

- b. Being recognized as an industry leader in providing continuous training and development
- c. Having a reputation for providing a work environment that is unhealthy
- 5. Corporate culture is discussed throughout your text as having a significant impact on HR tasks. How might the following cultures affect the five HR functions?
 - a. Employees generally believe that this is a fun place to work
 - b. Management generally has the attitude that "It's my way. Don't question me."
 - c. Rewards are available for productive, hardworking employees

Questions for Review

1. Define human resource management. What human resource management functions must be performed regardless of the organization's size?
2. What are the external environmental factors that affect human resource management? Describe each.
- ★ 3. How might mobile HR affect the various HR functions?
4. Define *corporate culture*. Explain why corporate culture is a major internal environment factor.
5. This chapter describes HR's changing role in business. Describe each component that is involved in human resource management.
6. According to the Small Business Administration what does a small business need to do before hiring the first employee?
7. What are the various designations associated with human resource management?
8. What has been the evolution of human resource management?
9. Define *profession*. Do you believe that the field of human resource management is a profession? Explain your answer.

INCIDENT 1 HR after a Disaster

After Hurricane Rita struck Lake Charles, in southwest Louisiana, many businesses wondered if they would ever return to their former selves. Massive destruction was everywhere. Lake Charles, known for its large and beautiful oak and pine trees, now had the job of removing those downed trees from homes, businesses, and lots. You could see for miles through what used to be thick forests. Huge trucks designed for removing massive tree trunks were everywhere. While driving down a street, downed trees could be seen stacked two stories high, waiting to be picked up. The town grew rapidly in size because of the increased number of repair crews working on recovery operations. The noise created by their chain saws could be heard from daylight until dark. The sounds of hammers were everywhere as homeowners scrambled to get their roofs repaired. Often repair crews would just find an empty lot and set up tents for the night because all motels were full. Traffic was unbelievably slow, and it appeared as if everyone was attempting to get on the road at the same time. Just driving from Point A to Point B could often be quite an adventure. As might be expected in conditions such as these, accidents were numerous. Often police did not have the resources to ticket every fender bender, so unless there were injuries, insurance cards were exchanged and the police went on to the next accident.

Months after Hurricane Rita struck, large and small businesses were still frantically trying to find workers so they could start up again. It appeared that every business in the town had a "Help Wanted" sign out front. Individuals who wanted a job could get one and could command a premium salary. Walmart, known for remaining open 24 hours a day, could only stay open on an abbreviated schedule.

Employers often had to bus employees from locations not affected by the hurricane each morning and returned them at night because there were not enough workers available in the local area. Restaurants that normally remained open late into the evening closed at 6:00 p.m., if they opened at all. Compensation scales that were in use prior to the hurricanes had to be thrown out and new plans implemented. Minimum-wage jobs were nonexistent. Employees who earned minimum wage before the storm could now command \$10 per hour just for being a flagger (a person who directs traffic). Fast-food restaurants that normally paid minimum wage now paid \$10 or \$11. Burger King was even offering a \$1,500 bonus for entry-level workers. Upscale restaurants that normally paid minimum wage plus tips now paid premium rate plus tips. Restaurants that remained open often had a much younger staff and it was evident that the managers and assistant managers were working overtime to train these new workers. Restaurant patrons had to learn patience because there would be mistakes by these eager, but largely untrained workers.

Questions

1. Which external environment factor(s) did Hurricane Rita affect? Discuss.
2. How were the human resource functions affected by Hurricane Rita?
3. Do you believe the HR situations described regarding Hurricane Rita would be typical in a disaster? Explain.