

## HUMAN RESOURCE MANAGEMENT

Human resource management consists of activities involved in the recruiting, hiring, training, development, and compensation of all types of personnel. It supports both individual primary and support activities (e.g., hiring of engineers and scientists) and the entire value chain (e.g., negotiations with labor unions).

Like all great service companies, JetBlue Airways Corporation is obsessed with hiring great employees. But they found it difficult to attract college graduates to commit to a career as flight attendants. JetBlue developed a highly innovative recruitment program for flight attendants—a one-year contract that gives them a chance to travel, meet lots of people, and then decide what else they might like to do. They also introduced the idea of training a friend and employee together so that they could share a job. With such employee friendly initiatives, JetBlue has been very successful in attracting talent.

Employees often leave a firm because they reach a plateau and begin to look for new opportunities and challenges. AT&T strives to retain such people with Resource Link, an in-house temporary service that enables employees with diverse management, technical, or professional skills to market their abilities to different departments for short-term assignments. This not only enables professionals to broaden their experience base but also provides a mechanism for other parts of the organization to benefit from new sources of ideas.

Dess, Gregory G., G.T. Lumpkin and Marilyn L. Taylor. Strategic Management. 2 ed. New York: McGraw-Hill Irwin, 2005.