

Introduction to Human Resource Management

Introduction to Human Resource Management (HRM)

Designed as a quick-reference guide for students, new managers, or anyone looking for a concise overview.

1. What Is HRM?

Aspect	Description
Definition	The strategic approach to acquiring, developing, motivating, and retaining the workforce needed to achieve organizational goals.
Core Purpose	Align people-related practices with business strategy, creating value for both the organization and its employees.
Scope	Recruitment, training & development, performance management, compensation, employee relations, health & safety, HR analytics, and compliance.

2. Evolution of HRM

Period	Key Characteristics
Pre-Industrial (pre-1800s)	Apprenticeships, guilds; labor viewed as a commodity.
Industrial Revolution (1800-1900)	Personnel admin – wage-books, time-cards, basic safety.
Scientific Management (1910-1930)	Taylorism ? focus on efficiency, job design, and wage incentives.
Human Relations Era (1930-1960)	Elton Mayo & Hawthorne studies ? importance of employee morale and informal groups.
Strategic HRM (1980s-present)	HR as a partner in strategy formulation; emphasis on talent management, metrics, and technology.
Digital HR / HR Analytics (2000s-present)	AI-driven recruiting, people analytics, remote-work policies, employee experience platforms.

3. HRM Functional Areas

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Function	Main Activities	Typical Outputs
Recruitment & Selection	Job analysis ? job descriptions ? interviewing ? hiring	Job descriptions, candidate shortlists, offer letters
Training & Development	Needs assessment ? design ? delivery ? evaluation	Training modules, development plans, competency maps
Performance Management	Goal setting ? continuous feedback ? appraisal ? rewards	Performance appraisals, KPI dashboards, improvement plans
Compensation & Benefits	Salary structure design ? incentive programs ? benefits administration	Pay scales, bonus plans, health & retirement packages
Employee Relations	Conflict resolution ? grievance handling ? labor?union liaison	Policies, employee handbooks, disciplinary records
Health, Safety & Well ?Being	Risk assessments ? safety training ? wellness programs	Safety manuals, wellness initiatives, incident reports
HR Information Systems (HRIS)	Data entry ? reporting ? analytics ? self?service portals	Employee database, turnover reports, predictive analytics
Compliance & Ethics	Monitoring labor laws ? audits ? ethical standards enforcement	Compliance checklists, audit reports, training on code of conduct

4. Strategic HRM Framework

1. **Environmental Scanning** – Analyze external trends (technology, labor market, regulations) and internal capabilities.
2. **HR Strategy Formulation** – Translate business objectives into HR goals (e.g., “increase innovation capacity”).
3. **Implementation (HR Practices)** – Design programs in recruitment, learning, performance, etc., that support the strategy.
4. **Evaluation & Feedback** – Use HR metrics (e.g., time?to?fill, employee engagement score) to assess impact and adjust.

Visual cue:

Business Strategy ? HR Strategy ? HR Practices ? Organizational Performance ? Feedback Loop

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5. Key HR Metrics (People Analytics) Management

Metric	What It Measures	Typical Benchmark
Turnover Rate	% of employees leaving within a period	10-15% annual (varies by industry)

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