

- Informal Organization: transcending an organization's formal structure, there is informal structure. Sometimes just as powerful, or more, than formal structure. May reinforce office politics and put individual interests ahead of overall interests.
  - Informal groups: people who decide to socially interact together develop. May be positive (support each other and the organization), negative (run counter to organization's interests), or neutral.
  - Organization grapevine: the communication network of gossip through entire organization. ( Eg: the Internet is the worldwide grapevine). Information is distributed orally and often distorted (manipulated for personal gains). May act as an early warning system (Eg: a boss is annoying and about to be replaced).

## Ch. 8: Managing Human Resources

- Foundations of Human Resource Management
  - Human resource management: activities devoted to building and maintaining an effective workforce.
  - Becoming increasingly important
  - Poor planning results in inefficiency (Eg: hiring followed by layoffs), employees must be attracted, kept, and motivated.
  - Human Resource planning
    - Job Analysis:
      - Job description: list of duties and working conditions
      - Job specifications: list of credentials needed for the job
    - Forecasting demand and supply of labour
      - Forecasting internal supply: number and type of employees needed in the future
        - Replacement charts: lists important positions, who occupies it, expected time of occupation, and potential replacements.
        - Skills inventories: catalogue of employees listing skills, experience, education, etc. To quickly locate qualified employees.
      - Forecasting external supply: number available for hiring
    - Matching HR Supply and Demand: if shortfall is predicted, new employees can be hired or present ones retained. Temporary employees add to flexibility and allow organization to adapt.
- Staffing The Organization:
  - Recruiting to attract qualified applicants.
    - Internal recruiting: present employees are candidates, promotion.
    - External recruiting: attracting outsiders. Job fairs allow face-to-face interaction. Internships.
  - Selecting Human Resources
    - Validation: The predictive value of information gathered through candidate screening.
    - Application Forms: Job related demographic data, should not contain unrelated questions (sources for discrimination). Good for pre-interview familiarization.
    - Tests: knowledge relevant to the job, or general intelligence test. Tests should be validated frequently.
      - All scoring and administration must be consistent.
    - Interviews: sometimes poor predictor of jobs success due to biases.
      - Structured interviews for lower-level positions ensure consistency.
      - Interviews for higher-level positions are tailored more to candidate's own experience.
      - "Curveball" questions asked to see how well candidates think on their feet.
    - Other techniques: polygraph tests and testing anything not directly related to job performance is now largely illegal. Physical examinations can be required for physical labour jobs.