

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.
Scope	Covers the entire employee lifecycle: recruitment ? onboarding ? development ? performance ? retention ? separation.
Goal	Align people?strategy with business?strategy, creating value through people.
Strategic vs. Administrative	Modern HRM is a strategic partner (workforce planning, talent analytics) while still handling core administrative tasks (payroll, compliance).

2. Core HRM Functions

Function	Main Activities	Typical Metrics
1. Workforce Planning & Recruitment	- Job analysis & design - Employer branding - Sourcing (ads, social media, referrals) - Selection (screening, interviews, assessments)	Time?to?fill, quality?of?hire, cost?per?hire
2. Onboarding & Orientation	- New?hire paperwork - Introduction to culture, policies, tools - Early?stage training	New?hire retention (first 90 days), onboarding satisfaction

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Function	Main Activities	Typical Metrics
	• Skills gap analysis • Training programs	
3. Learning & Development (L&D)	(classroom, e?learning, on?the job) • Career pathing & succession planning • Goal setting (OKRs, SMART)	Training completion rate, competency improvement, internal promotion rate
4. Performance Management	• Continuous feedback & coaching • Formal appraisal cycles • Calibration & rewards • Salary structures & benchmarking	Goal attainment %, performance distribution, employee engagement
5. Compensation & Benefits	• Variable pay (bonuses, commissions) • Benefits administration (health, retirement, wellness) • Conflict resolution	Pay equity, total?reward cost, benefit utilization
6. Employee Relations & Engagement	• Policy enforcement • Employee surveys, pulse checks • Recognition programs • Labor law adherence (EEO, FMLA, OSHA, GDPR)	Employee satisfaction, turnover rate, grievance resolution time
7. Legal Compliance & Risk Management	• Record?keeping • Audits & reporting • Data collection (HRIS, ATS, LMS)	Compliance audit score, number of violations
8. HR Analytics & Technology	• Workforce metrics dashboards • Predictive modeling (attrition, talent needs)	HR data accuracy, predictive model accuracy, ROI of HR tech

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3. The HRM Process Flow (Employee Lifecycle) Management

1. **Planning** – Forecast workforce needs ? develop job descriptions.
 2. **Attracting** – Employer branding, sourcing strategies.
 3. **Selecting** – Screening, interviewing, assessment, hiring decision.
 4. **Onboarding** – Orientation, initial training, integration.
 5. **Developing** – Ongoing learning, coaching, career development.
 6. **Motivating** – Performance feedback, rewards, recognition.
 7. **Retaining** – Engagement initiatives, career pathways, work?life balance.
 8. **Separating** – Off?boarding, exit interviews, knowledge transfer.
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4. Strategic HRM Models

| Model | Core Idea | Practical Application | |-----|-----|