# aPHR Certification Study Guide 2023

Human Resource Managment (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
- 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.

 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

# **201cpc Certification Study Guide**

**Clive Pidgeon** 

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