

NABU 330

Cross Border Issues in Strategic Human Resource Management

Unit 8

Laurie Prange (Prange-Martin)

Agenda

- Attendance
- Focus Activity – New Employee Handbook Check-in
- Housekeeping – Open Book Final Exam
- Activity – Creating a Study Notes binder
- Pay – Concepts, Empirical evidence, and Theories
 - Ch. 11 = Strategic Pay Plans
 - Ch. 12 = Pay-for-Performance and Financial Incentives
- Learning Consolidation
- Next Steps

Taking attendance

Focusing Activity: New Employee Handbook Check-In Exercise

Think-Pair-Share Activity

1. First, read the 2-sided worksheet
2. Next, think about how you would answer the questions (it's your sheet to keep!)
3. Pair up with someone you don't work with very much AND who isn't in your group for Assignment #2 – New Employee Handbook
4. Then, share your answers with each other
5. Finally, in Moodle post once on behalf of the two of you in “Forum to Discuss Assignment #2 in Week 8”
 1. Insights, questions, comments, etc.

Housekeeping – Open Book Final Exam

Housekeeping = Open Book Final Exam

- No digital devices or bound textbooks
 - Concerns about communicating with others
- Instead, everyone can bring up to a dozen (12) 8 ½ by 11 sheets of paper, or smaller
 - Photocopied or printed pages out of the textbook is fine
 - Double-sided is fine
 - Typed, not typed, whatever you prefer is fine

Not sure how to create a Study
Notes binder?
Let's start 😊

First, how did you prepare for today?



Image source: <https://thestudyholic.com>



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Active Reading Before Class

10 minute video presentation

<https://sac.indiana.edu/success-tv/videos/11-college-reading.html>

Annotated textbook


<https://sac.indiana.edu/doc/video-exercises/episode11/textbook-samples-annotated.pdf>

Special Note about Today's Class & all the Worksheets

- Today's learning goals
 - The best students know that teaching someone else *always* helps improve their own comprehension
 - Active learning leads to better long-term memory and retention than passive learning
 - There are lots of ways to create Study Notes
- All worksheets from today's class are in Moodle

Study Notes Worksheet #1

Part #1 = Entire Class Together

- Using the worksheets provided (1 copy/student), make an initial scan of Ch. 8 and individually complete as much as you can in the time available
 - Next, we will return as a group to complete the sheet together
 - Instructor will pose questions and if you have something to share, please do so!
 - Or, if you feel more comfortable, you can text it to me and I will read it out to the class
 - If you're really good at making Study Notes, speak up!
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Pay = All the nuances!

1. Ch. 11 = Strategic Pay Plans

2. Ch. 12 = Pay-for-Performance
and Financial Incentives

Pay



Image source: <https://www.linkedin.com/pulse/perception-reality-3-ideas-improve-employee-pay-perceptions-gan/>

How Pay fits into Strategic Plans

HR Transformation Model



- **Why** transform?
 - ❑ To make sure organisation meet the general business conditions
 - ❑ To achieve stakeholder expectations
- **What** are the potential outcomes?
 - ❑ Stakeholder expectations are realised
 - ❑ Organisation capabilities are improved
- **How** to (re)design?
 - ❑ Follow 'vision, mission and expected results'
 - ❑ (Re)shaping HR work ('four domains of HR practice')
- **Who** are responsible for the outcomes?
 - ❑ Pool of different activities across the organisation
 - ❑ People involved at implementing stage

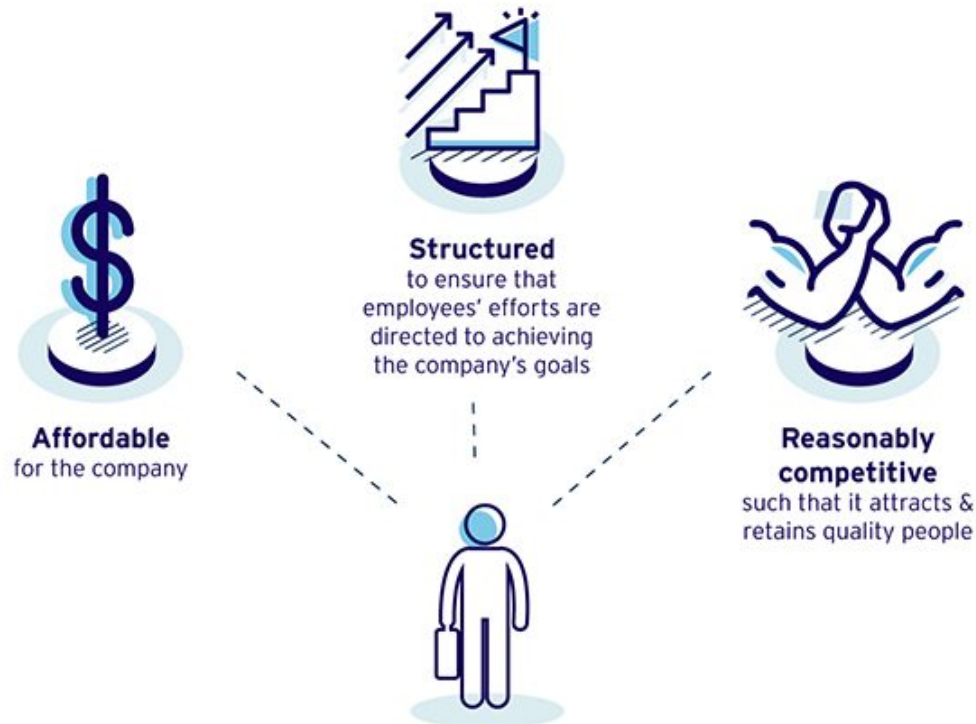
Ulrich, Allen, Brockband, Younger & Nyman, 2010 'HR Transformation – Building Human Resource from the Outside in' McGraw-Hill

Image source: <https://www.slideshare.net/bingWB/strategic-hr-transformation>



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Wage-based Strategy



Compensation strategy

Image source: <https://www.marsdd.com/mars-library/employee-compensation-salary-wages-incentives-and-commissions/>

Incentive-Based Strategy

Incentives: Drivers in attracting the best employees



Image source: <https://www.marsdd.com/mars-library/employee-compensation-salary-wages-incentives-and-commissions/>

Learning Consolidation (LC)

Study Notes Worksheet #2

1. Split into groups of 3-5 students
 1. Your choice of members 😊
2. Using the next worksheet provided (1 copy/group), work together to complete it as much as you can in the time for this exercise
 1. Complete it in the order you prefer
3. When finished, someone in the group needs to take a picture of your work and upload it to Moodle
 1. Folder “Forum for Week 8 class”

What are the concepts and cited empirical evidence from these two related chapters?

1. Paying for work
 - Relatively modern concept, so what do we mean?
2. Business Strategies influencing pay
 - Conditions, too
3. Employee Pay – to incentivize workers (or not)
 - Definitions, Descriptions, and Pros & Cons of various Plans
4. Classification
 1. What is it and how would an HR Advisor do it?
5. Modern pay strategies for Managers and Executives
6. Pay equity

Next Steps

1. Start working on the rest of the HR Stories
 1. This week is on Minimum Wage – very interesting
2. Read Chapters 11 & 12 for next class
3. Send me your questions regarding the Final Exam
4. Send me your questions regarding Assignment #2 – New Employee Handbook & Career Fair

Thank you for another great class!

See you in Moodle, on email, and by text.

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