

Introduction to Human Resource Management

Introduction to Human Resource Management (HRM)

Designed as a quick-reference guide for students and new practitioners.

1. What Is HRM?

Element	Description
Definition	The strategic and coherent approach to managing an organization's most valuable asset—its people—to achieve business goals.
Core Purpose	Align employee capabilities, motivation, and behavior with the organization's mission, vision, and strategy.
Scope	Recruitment, selection, onboarding, training & development, performance management, compensation, employee relations, health & safety, HR analytics, and compliance.

2. Evolution of HRM

Era	Key Characteristics	Typical Terminology
Pre-Industrial (pre-1800s)	Labor supplied by artisans & guilds; no formal HR function.	<i>Patronage</i>
Industrial Revolution (1800-1900)	Large factories → need for wage administration & discipline.	<i>Personnel Management</i>
Scientific Management (1910-1930)	Taylorism → time studies, piece-rate pay.	<i>Welfare & Admin</i>
Human Relations (1930-1960)	Focus on employee morale (Hawthorne studies).	<i>Personnel</i>
Strategic HRM (1980s-present)	HR as a partner in strategy formulation & execution.	<i>HRM / Talent Management</i>

3. HRM Functions – The “HR Cycle”

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1. Workforce Planning & Forecasting

- Analyze current talent supply vs. future demand.
- Tools: trend analysis, scenario planning, talent gaps.

2. Recruitment & Selection

- Job analysis ? job description & specification.
- Sourcing channels (internal, external, digital).
- Selection methods: interviews, assessments, background checks.

3. Onboarding & Orientation

- Structured first?day agenda, mentor assignment, compliance paperwork.
- Goal: achieve “time?to?productivity” within 90 days.

4. Training & Development

- **Learning Types:** onboarding, technical, soft?skills, leadership.
- Delivery methods: classroom, e?learning, blended, on?the?job.
- Evaluation models: Kirkpatrick (Level 1–4).

5. Performance Management

- Set SMART objectives; continuous feedback; formal appraisal cycles.
- Techniques: 360° feedback, Management by Objectives (MBO), OKRs.

6. Compensation & Benefits

- **Components:** base pay, variable pay (bonus, commission), incentives, benefits (health, retirement).
- Pay structures: market?based, broadband, skill?based.
- Legal compliance: minimum wage, overtime, equal pay.

7. Employee Relations & Engagement

- Grievance handling, disciplinary procedures, union negotiations.
- Engagement drivers: recognition, career growth, work?life balance.

8. Health, Safety & Well?Being

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- OSHA/ISO standards, ergonomics, mental health programs, return-to-work plans.

Management

9. HR Analytics & Metrics

- **Key HR KPIs:** turnover rate, time-to-fill, cost-per-hire, employee net promoter score (eNPS), training ROI.
- Use of dashboards & predictive models for strategic decisions.

10. Compliance & Ethics

- Labor laws (FLSA, ADA, FMLA, GDPR/CCPA for data).
- Ethical standards: confidentiality, fairness, diversity & inclusion.