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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

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**A Gutmann**



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## **Table of Contents Nhe Certification Study Guide**

1. Understanding the eBook Nhe Certification Study Guide
  - The Rise of Digital Reading Nhe Certification Study Guide
  - Advantages of eBooks Over Traditional Books
2. Identifying Nhe Certification Study Guide
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Nhe Certification Study Guide
  - User-Friendly Interface
4. Exploring eBook Recommendations from Nhe Certification Study Guide
  - Personalized Recommendations
  - Nhe Certification Study Guide User Reviews and Ratings
  - Nhe Certification Study Guide and Bestseller Lists
5. Accessing Nhe Certification Study Guide Free and Paid eBooks

- Nhe Certification Study Guide Public Domain eBooks
  - Nhe Certification Study Guide eBook Subscription Services
  - Nhe Certification Study Guide Budget-Friendly Options
6. Navigating Nhe Certification Study Guide eBook Formats
    - ePub, PDF, MOBI, and More
    - Nhe Certification Study Guide Compatibility with Devices
    - Nhe Certification Study Guide Enhanced eBook Features
  7. Enhancing Your Reading Experience
    - Adjustable Fonts and Text Sizes of Nhe Certification Study Guide
    - Highlighting and Note-Taking Nhe Certification Study Guide
    - Interactive Elements Nhe Certification Study Guide
  8. Staying Engaged with Nhe Certification Study Guide
    - Joining Online Reading Communities
    - Participating in Virtual Book Clubs
    - Following Authors and Publishers Nhe Certification Study Guide
  9. Balancing eBooks and Physical Books Nhe Certification Study Guide
    - Benefits of a Digital Library
    - Creating a Diverse Reading Collection Nhe Certification Study Guide
  10. Overcoming Reading Challenges
    - Dealing with Digital Eye Strain
    - Minimizing Distractions
    - Managing Screen Time
  11. Cultivating a Reading Routine Nhe Certification Study Guide
    - Setting Reading Goals Nhe Certification Study Guide
    - Carving Out Dedicated Reading Time
  12. Sourcing Reliable Information of Nhe Certification Study Guide
    - Fact-Checking eBook Content of Nhe Certification Study Guide
    - Distinguishing Credible Sources
  13. Promoting Lifelong Learning
    - Utilizing eBooks for Skill Development

- Exploring Educational eBooks
- 14. Embracing eBook Trends
  - Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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