

## **Strategic Human Resource Management (HRM)**

HRM – managing an organization’s most valuable resource: its people. It includes hiring, developing, motivating, and retaining employees.

**Strategic HRM** aligns HR practices with company goals using **internal fit** (consistency among HR policies) and **external fit** (alignment with business strategy).

**Human Capital** – employee knowledge, skills, and abilities.

**Social Capital** – relationships, networks, trust.

**Approach** – Use **Talent Management** (identify and develop high-potential employees) and **High-Performance Work Systems** (integrated HR practices that enhance performance).

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## **Recruitment & Selection**

**Recruitment** – attracting qualified candidates.

- **Internal** (promotions/transfers)
- **External** (job boards, career fairs)
- **Hybrid** (referrals, rehiring “boomerangs”)
- Choose based on fit and company needs.

**Selection** – choosing the best candidate.

- **Background info** (resumes, applications, checks)
  - **Interviews**
    - *Unstructured* (casual, risky)
    - *Situational* (hypothetical problems)
    - *Behavioral* (past actions)
  - **Employment Tests** – assess ability, personality, performance, integrity.
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## **Compensation & Benefits**

- **Wages/Salaries** – fixed base pay
  - **Incentives** – bonuses, commissions, stock options
  - **Benefits** – insurance, retirement, paid time off
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## **Onboarding & Learning/Development**

**Onboarding** – helps new hires adjust, increasing retention and productivity.

- Good onboarding = more satisfaction and performance
- Poor onboarding = disengagement, turnover

**Learning and Development** – improves skills and performance.

- Includes training, workshops, mentoring
  - Seen as a long-term investment
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## **Performance Management**

Includes planning, monitoring, reviewing, and improving employee performance.

- Drives motivation and productivity
- Appraisals**
- **Objective** – measurable (sales, output)
  - **Subjective** – traits or behaviors (teamwork, attitude)
  - **360-Degree Feedback** – includes managers, peers, subordinates, customers
  - **Forced Ranking** – ranking employees on a curve (controversial)
- Effective Feedback** – should be specific, respectful, forward-looking, and involve employee input
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## **Promotions, Transfers, Demotions, and Dismissals**

**Promotion** – upward move (must be fair and non-discriminatory)

**Transfer** – lateral move for variety, solving problems, or new challenges

**Demotion** – downward move due to poor performance; must be documented and respectful

**Dismissal** – termination

- **Layoffs** – temporary
- **Downsizing** – permanent
- **Firing** – due to cause
- Use **Exit Interviews** and **Nondisparagement Agreements**

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## **Legal Considerations**

**Labor Relations** – rights to unionize, collective bargaining

**Compensation & Benefits** – FLSA (1938) sets minimum wage, overtime, bans child labor

**Health & Safety** – OSHA (1970) ensures safe working conditions

**Equal Employment Opportunity** – Title VII (Civil Rights Act 1964), enforced by EEOC

- Prohibits discrimination based on race, gender, religion, etc.
- Also covers **Affirmative Action, Sexual Harassment, Bullying**

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## **Labor-Management Issues**

**Unionizing** – requires signed authorization cards, recognition by the NLRB

**Collective Bargaining** – negotiate pay, hours, conditions

**Key Issues** – job security, benefits, working conditions

**Right-to-Work Laws** – employees can't be forced to join a union

### **Dispute Resolution**

- **Grievance Procedures** – formal complaints
- **Mediation** – neutral third party helps both sides
- **Arbitration** – third party makes binding decision

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## **Receiving Feedback (Career Readiness)**

- Know your reactions
- Practice active listening
- Don't get defensive
- Ask for constructive input
- Be mindful and reflective