

Course

Recruitment, Selection, and Employee Placement

(HRM 2204)

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Course description

Recruitment, Selection, and Employee Placement (HRM 2204)

This course covers the concepts of Human Resource Management, including the meaning and importance of recruitment and selection, recruitment policies and processes, recruitment sources, the use of online media in recruitment, proactive recruitment strategies, selection tools and techniques, employment testing, job interviews, employee selection, orientation programs, probation, employee placement, employment of migrant and foreign workers, work permit regulations, and current trends in employment.

An illustration on the right side of the slide shows two hands holding several resumes. One resume is held up, and a magnifying glass is focused on a specific section of it, symbolizing the recruitment and selection process.

Chapter : Concepts of Human Resource Management in both Public and Private Sectors.

1. Dave Ulrich

Concept: HR as a Business Partner

“Human Resource Management should not merely perform administrative tasks, but must serve as a strategic business partner working alongside executives.”

Key Ideas

- HR must align people management with organizational strategy.
- HR plays four major roles:
 - Strategic Partner
 - Administrative Expert
 - Employee Champion
 - Change Agent
- People are a key source of competitive advantage.

Summary

Modern HR must contribute to business outcomes, not just manage personnel documentation.



Professor - Father of Modern HR

Professor of Business and Human Resource Management at the Ross School of Business, University of Michigan, renowned for his teaching and research on how organizations can create value for customers.

Chapter I: Concepts of Human Resource Management in both Public and Private Sectors.

2. Michael Armstrong

Concept: HRM as a Strategic and Integrated Approach

Michael Armstrong defined HRM as:

“A strategic and integrated approach to managing and developing people in a systematic way.”

Key Ideas

- People are valuable resources that must be developed.
- HR processes must be integrated as a system:

Recruitment → Development → Performance Evaluation → Compensation

- Focus on commitment rather than control.

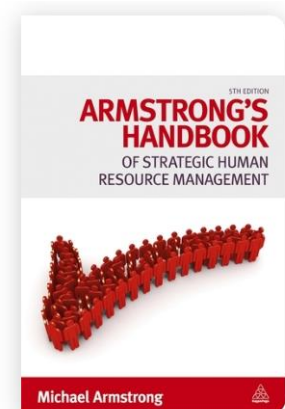
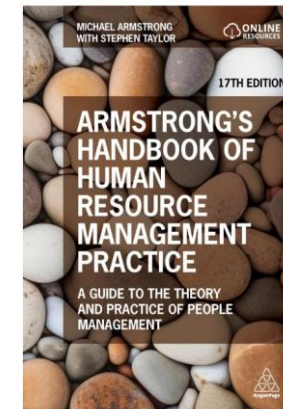
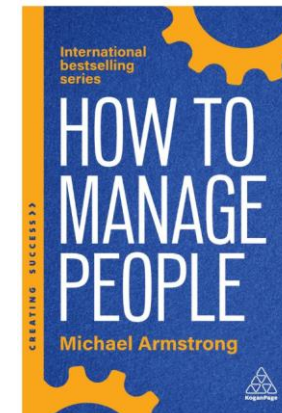
Summary

HRM is a systematic approach to managing people to achieve organizational effectiveness and sustainability.



Michael Armstrong

Michael Armstrong is a best-selling author in HRM in the United Kingdom. His books have sold over one million copies and have been translated into 21 languages.



Chapter I: Concepts of Human Resource Management in both Public and Private Sectors.

3. Gary Dessler

Concept: HRM as a Set of Managerial Functions

Gary Dessler viewed HRM as:

“A set of managerial functions in which managers at all levels must participate.”

Key Ideas

Main HR functions include:

- Workforce planning
- Recruitment and selection
- Training and development
- Performance appraisal
- Compensation and labor relations

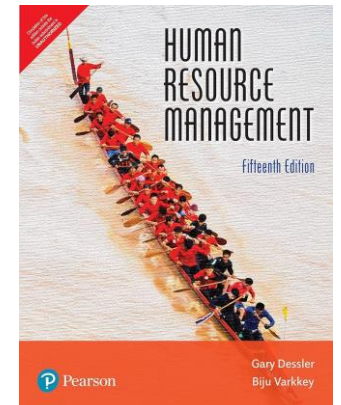
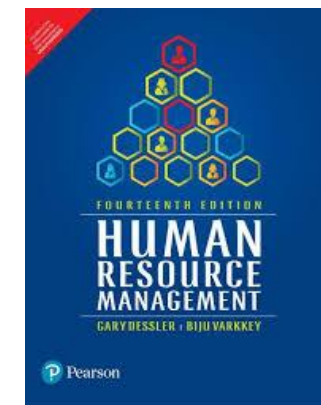
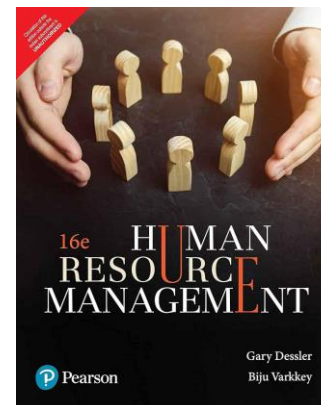
Line managers play an important HR role.

Summary

Human resource management is the responsibility of all managers, not only the HR department.



Gary Dessler is an internationally recognized scholar and textbook author in HRM. His work provides both systematic and practical frameworks widely used in universities worldwide.



Chapter II: Meaning of Human Resource Management

Human Resource Management (HRM) refers to the systematic process of planning, acquiring, developing, maintaining, and utilizing personnel within an organization to ensure that employees perform effectively, experience job satisfaction, and contribute to organizational goals.

Summary

HRM is the management of people as valuable resources aligned with organizational strategy and objectives.



Chapter III: The Role of Human Resource Management (HRM) in Modern Organizations

In today's rapidly changing business environment, the role of HR is no longer limited to administrative personnel management. Instead, HR must act as a **Strategic Partner** that actively contributes to the implementation of organizational strategy.



“Aligning business goals with the human talent required by the organization.”

HR must identify:

- What types of employees the organization needs
- What skills and competencies are required
- How workforce structures should be designed to support strategic objectives

1. Gaining a deep understanding of orgEffective **HR planning** must therefore be closely aligned with the organization's: **anizational strategy.**

- Vision
- Mission
- Strategic goals
- Business direction

Chapter III: The Role of Human Resource Management (HRM) in Modern Organizations



Goal: Identify the gap between the current workforce and the workforce required by organizational strategy



Translate goals into HR KPIs / OKRs

2. Workforce Analysis

- Evaluate the current HR situation
- Organizational structure and workforce size
- Existing competencies and skills
- Employee tenure and key talent ratio
- Issues: turnover, productivity, skill gaps

3. HR Goals Linked to Organizational Strategy

HR goals should be **outcome-based**, not activity-based.

Examples:

- Prepare workforce for business expansion
- Develop leadership and succession plans
- Improve productivity and engagement
- Control labor costs aligned with revenue

Chapter III: The Role of Human Resource Management (HRM) in Modern Organizations

4. Designing a Comprehensive HR Plan

A strategic HR plan should cover the **entire HR journey**

- **Workforce Planning & Recruitment**

Align hiring with business strategy

- **Learning & Development**

Develop future skills

- **Performance Management**

Link employee performance with goals

- **Compensation & Benefits**

Attract and retain talent

- **Employee Engagement & Culture**

Build a strategy-supporting culture



Key Question:

How does this HR initiative support **business success**?

5. Using Data and Technology in HR

Modern HR relies on **data and digital tools**

Benefits:

- Improve **accuracy of HR planning**
- Enable **real-time performance tracking**
- Support **evidence-based decisions**
- Adjust strategies **quickly in changing environments**

→ Example: **HR Analytics, HRIS, AI in HR**



Using HR analytics and digital systems helps to make HR planning more accurate, trackable, and adaptable to changes.

Chapter III: The Role of Human Resource Management (HRM) in Modern Organizations

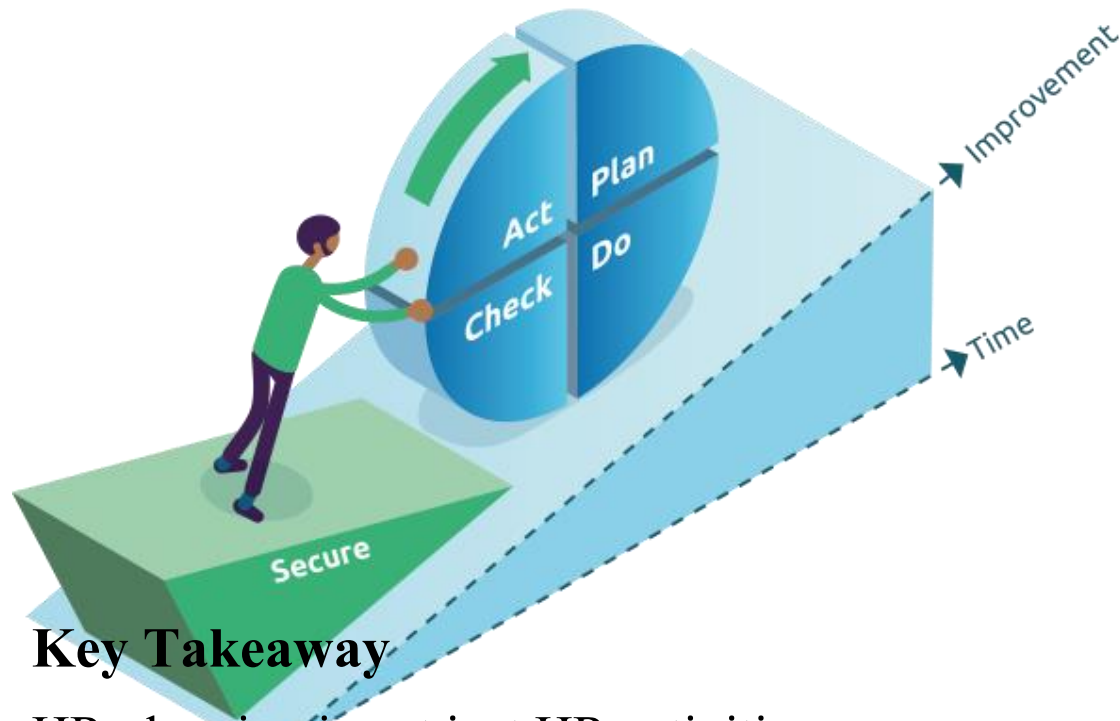
6. Continuous Monitoring and Improvement

HR plans must be continuously reviewed

Key practices:

- Quarterly progress monitoring
- Performance evaluation vs targets
- Adjust plans to business changes
- Communicate results to executives

→ This strengthens HR as a **Strategic Business Partner**



Key Takeaway

HR planning is not just HR activities.

It is the process of translating business strategy into people management plans.

Effective HR connects:

People → Strategy → Business Results



Why do organizations need recruitment?

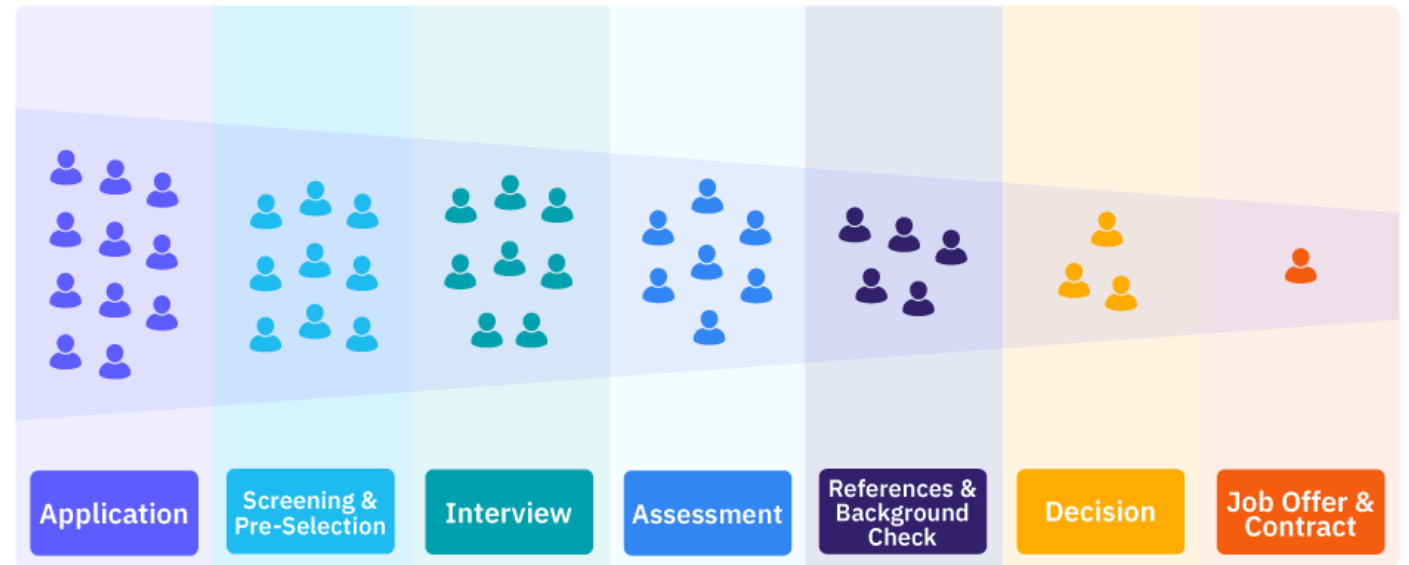


Chapter IV : The Importance of Recruitment and Selection in Organizations

1. Importance of Recruitment & Selection

- Hire the right person for the right job
- Improve employee productivity
- Reduce hiring mistakes
- Lower turnover rates
- Reduce HR costs
- Support organizational strategy

Selection Process: The 7 Steps



➔ **Recruitment is the starting point of effective HRM**

2. Importance of Recruitment & Selection

1. Right Person – Right Job

Recruit employees with the required knowledge, skills, and abilities

2. Support Organizational Strategy

Employees should align with the vision, mission, and goals

3. Reduce Hiring Risks

Effective selection reduces:

- Repeated recruitment
- Training costs
- Hiring mistakes



Chapter IV : The Importance of Recruitment and Selection in Organizations

Reduce Employee Turnover

Better job fit → higher satisfaction → stronger commitment

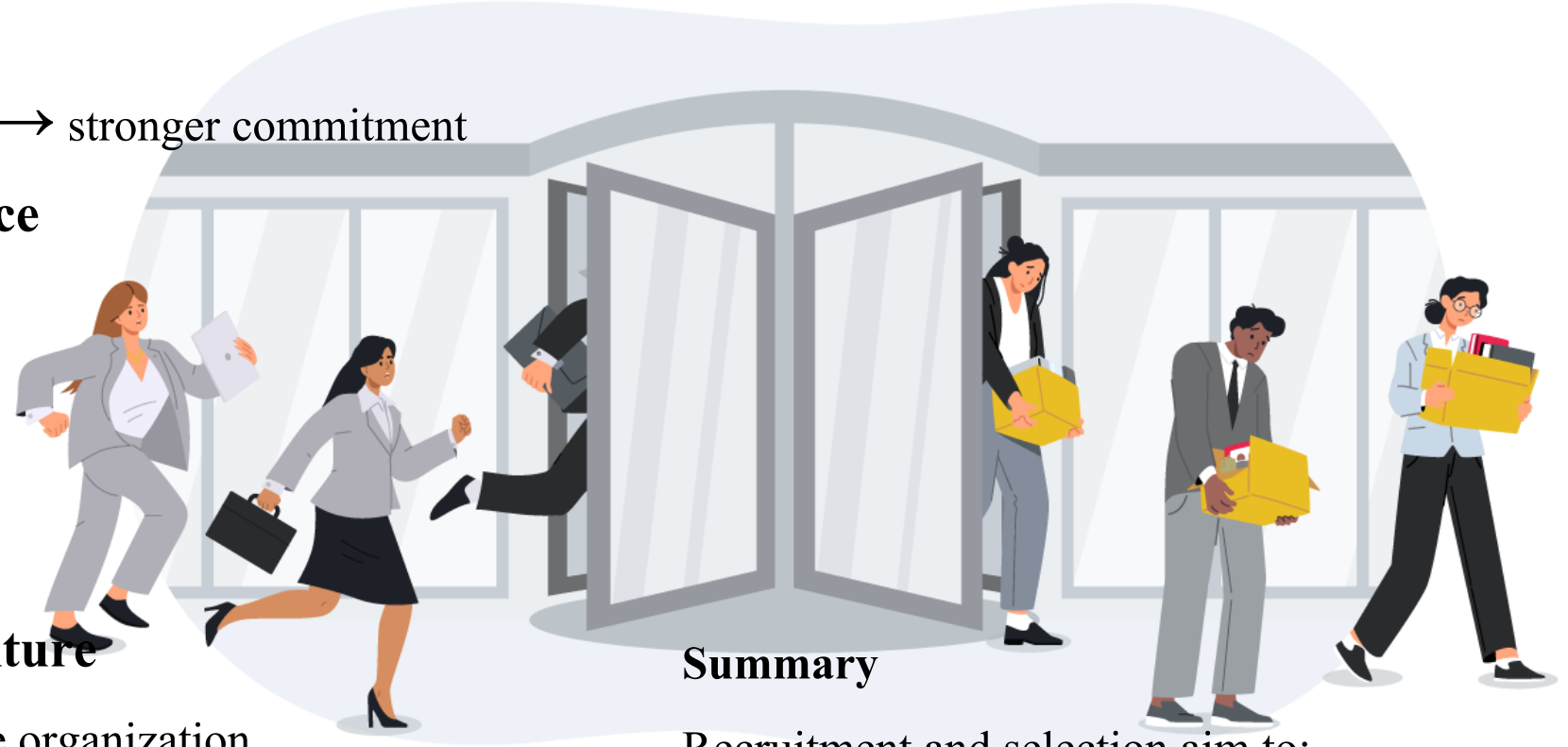
Build a High-Quality Workforce

Creates a strong foundation for:

- Training & development
- Performance evaluation
- Career growth

Strengthen Organizational Culture

Select employees whose values fit the organization



Summary

Recruitment and selection aim to:

- Hire **qualified and suitable employees**
- Improve **organizational performance**
- Reduce **costs and risks**
- Support **long-term sustainability**

Chapter Summary

Recruitment, Selection, and Employee Placement (HRM 2204)

Key Concepts of Modern Human Resource Management

HR as a Strategic Partner



Align HR with Strategy & Goals

Integrated HR System



Recruit • Develop • Manage • Compensate

Managerial Responsibility



All Managers Involved in HRM

Strategic Workforce Planning



Analyze & Plan Workforce Needs

Effective Recruitment & Selection



Right Person,
Right Job



Boost
Productivity



Reduce
Turnover & Costs



Build
Quality
Workforce



High
Workforce

People • Strategy • Business Results.

Key Takeaways

- HRM aligns people with organizational strategy to achieve business success.
- Strategic workforce planning ensures the right skills and talent for organizational goals.
- Effective recruitment and selection place the right people in the right jobs.

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