

Introduction to Human Resource Management

Introduction to Human Resource Management (HRM)
Key concepts, functions, and contemporary trends

1. What Is Human Resource Management?

Aspect	Description
Definition	The strategic approach to acquiring, developing, motivating, and retaining employees to achieve organizational goals.
Purpose	Align people strategy with business strategy; create value through people.
Scope	Covers the entire employee lifecycle—from recruitment to separation—plus compliance, culture, and employee experience.
Strategic vs. Administrative	Modern HRM is a strategic partner (workforce planning, talent analytics) while still handling operational tasks (payroll, record-keeping).

2. Core HRM Functions

Function	Main Activities	Typical Metrics
1. Workforce Planning & Recruitment	• Job analysis & design • Talent sourcing (internal/external) • Selection & assessment	Time-to-fill, quality-of-hire, source-of-hire
2. Training & Development	• Onboarding • Skills gap analysis • Learning programs (e-learning, workshops)	Training hours per employee, competency improvement, promotion rate
3. Performance Management	• Goal setting (OKRs, SMART) • Continuous feedback • Appraisals & ratings	Goal attainment %, calibration score, turnover of low performers

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Function	Main Activities	Typical Metrics
4. Compensation & Benefits	• Salary structure design • Incentive plans (bonus, stock options) • Benefits administration (health, retirement)	Pay equity, total reward cost, benefit utilization
5. Employee Relations & Engagement	• Conflict resolution • Employee surveys • Recognition programs • Labor law adherence	Engagement index, grievance resolution time, absenteeism
6. Legal Compliance & Risk Management	• Workplace safety (OSHA, etc.) • Data privacy (GDPR, CCPA)	Compliance audit score, incident rate, legal claim frequency
7. HR Information Systems (HRIS)	• Data collection & storage • Analytics & reporting • Automation of routine tasks	System adoption rate, data accuracy, reporting cycle time

3. The HRM Process Flow (Employee Lifecycle)

1. **Planning** – Forecast workforce needs ? develop talent strategy.
2. **Attraction** – Employer branding, sourcing, recruitment marketing.
3. **Selection** – Screening, interviewing, assessments, hiring decision.
4. **Onboarding** – Orientation, paperwork, early stage training.
5. **Development** – Continuous learning, career pathing, succession planning.
6. **Performance & Rewards** – Goal setting, feedback, appraisal, compensation.
7. **Retention** – Engagement initiatives, work-life balance, recognition.
8. **Separation** – Exit interviews, knowledge transfer, offboarding compliance.

4. Strategic HRM Models

Model	Core Idea	How It Helps Organizations
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Introduction to Human Resource Management

Harvard Framework

HRM as a **policy** (people, performance, development, rewards) to meet stakeholder interests.

Emphasizes balanced outcomes for employees, shareholders, community.

Michigan (Hard) Model

HRM as a **resource** to achieve strategic goals; focus on selection, performance, rewards.

Drives efficiency, aligns HR metrics with financial performance.

Best?Fit (Contingency)

Align HR practices with **external environment** (industry, technology) and **internal context** (culture, strategy)