

Introduction to Human Resource Management

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

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 organizational objectives while fostering employee growth, satisfaction, and well-being.
Scope	Covers the entire employee life-cycle: attraction, recruitment, onboarding, development, retention, and separation.

2. Core Objectives of HRM

- Attract & Retain Talent** – Build a pipeline of skilled candidates and keep high-performers engaged.
 - Develop Capabilities** – Provide training, coaching, and career pathways to enhance competencies.
 - Motivate & Reward** – Design compensation, benefits, and recognition systems that drive performance.
 - Ensure Legal Compliance** – Apply labor laws, health and safety standards, and ethical practices.
 - Foster Positive Work Culture** – Promote diversity, inclusion, and employee well-being.
 - Support Organizational Strategy** – Translate business goals into people-focused initiatives.
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3. Major HRM Functions (Life Cycle View)

3.1 Workforce Planning & Recruitment

- Job Analysis & Design** – Define duties, required skills, and reporting relationships.

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- **Talent Forecasting** – Estimate future staffing needs based on business growth and turnover trends.
- **Sourcing Strategies** – Use internal postings, employee referrals, job boards, social media, and campus recruiting.

3.2 Selection & Onboarding

- **Screening Tools** – Résumé review, aptitude tests, structured interviews, assessment centers.
- **Decision Making** – Apply consistent criteria; use scoring rubrics to reduce bias.
- **Onboarding Programs** – Introduce culture, policies, role expectations, and early-stage mentorship.

3.3 Training & Development

- **Learning Needs Analysis** – Identify skill gaps via performance reviews and competency maps.
- **Delivery Methods** – Classroom, e-learning, blended, on-the-job coaching, job rotation.
- **Career Management** – Succession planning, talent pools, individual development plans (IDPs).

3.4 Performance Management

- **Goal Setting** – SMART objectives aligned with departmental and corporate targets.
- **Continuous Feedback** – Real-time coaching, quarterly check-ins, 360-degree reviews.
- **Appraisal Systems** – Rating scales, behaviorally anchored rating scales (BARS), or competency frameworks.
- **Link to Rewards** – Tie performance outcomes to bonuses, promotions, or development opportunities.

3.5 Compensation & Benefits

- **Pay Structure** – Market benchmarking, internal equity, pay grades, and salary bands.
- **Variable Pay** – Incentives, commissions, profit-sharing, stock options.
- **Benefits Portfolio** – Health insurance, retirement plans, paid time off, wellness programs.
- ****Total Rewards Philosophy**