
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

A Certification Study Guide

Michal Rosen-Zvi



A Certification Study Guide:

Decoding **A Certification Study Guide**: Revealing the Captivating Potential of Verbal Expression

In an era characterized by interconnectedness and an insatiable thirst for knowledge, the captivating potential of verbal expression has emerged as a formidable force. Its ability to evoke sentiments, stimulate introspection, and incite profound transformations is genuinely awe-inspiring. Within the pages of "**A Certification Study Guide**," a mesmerizing literary creation penned by a celebrated wordsmith, readers set about an enlightening odyssey, unraveling the intricate significance of language and its enduring effect on our lives. In this appraisal, we shall explore the book's central themes, evaluate its distinctive writing style, and gauge its pervasive influence on the hearts and minds of its readership.

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