# aPHR Certification Study Guide 2023

Human Resource Managment (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
- 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.

 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

# **Toyota Certification Study Guide**

Kal Jayaswal, PMP and Archana Jayaswal, PMP, CSM

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The book is divided into three parts The Lean Enterprise Lean across Industries A Lean World This handbook is an excellent resource for business and management students as well as any academics scholars practitioners and consultants interested in the lean Orlicky's Material Requirements Planning Joseph Orlicky, George Plossl, 1994-02 An update of Orlicky s world seminal work on the principles and precepts of MRP originally published by McGraw Hill in 1975 Building on Orlicky's work Plossl identifies and solves specific problems in production and inventory control purchasing quality information systems distribution and warehousing maps out the strategies and techniques that affect MRP implementation including MRPII Just in Time and TQM provides enhanced coverage of master production scheduling capacity requirements planning and structuring of bills of materials and offers new problems and examples to illustrate key points Annotation copyright by Book News Inc Portland OR Energy Conservation Update ,1980 EPA Publications Bibliography Quarterly Abstract Bulletin United States. 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