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1. Human Resource is not valued as it should; constantly being neglected of the foundation it serves to a company's revenue and development. Just as easy to be ecstatic about a flower starting to bloom that it was forgotten to be watered, it's easy to get swept up in the progress of things and pay less attention to the dirt of which it's growing from. Human capital is said to be the most valuable asset to a company's success. The value of this organizational aspect is commonly overlooked by the monetary level of things rather than the "deepest discounts in the complex task of identifying, attracting, developing, and deploying people" (Breitfelder and Dowling, 2008). A significant portion of HR includes checks and balances, ensuring employee equality, policing roles, compliance and codes of conduct. Company's are susceptible to setting their mission on targeting what hinders or prevents productivity rather than concentrating on the positive by promoting innovation and talent to ultimately become more productive.

2. As company's continue to expand and advance, it only makes sense that the infrastructure would adapt as well. Previous HR departments have been oriented around compensation and benefits; monetary leverage. This department is now transitioning into a more human development focus, drawing in people for opportunity and advancement. The article stated the shift from prioritizing securities to people, teaching and placing the right people in the right seats (Breitfelder and Dowling, 2008). Although authors of the textbook acknowledge the importance in human capital through training, intelligence and insight, it was stated that "some companies are doing away with their HR department altogether, preferring to flatten their organizational structure" (Page 7. Kahnweiler, 2012). On this level, I don't think the textbook and article are on the same page. The article implies strengthening the HR department to increase the value of human capital for success, while the textbook offers making this process a more internal ordeal. Both sources agree that "employee characteristics add economic value to the organization" (Page

4. Kahnweiler, 2012) and that "developing and managing this greatest asset" (Breitfelder and Dowling, 2008) will only better the company as a whole.

3. Human Resource departments offers the organization to the organizations; providing staffing, performance and administrative objectives. If a company was an assignment, HR is equivalent to the outline and rubric of what to include. Staffing is critical to involve and retain the most fitting people for the job through recruitment as well as development. The article states that often times HR will use programs such as Encore to select people from a created pool through a process that is "designed to get the right people in the right seats and to help them be as productive as possible" (Breitfelder and Dowling, 2008). Performance objectives would incorporate motivational techniques such as promotion and pay benefits for employees which "play an important role in motivating them" (Page 9. Kahnweiler, 2012). Administrative objectives are to keep things in line with performance reports and regulations for compliance, "managing

activities and task outcome” (Page 11. Kahnweiler, 2012) and comparing to the organizations goals to determine employee productivity. Companies need staffing, motivation and checks and balances to run smoothly, all of which are provided by a Human Resource Department.



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