

PNU

Technical English for Management Students (TEMS)

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امروز کتابخوانی و علم‌آموزی نه تنها یک وظیفه‌ی ملی، که یک واجب دینی است.^۱

مقام معظم رهبری

در عصر حاضر یکی از شاخصه‌های ارزیابی رشد، توسعه و پیشرفت فرهنگی هر کشوری میزان تولید کتاب، مطالعه و کتابخوانی مردم آن مرز و بوم است. ایران اسلامی نیز از دیرباز تاکنون با داشتن تمدنی چندهزارساله و مراکز متعدد علمی، فرهنگی، کتابخانه‌های معتبر، علما و دانشمندان بزرگ با آثار ارزشمند تاریخی، سرآمد دولت‌ها و ملت‌های دیگر بوده و در عرصه فرهنگ و تمدن جهانی به‌سان خورشیدی تابناک همچنان می‌درخشد و با فرزندان نیک‌نهاد خویش هنرنمایی می‌کند. چه کسی است که در دنیا با دانشمندان فرزانه و نام‌آور ایرانی همچون ابوعلی سینا، ابوریحان بیرونی، فارابی، خوارزمی و ... همچنین شاعران برجسته‌ای نظیر فردوسی، سعدی، مولوی، حافظ و ... آشنا نباشد و در مقابل عظمت آنها سر تعظیم فرود نیاورد. تمامی این افتخارات ارزشمند، برگرفته از میزان عشق و علاقه فراوان ملت ما به فراگیری علم و دانش از طریق خواندن و مطالعه منابع و کتاب‌های گوناگون است. به شکرانه الهی، تاریخ و گذشته ما، همیشه درخشان و پر بار است. ولی اکنون در این زمینه در چه جایگاهی قرار داریم؟ آمار و ارقام ارائه‌شده از سوی مجامع و سازمان‌های فرهنگی در مورد سرانه مطالعه هر ایرانی، برایمان چندان امیدوارکننده نمی‌باشد.

کتاب، دروازه‌ای به سوی گستره دانش و معرفت است و کتاب خوب، یکی از بهترین ابزارهای کمال بشری است. همه دستاوردهای بشر در سراسر عمر جهان، تا آنجا که قابل کتابت بوده است، در میان دست‌نوشته‌هایی است که انسان‌ها پدید آورده و می‌آورند. در این مجموعه بی‌نظیر، تعالیم الهی، درس‌های پیامبران به بشر، و همچنین علوم مختلفی است که سعادت بشر بدون آگاهی از آنها امکان‌پذیر نیست. کسی که با دنیای زیبا و زندگی‌بخش کتاب ارتباط ندارد بی‌شک از مهم‌ترین دستاورد انسانی و نیز از بیشترین معارف الهی و بشری محروم است. با این دیدگاه، به‌روشنی می‌توان ارزش و مفهوم رمزی عمیق در این حقیقت تاریخی را دریافت که اولین خطاب خداوند متعال به پیامبر گرامی اسلام (ص) این است که «بخوان!» و در اولین سوره‌ای که بر آن فرستاده عظیم‌الشان خداوند، فرود آمده، نام «قلم» به تجلیل یاد

1. <https://farsi.khamenei.ir/message-content?id=2696>

شده است: «إِقْرَأْ وَرَبُّكَ الْأَكْرَمُ. الَّذِي عَلَّمَ بِالْقَلَمِ» در اهمیت عنصر کتاب برای تکامل جامعه انسانی، همین بس که تمامی ادیان آسمانی و رجال بزرگ تاریخ بشری، از طریق کتاب جاودانه مانده اند.

دانشگاه پیام نور با گستره جغرافیایی ایران شمول خود با هدف آموزش برای همه، همه جا و همه وقت، به عنوان دانشگاهی کتاب محور در نظام آموزش عالی کشورمان، افتخار دارد جایگاه اندیشه سازی و خردورزی بخش عظیمی از جوانان جویای علم این مرز و بوم باشد. تلاش فراوانی در ایام طولانی فعالیت این دانشگاه انجام پذیرفته تا با بهره گیری از تجربه های گرانقدر استادان و صاحب نظران برجسته کشورمان، کتاب ها و منابع آموزشی درسی شاخص و خودآموز تولید شود. در آینده هم، این مهم با هدف ارتقای سطح علمی، روزآمدی و توجه بیشتر به نیازهای مخاطبان دانشگاه پیام نور با جدیت ادامه خواهد داشت. به طور قطع استفاده از نظرات استادان، صاحب نظران و دانشجویان محترم، ما را در انجام این وظیفه مهم و خطیر یاری رسان خواهد بود. پیشاپیش از تمامی عزیزانی که با نقد، تصحیح و پیشنهادهای خود ما را در انجام این وظیفه خطیر یاری می رسانند، سپاسگزاری می نمایم. لازم است از تمامی اندیشمندانی که تاکنون دانشگاه پیام نور را منزلگاه اندیشه سازی خود دانسته و ما را در تولید کتاب و محتوای آموزشی درسی یاری نموده اند، صمیمانه قدردانی گردد. موفقیت و بهروزی تمامی دانشجویان و دانش پژوهان عزیز آرزوی همیشگی ما است.

دانشگاه پیام نور

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Preface

Academic textbooks vividly typify an important pedagogic genre in academic and professional settings. Additionally, academic textbooks contain a tremendous influence on academic milieu and serve as means to disseminate facts and developments in different disciplines. They can open up new avenues, and produce appealing new themes that merit a big effort. Academic textbooks usually address multiple audiences so that they link themselves to their disciplines in interesting ways, and underscore the relationship between disciplinary discourses and related social practices (Hyland, 2000).

Local educational institutions produce in-house English for Specific Purpose (ESP) materials according to the curriculum policies designated and developed by the Ministry of Higher Education In Iran. To this end, this book aims to be used in the Iranian setting at the tertiary level for undergraduate students majoring in Management. Moreover, the style of English usage in this ESP textbook is American.

The features of TEMS are as follows:

1. Presentation

The field of Management and the English is too vast to have everything in one book, but has special focus on reading and vocabulary exercises. Examining just the presentation of the language does not seem adequate since investigating how the materials are sequenced and linked to previous texts, activities, and topics seems inevitable. In this ESP textbook, the units are comprehensive since they cover almost all

mechanical engineering themes and are cross-referenced. To grasp amply the meaning within a particular unit, students need to review or preview the previous units. That is to say, the content recycles continuously.

2. Contents

Regarding the content of the textbook, it has both thematic organizations in which the topics are relevant and includes sufficient treatment of the target language areas necessary for the students. The principle organizing approach of this textbook is theme-based. In addition, the content is international and non-culture specific, which means it can be tailored much more easily. Concerning the frequency of vocabulary types, a tripartite classification of vocabulary, i.e. jargon, technical, and core, proposed by Chung and Nation (2003) was adopted in this book. The major reason found in the history of research for claiming the legitimacy of ESP has been the application of specific vocabulary. This claim can be verified by examining texts, which are of a specific nature and contain vocabulary related to the discipline in question, viz, management.

3. Methodology

With regard to methodology, TEMS is learner-learning centered and activity-based, and has task-based orientation which are characteristics of special purpose language teaching in ESP. It can be claimed the methodology used in this book is communication oriented.

4. Reading Type

It contains sophisticated and knowledge-based texts and articles that are adapted from various resources. Nearly every unit discusses specific aspects of management.

5. Glossary

A separate glossary, as opposed to one woven throughout the text, is important for locating terms quickly and easily. This book provides an organized glossary.

6. Authenticity

With regard to authenticity, ESP textbooks are expected to be selected from real-life texts that are not necessarily produced for language teaching. Tasks should encourage students to process texts as they may occur in the real world.

The material offers some practical information that facilitates more effective communication in the workplace. It can also support the development of instructional materials and/or courses for non-native

English speakers seeking jobs in management abroad. It copes at length with the target domains documented in the needs analysis and addresses the relevance of their significance for students' future job requirements. This book is recommended for a two-credit course at the sophomore or junior level Management students.

It is hoped that the present book opens up important avenues for teaching of management as an ESP course in Iran. Like any other academic work, this book has surely some flaws and the writers will appreciate and welcome the students', instructors', and materials developers' constructive suggestions.

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October, 2022

LESSON 1

AN INTRODUCTION TO MANAGEMENT



Pre-reading questions

1. What management should be done to achieve more goals?
2. How managers can affect our today life?
3. What is the most important role of a manager?
4. Who can be a good manager?

[A] Managers influence all phases of modern organizations. Plant managers run manufacturing operations that produce the clothes we wear, the food we eat, and the automobiles we drive. Sales managers maintain a salesforce that markets goods. Personnel managers provide organizations with a competent and productive workforce. The “jobs available” section in the classified advertisements of any major newspaper describes many different types of management activities and confirms the importance of management.

[B] In addition to understanding the significance of managerial work to themselves and society and its related benefits, perspective managers need to

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know what the management task entails. Our society could neither exist, as we know it today nor improve without a steady stream of managers to guide its organizations. Peter Drucker emphasized this point when he stated that effective management is probably the main resource of developed countries and the most needed resource of developing ones.

[C] In short, all societies desperately need good managers. Management is important to society as a whole as well as vital to many individuals who earn their livings as managers. Government statistics show that management positions have increased from approximately 10 percent to 18 percent of all jobs since 1950. Managers come from varying backgrounds and have diverse educational specialties. Many people who originally trained to be accountants, teachers, financiers, or even writers eventually make their livelihoods as managers. Although in the short term, the demand for managers varies somewhat, in the long term, managerial positions can yield high salaries, status, interesting work, personal growth, and intense feelings of accomplishment.

[D] Over the years, *Forbes* magazine has become well known for its periodic rankings of total compensation paid to top managers in the United States. Based on the 2009 *Forbes* compensation study, Table 1.1 shows the names of the 10 most highly paid chief executives, the company they worked for, and how much they earned. In the study, total compensation includes factors such as salary, bonuses, and stock options.

Table 1.1. The 10 highest compensated CEOs, 2009

Ranking	CEO Name	Company Name	Paid (\$ millions)
1	Lawrence J. Ellison	Oracle	\$556.98
2	Ray R. Irani	Occidental Petroleum	222.64
3	John B. Hess	Hess	154.58
4	Michael D. Watford	Ultra Petroleum	116.93
5	Michael G. Papa	EOG Resources	90.47
6	William R. Berkley	Berkley	87.48
7	Matthew K. Rose	Burlington Santa Fe	68.62
8	Paul J. Evanson	Allegheny Energy	67.26
9	Hugh Grant	Monsanto	64.60
10	Robert W. Lane	Deere & Co.	61.30

Source: "CEO Compensation," *Forbes*, April 22, 2009, <http://www.forbes.com>.

[E] Essentially, the role of managers is to guide organizations toward goal accomplishment. All organizations exist for certain purposes or goals, and managers are responsible for combining and using organizational resources to ensure that their organizations achieve their purposes. Management moves an organization toward its purposes or goals by assigning activities organization members perform. If the activities are designed effectively, the production of each individual worker will contribute to the attainment of organizational goals. Management strives to encourage individual activity that will lead to reaching organizational goals and to discourage individual activity that will hinder the accomplishment of those goals. Because the process of management emphasizes the achievement of goals, managers must keep organizational goals in mind at all times.

[F] Students of management should be aware that the term management can be, and often is, used in different ways. For instance, it can refer simply to the process that managers follow in order to accomplish organizational goals. It can also refer to body of knowledge; in this context, management is a cumulative body of information that furnishes insights on how to manage. The term *management* can also refer to the individuals who guide and direct organizations or to a career devoted to the task of guiding and directing organizations. An understanding of the various uses and related definitions of the term will help you avoid miscommunication during management related discussions.

[G] As used most commonly in this text, **management** is the process of reaching organizational goals by working with and through people and other organizational resources. A comparison of this definition with the definitions offered by several contemporary management thinkers indicates broad agreement that management encompasses the following three main characteristics:

1. It is a process or series of continuing and related activities.
2. It involves and concentrates on reaching organizational goals.
3. It reaches these goals by working with and through people and other organizational resources. A discussion of each of these characteristics follows.

[H] The four basic **management functions**—activities that make up the management process— are described in the following sections: **Planning:** Planning involves choosing tasks that must be performed to attain organizational goals, outlining how the tasks must be performed, and indicating when they should be performed. Planning activity focuses on attaining goals. Through their plans, managers outline exactly what organizations must do to be successful. Planning is essential to getting the

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“right” things done. Planning is concerned with organizational success in the near future (short term) as well as in the more distant future (long term).

Organizing: Organizing can be thought of as assigning the tasks developed under the planning function to various individuals or groups within the organization. Organizing, then, creates a mechanism to put plans into action. People within the organization are given work assignments that contribute to the company’s goals. Tasks are organized so that the output of individuals contributes to the success of departments, which, in turn, contributes to the success of divisions, which ultimately contributes to the success of the organization. Organizing includes determining tasks and groupings of work. Organizing should not be rigid, but adaptable and flexible to meet challenges as circumstances change.

Influencing: Influencing is another of the basic functions within the management process. This function—also commonly referred to as *motivating, leading, directing, or actuating*—is concerned primarily with people within organizations. Influencing can be defined as guiding the activities of organization members in appropriate directions. An appropriate direction is any direction that helps the organization move toward goal attainment. The ultimate purpose of influencing is to increase productivity. Human-oriented work situations usually generate higher levels of production over the long term than do task-oriented work situations, because people find the latter type less satisfying.

Controlling: Controlling is the management function through which managers:

1. Gather information that measures recent performance within the organization.
2. Compare present performance to pre-established performance standards.
3. From this comparison, determine whether the organization should be modified to meet pre-established standards. Controlling is an ongoing process. Managers continually gather information, make their comparisons, and then try to find new ways of improving production through organizational modification.

[I] History shows that managers commonly make mistakes when planning, organizing, influencing, and controlling. Although we have discussed the four functions of management individually, planning, organizing, influencing, and controlling are integrally related and therefore cannot be separated in practice. Figure 1.1 illustrates this interrelationship and also indicates that managers use these activities solely for reaching organizational goals. Basically, these functions are of one depends on the performance of the others. For example, organizing is based on well-thought out plans

developed during the planning process, and influencing systems must be tailored to reflect both these plans and the organizational design used to implement them. The fourth function, controlling, involves possible modifications to existing plans, organizational structure, or the motivation system used to develop a more successful effort.

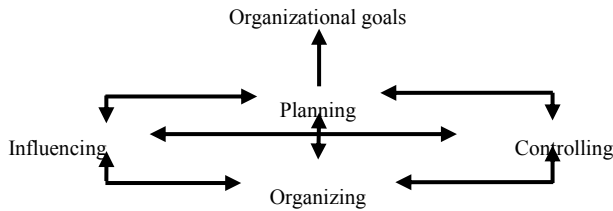


Figure 1.1. Relationships Among the Four Functions of Management Used to Attain Organizational Goals

[J] To be effective, a manager must understand how the four management functions are practiced, not simply how they are defined and related. Thomas J. Peters and Robert H. Waterman, Jr., studied numerous organizations—including Frito-Lay and Maytag—for several years to determine what management characteristics best describe excellently run companies. In their book, *In Search of Excellence*, Peters and Waterman suggest that planning, organizing, influencing, and controlling should be characterized by a bias for action; a closeness to the customer; autonomy and entrepreneurship; productivity through people; a hands-on, value-driven orientation; “sticking to the knitting”; a simple organizational form with a lean staff; and simultaneous loose-tight properties.

This brief introduction to the four management functions will be further developed in Parts 3 through 6 of this text. Management must always be aware of the status and use of **organizational resources**. These resources, composed of all assets available for activation during the production process, are of four basic types:

1. Human
2. Monetary
3. Raw materials
4. Capital

As Figure 1.2 shows organizational resources are combined, used, and transformed into finished products during the production process. Human resources are the people who work for an organization. The skills they possess and their knowledge of the work system are invaluable to managers. Monetary resources are amounts of money that managers use to purchase

goods and services for the organization. Raw materials are ingredients used directly in the manufacturing of products. For example, rubber is a raw material that Goodyear would purchase with its monetary resources and use directly in manufacturing tires. Capital resources are machines used during the manufacturing process. Modern machines, or equipment, can be a major factor in maintaining desired production levels. Worn-out or antiquated machinery can make it impossible for an organization to keep pace with competitors.

[K] Managerial effectiveness: As managers use their resources, they must strive to be both effective and efficient. **Managerial effectiveness** refers to management’s use of organizational resources in meeting organizational goals. If organizations are using their resources to attain their goals, the managers are said to be effective. In reality, however, managerial effectiveness can be measured by degrees. The closer an organization comes to achieving its goals, the more effective its managers are considered to be.

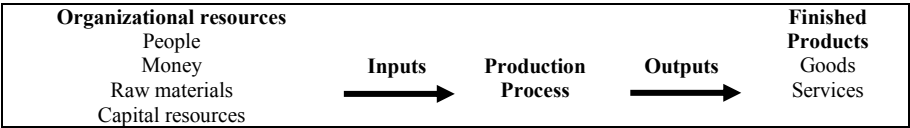


Figure 1.2. Transformation of Organizational Resources into Finished Products through the Production Process.

Managerial effectiveness, then, exists on a continuum ranging from *ineffective* to *effective*.

[L] Managerial Efficiency Managerial efficiency is the proportion of total organizational resources that contribute to productivity during the manufacturing process. The higher this proportion, the more efficient is the manager. The more resources wasted or unused during the production process, the more inefficient is the manager. In this situation, *organizational resources* refer not only to raw materials that are used in manufacturing goods or services but also to related human effort. Like management effectiveness, management efficiency is best described as being on a continuum ranging from inefficient to efficient. *Inefficient* means that a small proportion of total resources contributes to productivity during the manufacturing process; *efficient* means that a large proportion of resources contributes to productivity. As Figure 1.3 shows that the concepts of managerial effectiveness and efficiency are obviously related. A manager could be relatively ineffective—with the consequence that the organization is making little progress toward goal attainment—primarily because of major inefficiencies or poor utilization of resources during the production process.

In contrast, a manager could be somewhat effective despite being inefficient if demand for the finished goods is so high that the manager can get an extremely high price per unit sold and thus absorb inefficiency costs. Thus, a manager can be effective without being efficient, and vice versa. To maximize organizational success, however, both effectiveness and efficiency are essential.

RESOURCES	Efficient (most resources contribute to production)	Not reaching goals and not wasting resources	Reaching goals and not wasting resources
	Inefficient (few resources contribute to production)	Not reaching goals and wasting resources	Reaching goals and wasting resources
		Ineffective (little progress toward organizational goals)	Effective (substantial progress toward organizational goals)
		GOAL ACCOMPLISHED	

Figure 1.3. Various Combinations of Managerial Effectiveness and Managerial Efficiency.

I. Reading Comprehension

A. Choose the best answer.

- Which of the following is **NOT** discussed in the passage?
 - Managers come from varying background.
 - The role of managers is to guide organizations.
 - Managerial deficiency is the proportion of total.
 - A manager could be somewhat effective.
- Which of the following is the best title for the passage?
 - The Best Manager
 - Managers Variety
 - How Can Be a Good Manager?
 - Can Be Manager and Organize?
- Which of the following is **NOT** mentioned in the text as one the characteristic of management?
 - prospective manager
 - personal growth
 - individual worker
 - body of knowledge
- What does "it" in paragraph (F) refer to?
 - good
 - organization
 - management
 - people

5. What can be inferred from the following statement?

"In contrast, a manager could be somewhat effective despite being inefficient if demand for the finished goods is so high that the manager can get an extremely high price per unit sold and thus absorb inefficiency cost."

- a. A manager could be both inefficient and ineffective for the finished goods.
- b. Inefficient manager could be effective if demand for the finished goods are so high.
- c. Despite being inefficient, a manager could be somewhat effective.
- d. Absorbs inefficiency costs, manager could get an extremely high price per unit sold.

B. Choose a suitable title for each paragraph. Some do not belong to any paragraph.

1. The Management Task
2. The Importance of Manager
3. Manager Process and Goal Attainment
4. Manager Function
5. The Role of Manager
6. Defining Manager
7. More Managerial Efficiency More Organization
8. Management Position
9. Manager vs. Compensation
10. Using Organizational Resources
11. Managerial Characteristic
12. Management and Salary

C. Look at the two empty spaces that indicate where the given sentences can be added in the passage. Which sentences would fit the empty space best? There are more sentences than the gap.

"As a discipline, management is a specialized branch of knowledge which involves the study of certain principles and practices. Over the years, management It can be studied, knowledge about it obtained and skills in its applications acquired. The old saying "managers are born, not made" stands minimized now. People believe that managerial It is small wonder that many institutes have been set up in India with a view to impart management education to prospective managers."

1. skills could be acquired through formal education and training.
2. effectiveness became lower than before.
3. position lost its way through expensive value of goods.
4. has emerged as a separate field of study.

D. Which of the following best summarizes this paragraph?

*“As managers use their resources, they must strive to be both effective and efficient. **Managerial effectiveness** refers to management’s use of organizational resources in meeting organizational goals. If organizations are using their resources to attain their goals, the managers are said to be effective. In reality, however, managerial effectiveness can be measured by degrees. The closer an organization comes to achieving its goals, the more effective its managers are considered to be.”*

1. As managers use their resources, they can be measured the goal.
2. By degrees, manager must use organizations resources.
3. Using resources must be with struggle to be effective and efficient to attain goals.
4. Resources are considered to be valuable achievement.

E. Complete the summary by selecting 4 choices that express the most important ideas in the passage. Some of the sentences do not fit in the summary.

1. Managers are responsible for combining and using organizational resources to ensure that their organizations achieve their purposes.
2. Managers must keep organizational goals in mind at all times.
3. Antiquated machinery can make it impossible for an organization to keep pace with competitors.
4. The ultimate purpose of Human-oriented work is to increase motivation of resources.
5. The more resources wasted or unused during the production process, the more inefficient is the manager.
6. The more effective its goals consider to be when management use organization plan.

II. Vocabulary Comprehension**A. Choose the best answer**

1. is the process of starting a business or other organization.
 - a. Resourcefulness
 - b. Entrepreneurship
 - c. Positions
 - d. Executives
2. It is not clear whether the change will help or our project.
 - a. perform
 - b. active
 - c. hinder
 - d. move
3. The committee is people from every department.
 - a. tells of
 - b. composes of
 - c. tasked of
 - d. used of

III. Idioms and Collocations

1. **Hands-on:** *involving active participation*
e.g.: He is a **hands-on** manager.
2. **Keep pace:** *to move at the same speed as someone, something, to match, someone or some creature pace for pace.*
e.g.: You have just got to **keep pace**.
3. **Crying shame:** *an unfortunate situation*
e.g.: It is a **crying shame** that Bob cannot find a job.
4. **Worn out:** *something that is worn out can no longer be used because it is so old or because it has been damaged by continue use.*
e.g.: The car's **worn out** tires.

A. Complete the sentences with the correct collocation. There is one extra item in the following items. Make necessary changes if needed.

worn out, keep pace, crying shame, hands-on

1. The black horse was having a hard time with the brown one.
2. Before the race, he is fine, but afterwards he is
3. People will be able to get involved in the display.

LESSON 2

INTRODUCING HUMAN RESOURCE MANAGEMENT



Pre-reading questions

1. How do you define 'human resource management'?
2. What are the roles of a human resource manager?

HRM skills

According to the Chartered Institute of Personnel and Development (CIPD) (2018a), as well as achieving qualifications and gaining work experience there are some key behaviors needed to be a success in Human Resource, which include:

- curiosity
- decisive thinker

- skilled influencer
- driven to deliver
- collaborative
- courage to challenge
- role model
- personally credible.

Being a strong communicator capable of influencing others, being curious and continuing to learn, an ability to work collaboratively in a team and being aware of and interested in the ways businesses work are skills that employers say that they want in anyone starting a job with them.

HR practitioners also need to be analytical and to act decisively once they have analyzed relevant data and other information in order to reach practical solutions. A person in an HR role needs to be personally credible in that they have the ability to deal with ambiguity, to think things through logically and apply their judgement and emotional intelligence in situations that do not necessarily have one right answer. A person working in HR also has to set a good example and act with integrity, impartiality and demonstrate sound judgement as they may be regarded as something of a role model. There may also be times when the HR person has to challenge other points of view, perhaps when a more senior manager is about to do something potentially illegal or unfairly discriminatory so, at times, they must display courage to challenge others' viewpoints.

HRM? What's it all about?

You may have a general idea of the role and functions of the human resource management or personnel department in an organization. Many students talk of studying HRM because they would 'like to work with people', and they seem to think of human resource management as a cozy job that involves being nice to people at all times. While this view is not entirely accurate, it is certainly a career that provides a wealth of variety and a great deal of job satisfaction. HRM is also a career that is constantly changing as the role evolves in response to changing social, political, economic and demographic issues.

One of the main reasons people give for enjoying their HR careers is that it provides variety, challenge and interest in organizations where HR is at the heart of the business and can make a difference. There are many different roles within HR and managing people ensures there is never a dull moment (CIPD, 2018). A survey by XperthHR in 2014 found that 58.7 per cent of those surveyed would choose to pursue a career in HR again in spite

of the fact that almost half of them (48.5 per cent) had actually started work in other areas prior to HR and said they had entered the HR profession by chance. Of those surveyed, 36.8 per cent had made a deliberate choice to pursue a career in HR because they wished to work with people (Murphy, 2014).

The main factors that have made HRM what it is today

The role of an HR manager has changed in response to social, economic and political conditions and to changes in technology, and it is still developing dynamically. The relative importance of many of the activities has changed as external circumstances have affected the needs of organizations and it is still a dynamic area where the roles and ways of organizing the HR function continue to change and develop.

[A] It may help you to understand the diversity of roles that are sometimes adopted by human resource managers if we look briefly at the development of the profession. A variety of names have been used to describe those who specialize in managing people. In this chapter, we have chosen to use the terms *human resource manager* or *people manager* as these are, increasingly, the main terms used but you will also find other terms such as *personnel manager* still being used and some other job titles such as *reward manager* or *learning and talent development manager* for those who have specialized in specific areas of HRM. However, while it is important to have some idea of the background of HRM it is of even greater importance to examine current roles and issues and to consider possible developments in HR of the future in the world in which most of you will find yourselves working.

[B] The earliest activity with which the HR practitioner was involved was welfare work. During the nineteenth century the conditions of work for men, women and children in the factories were generally appalling compared to today's accepted standards. There were some enlightened employers who wanted to try to improve working conditions for their employees and adopted schemes to improve the lot of their workforce as part of their company policy.

Among these were several Quaker organizations and it is generally held that the first personnel officer, referred to at that time as an industrial welfare officer, was Miss Mary Wood who was appointed by Rowntree's in York in 1896. She was appointed to be a type of social worker for the factory, with responsibility for ensuring the wellbeing of women and children in the workforce and watching over their health and behavior. Although Mary's first day at work over 100 years ago is very different from the type of work

that we associate with human resource managers of today, welfare and the wellbeing of the workforce is still an area in which many HR practitioners will be involved. High levels of absenteeism are expensive, so modern organizations that are proactive in encouraging a healthy workforce have also shown benefits in reduced levels of absence with consequent saving for the organization.

[C] The early industrial welfare workers met with great success, and Mary Wood and others were soon asked to start recruiting girls, which was the beginning of the development of the role of recruitment and selection. During the First World War, there was rapid development in many fields of personnel management, largely as a result of government initiatives to encourage the best possible use of people, and also because of legislation.

[D] In 1921, the National Institute of Industrial Psychologists was established and its members published results of studies on selection tests, interviewing techniques and training methods so providing an academic rationale for some aspects of people management. During the Second World War, the work spread from welfare, recruitment and selection to training, improving morale and motivation, discipline, health and safety, joint consultation and often wages policies. This expansion of duties required the establishment of an adequate personnel department with trained staff.

[E] Joint consultation between management and workforce spread during the Second World War and personnel departments became responsible for its organization and administration. There was an increased emphasis on health and safety and a need for specialists to deal with employee relations so that, gradually, the personnel manager became the usual spokesperson for the organization in discussion with trade unions and shop stewards. This aspect of their role gained further impetus in the 1970s, where, in many organizations, the personnel manager had executive authority to negotiate deals about pay or other collective issues.

[F] During the 1970s, the growth in the amount of employment legislation resulted in the personnel function often adopting the role of specialist adviser, ensuring that managers did not fall foul of the law and that cases did not end up at industrial tribunals, as they were then called.

- **Flexibility and diversity**

In the 1990s, there was a major trend for employers to seek increasingly flexible arrangements in the hours worked by employees, with a growth in the number of employees who worked part-time or on temporary contracts and an increase in distance working and working from home. This trend has