization, high-performance work systems, HR metrics, or ethics will be mentioned.
3. **Working individually or in groups, bring several business publications such as *Business Week* and *The Wall Street Journal* to class. Based on their content, compile a list entitled, "What HR managers and departments do today."** The students should look for articles and advertisements that deal with any of the following topics: conducting job analyses; planning labor needs and recruiting job candidates; selecting job candidates; orienting, training, and developing employees; managing wages and salaries; providing incentives and benefits; appraising performance; communicating; training and developing managers; building employee commitment; equal opportunity; affirmative action; employee health and safety; and labor relations.
4. **Based on your personal experiences, list ten examples showing how you used (or could have used) human resource management techniques at work or school.** Depending on the degree of their work experience, students will cite a wide range of examples, possibly including some of the following: 1) situations where they have improved the efficiency of their work through the use of technology made available to them through human resource systems; 2) employed the services of nontraditional workers (or have been employed as a nontraditional worker); 3) developed metrics to measure how they have added value in terms of human resource contributions; 4) kept themselves abreast of employment law in order to minimize risk to their company; 5) utilized self-service HR technology; 6) employed High-Performance Work Systems concepts in their job/department.
5. **Laurie Siegel, senior vice president of human resources for Tyco International took over her job in 2003, just after numerous charges forced the company's previous Board of Directors and top executives to leave the firm. Hired by new CEO Edward Breen, Siegel had to tackle numerous problems starting the moment she assumed office. For example, she had to help hire a new management team. She had to do something about what the outside world viewed as a culture of questionable ethics at**

her company. And she had to do something about the company's top management compensation plan, which many felt contributed to the allegations that the company's former CEO had used the company as a sort of private ATM.

Siegel came to Tyco after a very impressive career. For example, she had been head of executive compensation at Allied Signal, and was a graduate of the Harvard Business School. But, as strong as her background was, she obviously had her work cut out for her when she took the senior vice president of HR position at Tyco.

Working individually or in groups, conduct an Internet search and do library research to answer the following questions: What human resource management-related steps did Siegel take to help get Tyco back on the right track? Do you think she took the appropriate steps? Why or why not? What, if anything, do you suggest she do now?

Tyco's top executives, (the Chairman/Chief Executive as well as the CFO) had been accused of playing fast and loose with corporate accounting and using the company's coffers as personal piggy banks. Upon taking office, Breen fired the entire Board of Directors, and then dismissed the entire headquarters staff of 125 people. He recruited a new, completely independent Board of Directors and hired a CFO, an ombudsman, and a vice president of corporate governance, who reports directly to the board.

Breen's directive to Siegel was that her first priority was to set up corporate-governance and compensation systems and controls, then transition "to really driving the talent machine." Siegel's first step was to draft a strict company code of ethics. She then arranged to have it taught simultaneously to every Tyco employee at a special ethics training day. She advised the compensation committee on how to replace Tyco's old salary and bonus policy, which rewarded acquisition-based company growth. The new system is based on measurable company performance. Bonuses and restricted-stock grants are linked to objective measurements, including each business unit's earnings before interest and taxes, and Tyco International's overall performance. Top officers are required to hold company stock worth 3 to 10 times their yearly base salary. They must hold 75 percent of their restricted stock and stock options until a minimum level has been reached. Above that level, they must hold 25 percent for at least three years. Severance pay is limited to two times an individual's yearly salary plus bonus. Post-handshake perks, like consulting contracts and free transportation in company aircraft have been abolished.

As a result of the above steps, Tyco is now aiming for higher marks in ethics. It has written and circulated a multipage ethics policy, and hired more than 100 internal auditors to enforce it. It has a new corporate ombudsman to address employee concerns about ethics or policies. All of Tyco's employees attended mandatory one-day ethics seminars, and more detailed programs are in the works for its 25,000 managers. In the past, the practice was to award huge bonuses to anyone who "somehow drove the numbers up." The new system assesses how well managers set and meet goals. As a result, Tyco's bonus budget for the fiscal year 2003 was reduced by \$90 million.

- 6. Working individually or in groups, develop a list showing how trends like workforce diversity, technological trends, globalization, and changes in the nature of work have affected the college or university you are now attending or in the organization for which you work.** The list might include items such as the growth of adult (nontraditional aged) students, the use of computer and communications technology, diversity issues, and others.
- 7. Working individually or in groups, develop several examples showing how the new HR management practices mentioned in this chapter have or have not been implemented to some extent in the college or university you are now attending or in the organization**

for which you work. The list might include items such as the growth of adult (nontraditional aged) students, the use of computer and communications technology, diversity issues, and others.

APPLICATION EXERCISES

Case Incident: Jack Nelson's Problem

- 1. What do you think was causing some of the problems in the bank home office and branches?** There is clearly a problem with communication, and the effects are felt in the area of employee commitment. Additional contributing factors include the lack of consistency in the policies and procedures of various locations. There is no cohesiveness to the staffing activities of this organization.
- 2. Do you think setting up an HR unit in the main office would help?** Yes, because there are HR-related problems both in the home office and in the branches, it is clear that if a personnel office were set up, it would need to help coordinate the HR activities in the branches.
- 3. What specific functions should an HR unit carry out? What HR functions would be carried out by the bank's supervisors and other line managers?** There is room for quite a bit of variation in the answers to this question. Our suggested organization would include the following: HR Unit—job analyses, planning labor needs and recruiting, providing advising and training in the selection process, orientation of new employees, managing wage and salary administration, managing incentives and benefits, providing and managing the performance appraisal process, organization-wide communications, and providing training and developing services; Supervisors and Other Line Managers—interviewing and selection of job candidates, training new employees, appraising performance, departmental and personal communications, and training and development; Internet and HR—shift some activities to specialized online service portals and/or providers.

Continuing Case: Carter Cleaning: Introduction

- 1. Jennifer asks that you make a list of five specific HR problems you think Carter Cleaning will have to grapple with.** Even though Carter Cleaning is too small to require a dedicated HR professional, there are many HR tasks that Jennifer will need to care for. These include, but are not limited to:
 - a. Conducting job analysis — employees need to know what they are to do.
 - b. Planning labor needs to keep up with the growth (or decline) of the company.
 - c. Selecting job candidates — they need the best employees available.
 - d. Orienting and training new employees.
 - e. Managing wages and salaries to assure equity.
 - f. Providing incentives and benefits to retain and motivate employees.
 - g. Appraising performance — are they getting their money's worth from employees?
 - h. Communicating (interviewing, counseling, disciplining, and directing).
 - i. Training and developing.
 - j. Building employee commitment.
 - k. Ensuring employee safety and health.
 - l. Ensuring compliance with state and federal legislation.
- 2. Jennifer Carter asks, "What would you do first if you were me?"** Clearly there are many HR systems that are basic and need to be in place. The most basic and critical include payroll, recruiting and selection, appraisals, workforce planning, and job analysis. Since

payroll issues are extreme dissatisfiers for employees, developing and using an effective payroll system is the first problem to tackle.

Experiential Exercise: Helping “The Donald”

Purpose

The purpose of this exercise is to provide practice in identifying and applying the basic concepts of human resource management by illustrating how managers use these techniques in their day-to-day jobs.

Required Understanding

Be thoroughly familiar with the material in this chapter and with several episodes of *The Apprentice* or *Celebrity Apprentice*, the TV show in which developer Donald Trump stars.

How to Set Up the Exercise/Instructions

1. Divide the class into teams of three to four students.
2. **Read this:** As you may know by watching “The Donald” organize his business teams for *The Celebrity Apprentice*, human resource management plays an important role in what Donald Trump and the participants on his separate teams need to do to be successful. For example, Donald Trump needs to be able to appraise each of the participants. Then, the leader of each team needs to staff his/her team with the right participants, and provide training, incentives, and evaluations that will help their companies succeed, therefore, making the participants (especially the team leaders) look like “winners” to Mr. Trump.
3. Watch several of these shows (or reruns of the shows), and then meet with your team and answer the following questions:
 - a. **What specific HR functions (recruiting, interviewing, and so on) can you identify Donald Trump using on the show? Make sure to give specific examples.** Recruiting, interviewing, candidate evaluation, selection, and termination are the obvious functions that Donald Trump uses throughout the series. Students will give specific examples related to the episode they select. Challenge students to evaluate whether Donald Trump effectively utilized these practices in the examples they cite and explain why they *were* or *were not* effective.
 - b. **What specific HR functions can you identify that one or more of the team leaders use to help manage his/her team(s) on the show? Again, please make sure to give specific examples.** Examples may include team leaders employing human resource strategies, planning labor needs, selecting job candidates, training and development of team members, developing compensation models, appraising performance, building commitment, implementation of high-performance work system concepts, identifying and reporting metrics and/or scorecards.
 - c. **Provide a specific example of how HR functions (such as recruiting, selection, interviewing, compensating, appraising, and so on) contributed to one of the participants coming across as particularly successful to Mr. Trump? Can you provide examples of how one or more of these functions contributed to a participant being told by Mr. Trump, “You’re fired”?** Encourage students to identify specific HR functions from the example they cite, how they were effective from an HR perspective, and how they would be viewed in a true organizational setting. There are mixed views of the effectiveness of both Trump’s and the team leaders’ approach and implementation of human resource functions in terms of “best practice.” Many critics have suggested that if

certain practices portrayed on the show were carried out in the “real world,” the consequences would be lawsuits and significant dollars laid out both in direct and indirect costs. Have students reflect on this idea and facilitate discussion on what both “The Donald” and team leaders could have done more effectively from a human resource perspective in the examples cited.

- d. **Present your team’s conclusions to the class.** Solicit feedback from the class on each team’s conclusions and facilitate a discussion on reactions to each group’s presentation. Ask the following questions:
- i. Do you agree with the team’s conclusions? Why or why not?
 - ii. Do you agree with Donald’s decision to fire/not fire? Why or why not?
 - iii. If you were the team leader in this example, what would you have done differently?