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## Introduction to HRM

### What is HRM?

- The policies, practices and systems that influence employees' behaviour, attitudes, relationships and performance in an organisation
- HRM is complex, rapidly changing, crucial to organisational success and deals with difficult issues and dilemmas
- All organisations rely on the availability and effectiveness of three kinds of resources – finances, technology and people
- Human Resources is almost always the key ingredient for organisational success
- HR is the most unpredictable and often the largest ongoing cost factor, and may also be regarded as the most valuable asset in any organisation
- Both the nature of work and workplaces are currently transforming
- Liaison between management and employees
- Conflict resolution
- General industry disputes
- Recruitment, performance management, structure employment contracts, salaries and rewards, policies and structures to improve wellbeing of employees, compliance, legal
- Strategic partner within organisation
- Culture – what organisations expect from employees – duties and responsibilities

### Stages in HRM Development

- 1900s – 1940s – Welfare and administration – what happens socially impacts greatly on employment (great depression, wars)
- 1940s – mid 1970s – Welfare, administration, staffing and training – creation of recruitment and training being linked to HR schools of thought
- Mid 1970s – late 1990s – HRM and SHRM – performance management, OH&S, loss of welfare, policy and regulation orientated
- 2000 onwards – SHRM into the future – push on strategy, success = aligned overall strategy – competitive and sustainable as an organisation, GFC from 2007 onwards – unemployment
- Now – wellbeing and welfare returned as main focus, stress related illnesses – absenteeism

Technology is taking over – theoretically making life and work easier but taking jobs away, affects behaviours, attitudes and motivation levels

### Differences in Personnel Management and Human Resource Management

	PM	HRM
<b>Time and Planning Perspective</b>	<ul style="list-style-type: none"><li>- Short term</li><li>- Reactive</li><li>- Ad hoc</li><li>- Marginal</li></ul>	<ul style="list-style-type: none"><li>- Long term</li><li>- Proactive</li><li>- Strategic</li><li>- Integrated</li></ul>
<b>Psychological Contract</b>	<ul style="list-style-type: none"><li>- Compliance</li></ul>	<ul style="list-style-type: none"><li>- Commitment</li></ul>
<b>Control Systems</b>	<ul style="list-style-type: none"><li>- External controls</li></ul>	<ul style="list-style-type: none"><li>- Self-control</li></ul>
<b>Employee Relationship Perspective</b>	<ul style="list-style-type: none"><li>- Pluralist</li><li>- Collective</li><li>- Low trust</li></ul>	<ul style="list-style-type: none"><li>- Unitarist</li><li>- Individual</li><li>- High trust</li></ul>
<b>Preferred Structure/System</b>	<ul style="list-style-type: none"><li>- Bureaucratic/mechanistic</li><li>- Centralised</li><li>- Formal/defined roles</li></ul>	<ul style="list-style-type: none"><li>- Organic</li><li>- Devolved</li><li>- Flexible roles</li></ul>

<b>Roles</b>	- Specialised/professional	- Largely integrated into line management
<b>Evaluation Criteria</b>	- Cost minimisation	- Maximum utilisation