

NABU 330

Cross Border Issues in Strategic Human Resource Management

Unit 4

Laurie Prange (Prange-Martin)



Agenda

- Taking attendance
- Group presentations – Assignment #1 – Global HRM
 - Rubric for Group Evaluation
 - Rubric for Peer Evaluation
- Lecture
 1. Ch. 5 – HR Planning
 2. Strategic HRM methods for successful mergers in Canada and USA.
- Learning Consolidation – Activity: Practice Non-Graded Quiz
- Next Steps

Taking attendance



Assignment #1 – Global HRM Group Presentations

10 minutes each

Upload slide deck and Project Report today



Time for Peer Evaluations

Peer Evaluation Marks will be averaged to contribute 12% to your individual mark.

88% from Group Evaluation

Lecture

1. Week 4 Folder in Moodle
2. Ch. 5 = HR Planning
3. Strategic HRM methods for successful mergers in Canada and USA

Ch. 5 = HR Planning

See Figure 5.1 = HR Planning Model
Forecasting Labour Supply & Demand

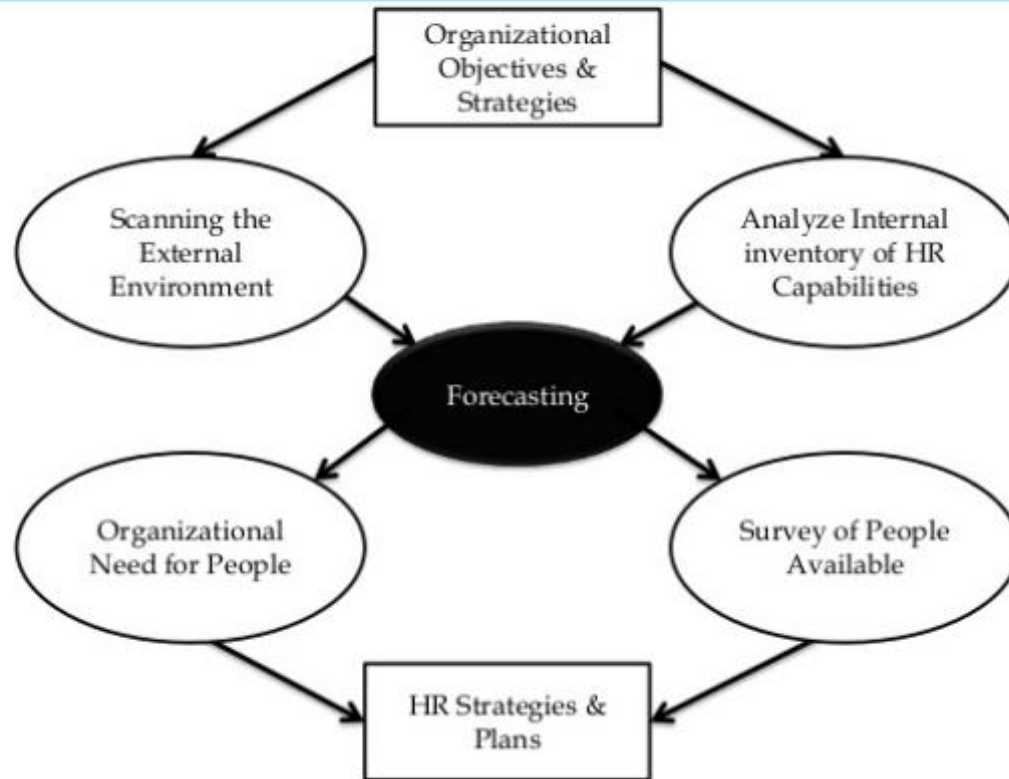
Continuation from last class

Balancing supply and demand considerations

See Figure 5.5

HR Planning

HR PLANNING PROCESS



For more info:
Human Resource Planning
by AIMS Education

<https://www.slideshare.net/umerkhalidhabib/human-resource-planning-24053844>



Strategic HRM Methods

“Creating a stronger organization, one employee at a time.”

Unknown

Strategic HRM Method

1. Part of HRM
2. Focused on partnerships with internal and external customers
3. Used for long-term goals
4. Focused on Line Managers
5. Flexible job division with less specialization than traditional HRM

4 Strategic Goals in Strategic HRM

1. Use employees to the greatest benefit to the company
2. Turn the way employees are organized, managed, and supported into a competitive advantage
3. Ensure that the HR department works in support of Senior Management and towards strategic goals
4. Apply metrics and analytics to help with strategic decision making

Then, the 5th strategy to
consider, plan for, and
successfully handle the impact
of mergers on HRM

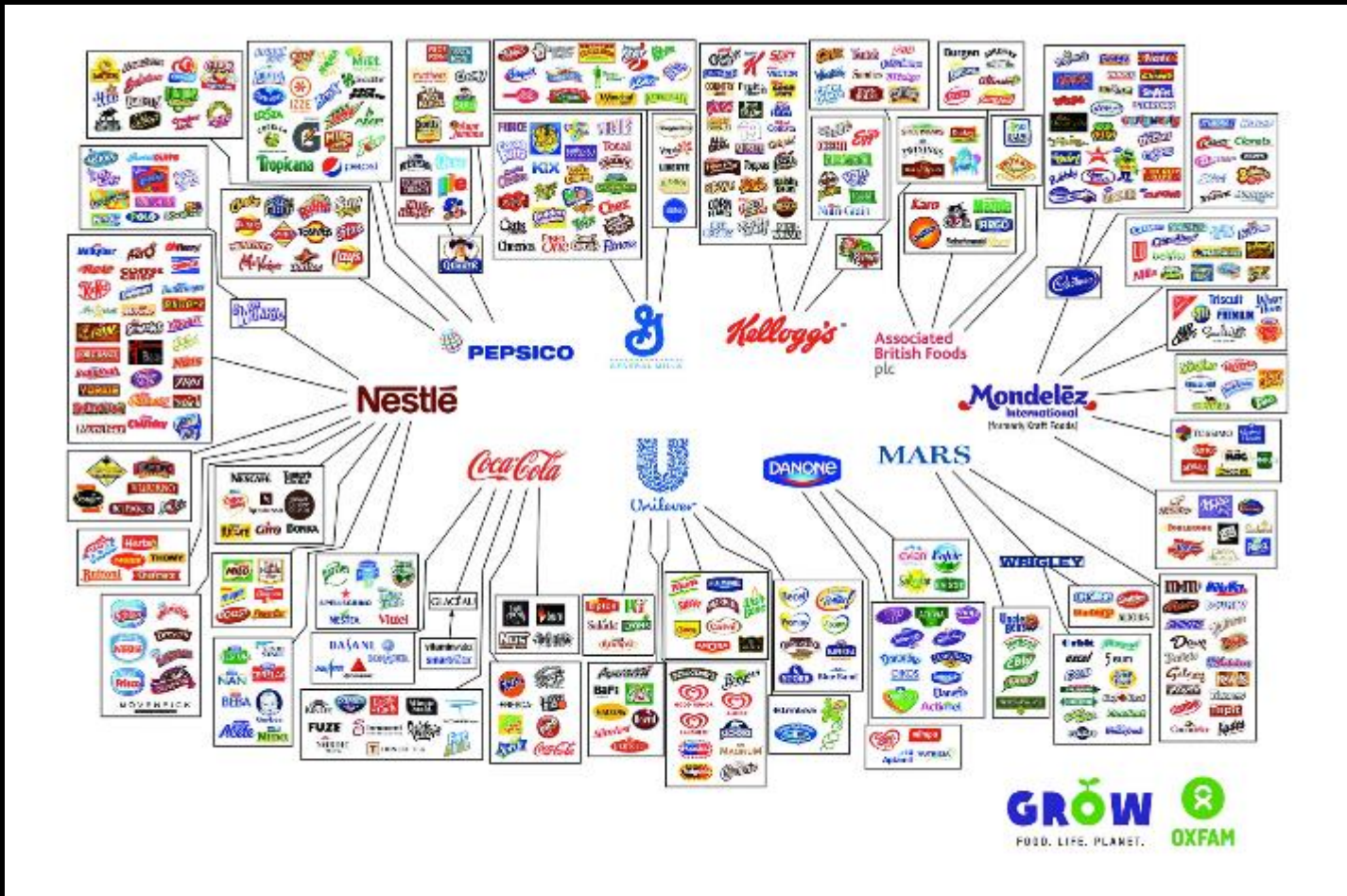
Need for Knowledge Re: Mergers

- Severe consolidation of the market into mega-employers
- A.k.a. labour market consolidation
- Monopsony = Single buyer or employer controls the market or employment sphere

Source: Azar, J., Marinescu, I, & Steinbaum, M.I. (December 2017). *Labor market consolidation: NBER Working Paper No. 24147*. The National Bureau of Economic Research. <http://www.nber.org/papers/w24147>

Just 10 Companies?

<https://www.oxfamamerica.org/explore/stories/these-10-companies-make-a-lot-of-the-food-we-buy-heres-how-we-made-them-better/>



5 HRM Challenges in Mergers

1. Identifying and then communicating reasons for merger
2. Forming a team to coach leaders and employees through the merger
3. Assessing and helping to combine different cultures
4. Making employee decisions to handle redundancies and job losses
5. Comparing compensation & benefits packages and HR policies & practices to merge services

HRM in North American Mergers

Vastly different because in Canada...

- ...oral agreements can be considered as binding as written employee/collective agreements
- ...required to provide significant compensation packages for employees who experience job loss
- ...required to provide significantly longer notice periods. And it increases the more people who experience job loss.
- ...employees on leave (parental, vacation, health, etc.) retain their rights
- ...significant privacy and records management concerns under PIPEDA (Personal Information Protection and Electronic Documents Act)

Learning Consolidation & Check-in



Laurie Prange (Prange-Martin)

Activity = Practice Non-Graded Quiz

1. This will *not* contribute to your final grade in a formal way
 1. Practice makes perfect! 😊
2. Purpose of this exercise
 1. Practice using exam answer sheet
 2. See how I compose tests
 3. Ask your questions in advance re how I do tests
3. Using ZipGrade.com
 - <https://www.zipgrade.com>

Next Steps

1. Getting ready for Unit 5

- A. Complete your assigned readings
- B. Complete HR Stories in Moodle

2. In-Class Assignment

- All documentation due in Moodle within 3 days
- Will be scrutinized for plagiarism

3. Midterm in two classes

- Please let me know if you need study tips

Thank you for another great class!

See you in Moodle, email, or text.

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