

Introduction to Human Resource Management

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

1. What Is Human Resource Management?

Aspect	Description
Definition	The strategic approach to acquiring, developing, motivating, and retaining employees to achieve organizational goals.
Scope	Encompasses recruitment, training, performance management, compensation, employee relations, health & safety, and strategic workforce planning.
Goal	Align people?strategy with business?strategy to create sustainable competitive advantage.

2. Core HRM Functions

Function	Main Activities	Typical Outputs
1. Workforce Planning & Recruitment	- Job analysis & design - Forecasting labor needs - Sourcing candidates (internal/external) - Selection (interviews, assessments)	Job descriptions, recruitment plan, selected candidate list
2. Onboarding & Orientation	- New?hire paperwork - Introduction to culture, policies, tools - Early?stage training	Completed onboarding checklist, initial performance goals
3. Learning & Development	- Training needs analysis - Design & delivery of programs (e?learning, workshops) - Career pathing, succession planning	Training calendar, competency matrices, development plans

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Function	Main Activities	Typical Outputs
4. Performance Management	• Goal setting (MBO, SMART) • Ongoing feedback & coaching • Formal appraisal cycles • Calibration & rating	Performance scores, development recommendations, merit decisions
5. Compensation & Benefits	• Salary structure design • Incentive & bonus schemes • Benefits administration (health, retirement) • Pay equity analysis	Pay grades, bonus payout schedule, benefits enrollment data
6. Employee Relations	• Conflict resolution • Disciplinary procedures • Grievance handling • Labor?law compliance	Resolved cases, policy updates, legal risk assessments
7. Health, Safety & Well-being	• Workplace safety programs • Wellness initiatives • Absence management	Incident reports, wellness participation metrics
8. HR Analytics & Reporting	• Data collection (HRIS) • Metrics (turnover, time?to?fill, cost?per?hire) • Predictive modeling	Dashboards, strategic HR reports

3. HRM Strategic Models

Model	Core Idea	How It Connects HR to Business
Harvard Model	Stakeholder?focused; emphasizes employee commitment, competence, congruence, cost?effectiveness.	HR policies are designed to satisfy multiple constituencies (employees, shareholders, community).
Michigan (Hard) Model	HR as a resource to achieve organizational objectives; focus on alignment, performance, and cost control.	Emphasizes strategic planning, quantitative metrics, and tight integration with corporate strategy.

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Ulrich's HR Business Partner Model	HR roles split into four categories: <i>Change Agent, Administrative Expert, Employee Champion</i> .	HR professionals act as consultants to line managers while maintaining operational excellence.
SHRM Competency Model	Defines behavioral competencies (e.g., communication, ethical practice) and HR expertise needed for effectiveness.	Guides talent development for HR staff and aligns capabilities with strategic needs.

4. The HR Lifecycle (Employee Journey)

1. **Attraction** – Employer branding, talent pools, outreach.
2. **Recruitment & Selection** – Structured hiring process.