

**CIHAN UNIVERSITY SULAIMANY**  
**BUSINESS ADMINISTRATION**  
**HUMAN RESOURCE MANAGEMENT II**

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What HRM  
Do...



# EQUAL EMPLOYMENT OPPORTUNITY

- **Introduction to EEO:** Equal Employment Opportunity (EEO) is a fundamental principle that advocates for fair treatment of all employees, irrespective of their race, color, religion, sex, national origin, age, disability, or genetic information.
- **Purpose of EEO:** The primary goal of EEO is to ensure that all individuals have an equal chance to pursue and attain employment opportunities based on their skills, qualifications, and abilities, without facing discrimination.

# EQUAL EMPLOYMENT OPPORTUNITY (EEO)

- **Definition of EEO:** Equal Employment Opportunity (EEO) is a concept grounded in the principle of prohibiting discrimination in employment practices. It aims to create a workplace where every employee, regardless of their background, has an equal opportunity to thrive and succeed.
- **Protected Categories:** EEO laws safeguard individuals against discrimination based on various protected categories, including race, color, religion, sex, national origin, age, disability, and genetic information.
- **Fair and Unbiased Treatment:** EEO emphasizes fair and unbiased treatment throughout the employment lifecycle, including recruitment, hiring, promotion, compensation, and

## IMPORTANCE OF PROMOTING EQUAL OPPORTUNITIES IN THE WORKPLACE

- 1. Enhanced Workplace Morale:** Promoting equal opportunities fosters a positive and inclusive work environment, boosting morale among employees.
- 2. Attracting Diverse Talent:** Organizations that prioritize EEO are more likely to attract a diverse pool of talented individuals, contributing to a rich and varied workforce.
- 3. Legal Compliance:** Adhering to EEO principles ensures compliance with legal requirements, reducing the risk of lawsuits and legal complications.
- 4. Improved Organizational Reputation:** Companies that actively promote EEO are perceived as socially responsible, enhancing their reputation in the eyes of employees, customers, and the community.

## HISTORICAL PERSPECTIVE

- **Introduction to EEO Development:** The historical perspective on Equal Employment Opportunity (EEO) traces back to the mid-20th century when societal changes prompted a shift towards addressing workplace discrimination. The recognition that individuals were unfairly treated based on characteristics unrelated to job performance led to the establishment of EEO principles.

# HISTORICAL PERSPECTIVE EEO LAWS AND REGULATIONS

- **Milestones in the Fight Against Workplace Discrimination:**

1. **1941:** Executive Order 8802 was signed by President Franklin D. Roosevelt, prohibiting discrimination in the defence industry based on race, color, creed, or national origin.
2. **1963:** The Equal Pay Act aimed at eliminating wage disparities based on gender was signed into law.
3. **1964:** The landmark Civil Rights Act of 1964 was enacted, prohibiting employment discrimination based on race, color, religion, sex, or national origin. Title VII within the Act specifically addresses workplace discrimination.
4. **1990:** The Americans with Disabilities Act (ADA) was passed, prohibiting discrimination against individuals with disabilities in employment, public services, and accommodations.
5. **2008:** The Genetic Information Non-discrimination Act (GINA) was enacted, preventing discrimination based on genetic information in employment and health insurance.

- **Significance of Milestones:** These milestones mark pivotal moments in the evolution of EEO, showcasing society's commitment to fostering equality and combating discrimination in the workplace.



## HOME WORK

Research and Find Iraqi Laws related to discrimination and diversity in the workforce, write the Law as it is in Arabic, with its number and year, then explain and discuss it.

## EXPLANATION OF SIGNIFICANCE IN ENSURING FAIR EMPLOYMENT PRACTICES:

- 1. Ensuring Equal Opportunities:** These laws provide a legal framework to ensure that all individuals have equal opportunities in the workplace, regardless of their background.
- 2. Preventing Discrimination:** EEO laws aim to eliminate discriminatory practices, fostering a fair and inclusive work environment.
- 3. Legal Consequences:** Companies that violate EEO laws may face legal consequences, emphasizing the importance of compliance.
- 4. Promoting Diversity and Inclusion:** By preventing discrimination, these laws contribute to creating diverse and inclusive workplaces, enhancing overall organizational effectiveness.

# AFFIRMATIVE ACTION

## **Definition of Affirmative Action:**

Affirmative Action refers to proactive measures taken by organizations to ensure equal opportunities for underrepresented groups in the workforce. It involves intentional actions to address historical and systemic barriers faced by certain individuals.

## **Examples of Affirmative Action Programs:**

- *Targeted Recruitment Initiatives:* Organizations may actively seek diverse candidates through targeted recruitment efforts.
- *Diversity Training Programs:* Implementing training programs to promote understanding and inclusion.
- *Setting Diversity Goals:* Establishing specific targets for the representation of underrepresented groups in the workforce.

# AFFIRMATIVE ACTION IN PRACTICE

- **How Organizations Implement Affirmative Action:**
  1. *Diversity Recruitment Initiatives:* Organizations may use targeted outreach and recruitment strategies to attract a more diverse pool of candidates.
  2. *Promotion of Diversity in Leadership:* Actively promoting individuals from underrepresented groups into leadership roles.
- **Reporting and Monitoring Processes:**
  1. *Data Collection and Analysis:* Organizations track demographic data to assess the effectiveness of their Affirmative Action initiatives.
  2. *Regular Reporting:* Periodic reporting on diversity metrics and progress toward goals.

# AFFIRMATIVE ACTION IN PRACTICE

- **Challenges and Criticisms of Affirmative Action:**

1. *Reverse Discrimination Concerns:* Critics argue that Affirmative Action may lead to reverse discrimination against majority groups.
2. *Stigmatization:* Some argue that individuals from underrepresented groups may face stigmatization, with others assuming they were hired solely due to Affirmative Action policies.



# DIVERSITY AND INCLUSION

- **Definition of Diversity and Inclusion:**

- Diversity refers to the presence of differences in the workplace, including but not limited to race, gender, age, religion, and background. Inclusion involves creating an environment where all individuals feel valued and have equal opportunities to contribute.

- **The Importance of Fostering a Diverse and Inclusive Workplace:**

- **Enhanced Innovation:** Diverse teams bring varied perspectives, fostering creativity and innovation.
- **Improved Employee Satisfaction:** Inclusive workplaces promote a sense of belonging, leading to higher job satisfaction.
- **Better Decision-Making:** Diverse teams make better decisions by considering a range of

# HRM IN A GLOBAL CONTEXT

- **Introduction to HRM in a Global Context:**

- Human Resource Management (HRM) in a global context involves managing people in different countries and cultures.

- **Key Aspects:**

- *Cultural Sensitivity:* Understanding and adapting to diverse cultural practices.
- *Legal and Regulatory Compliance:* Complying with various labor laws and regulations in different countries.
- *Global Talent Management:* Strategies for attracting, developing, and retaining a global workforce.



# MANAGING A DIVERSE WORKFORCE

- **Definition of a Diverse Workforce:**

- A diverse workforce comprises individuals with different backgrounds, experiences, and characteristics.

- **Challenges and Opportunities:**

- **Challenges:** Potential for cultural misunderstandings, communication barriers, and biases.
- **Opportunities:** Enhanced creativity, innovation, and a broader range of perspectives.

- **Strategies for Effective Management:**

- **Inclusive Leadership:** Fostering a culture of inclusivity from leadership down.
- **Diversity Training:** Providing education to promote understanding and respect.
- **Flexible Policies:** Accommodating diverse needs through flexible work arrangements.

# EXPATRIATE MANAGEMENT

## Definition of Expatriate Management:

- Expatriate management involves the selection, training, and support of employees working in a foreign country.

## Key Considerations:

1. *Selection Criteria:* Identifying individuals with the right skills and cultural adaptability.
2. *Cultural Training:* Providing orientation to navigate cultural differences.
3. *Support Mechanisms:* Offering support for expatriates and their families during assignments.

## Challenges:

1. *Cultural Shock:* Adjustment difficulties due to different cultural norms.
2. *Isolation:* Feeling disconnected from the home country and work culture.

# HRM CHALLENGES IN MULTINATIONAL CORPORATIONS

- **Introduction to HRM Challenges in Multinational Corporations:**

- Multinational corporations face unique HRM challenges due to operating in diverse global environments.

- **Key Challenges:**

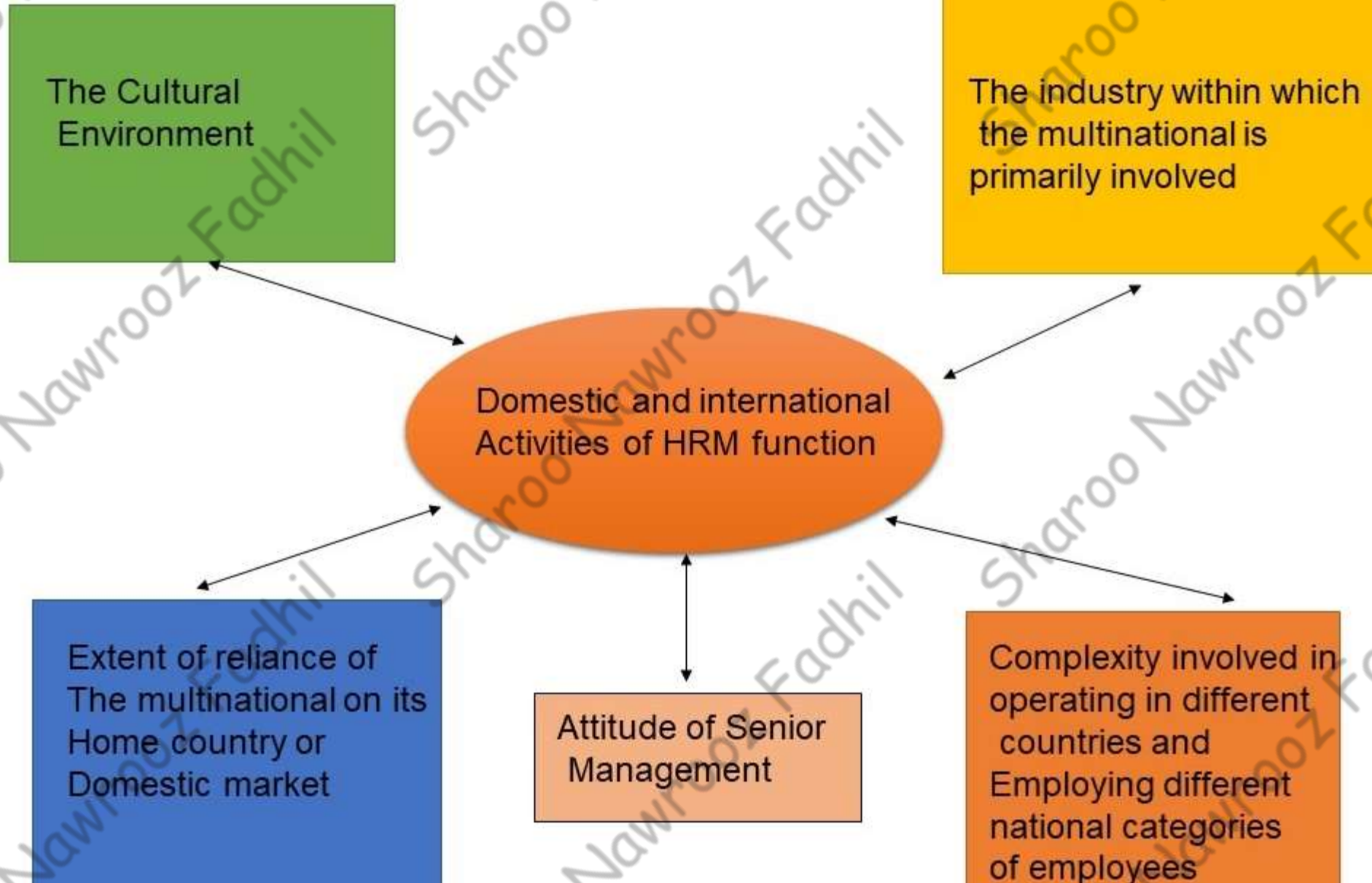
- *Cultural Variations:* Adapting HR practices to align with various cultural norms.
- *Legal Compliance:* Navigating different labor laws and regulations.
- *Communication Barriers:* Overcoming challenges in communication across different languages and time zones.

# HRM CHALLENGES IN MULTINATIONAL CORPORATIONS

## Strategies for Overcoming Challenges:

1. *Global HR Policies*: Developing standardized HR policies adaptable to local regulations.
2. *Cross-Cultural Training*: Providing training to enhance cross-cultural understanding.
3. *Utilizing Technology*: Implementing technology for efficient global communication and collaboration.

# DOMESTIC AND INTERNATIONAL ACTIVITIES OF HRM



# Difference between Domestic HRM & International HRM

Basis of Difference	Domestic HRM (DHRM)	International HRM (IHRM)
Focus	HR practices within a single country	HR practices across multiple countries
Employee Diversity	Employees from the same country	Employees from different countries and backgrounds
Cultural Adaptation	Limited cultural differences	Diverse cultural and legal environments
Recruitment & Selection	Local context	Global strategies and talent attraction
Compliance	Local labor laws and regulations	Country-specific laws and cultural norms
Scope	Local operations	Global operations and coordination

## CASE STUDY

[case study-global HRM.pdf](#)

# External and internal challenges in HRM for SMEs

Rank	External trends	Internal challenges
1	War for talent	Retention
2	Demographic change	Internal employer branding
3	Legal requirements	Employer branding
4	Employee turnover	Alignment
5	Low employee mobility	Candidate relationship management
6	Recession / Economic crisis	Universities
7	New work designs	Visibility
8	Globalization	Strategy implementation
9	Social Media/Web 2.0	Know your talent
10	High school reform	Layoffs



## WHAT IS SME?

- In the context of Human Resource Management (HRM), SME typically stands for "Subject Matter Expert." An SME in HRM refers to an individual who possesses extensive knowledge, expertise, and experience in a specific area or subject within human resources. This person is considered an authority in their field and is often consulted for guidance, advice, and decision-making related to that particular HR domain.
- For example, an HR professional who specializes in compensation and benefits might be recognized as an SME in compensation, while another with expertise in employee relations could be considered an SME in that area. These individuals play a crucial role in providing insights, training, and support to other HR professionals and the broader organization in areas where their expertise lies.

# HRM TRENDS AND TECHNOLOGY

## Brief Overview of the Current State of HRM and Its Dynamic Nature:

- **Current State of HRM:** Human Resource Management (HRM) is currently undergoing a significant transformation. It has shifted from traditional personnel management to becoming a strategic partner in organizational success. The focus is on creating a positive employee experience, aligning HR practices with business objectives, and leveraging technology for efficiency.
- **Dynamic Nature:** The dynamic nature of HRM reflects its responsiveness to ongoing changes in the workforce, technology, and business environments. As organizations evolve, HRM adapts to new challenges and opportunities. It involves continuous innovation and adjustment to stay relevant in an ever-changing landscape.

# HRM TRENDS AND TECHNOLOGY SIGNIFICANCE

## Significance of Staying Updated with the Latest Trends and Adopting Technology in HR Practices:

- 1. Agility in Response:** Staying updated with the latest HR trends is crucial for organizational agility. Rapid changes in the workplace, such as shifts in workforce demographics, remote work trends, and evolving employee expectations, require HR to adapt quickly.
- 2. Talent Attraction and Retention:** The job market is dynamic, and top talent is attracted to organizations that embrace modern HR practices. Staying abreast of trends ensures that HR can attract, engage, and retain skilled employees, giving the organization a competitive edge.
- 3. Organizational Efficiency:** Adopting technology in HR practices enhances overall organizational efficiency. From streamlined recruitment processes to data-driven decision-making and employee engagement platforms, technology plays a vital role in optimizing HR functions.

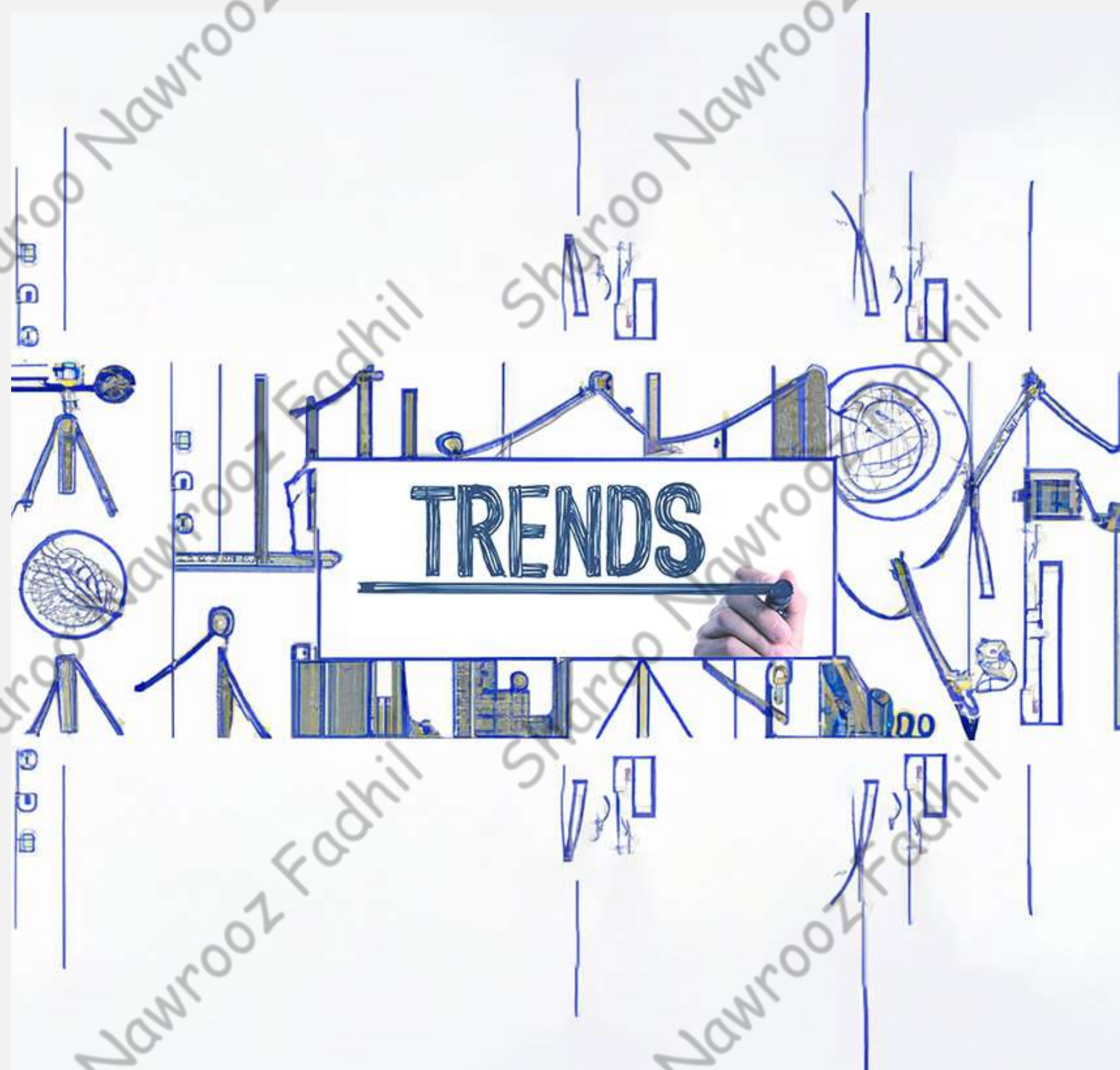
## HRM TRENDS AND TECHNOLOGY SIGNIFICANCE

- 4. Strategic Decision-Making:** Keeping up with the latest trends allows HR professionals to make informed, strategic decisions. Whether it's implementing diversity and inclusion initiatives, redesigning performance management, or adopting new training methods, staying updated enables HR to align practices with organizational goals.
- 5. Employee Experience:** Technology, when integrated thoughtfully, contributes to a positive employee experience. From onboarding to performance management and well-being initiatives, tech-driven solutions enhance the overall work environment.

Human Resource Management (HRM) is continually evolving, driven by:

shifts in the workforce, technological advancements, and changing organizational needs.

Understanding current trends and anticipating future directions is crucial for HR professionals to align their practices with the evolving landscape.



## **HRM TRENDS AND FUTURE DIRECTIONS**

AI and predictive analytics are emerging trends in HR, revolutionizing workforce management and simplifying data decision-making. Diversity, Equity, and Inclusion (DEI) initiatives are gaining momentum.

# Key HR Trends



Setting the Hybrid Work Model for Collaboration



Change Management



The Role of Generative AI



People Analytics



Human Leadership



Focusing On Employee Well-Being



Predictive Analytics for HR



DEI in the Spotlight

HR Software



**HOW CAN AN HR MANAGEMENT SOFTWARE BENEFIT YOUR ENTERPRISE?**



# HRM SOFTWARE AND TECHNOLOGY

Human Resource Management (HRM) Software and Technology encompasses a suite of digital solutions developed to optimize HR functions and processes within organizations.

These tools leverage advanced technologies to automate administrative tasks, improve decision-making, and enhance overall employee management.

- The primary objectives of HRM software include:

1- increased efficiency 2- improved employee experience 3- better strategic

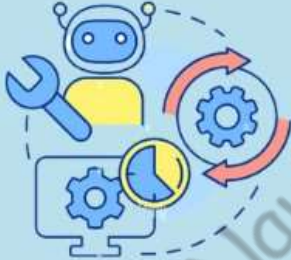
planning

# HRM SOFTWARE AND TECHNOLOGY

- 1. Human Resource Information System (HRIS):** Overview of HR software that integrates various HR functions, such as payroll, attendance, and performance management.
- 2. Applicant Tracking System (ATS):** Streamlining the recruitment process, from job posting to candidate selection.
- 3. Employee Engagement Platforms:** Tools for measuring and improving employee engagement and satisfaction.
- 4. Learning Management System (LMS):** Software for managing and delivering training programs and learning content.
- 5. Artificial Intelligence (AI) in HR:** Adoption of AI for tasks like resume screening, predictive analytics, and chatbots for HR inquiries.

# THE EVOLUTION OF HR

## EMBRACING TECHNOLOGY



### 1) AUTOMATING ADMINISTRATIVE TASKS

Human resource management software streamlines time-consuming and repetitive administrative tasks such as personnel data management, attendance tracking, leave management, and payroll processing.

### 2) STREAMLINING THE RECRUITMENT PROCESS

Applicant tracking systems (ATS) facilitate the posting of jobs, the processing of applications, the screening of resumes, and the communication with candidates.



### 3) EMPLOYEE SELF-SERVICE ENHANCEMENT

HR software allows employees to access and update personal information, check pay stubs, request time off, and enrol in benefits through self-service portals.

### 4) DECISION-MAKING BASED ON DATA

HR professionals may create reports, track vital indicators, and gain insights into employee performance, turnover, and training needs, among other things.



### 5) PERFORMANCE MANAGEMENT AND FEEDBACK

Technologically enabled performance management solutions streamline the overall performance management process.

### 6) DEVELOPMENT AND LEARNING

HR software solutions offer learning management systems (LMS) or interaction with third-party platforms to manage staff training and development.



### 7) EMPLOYEE COMMUNICATION AND ENGAGEMENT

To evaluate employee emotion, HR software can be used to build employee questionnaires, pulse checks, and feedback systems.

### 8) WORK FROM HOME AND FLEXIBLE WORK SCHEDULES

Remote workforce management is made possible by HR software such as virtual collaboration, time tracking, and performance monitoring systems.



# HRM SOFTWARE

## 1. HRIS (Human Resource Information System):

1. SAP SuccessFactors
2. Oracle Human Capital Management
3. Workday
4. BambooHR
5. Namely

## 2. Applicant Tracking System (ATS):

1. Greenhouse
2. Lever
3. JazzHR
4. iCIMS
5. Workable

## 3. Learning Management System (LMS):

1. Moodle
2. Cornerstone OnDemand
3. Adobe Captivate Prime
4. Docebo
5. TalentLMS

## 4. Performance Management Software:

1. 15Five
2. Reflektive
3. Betterworks
4. Lattice
5. SuccessFactors Performance & Goals (SAP)

# HRM SOFTWARE

## 5. Employee Engagement Platforms:

5. Glint (now part of LinkedIn)
6. TINYPulse
7. Bonusly
8. 6Q
9. Officevibe (part of 15Five)

## 6. Benefits Administration Software:

5. Gusto
6. Zenefits
7. PlanSource
8. Benefitfocus
9. Workday Benefits

## 7. Talent Management Software:

1. Halogen (now part of Saba TalentSpace)
2. ClearCompany
3. SilkRoad Technology
4. Talentsoft
5. PageUp

## 8. Workforce Management Software:

1. Deputy
2. Kronos Workforce Ready
3. ADP Workforce Now
4. UKG (Ultimate Kronos Group) Workforce Ready
5. Humanity (now part of UKG)

# HRM SOFTWARE

## 8. Employee Onboarding Software:

8. BambooHR
9. WorkBright
10. Click Boarding
11. SilkRoad Onboarding
12. Enboarder

## 9. HR Analytics Software:

8. Visier
9. Tableau (used for HR analytics)
10. IBM Kenexa HR Analytics
11. ADP DataCloud
12. SAP Analytics Cloud



## **ETHICAL ISSUES IN HRM**

Ethical issues in Human Resource Management (HRM) pertain to situations or practices that involve moral principles and values within the workplace. These issues arise from the complex nature of managing people and organizational dynamics.

# ETHICAL ISSUES IN HR

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# **ETHICAL ISSUES IN HRM**

**Addressing ethical concerns is crucial for fostering a fair and just work environment. Here are some common ethical issues in HRM:**

1. Discrimination and Equal Opportunities
2. Harassment and Workplace Bullying
3. Privacy and Employee Monitoring
4. Compensation and Fair Wage
5. Employee Relations and Fair Treatment
6. Whistleblowing and Retaliation
7. Recruitment Practices
8. Training and Development Opportunities
9. Conflicts of Interest
10. Corporate Social Responsibility (CSR)

Thank  
you

