Managing People & Performance

Managing in context

External context (2)

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External context

Study Guide

- **Size differences**
  - SME's
    - Uncertainty
      - External
      - Internal
      - Hill, R & Stewart, J (2000)
    - Differences small / big
      - Innovation
      - Change
- **Sectoral differences**
  - different sectors with different objectives
  - same practice doesn't lead to same outcome
  - "Performance" is different within the sectors
- **Technology**
  - Speed
    - On demand business
  - Efficiency
    - Decrease of unit costs
    - value from all resources
  - Connectivity
    - work together no matter where one is
    - move work to low cost regions
  - Customisation
    - customers requirement
    - employees individual contracts & benefits
- **Economic & regulatory issues**
- **Workforce demographics**
  - Decreasing birth rate
  - Retired rate up in next 10 years
- **International context**
  - Globalisation / Internationalisation
  - Cultures vary around the world
  - Speaking 1 language is difficult
    - Example pantomine
      - Sir David Bell (50 lessons)
- **HRM ethical?**
  - Legge, K (1996) Morality bound.
  - 1 Kantian
    - Respect
    - Moral code
  - 2 Rawslian
    - Organisational survival
    - everyone benefit
  - 4 Aristotelian
    - Mental, moral, social potential
    - Social harmony
  - 5 Utilitarianism
    - Morality of actions
    - greatest amount of good or least amount of bad to greatest number of people
- **National institutional & structural differences**
  - State
  - Legal system
  - Finance system
  - Family system
  - "The structure of organisations in a country reflect the country's particular institutional arrangements"
    - Study Guide p. 20