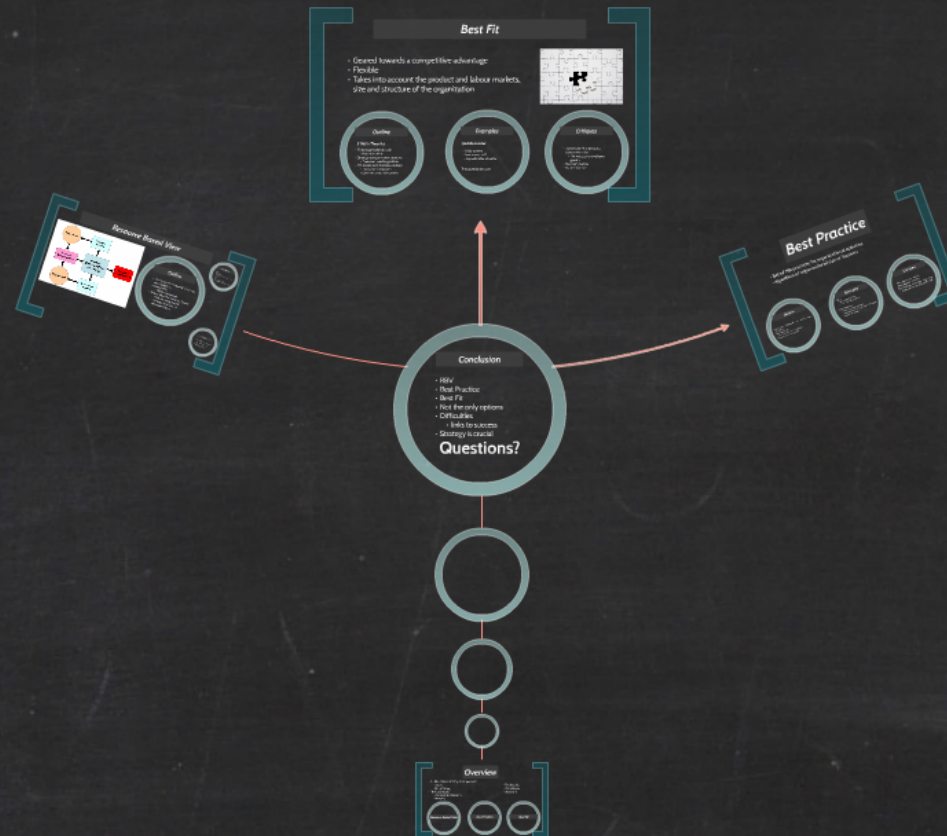


Strategic Human Resource Management



Strategic Human Resource Management

Overview

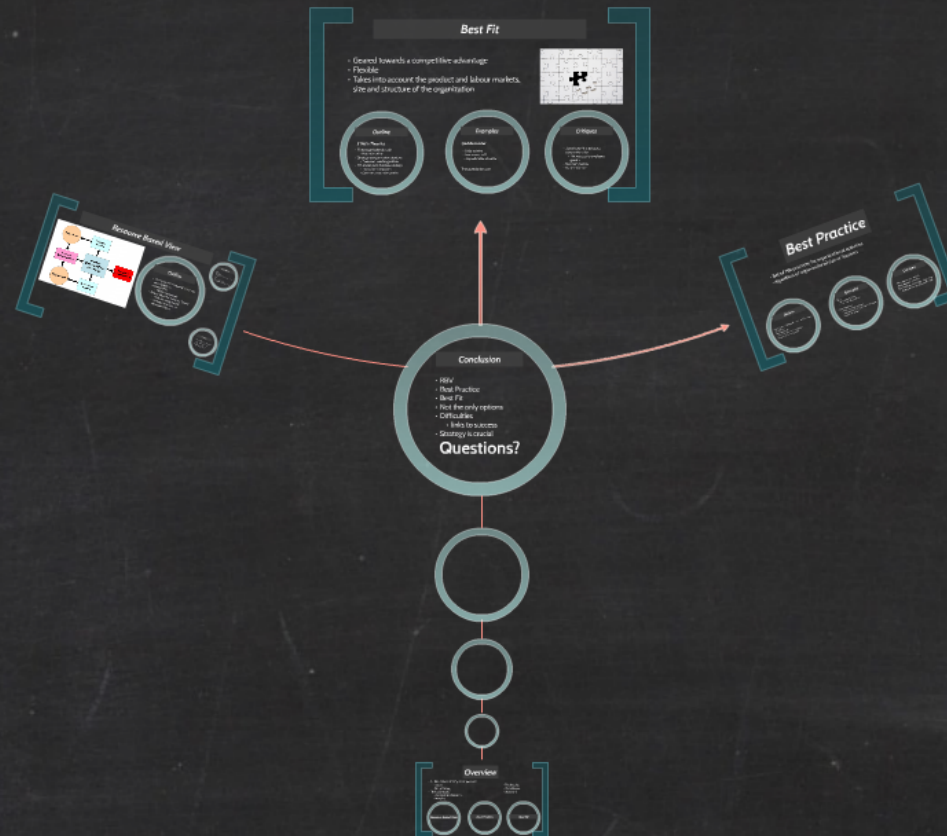
- SHRM- What is it? Why is it important?
 - Assets
 - Performance
- "Being Strategic"
 - Management Decisions
 - Dynamic

- The theories
- Our critiques
- Questions

Resource Based View

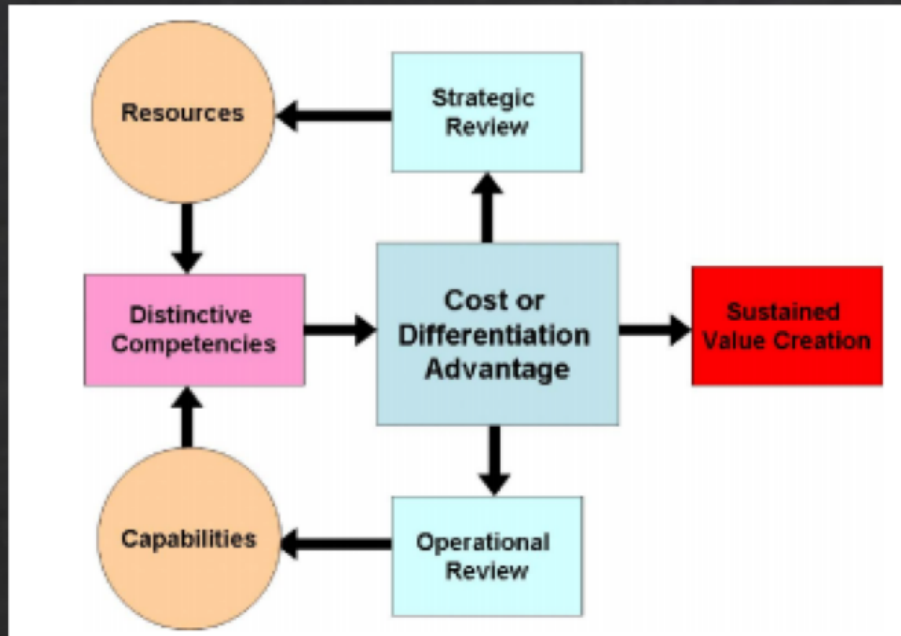
Best Practice

Best Fit



Strategic Human Resource Management

Resource Based View



Outline

- Theory based on internal resources and capabilities
- Barney (1991)
 - VRINO framework
- Wright, Dunford and Snell (2001)
 - Shift internally for HR
 - Strategic level and an operational level

Examples

Toyota

- Lean production
- HR focus on capabilities in applicants

Apple

- Innovation at forefront
- Need capable and intelligent workers

Critique

- Tolado (2008)
 - RBV disregards entrepreneurial mindset
- Krauszberni, Spender and Green (2010)
 - SCA too vague: external focus for measurement basis

Examples

Toyota

- Lean production
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Critique

- Tokuda (2005)
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Best Practice

- Set of HR practices for organizational activities
- regardless of organizational size or location

Outline

- Staff focus – Happy staff = successful business
- Reputation
- One size fits all
 - No need to create new system
- Benchmark level of quality

Examples

- Fed ex
 - Employee efficiency
 - Survey-Feedback-Action
- AMX electronics
 - Trust and communication
 - Conscientious hiring and layoff practices
 - Interview process

Critiques

- One size does not fit all
- Not adaptable/flexible
- Competitive advantage – Not unique
 - Does not stand out from the rest