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# 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

# Ice Certification Study Guide

**Victor M. Corman**



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