
aPHR Certification Study Guide 2023

Human Resource Management (HRM) - HRM consists of an organization's "people practices" - the policies, practices, and systems that influence employees' behavior, attitudes, and performance.

Explain how HRM contributes to an organization's performance - Through its practices or process, The HRM influences who works for the organization and how those people work. These human resources, if well managed, have the potential to be a source of sustainable competitive advantage, contributing to basic objectives such as quality, profits, and customer satisfaction.

HRM Process/ practices - 1) Analysis and Design of work
2) HR planning
3) Recruitment
4) Selection
5) Training and development
6) Compensation
7) Performance Management
8) Employee Relations

Human Capital - An Organization's employees, described in terms of their training, experience, judgement, intelligence, relationships, and insight.

Human Resources qualities valuable to the success of organizations - 1) Human Resources are VALUABLE- high-quality employees provide a needed service as they perform many critical functions.
2) Human Resources are RARE- a person with high levels of the needed skills and knowledge is not common
3) Human Resources CANNOT BE IMITATED -
4) Human Resources have NO GOOD SUBSTITUTES

High Performance Work System - An organization in which technology, organizational structure, people, and processes work seamlessly to give an organization an advantage in the competitive environment.

Maintaining a High-Performance Work System may include: - Development of training programs
- Recruitment of people with new skill sets
- Establishment of rewards for such behaviors as team work, flexibility, and learning

Ratio of HR employees to total employees - 2 full time HR staff persons for every 100 employees on payroll.
In small organizations the ratio is much higher

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Table of Contents 201cpc Certification Study Guide

1. Understanding the eBook 201cpc Certification Study Guide
 - The Rise of Digital Reading 201cpc Certification Study Guide
 - Advantages of eBooks Over Traditional Books
2. Identifying 201cpc Certification Study Guide
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in a 201cpc Certification Study Guide
 - User-Friendly Interface
4. Exploring eBook Recommendations from 201cpc Certification Study Guide
 - Personalized Recommendations

- 201cpc Certification Study Guide User Reviews and Ratings
- 201cpc Certification Study Guide and Bestseller Lists
- 5. Accessing 201cpc Certification Study Guide Free and Paid eBooks
 - 201cpc Certification Study Guide Public Domain eBooks
 - 201cpc Certification Study Guide eBook Subscription Services
 - 201cpc Certification Study Guide Budget-Friendly Options
- 6. Navigating 201cpc Certification Study Guide eBook Formats
 - ePub, PDF, MOBI, and More
 - 201cpc Certification Study Guide Compatibility with Devices
 - 201cpc Certification Study Guide Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of 201cpc Certification Study Guide
 - Highlighting and Note-Taking 201cpc Certification Study Guide
 - Interactive Elements 201cpc Certification Study Guide
- 8. Staying Engaged with 201cpc Certification Study Guide
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers 201cpc Certification Study Guide
- 9. Balancing eBooks and Physical Books 201cpc Certification Study Guide
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection 201cpc Certification Study Guide
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine 201cpc Certification Study Guide
 - Setting Reading Goals 201cpc Certification Study Guide
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of 201cpc Certification Study Guide
 - Fact-Checking eBook Content of 201cpc Certification Study Guide

- Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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