

Introduction to Human Resource Management

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

1. What is HRM?

Aspect	Description
Definition	The strategic approach to the effective and efficient management of people in an organization so that they help the business gain a competitive advantage.
Goal	Align the workforce with the organization's objectives, while fostering employee satisfaction, development, and well-being.
Scope	Covers the entire employee life-cycle: attraction, recruitment, onboarding, development, performance, retention, and separation.
Strategic vs. Administrative	Modern HRM is a strategic partner (workforce planning, talent management) rather than just an administrative support function (payroll, record-keeping).

2. Core HRM Functions

Function	Main Activities	Typical Outputs
Workforce Planning & Talent Acquisition	• Job analysis & design • Forecasting labor needs • Employer branding • Recruiting & selection	Job descriptions, recruitment campaigns, hiring decisions
	• Training needs analysis • Design & delivery of training programs • Career pathing & succession planning	Training modules, development plans, competency matrices

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Function	Main Activities	Typical Outputs
Performance Management	• Goal setting, KPIs • Continuous feedback & coaching • Formal appraisals • Reward linkage • Salary structure design • Incentive & bonus plans	Performance scores, development feedback, merit decisions
Compensation & Benefits	• Benefits administration (health, retirement) • Pay equity analysis • Conflict resolution • Grievance handling	Pay grades, bonus calculations, benefits packages
Employee Relations	• Labor?law compliance • Employee engagement initiatives	Policies, employee surveys, disciplinary records
HR Information Systems (HRIS)	• Data collection & storage • Analytics & reporting • Automation of routine tasks	HR dashboards, turnover reports, compliance logs
Health, Safety & Well?Being	• Workplace safety programs • Wellness initiatives • Return?to?work coordination	Safety audits, wellness program participation rates

3. The HRM Process Flow (Employee Life?Cycle)

1. **Planning** – Workforce forecasting ? budgeting ? job analysis.
2. **Attraction** – Employer branding, sourcing channels, recruitment marketing.
3. **Selection** – Screening, interviewing, assessment, job offer.
4. **Onboarding** – Orientation, paperwork, early?stage training, mentor assignment.
5. **Development** – Ongoing learning, coaching, performance feedback.
6. **Retention** – Engagement surveys, career progression, compensation review.
7. **Separation** – Exit interviews, knowledge transfer, off?boarding compliance.

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4. Strategic HRM (SHRM) Management

Element	Description
Alignment	HR strategies are derived from the organization's mission, vision, and business plan.
Integration	HR collaborates with finance, operations, marketing, etc., to ensure cross-functional goals.
Metrics & Analytics	Use of HRKPIs (e.g., time-to-fill, cost-per-hire, turnover rate, employee net promoter score) to measure impact.
Talent Management	Proactive pipeline building for critical roles; succession planning.
Change Management	