

DOWNLOAD PDF FEATURES OF STRATEGIC HUMAN RESOURCE MANAGEMENT

Chapter 1 : The strategic human resource management process: 5 key tips

The strategic approach to human resource management applies the concept of strategy to managing a firm's human resources. There are 6 characteristics of strategic human resource management, which are given below.

Explore our related content An approach to managing human resources, strategic human resource management supports long-term business goals and outcomes with a strategic framework. This factsheet looks at how the concept of strategic HRM has developed since the early s and makes a distinction between strategy and strategic planning. It then looks at strategic HRM in relation to business strategy, human capital management and business performance. As a result organisations should manage people within a planned and coherent framework that reflects the business strategy. This helps ensure that the various aspects of people management work together to develop the performance and behaviours necessary for creating and distributing value. It means understanding the requirements and interests of a range of organisational stakeholders business owners, customers, shareholders, employees and wider society and building an effective framework of sustainable relationships between them. In such a framework no stakeholder is viewed simply as an input in the organisational value chain, rather they are all contributors to and recipients of the shared-value created by the business activities. Organisations must define their own unique strategy according to their specific context, culture and objectives. This is where HR professionals are instrumental in applying their expertise to understanding organisational circumstances, and designing human capital value chains that reflect stakeholder demands. Log in to view more Log in to view more of this content. Please note that some of our resources are for members only. What is strategic human resource management? Strategic human resource management strategic HRM is an approach to managing human resources that supports long-term business goals and outcomes with a strategic framework. The approach focuses on longer-term people issues, matching resources to future needs, and macro-concerns about structure, quality, culture, values and commitment. In their book Strategic HRM: It states that strategic human resource management is a complex process that is constantly evolving and the subject of ongoing discussion by academics and other commentators. Its definition and relationships with other aspects of business planning and strategy are not absolute and opinions vary. The issue of strategic HRM initially came to prominence around the early s, at which time academics developed definitions of strategic HRM as: The undertaking of all those activities affecting the behaviour of individuals in their efforts to formulate and implement the strategic needs of business Schuler. The pattern of planned human resource deployments and activities intended to enable the organisation to achieve its goals Wright and McMahan. They also argue that strategy is not the same as strategic planning because: Strategic planning is the formal process that takes place, usually in larger organisations, defining how things will be done. In themselves these strategies are not strategic HRM. Rather, strategic HRM is the overall framework that determines the shape and delivery of the individual strategies, systematically linking people with organisations by integrating HRM strategies into corporate strategies to deliver organisational value. Strategic HRM and business strategy A good business strategy is informed by people factors. This is driving demand for greater evaluation and reporting of human capital data see below. The intangible value of an organisation relating to the people it employs is gaining recognition among accountants and investors, and its implications for long-term sustained performance is now generally accepted. The two must inform one another. The way in which people are managed, motivated and deployed, and the availability of skills and knowledge, should all shape the business strategy. It is now increasingly common to find business strategies that are inextricably linked with, and incorporated into, strategic HRM, defining the management of all resources within the organisation. Individual HR strategies, however, may be shaped by the business strategy. So if the business strategy is about improving customer service this may be translated into discrete HR strategies involving the use of training plans or performance improvement plans. Links with workforce planning One important area of people strategy is workforce planning , which helps organisations meet their future skills needs and support

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their long-term business goals. There has recently been a renewed interest in this issue, largely driven by the realisation that in a fast-changing economy some degree of planning is vital to ensure the organisation is developing sufficient capacity to adapt to new trends and take advantage of emerging opportunities. Workforce planning involves putting business strategy into action. It must therefore be an iterative process - feeding information upwards on the capability and capacity of the workforce to deliver - and acting on forecast need for skills and capabilities to take the organisation forward. Strategic HRM and human capital management

The term human capital is used to describe people at work and their collective knowledge, skills, abilities and capacity to develop and innovate. Human capital management assumes that people are treated as assets rather than costs. It focuses on the importance of adopting an integrated and strategic approach to managing people, which is the concern of all stakeholders in an organisation, not just people management professionals. Human capital management can complement and strengthen strategic HRM by: Strategic HRM can be seen as the means through which human capital is converted into organisational value. Human capital evaluation is useful in that it provides information about the current and potential capabilities of human capital to inform the development of strategy. Business success will be achieved if the organisation is successful in managing this human capital to achieve this potential and embed it in products and services that have a market value. So strategic HRM could then be viewed as the defining framework within which these evaluation, reporting and management processes take place and which ensures that they are iterative and mutually reinforcing. Strategic HRM and business performance

Since around the mids, the CIPD and other organisations have been gathering evidence of the impact of people management practices on business performance. In other words, HR interventions should align with both each other and other organisational strategies for maximum impact. The main areas of practice agreed to have an impact on performance are around job design and skills development. Our research has also found that individual HR practices alone do not drive enhanced business performance. It is this discretionary behaviour that makes the difference to organisational performance. Hence strategic HRM should take account of the need to engage individuals within the organisation to effectively drive business performance. Chartered Institute of Personnel and Development. Vol 21, No 1. New perspectives on the black box in strategic human resource management research. Journal of Management Studies. Vol 50, No 8, December. International Journal of Human Resource Management. Vol 25, No 8, April. Vol 11, No 3, pp

CIPD members can use our online journals to find articles from over journal titles relevant to HR. Members and People Management subscribers can see articles on the People Management website. This factsheet was last updated by Edward Houghton. He has a particular interest in the role of human capital in driving economic productivity, innovation and corporate social responsibility. Explore our related content.

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Chapter 2 : Human resource management - Wikipedia

Strategic human resource management can be defined as the linking of human resources with strategic goals and objectives in order to improve business performance and develop organizational culture that foster innovation, flexibility and competitive advantage.

History[edit] Antecedent theoretical developments[edit] The Human Resources field evolved first in 18th century in Europe. It built on a simple idea by Robert Owen and Charles Babbage during the industrial revolution. These men concluded that people were crucial to the success of an organization. They expressed the thought that the well-being of employees led to perfect work; without healthy workers, the organization would not survive. Taylor explored what he termed "scientific management" others later referred to "Taylorism" , striving to improve economic efficiency in manufacturing jobs. He eventually focused on one of the principal inputs into the manufacturing processâ€”laborâ€”sparking inquiry[by whom? This movement, on both sides of the Atlantic, built on the research of Elton Mayo and others to document through the Hawthorne studies â€” and other studies how stimuli, unrelated to financial compensation and working conditions, could yield more productive workers. Roosevelt and the New Deal had transformed the employer-employee relationship, and the discipline became formalized as " industrial and labor relations ". Corporations began viewing employees as assets. Likewise, other terms sometimes used to describe the field include "organizational management", "manpower management", "talent management", "personnel management", and simply "people management". In popular media[edit] Several popular media productions have depicted human resource management in operation. Business function[edit] Dave Ulrich lists the functions of HR as: HR also ensures compliance with employment and labor laws , which differ by geography, and often oversees health, safety, and security. Consequently, HR, usually through representatives, engages in lobbying efforts with governmental agencies e. Human Resource Management has four basic functions: Staffing is the recruitment and selection of potential employees, done through interviewing, applications, networking, etc. Training and development is the next step in a continuous process of training and developing competent and adapted employees. Here, motivation is seen as key to keeping employees highly productive. This function can include employee benefits, performance appraisals and rewards. Some businesses globalize and form more diverse teams. HR departments have the role of making sure that these teams can function and that people can communicate across cultures and across borders. The discipline may also engage in mobility management, especially for expatriates ; and it is frequently involved in the merger and acquisition process. HR is generally viewed as a support function to the business, helping to minimize costs and reduce risk. In larger companies, an entire functional group is typically dedicated to the discipline, with staff specializing in various HR tasks and functional leadership engaging in strategic decision-making across the business. To train practitioners for the profession , institutions of higher education, professional associations , and companies have established programs of study dedicated explicitly to the duties of the function. Academic and practitioner organizations may produce field-specific publications. Careers[edit] There are half a million HR practitioners in the United States and millions more worldwide. Generalists support employees directly with their questions, grievances, and work on a range of projects within the organization. They "may handle all aspects of human resources work, and thus require an extensive range of knowledge. Some practitioners will spend an entire career as either a generalist or a specialist while others will obtain experiences from each and choose a path later. The position of HR Manager has been chosen as one of the best jobs in the USA, with a 4 ranking by CNN Money in and a 20 ranking by the same organization in , due to its pay, personal satisfaction, job security, future growth, and benefit to society. Many professors conduct research on topics that fall within the HR domain, such as financial compensation , recruitment , and training. Virtual human resources[edit] Technology has a significant impact on human resources practices. Human resources is transitioning to a more technology-based profession[when? E-Recruiting Recruiting has

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mostly been influenced by information technology. HR professionals were not able to post a job in more than one location and did not have access to millions of people, causing the lead time of new hires to be drawn out and tiresome. With the use of e-recruiting tools, HR professionals can post jobs and track applicants for thousands of jobs in various locations all in one place. Interview feedback, background and drug tests, and onboarding can all be viewed online. This helps the HR professionals keep track of all of their open jobs and applicants in a way that is faster and easier than before. E-recruiting also helps eliminate limitations of geographic location. In addition to recruiting portals, HR professionals have a social media presence that allows them to attract employees through the internet. Forms must be on file for a considerable period of time. The use of Human Resources Information Systems HRIS has made it possible for companies to store and retrieve files in an electronic format for people within the organization to access when needed. This eliminates thousands of files and frees up space within the office. Another benefit of HRIS is that it allows for information to be accessed in a timelier manner. Files are accessible within seconds via the HRIS. Training Technology makes it possible for human resources professionals to train new staff members in a more efficient manner. This gives employees the ability to access onboarding and training programs from anywhere. This eliminates the need for trainers to meet with new hires face to face when completing necessary paperwork to start. Training in virtual classrooms makes it possible for the HR professionals to train a large number of employees quickly and to assess their progress through computerized testing programs. Employees can take control of their own learning and development by engaging in training at a time and place of their choosing, which can help them manage their work-life balance. Managers are able to track the training through the internet as well, which can help to reduce redundancy in training as well as training costs. Skype, virtual chat rooms, and interactive training sites are all resources that enable a technological approach to training. Some universities offer programs of study for HR and related fields. Many colleges and universities house departments and institutes related to the field, either within a business school or in another college. Most business schools offer courses in HR, often in their departments of management. In general, the Schools of Human Resources Management offer education and research in the HRM field from diplomas to doctorate-level opportunities. Various universities all over the world have taken up the responsibility of training human-resource managers and equipping them with interpersonal and intrapersonal skills so as to relate better at their places of work.

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Chapter 3 : Can you describe the main features of a strategic HRM approach? - calendrierdelascience.com

Key Features of Strategic Human Resource Management The key features of SHRM are => There is an explicit linkage between HR policy and practices and overall organizational strategic aims and the organizational environment.

In Human Resource HR and management circles nowadays there is much talk about Strategic Human Resource Management and many expensive books can be seen on the shelves of bookshops. But what exactly is SHRM Strategic Human Resource Development , what are its key features and how does it differ from traditional human resource management? It is a fairly new field, which has emerged out of the parent discipline of human resource management. Much of the early or so called traditional HRM literature treated the notion of strategy superficially, rather as a purely operational matter, the results of which cascade down throughout the organisation. There was a kind of unsaid division of territory between people-centred values of HR and harder business values where corporate strategies really belonged. HR practitioners felt uncomfortable in the war cabinet like atmosphere where corporate strategies were formulated. Definition of SHRM Strategic human resource management can be defined as the linking of human resources with strategic goals and objectives in order to improve business performance and develop organizational culture that foster innovation, flexibility and competitive advantage. How SHRM differs from HRM In the last two decades there has been an increasing awareness that HR functions were like an island unto itself with softer people-centred values far away from the hard world of real business. In order to justify its own existence HR functions had to be seen as more intimately connected with the strategy and day to day running of the business side of the enterprise. Many writers in the late s, started clamoring for a more strategic approach to the management of people than the standard practices of traditional management of people or industrial relations models. Strategic human resource management focuses on human resource programs with long-term objectives. Instead of focusing on internal human resource issues, the focus is on addressing and solving problems that effect people management programs in the long run and often globally. Therefore the primary goal of strategic human resources is to increase employee productivity by focusing on business obstacles that occur outside of human resources. The primary actions of a strategic human resource manager are to identify key HR areas where strategies can be implemented in the long run to improve the overall employee motivation and productivity. Communication between HR and top management of the company is vital as without active participation no cooperation is possible. Key Features of Strategic Human Resource Management The key features of SHRM are There is an explicit linkage between HR policy and practices and overall organizational strategic aims and the organizational environment There is some organizing schema linking individual HR interventions so that they are mutually supportive Much of the responsibility for the management of human resources is devolved down the line Trends in Strategic Human Resource Management Human Resource Management professionals are increasingly faced with the issues of employee participation, human resource flow, performance management, reward systems and high commitment work systems in the context of globalization. Older solutions and recipes that worked in a local context do not work in an international context. Cross-cultural issues play a major role here. These are some of the major issues that HR professionals and top management involved in SHRM are grappling with in the first decade of the 21st century: Internationalization of market integration. Increased competition, which may not be local or even national through free market ideology Rapid technological change. New concepts of line and general management. Constantly changing ownership and resultant corporate climates. Aligning HR with core business strategy, demographic trends on employment and the labour market, integrating soft skills in HRD and finally Knowledge Management. References Armstrong, M ed. A Total Business Approach. Beginnings of a New Theoretical Sophistication?

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Chapter 4 : What is Strategic Human Resource Management? - Talking About Mesothelioma

The strategic human resource management process is the management of a Company's Human Resources to completely collaborate in the achievement of the strategic objectives of the organization.

Strategy is a multi-dimensional concept going well beyond traditional competitive strategy concepts. Strategies are broad statements that set a direction. These action statements are linked to an individual or individuals who are accountable and empowered to achieve the stated result in a specific desired timeframe. They are patterns of action, decisions, and policies that guide a group toward a vision or goals. Strategic human resource management is designed to help companies best meet the needs of their employees while promoting company goals. Human resource management deals with any aspects of a business that affects employees, such as hiring and firing, pay, benefits, training, and administration. Human resources may also provide work incentives, safety procedure information, and sick or vacation days. Strategic human resource management is the proactive management of people. It requires thinking ahead, and planning ways for a company to better meet the needs of its employees, and for the employees to better meet the needs of the company. This can affect the way things are done at a business site, improving everything from hiring practices and employee training programs to assessment techniques and discipline. In Human Resource HR and management circles nowadays there is much talk about Strategic Human Resource Management and many expensive books can be seen on the shelves of bookshops. But what exactly is SHRM Strategic Human Resource Development , what are its key features and how does it differ from traditional human resource management? It is a fairly new field, which has emerged out of the parent discipline of human resource management. Much of the early or so called traditional HRM literature treated the notion of strategy superficially, rather as a purely operational matter, the results of which cascade down throughout the organisation. There was a kind of unsaid division of territory between people-centred values of HR and harder business values where corporate strategies really belonged. HR practitioners felt uncomfortable in the war cabinet like atmosphere where corporate strategies were formulated. Definition of SHRM Strategic human resource management can be defined as the linking of human resources with strategic goals and objectives in order to improve business performance and develop organizational culture that foster innovation, flexibility and competitive advantage. How SHRM differs from HRM In the last two decades there has been an increasing awareness that HR functions were like an island unto itself with softer people-centred values far away from the hard world of real business. In order to justify its own existence HR functions had to be seen as more intimately connected with the strategy and day to day running of the business side of the enterprise. Many writers in the late s, started clamoring for a more strategic approach to the management of people than the standard practices of traditional management of people or industrial relations models. Strategic human resource management focuses on human resource programs with long-term objectives. Instead of focusing on internal human resource issues, the focus is on addressing and solving problems that effect people management programs in the long run and often globally. Therefore the primary goal of strategic human resources is to increase employee productivity by focusing on business obstacles that occur outside of human resources. The primary actions of a strategic human resource manager are to identify key HR areas where strategies can be implemented in the long run to improve the overall employee motivation and productivity. Communication between HR and top management of the company is vital as without active participation no cooperation is possible. The first one is the human factor, their performance and competency and the later is the business surplus. An approach of people concern is based on the belief that human resources are uniquely important in sustained business success. An organization gains competitive advantage by using its people effectively, drawing on their expertise and ingenuity to meet clearly defined objectives. Integration of the business surplus to the human competency and performance required adequate strategies. Here the role of strategy comes into picture. The way in which people are managed, motivated and deployed, and the

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availability of skills and knowledge will all shape the business strategy. The strategic orientation of the business then requires the effective orientation of human resource to competency and performance excellence. The Center supports its mission through research, regular meetings, information bulletins, and conferences and public forums. Provides a clear business strategy and vision for the future. To supply competitive intelligence that may be useful in the strategic planning process. To recruit, retain and motivate people. To develop and retain of highly competent people. To ensure that people development issues are addressed systematically. To meet the expectations of the customers effectively. To ensure high productivity. The main reason is a lack of growth strategy or failure to implement one. Other major barriers are summarized as follows: Inducing the vision and mission of the change effort. High resistance due to lack of cooperation from the bottom line. The commitment of the entire senior management team. Plans that integrate internal resource with external requirements. Limited time, money and the resources. The status quo approach of employees. Fear of incompetency of senior level managers to take up strategic steps. Diverse work-force with competitive skill sets. Fear towards victimisation in the wake of failures. Improper strategic assignments and leadership conflict over authority. Ramifications for power relations. Resistance that comes through the legitimate labour institutions. Presence of an active labour union. Economic and market pressures influenced the adoption of strategic HRM. More diverse, outward looking approach.

Chapter 5 : Full-Time MBA Strategic Human Resource Management | Wisconsin School of Business at UW

Key Features of Strategic Human Resource Management. The key features of SHRM are. There is an explicit linkage between HR policy and practices and overall organizational strategic aims and the organizational environment.

Chapter 6 : Strategic Human Resource Management | Factsheets | CIPD

Key Features of Strategic Human Resource Management An approach of people concern is based on the belief that human resources are uniquely important.