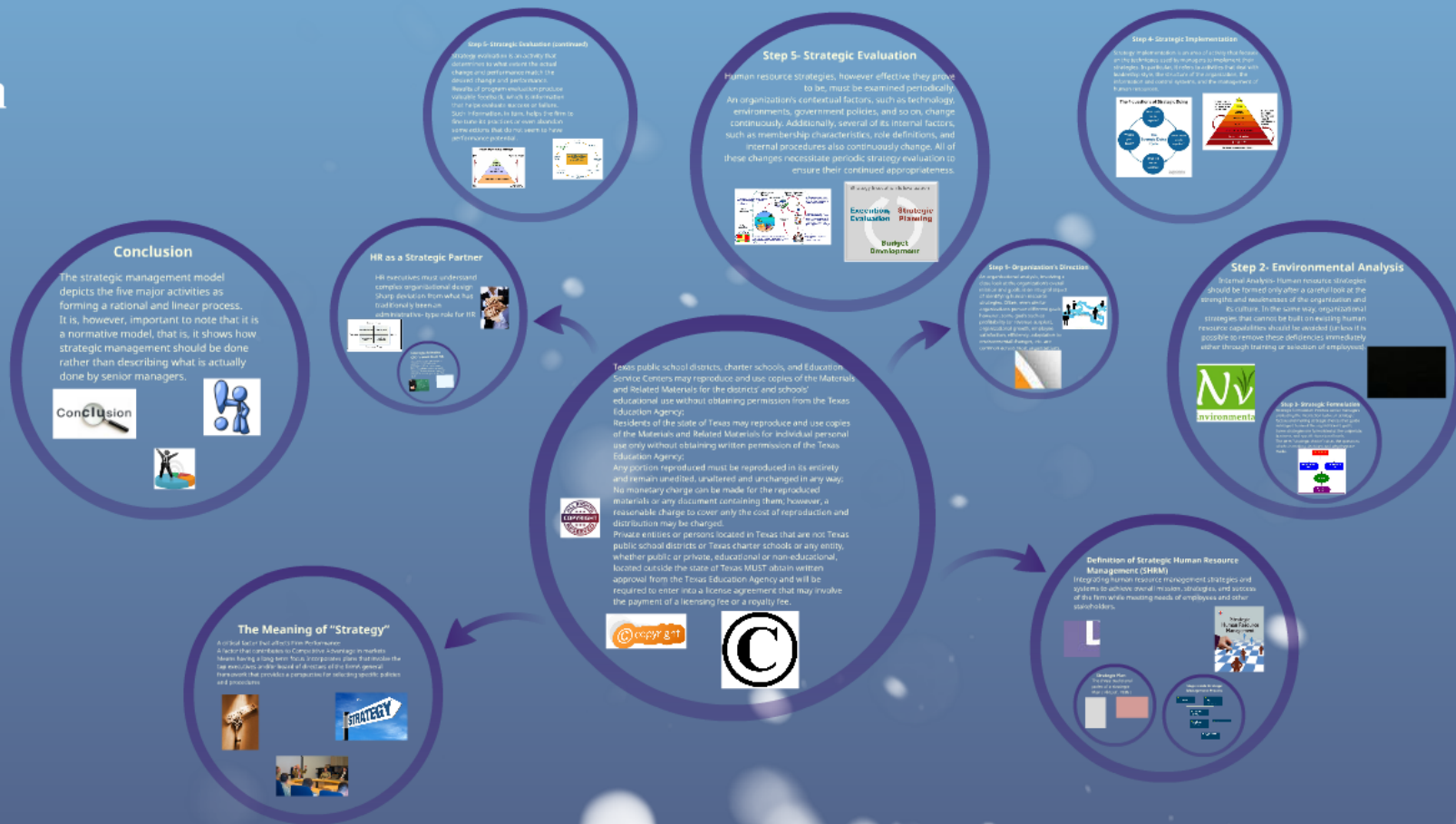
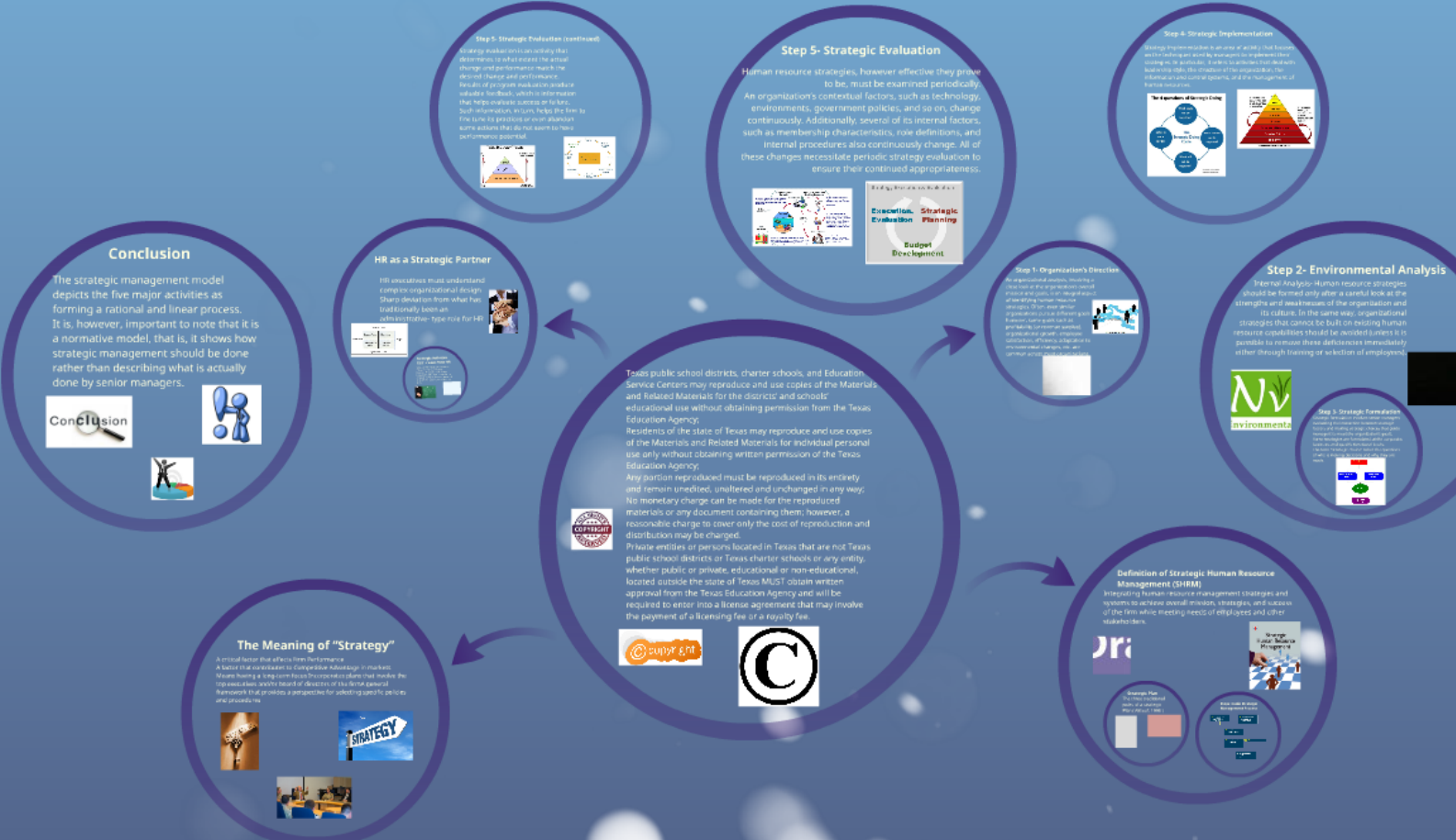


Strategic Human Resource Management at AES Harvard Case Solution & Analysis



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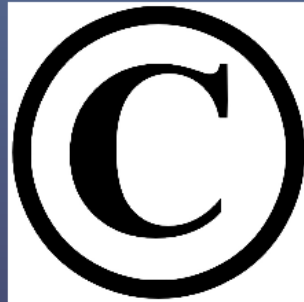
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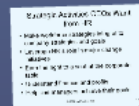
HR as a Strategic Partner

HR executives must understand complex organizational design
 Sharp deviation from what has traditionally been an administrative- type role for HR



Strategic Activities CEO`s want from HR

Make workforce strategies integral to company strategies and goals
 Leverage HR's role in major change initiatives Earn the right to a seat at the corporate table Understand finance and profits Help line managers achieve their goals



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The Meaning of "Strategy"

A critical factor that affects Firm Performance

A factor that contributes to Competitive Advantage in markets

Means having a long-term focus
Incorporates plans that involve the top executives and/or board of directors of the firm
A general framework that provides a perspective for selecting specific policies and procedures



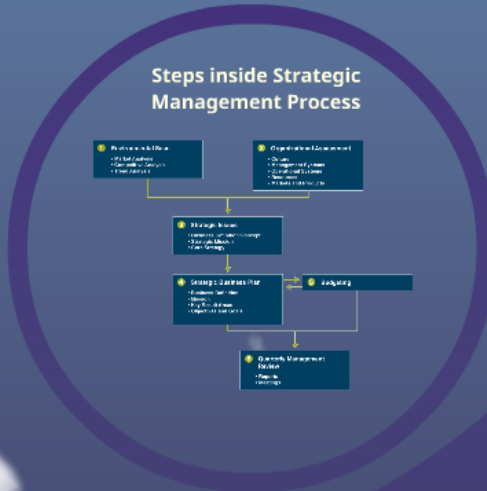
Definition of Strategic Human Resource Management (SHRM)

Integrating human resource management strategies and systems to achieve overall mission, strategies, and success of the firm while meeting needs of employees and other stakeholders.



Strategic Plan

The three traditional poles of a strategic Plan (Aktouf, 1996)



Strategic Plan

The three traditional poles of a strategic Plan (Aktouf, 1996)

