

LECTURE 1: THE EVOLUTION OF HRM

What is HRM?

‘The policies, practices and systems that influence employees behaviour attitudes and performance’
(Kramer eta. 2014)

It involves:

- Policies
- Employing and maintaining employees
- Wellbeing of employees
- Training and development

HISTORY OF HRM

- 1900-40→ welfare and admin
- 1970-90→strategic HRM
- 2000→ evidence based HRM, ‘support based’ and responsible HRM

STRATEGIC HRM

Planned HR developments to enable an organisation to achieve goals

TRENDS

BEST PRACTICE HRM

- 1990's
- Focus: institutionalising, benchmarking, comparing, HRM across organisation → standardised

BEST FIT MODEL

- Push towards bespoke/customised model of HRM

EVIDENCE BASED PRACTICE

- Focus: everyday management practice and decision making
- Decisions should be made on
 1. Best scientific evidence
 2. Practitioner judgment
 3. Best organisation evidence
 4. Organisation values and stakeholders concerns