STUDENT NAME **: CALEB LUMINA**

STUDENT NUMBER **: UM76972HHU86172**

COURSE CODE **:** **HRM078**

COURSE  **: HUMAN RESOURCE MANAGEMENT**

PROGRAM **: MASTER’S DEGREE-HRM**

TUTOR **: RENATO CIFUENTES**

DATE SUBMITTED **: 26TH JUNE 2022**

ACADEMIC YEAR **: 2022**

**ATLANTIC INTERNATIONAL UNIVERSITY**

**HONOLULU, HAWAII**

**TABLE OF CONTENTS**

Introduction to Human Resources Management-----------------------------------------------------3

Definition of Human Resource Management---------------------------------------------------------3

Scope of Human Resource Management--------------------------------------------------------------4

Purposes of Human Resources ------------------------------------------------------------------------5

Recruitment and Selection------------------------------------------------------------------------------9

Learning and Development----------------------------------------------------------------------------10

Performance Management-----------------------------------------------------------------------------11

Discipline and Grievance-----------------------------------------------------------------------------12

Compensation & Rewards-----------------------------------------------------------------------------13

Employee Relations-----------------------------------------------------------------------------------14

Conclusion------------------------------------------------------------------------------------------------15

Bibliography -------------------------------------------------------------------------------------------16

**Introduction to Human Resource Management**

HR (human resources) is the practice of managing people within a business. Money, raw materials, machinery, and human resources are all types of resources that can be found in any firm. The human resource is the one that needs to be inspired and even nurtured for it to flourish out of all the resources a company has accessible. Because of this, it is undesirable to think of people within an organization as resources; rather, they should be thought of as capital. Since the term "human capital" sounds more appropriate when referring to men in a company, there is a trend now from "human resources" to "human capital." Every profession has an element of human resources management, which makes it a ubiquitous and coherent part of management

Any manager, at the very least, must be able to deal with people No matter how much money the company spends on machinery, people still need to operate it. When human resource management was first launched, its main emphasis was on administrative tasks including delivering HR services, monitoring compliance, and establishing employment conditions. HR practitioners have always had this job of HR management; it hasn't been entirely eliminated. But because to technology advancements, several of these responsibilities are now simple to do. Designing cutting-edge HR strategies including reward, education, communication, and sourcing received a lot of attention throughout the years as the field underwent further refining.

The results of numerous research conducted by academics have altered the art of managing people. Initially, human resources specialists concentrated mostly on handling payroll and benefits administration. However, as technology advanced, human resources expanded to cover talent management, labor and industrial relations, and succession planning.

**Definition of Human Resource Management**

Human resources management, according to Wikipedia, is the strategic approach to the efficient and successful management of people in a company or organization so that they contribute to their business's ability to acquire a competitive edge. The HR department is responsible for managing the workforce inside any firm, with a focus on policy creation and adherence as well as ensuring that all parties involved in an endeavour comply to the established procedures. Like a consulting department, an HR department is quite similar. On how to address disciplinary issues, it typically gives line managers advice. The immediate supervisor must consult the HR division before accusing a worker of a specific offense to ensure that the disciplinary procedure is not suspended.

High levels of discipline are maintained in the workforce thanks to this approach. Fairness at all levels is ensured through the proper and consistent administration of disciplinary procedures.

Scope of Human Resources Management-HRM

The field of human resources covers a lot of ground. In a nutshell, I can say that HRM encompasses all significant activities that occur during an employee's time spent working for a business, from the time of entry to the time of departure. Among the key HRM tasks are HR planning, job analysis, job design, employee hiring, executive compensation, employee motivation, employee retention, labor relations, and HRM prospects.

The following are included in the scope of human resources management:

• All choices, plans, approaches, elements, tenets, operations, procedures, practices, roles, duties, tasks, and techniques pertaining to the management of people as employees in any kind of company.

• All the aspects of people's connections with their employers and all the dynamics that result from that.

The following are these:

• Human Resource Planning.

• Organizational Design.

 • Job Design.

• Staffing and Selection.

 • Training and Development; • Organizational Development; • Compensation and Benefits; • Employee Assistance; and • Union/Labor Relations. After illustrating the range of HRM, I shall expand on the aforementioned. One thing that is obvious from this is that the breadth of HRM is enormous, and the scope that is described below is not exhaustive. In a nutshell, I can say that the whole spectrum of human resource management is anything that has an impact on the employee from the time of hire to the time of departure.

Figure 1.1 below just summarizes some of the salient activities of Human Resources Management

**Union**

**&**

**Labour Relations**

**Selection & Staffing**

**Human Resource**

**Planning**

**Scope of**

**Human Resources**

**Management**

**Job Analysis**

**&**

**Design**

**Compensation**

**&**

**Benefits**

**Training**

**&**

**Development**

**Organizational**

**Development**

**Employee Assistance**

Fig. 1.1 Scope of Human Resources

Here are some of them:

• Organizational design and job planning;

 • Staffing and selection;

• Training and development;

 • Organizational development;

 • Compensation and benefits;

• Employee assistance

• Labor-Management Relations

After that, HR Planning identifies sources of selection, forecasts demand and supplies. Long-term and short-term strategies are developed by HR Planning to meet the manpower requirement.

1. Human resource planning (HRP) has as its goal ensuring that the organization has the appropriate individuals at the appropriate times and locations. In order to evaluate the availability, needs, and potential shortages of human resources, it creates an inventory of its human resources. A prediction of demand and supply is then made by HR Planning, along with the identification of potential sources. To address the need for more personnel, HR Planning creates both long- and short-term initiatives.
2. **Job Analysis and Design:** This involves outlining the organizational structure, lines of power, interpersonal relationships, and responsibilities.

Additionally, it will require that the duties of each position inside the company be defined. The "job description" does this. "Job specification" is a further crucial phase. Job descriptions outline each job, and job specifications specify the qualities of people who will be best fit for each job.

1. **Staffing and Selection:** This is the procedure for hiring and choosing employees. This entails lining up people's expectations with the work requirements and career paths that are offered within the firm. Training and Development: This involves an organized attempt to find out training needs of the individuals to meet the knowledge and skill which is needed not only to perform current job but also to fulfil the future needs of the organization.
2. **Organizational development:** This is a crucial factor in creating a "collaborative impact" in an organization, i.e., positive relationships between individuals and groups.
3. **Compensation and Benefits**: This area of wage and salary administration is where salaries and wages are calculated scientifically to satisfy fairness and equity standards. Additionally, there are labor welfare policies in play, including perks and services.
4. **Employee assistance:** Every employee is different in terms of temperament, expectations, personality, and character. In general, every single one of them deals with issues every day. Some are private, while others are official. In their situation, he or she is nonetheless concerned. To increase his or her productivity and happiness, these concerns must be eliminated.
5. **Union and Labour Relations:** Healthy industrial and labor relations are crucial for boosting productivity and maintaining peace in an organization, according to union-labor relations. This falls under the umbrella of HRM.

**Human Resource Management's Goals**

What does a company's human resources department do or what are its goals? Is this just a position where you hire people, choose how much to pay them, or worse, fire them when they break the rules? Or is it about engaging with potential employees and declining reasonable pay raises? Has the HR department actually had an impact on the business? How does the HR manager improve the company's bottom line? Everyone has interacted with an HR professional at least once, whether they have owned and operated a successful business themselves or have worked for an established company. The department that typically has the employee's first and last interactions with them is human resources.

The goal of human resources, however, goes beyond simply overseeing the employee life cycle. So what is the point of human resources? In conclusion, what causes leaders to pay HR specialists' salaries.

The human capital is a topic that managers frequently discuss today. The most crucial resources of the company are described as its personnel. Every good leader understands that a strong team is essential to effective leadership. Building the finest team possible requires assistance from Human Resources from each leader. For all people management procedures and regulations, the HR team must assume ownership and accountability. The modern and competitive HR Function still develops. There is no universal HR Standard; each HR organization must build itself to cover the requirements of the leadership team. The department that deals with personnel management was virtually the last to establish. Prior to the establishment of the specialized unit, managers were responsible for managing human resources tasks. In actuality, we may state that management of human resources is a comprehensive and consistent aspect of management. There has to be a course like this in every field. Why? Because a manager will deal with people at some point in their career, having knowledge of how to manage human resources is necessary. It was developed when the company need yet another boost to performance and efficiency.

The ultimate goal of human resources is to ensure that the company is competitive. The introduction of procedures and policies that move a business into the future is the responsibility of HR experts. To guarantee that staff can constantly maintain and improve performance, they must coordinate major initiatives with other business operations.

Additionally, the firm must find new, creative ways to attract, keep, and encourage elite personnel in order to remain competitive. There is a lot of pressure to implement aggressive talent acquisition strategies. Additionally, workers have the option of choosing their employer. They can be promoted somewhere; they do not need to wait for the promotion. In order to offer the workforce meaningful tasks, the HR team must have an excellent goal-setting process.The people management practices, and the employer brand can be strong and solid foundation of sustainable and competitive advantages of the business. It is a simple HR marketing rule that the best one attracts the best ones. Top talents want to join the company that offers best career and personal development opportunities. It is the job of HR to design policies and practices allowing employees to grow. It acts as the retention tool, as well.

The importance of employee engagement is elevated in HR. Employee participation in strategic planning processes must be fully supported by the HR team. Employees develop creative suggestions for increasing the company's profitability. Additionally, the protection of material interests is the role of the HR Manager. The leadership team experiences some strain because of this important departmental responsibility.

A highly skilled and experienced personnel is also necessary for the competitive industry. The best sources of competitive advantage are innovations and process upgrades. Another area where Human Resources may shine is in this one. To improve skills and competences, the department might create significant development plans. The HR team contributes value by helping the workforce enhance its skills and competences.

It has been the primary force behind the growth of the HR function in businesses. It is at the center of what human resources do. Human Resources continues to struggle with effectively managing clients' expectations. The degree of service that the Human Resources division provides to corporate executives frequently does not meet their expectations. They still employ an administrative support unit that is solely concerned with compliance, but they anticipate having a true strategic partner. Yes, it is one of the important HR roles. It is not, however, the one that is most crucial.

A modern human resources function is aware of and understands its duties. It is a delight to meet HR managers that are focused on the business and want to give it a competitive edge. They help managers and leaders carry out their duties. They assist leaders in coming up with creative strategies to support the expansion of the company. Recruitment and selection are the top priorities of the human resources staff in a firm, followed by onboarding and additional activities like performance evaluations, training, and development, to name a few. This brings us to our next topic: the recruitment and selection processes that go into hiring new employees for a company.

**Process of hiring and choosing candidates**

The act of seeking out and selecting potential employees to fill open positions in an organization is known as the recruitment process. To put it another way, we can say that recruitment and selection in human resources management is a process by which the organization creates a group of qualified and desired job seekers for the future human resources needed in the organization even though specific vacancies do not exist in the organization. The process is what links job candidates and employers. The hiring process is the initial phase of creating a solid and motivated employee base. Since a company's people resources are its most valuable asset and determine whether it succeeds or fails. Because an employee chosen once will work for the company for a number of years, a well-designed staffing and selection process is crucial for the organization. Therefore, poor hiring and selecting practices will result in low output and a high workforce turnover rate. Below is the description of the steps involved in the hiring process: -

* If the post is within an established organization, the department that needs a position (or positions) filled must submit a requisition and have it authorized by the appropriate approving authorities.
* The HR department will receive the approved request right away to find the ideal candidate through outsourcing.
* The HR staff should create a thorough job description that specifies the educational criteria as well as the person specifications in collaboration with the department that needs a post filled. In most cases, it is a positive thing that the company begins inside. If no one responds to an internal advertisement, we source from outside the company if no one else steps forward to fill the position. Publicizing information about job vacancies in the organization.
* Identifying the sources of supply of adequate number and right type of personnel required.

• Speak to and exchange information with the selected source of recruiting. Consider placing a job announcement in the newspaper to encourage potential applicants to submit their resumes.

• Gathering applications from a range of candidates before selecting the ideal candidate who possesses the needed traits.

• Scheduling an interview with the chosen candidates.

• Conducting the interview and making the choice. After recruitment process is done than immediately selection process starts i.e., the final interviews and the decision making, conveying the decision and the appointment formalities.

**Selection Process**

Selection process can be explained as the process in which right candidates with desired qualification and skills are shortlisted and selected according to the nature and requirements of the job. Selection process includes the following systematic procedure.

**• Initial Interview**

The organization established a set of minimal eligibility requirements for candidates to be chosen. And preliminary interviews are used to weed out individuals from the selection process who don't meet that requirement.

This is a fundamental interview that is used to weed out applicants who won't be a good fit for the company. By eliminating the inappropriate individuals, it enables the business to continue forward with the selection process for possible fit employees to fill their positions. Applicant Evaluation

Once all applications have been received, they are evaluated by a special screening committee, which reviews them and selects the most qualified applicants to invite for an interview.

Candidates may be chosen based on shortlisting criteria including age, sex, qualifications, work, and other factors.

**• Acceptance of Applications**

Candidates who advanced from the preliminary interview must complete the application in the format specified. Information about the applicant's identity is included in this application, such as name, father's name, age, sex, marital status, qualifications, experience, interests, etc.

These details enable interviewers to craft questions that will elicit further information from candidates with greater clarity.

**• Tests for Employment**

The organization will administer employment exams to all candidates in this step to evaluate their talent, talent, and mental capacity.

This is accomplished through a variety of employment exams, including aptitude, interest, and competency tests as well as tests of IQ, personality, and aptitude. The organization uses these tests to select and evaluate the best applicants for open positions.

**Employment Interview**

A crucial phase is the employment interview. It not only serves as a confirmation of the information already gathered, but it also offers the chance to get to know the candidate better in order to inspire and inform him about the position and the organization.

The goal of this interview is to assess and determine a candidate's suitability for the position. and provide him a general sense of the job description and the company's expectations for the new employee.

Because the business needs to choose the right individuals for the proper tasks, this step is crucial. At this point, it is also possible to evaluate the candidate's confidence and communication abilities.

* **Reviewing References**

Organizations frequently request references from applicants, which enables them to verify the accuracy of the information provided. It is a crucial source of information since it enables the business to learn about the qualifications, prior work experience, managerial talents, and leadership potential of the candidates.

* **Health Examination**

A medical examination of the candidate is necessary for a number of reasons, including to make sure that he or she is physically fit for the position, that they are free of any hidden illnesses, and that the company will not be held responsible for any claims made under the Workmen's Compensation Act.

The medical examination is a crucial element in the selecting process. In some organizations, it happens at the start of the process, and in others, it happens after the choice has been made. This step can therefore occur at any point during the selection process because it is not fixed.

* **Final Appointment and Selection Letter**

After the selection process is complete, the final applicants are chosen, and letters of appointment are given to them. The terms and circumstances of the employment, such as the pay scale, initial salary, allowances, the probationary period, and other benefits, are outlined in this letter of appointment.

**LEARNING AND PROGRESS**

People must be inspired and given the chance to succeed. They won't do well without the necessary talent, though. Ability is more than just innate talent; it is primarily acquired. Success or failure may depend on how well the personnel is trained and nurtured. Organizations are always evolving due to advancements in technology, shifting organizational values, streamlining of processes, shifting of business strategies, and shifting of customer needs. Employee performance will suffer if knowledge, skills, and attitudes are not kept up to date. One of the most important elements in assuring any organization's effectiveness is learning. Employees that possess the information, abilities, and attitudes required to complete tasks in a practical manner are currently what an organization needs.

In order for an organization—or, by extension, the entire economy—to achieve its medium- and long-term objectives, it will need to have a supply of these same traits that are tailored to meet future needs. What is the point of learning, then, is the relevant question to pose. Any organization's goal in learning is to increase: (1) Efficiency and effective performance by maximizing the output of each employee. Sharing best practices and increasing the workforce's and organization's adaptability are two examples of innovation. encouraging creativity and the solution of problems. Collaboration and management of knowledge. (2) Quality – providing goods and services that are fit for purpose. The use of existing resources and equipment to that end. (3) Motivation – job satisfaction, engagement, and morale.

(4) Safety at work and health. But you also want to learn from teams and the entire organization, in addition to learning at the individual level.

Be aware that while learning can be employed to address issues with effective performance, it is not necessarily the solution to all difficulties. Alternative strategies, such as organizational transformation, the adoption of new technology or working habits, or even the redeployment of certain workers, may be required to overcome such issues, nevertheless. Training can be given in a variety of ways. Effective employee growth depends on the selection of different training techniques, which must be taken into account while creating the plan. In order to choose which method to use, certain expertise and experience are needed. Any mixture is ideal for a given circumstance. On-the-job and off-the-job procedures are fundamentally different from one another.

**What techniques are used while working?**

A blend of practical information and skill development is offered to learners who are learning on the job. The variety and complexity of tasks that a student can complete without extensive instruction grows as they gain expertise. There are various ways to deliver this learning process. (a) Demonstration – An experienced instructor showing students how to complete a specific task is a prerequisite to much learning by doing. To operate the majority of devices and equipment, demonstration is a necessary first step. The drawback of this strategy is that it frequently fails to explain to the "learner" why anything is done.

**(b) One-on-one training-** With good instruction from a seasoned instructor, understanding and learning speed can both be significantly increased. Coaching was the previous name for this. To be far less directive than traditional training, this word now refers to a method of one-to-one learning. A learner gains knowledge through task execution while being guided by an experienced individual during one-on-one training. The teacher provides the student with direction, criticism, and support as well as encouragement and help in overcoming challenges. Since a large portion of this one-on-one training is done in the workplace, it might be challenging to tell it apart from regular supervision. Staff members who have supervisory responsibilities have a training requirement to learn these abilities. The capacity to instruct personnel is a basic supervisory competence.

(c) **Project Work**- It is a common practice in the workplace to assign students a project that requires them to research a problem and analyze alternative solutions. The opportunity to apply knowledge learned in college is sometimes accessible, and it is possible to get a significant amount of knowledge about work practices and processes. It is also possible to build analytical and problem-solving skills. This type of work has the benefits of being different from everyday tasks, making it easier to assess performance, and allowing for the possibility of providing pertinent and detailed feedback. Such project work is often included in management training programs.

(d) **Job Rotation**- This can be accomplished through a series of very brief training sessions for a variety of preset positions in various departments of an organization. The likelihood is that it is a component of a program for recently hired junior personnel. Transferring experienced employees to jobs in departments or functions they may not be familiar with is an alternative method to broaden their experience at later stages of their careers rather than earlier ones. This can serve as an introduction to other company functions, such as the collaboration of operational and marketing personnel. Understanding operations-level actions might be useful for head office workers as well as the other way around. International businesses frequently employ this system to foster the kind of cross-cultural knowledge that results from working in many organizational functions. Working in a different position can also give employees the chance to gain management experience by managing a smaller profit center or important business unit. Oftentimes, these actions are essential to succession planning.

(e) **Attachment or secondment**- The provision of their attachment or secondment to other divisions of the same company, or in some situations, to different companies, is an alternate strategy for expanding the expertise of personnel who are completing development programs. The benefit of using this approach is that it should help mitigate one of the disadvantages of relying on "home-grown" talent, which is that the organization can lack an influx of fresh ideas brought in by employees who are hired externally. Similar benefits can be obtained by working with suppliers or middlemen, volunteering for charity, or working in other fields.

**PERFOMANCE MANAGEMENT**

Performance management is a process of ongoing communication and feedback between managers and their staff members to ensure the accomplishment of the organization's strategic goals. Since it was first introduced as a concept, the definition of performance management has changed. Continuous performance management is replacing what was before an annual process. The objective is to make sure that employees are operating effectively throughout the year and, in the process, to resolve any problems that may emerge that could have an impact on employee performance.

**How should we go about monitoring performance?**

At whatever level it is done, performance monitoring can be challenging. If it's going to have a beneficial impact on the organization's outcomes, it needs to be done with tact, but also having a clear focus and being open. Accordingly, the procedure is supported by a number of "rules," which are listed below.

Have a certain goal in mind. Introduce monitoring as a component of a larger initiative to enhance the customer experience. Never an end in itself, monitoring is always a means to a greater aim. Without the larger goal in mind, your efforts will be unsuccessful.

(b) Think favorably. Instead than collecting information to place blame on individuals, you want to improve performance.

I(c) Encourage people in charge to work on the monitoring as part of their effort to enhance the client experience. Your team will likely become demotivated if you pick things to track and impose them, which could result in poor performance. Consider your personnel to be competent, dependable, and motivated.

(d) Focus on results Instead of measuring inputs and processes, focus on outputs and results. Governments become fixated on procedures because they are simple to measure: the number of patients treated, the length of hospital waiting lists, the number of students graduating, the number of kids who can read and write, etc. These, however, are not the justifications for offering services. The importance of results and outputs is higher. Although input and process monitoring has its uses, keep in mind that if you monitor these with the intention of increasing or decreasing them, your team will concentrate on it to the exclusion of other things. People act as you observe them, not how you anticipate them to.

(e) Go for clarity Challenge those who like the fuzziness of not knowing how things are going.

(f) Be choosy Pick only the most important factors to monitor as too many measures will be counterproductive. If you are measuring the customer experience, you will usually be able to keep the number of questions low.

(g) Count numbers Measure performance numerically where you can – for example, by getting the customer to grade customer satisfaction on a scale 0 to 5.

(h) Benchmark Use the results as your baseline (or benchmark) from where you can improve – for example, you are aiming to raise this year’s customer satisfaction index of 3.5 to 4.0 next year.

(i) Communicate progress Make sure the targets are known, understood, and accepted. Place the results somewhere where everyone can see them.

 (j) Get valid and reliable data Validity is that you are measuring what you are purporting to measure. Reliability is the extent to which you can rely on the accuracy of the data you are capturing.

**Future of Human Resources profession**

For many years, HR management has been thoroughly studied. Human resource theory and practice have undergone numerous advancements that have improved our knowledge of this field. Technology has advanced quickly in recent years. For HR executives, these modifications raise crucial issues. It's possible that modern structures won't work as well as they once did.

The workplace has undergone notable changes during the last few years. The nature of employment itself is shifting as new business models driven by technology take center stage. Numerous vocations have already been eliminated by hyper automation and artificial intelligence (AI), and this trend will continue. The entry of millennials into the workforce has increased complexity. They have very different expectations and concepts of work than other members of the workforce. We have four to five generations working together for the first time most likely in the history of the modern industrial world. HR management faces an intriguing and challenging problem here.

The phrase "people are our biggest asset" is frequently used by leaders. However, today's HR divisions face a variety of challenges, including budget cuts and concerns with manpower rationalization. Today's huge corporations struggle with how to foster a "Start-Up" culture that values speed, agility, and decisiveness while Start-Ups themselves strive to expand rapidly without losing their unique cultural identity. HCM will have to cope with all of these apparent inconsistencies both now and in the future..

I believe that these four major developments will have a significant impact on human capital management.

**1.** Technology: The disruption has already occurred. Technology is redefining user experience, therefore it can no longer be disregarded when internal system design is concerned. For instance, why should an employee accept a badly designed user interface for internal company programs when she has access to world-class social networking applications on her laptop and phone today? The HCM It will be necessary to reinvent the landscape, and technology and human-centered design will be crucial. **2.** The makeup of the workforce is changing. Baby boomers, Gen X, and millennials are all still around. The needs of many generations would change how standard HCM systems are seen. While earlier generations placed a higher value on growth, millennials place a greater emphasis on hard work in addition to growth. It will become more and more important to provide an employment experience that is tailored to the individual. For example, many workforce constituents may express their preference for various interfaces or even procedures, making a single approach for performance evaluation ineffective. And the fusion of technology, human-centered design, and analytics would make all of this possible.

**3.** Newer organizational designs are evolving in response to commercial requirements, which is changing how organizations are structured. For instance, compared to traditional delivery systems, agile project delivery demands a distinct organizational structure. Such design modifications have a significant impact on a number of organizational systems, including compensation, career advancement, and performance management. Future organizations would increasingly use virtual teams and effective organizational frameworks. Employees used to be loyal to a single organization. This is no longer the case due to the rapid development of technology. Alternative work arrangements are now possible, and it has altered employee preferences. Organizational borders are becoming more ambiguous today, and organizations' physical spaces are likewise shifting. Organizations and HCM professionals would need to consider who currently makes up human capital and how to engage and utilize them best. For instance, IT companies employ crowdsourcing to come up with ideas. How IT organizations can maintain engagement with this workforce that is external to the organization is a challenge. Similar to small firms, large organizations that support new ventures must understand that the techniques needed for a digital business are very different from those for a traditional corporation. In fact, multiple sets of behaviors would be driven by dichotomies inside the same company. Both would have to be balanced in HCM of the future.

4. Analytics: HCM would be driven by evidence-based decision making. Thanks to modern technology, we have access to tools that can sort through and make sense of a lot of data. HR systems have developed to the point where they can make use of the vast amounts of created people data. Analytics will have two different effects on HCM.

By evaluating HCM metrics often (e.g., Human Capital Return on Investment), one can: a. lay a basis for HR metrics that would guide business decisions; b. use people data to redefine employee experience (eg using social media presence to make hiring decisions)

It's an unusual period, and possibly the first time there has been such a strong emphasis on integrating technology to improve HCM procedures. I firmly believe that human capital management will place more emphasis on delivering a rich employee experience. Historically, HR has been the driving force behind HCM strategies, but as these changes started to take hold, HR and other organizational leaders would need to act rapidly to seize these opportunities to stay ahead of the talent curve!

**Bibliography:**

1. Armstrong, M., "A Handbook of Human Resource Management Practice, Fifth Edition," Kogan page, 1996

2. Arvey, RD, and Champion, JE. "The Employment Interview: A Summary of Recent Research," 1982. Human Resources Psychology, 35, 281-382

3. Third Edition of Human Resource Management: Theory and Practice by I. Beardwell and J. Gold, Palgrave

4. Longman, 1999, Introducing Human Resources Management, 2nd edition, Foot, M. & Hook, C.

5. Human Resources Management, Fourth Edition, D. Torrington and L. Hall, Prentice Hall, 1998.