

Course

Human resource planning and policy **(HRM 1205)**

Lecturer : Dr.Jeerabhan Chanwichian

Faculty of Management

Suan Sunandha Rajabhat University



Course description

Human resource planning and policy (HRM 1205)

Concepts of Human Resource Management in the Public and Private Sectors, including human resource policies and planning, organizational structure, workforce analysis and forecasting, development of HR action plans, recruitment and selection processes, and the monitoring and evaluation of HR plans to ensure alignment with organizational objectives.



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

1. Dave Ulrich

Concept: HR as a Business Partner

Dave Ulrich proposed that:

“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.

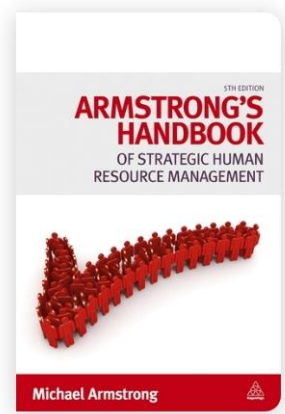
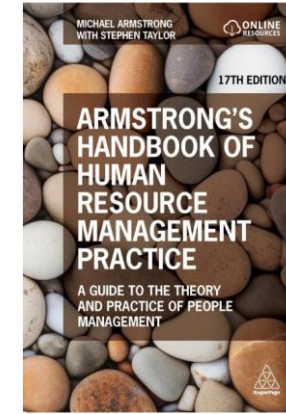
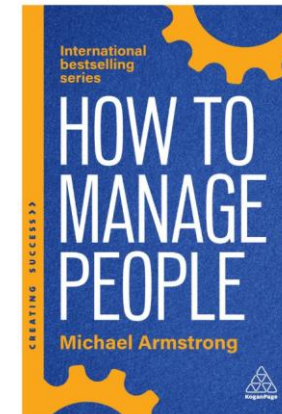
Summary

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

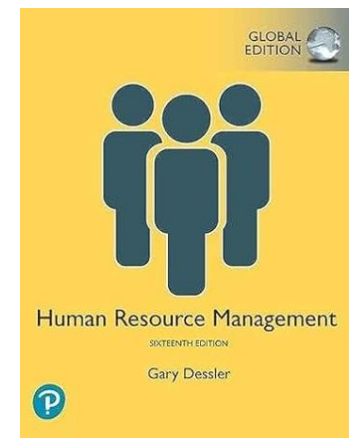
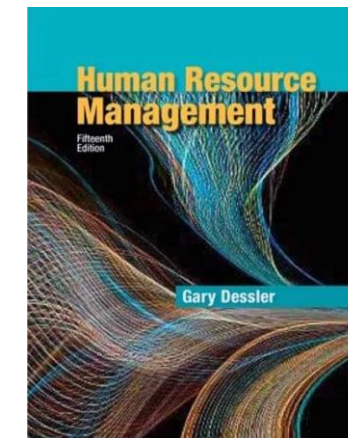
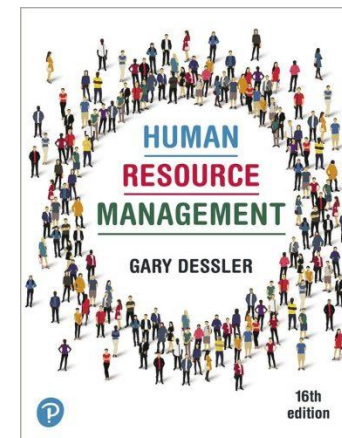
Line managers play an important HR role.

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: Evolution of Human Resource Management

1. Pre-Industrial Era



Key Characteristics

- Work was organized within families, communities, or craft systems.
- No formal personnel management system.
- Close employer–employee relationships.

Core Idea

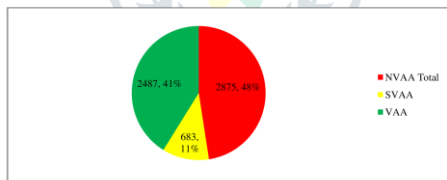
Workers were viewed as labor, not as strategic resources.

Chapter II: Evolution of Human Resource Management

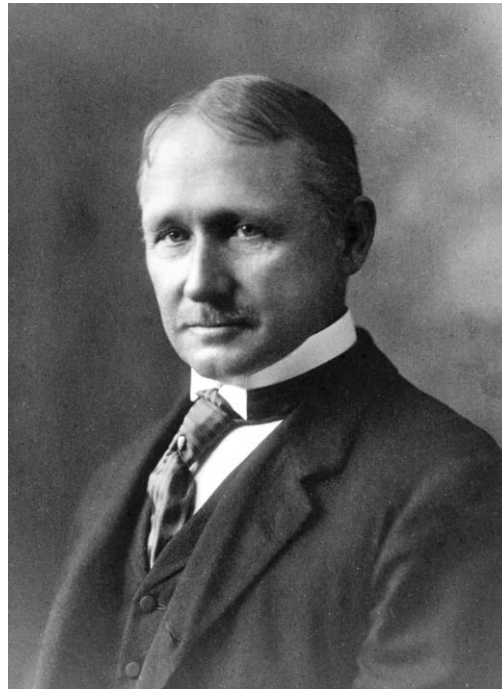
2. Scientific Management Era

Work was managed systematically using scientific methods, rules, data collection, and analysis to identify the most efficient way of working.

NVAA	OP-1	OP-2	OP-3	OP-4	OP-5	OP-6	TOTAL
Unpacking / Opening	0	7	72	31	38	2	150
Remove excess material	85	55	43	4	27	77	291
Unfastening / Disassembling	0	0	0	0	0	21	21
Masking / Unmasking	0	4	0	0	0	5	9
Goes with/to reach parts & return	34	18	26	34	28	23	163
Goes with/to reach tool & return	0	17	0	0	10	47	74
Searching for parts	0	0	4	4	0	0	8
Searching for tools	0	0	0	5	0	0	5
Bend down / Rise up	0	0	0	0	0	0	0
Sit down / Stand up	0	11	0	0	0	4	15
Kneel down / Stand up	0	0	0	0	0	0	0
Waiting	32	0	0	0	4	0	36
Picking Up / Put Down Part	21	8	15	4	5	35	88
Holding Part	0	0	3	2	4	0	9
Rotating Part	0	6	6	51	42	20	125
Pickup/put down tools	83	145	114	58	141	174	715
Change Tool screw	0	0	10	0	4	12	28
Lock/Unlock the hoist to the piece	0	0	0	0	0	6	6
Move the piece with the hoist	0	0	0	0	0	8	8
Quality Inspections	0	0	0	11	0	0	11
Quality proofs	61	56	28	25	71	48	289
Paper fillings	0	0	0	0	0	0	246
Read / Look	0	0	0	0	0	14	14
Data Entry	0	0	0	0	0	0	0
Wiping / Cleaning	0	0	0	0	0	0	0
Adjusting	78	128	67	65	80	146	564
NVAA Total	394	455	388	540.0	456.0	642	2875
SVAA	168.3	98.6	150	49.7	102.7	114	683
VAA	384	551	350	265.0	504.0	433	2487



4.1. Showing Pie chart



Frederick Winslow Taylor

Key Theorist

Frederick Winslow Taylor

Recognized as the “Father of Scientific Management.”

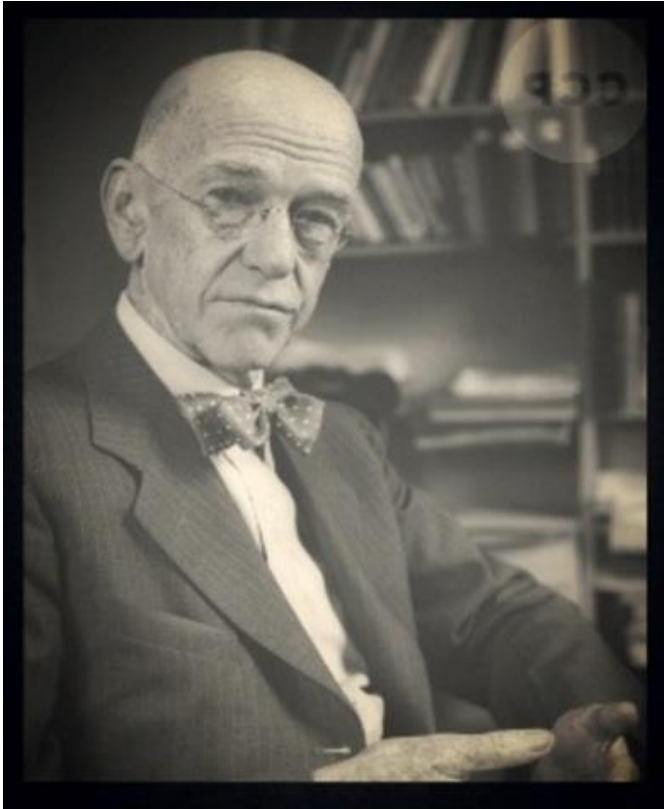
Core Principles

- Time and Motion Study
- One Best Way
- Scientific selection of workers
- Development of workers to maximize efficiency
- Friendly cooperation between management and workers

Characteristics

Emphasis on productivity and efficiency, Job specialization, Incentive wage systems

3. Human Relations Era



Elton Mayo

Key Ideas

- Focus on employee feelings, satisfaction, and workplace relationships
- Emphasis on teamwork and interpersonal relationships
- Motivation improves performance

Key Figure

Elton Mayo

Known as the “Father of Human Relations,” based on the Hawthorne Studies (1927–1932) at Western Electric in Chicago.

Core Findings

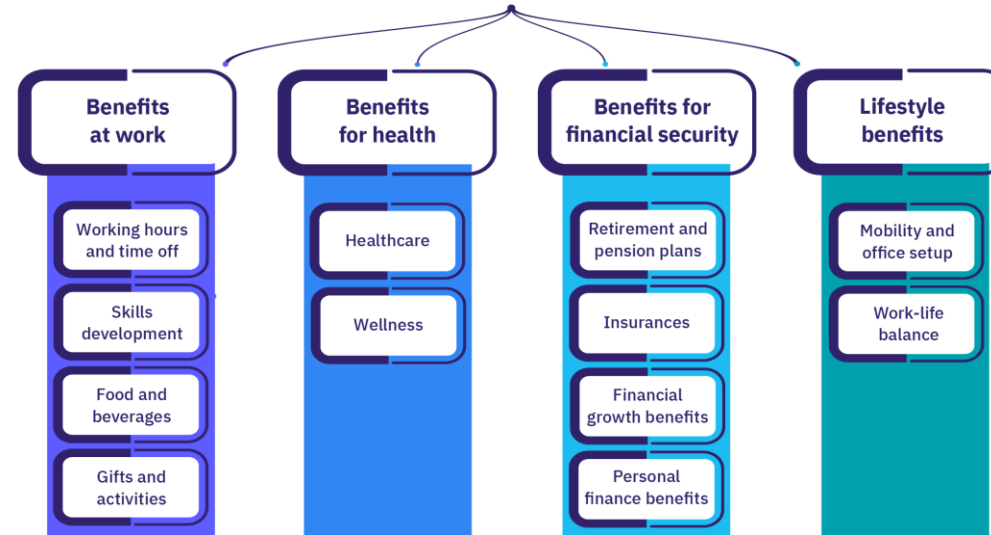
- Employees are not motivated by money alone.
- Work environment and social relationships affect productivity.

4. Personnel Management Era



Types of Employee Benefits

AIHR ACADEMY TO INNOVATE HR



Characteristics

- Formal establishment of personnel departments
- Focus on wages, welfare, discipline, and labor relations
- Emphasis on documentation and legal compliance

1. https://en.wikipedia.org/wiki/United_States_Office_of_Personnel_Management?utm_source=chatgpt.com

2. https://www.aihr.com/blog/types-of-employee-benefits/?utm_source=chatgpt.com

Chapter III: Evolution of Human Resource Management

5. Personnel Management Era

Training and Development in HRM



Characteristics

- Employees viewed as valuable resources
- Investment in training and development
- Focus on recruitment, development, performance evaluation, and career paths
- Alignment of employee goals with organizational goals

Performance appraisal serves as an important communication tool between managers and employees and supports career development.

1. https://hrone.cloud/blog/training-development-hrm/?utm_source=chatgpt.com

2. https://bimpos.com/blog/tips-to-perform-employee-performance-evaluation?utm_source=chatgpt.com

GENERAL PERFORMANCE EVALUATION FORM

Employee: _____ Driver Number: _____
Job Title: _____ Date of Last Evaluation: _____
Evaluation: _____

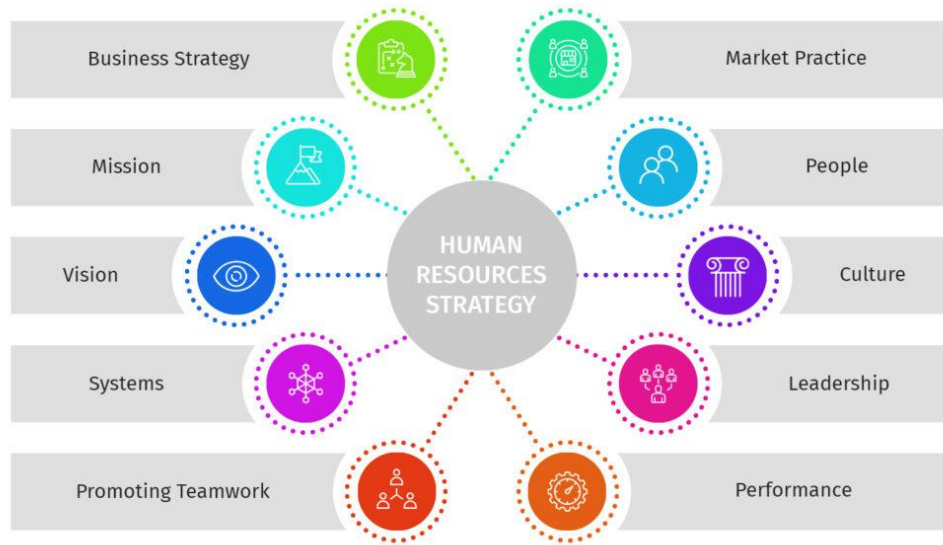
EVALUATION FACTORS		S	A	NI
Dedication	Reports to work on time.			
	Uses time constructively.			
Performance	Good working knowledge of job assignment.			
	Organizes and performs work in a timely, professional manner.			
Cooperation	Willingly accepts work assignments.			
	Willingly accepts changes in assignments not directly related to job.			
Initiative	Performs assigned duties with little or no supervision.			
	Performs assigned duties with little or no supervision, even under pressure.			
	Strives to meet deadlines.			
Communication	Communicates clearly and intelligently in person and during telephone contacts.			
Teamwork	Works well with fellow employees without friction.			
Character	Accepts constructive criticism without unfavorable responses.			
Responsiveness	Handles stressful situations with tact.			
Personality	Demonstrates a pleasant, calm personality when dealing with customers and fellow employees.			

Chapter III: Evolution of Human Resource Management

6. Strategic Human Resource Management (Strategic HRM)

Strategic HRM aims to achieve competitive advantage by creating value for customers, shareholders, employees, and other stakeholders and Strategy refers to the organization's overall action plan for value creation.

▲ STRATEGIC CONTEXT ▼



https://hr.university/shrm/strategic-human-resource-management/?utm_source=chatgpt.com

It includes:

- Customer-oriented operations
- Organizational policies and procedures
- Production/service processes
- Marketing activities
- Financial decisions
- Organizational structure
- Supporting technologies
- HR practices (recruitment, selection, training, compensation, performance management)
- Legal and regulatory requirements

Key Characteristics

HR as a strategic partner, Long-term workforce planning, Development aligned with business strategy

Chapter III: Evolution of Human Resource Management

7. Digital & Future Human Resource Management

“Digital & Future Human Resource Management.” It visually represents the transformation of traditional HRM into a technology-driven and data-oriented strategic function.

At the center of the image, there is an AI-powered digital assistant displayed on a smartphone screen, symbolizing the integration of artificial intelligence into HR operations. Surrounding the central figure are interconnected hexagonal elements that illustrate the core components of Digital HRM, including:

- **HR Analytics** – data-driven workforce insights and predictive analysis
- **AI in HR** – artificial intelligence applications in recruitment and talent management
- **Cloud-Based HR Systems** – digital HR platforms and HRIS integration
- **Data-Driven Decisions** – evidence-based HR strategy formulation
- **Automation** – streamlined administrative and operational processes
- **Employee Experience Platforms** – technology-enhanced employee engagement
- **Employee Experience** – focus on human-centered digital environments



Concise Summary: Human Resource Management Policies

Concise Summary: Human Resource Management Policies

Human Resource Management (HRM) policies are formal guidelines that direct how an organization manages, develops, and supports its employees. They ensure fairness, consistency, legal compliance, and alignment with organizational strategy.

Key areas typically include:

- Workforce planning
- Recruitment and selection
- Training and development
- Performance management
- Compensation and benefits
- Employee relations

Overall, effective HRM policies help organizations achieve strategic goals by maximizing employee performance, engagement, and long-term sustainability.



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