

STRATEGIC HUMAN RESOURCE MANAGEMENT AN INTERNATIONAL PERSPECTIVE 2ND EDITION Free



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About the book: The book explores the every-changing world of human resource management and examines the various theories, practices and debates that populate this field. Disclaimer: This website may contain links to both internal and external websites. Pub date: March Buy the book. Undetected location. NO YES. Strategic Human Resource Management, 2nd Edition. Selected type: Paperback. Added to Your Shopping Cart. Print on Demand. This is a dummy description.

The second edition of this popular volume provides management students and senior practitioners with a completely new and updated guide to the latest work in the field. This selection of important and highly readable articles from authors around the world charts key developments that have changed the theory and practice of SHRM over the last six years. About the Author Randall S. He publishes widely in the area of strategic and global HRM, and has authored several books on these topics. Table of contents Preface. Part II : Global Dimensions. Sparrow and Werner Braun. The second type of SHRM literature, which is less well developed than the first, but of equal importance, is directly related to but stands apart from this prescriptive literature.

Rather than focusing directly on how organizational performance can be improved through capacity-building or staff management processes, it focuses on the ideas underpinning prevalent practices. A distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce using an array of cultural, structural and personnel techniques. There are different approaches to strategic HRM. These consist of resource-based strategy, achieving a strategic fit, high-performance management, high- commitment management and high-involvement management, as described below.

The major approaches to Strategic Human Resource Management identify the differing views which are consolidated under.. They define that HRM by its nature itself is strategic. The elements of HRM like training, recruitment, selection all of them operate as derivatives of requirements of strategy within the organization. Strategic planning suggests HRM planning. This view is not accepted by many of the scholars and views that HRM is strategic to some extent but not in all aspects. According to them, HRM is a strategy focussed and contains certain elements. This means that HRM by its very nature is strategic. The elements of HRM such as recruitment and selection or compensation do not strictly operate in isolation but are derivatives of the requirements of the strategy that an organization employs. Strategic planning dictates HRM planning. Though desirable and idealistic, this view does not seem to be fully accepted by thinkers.

There is a feeling that HR planning is to some extent strategic but not in all its aspects. On the other hand, for instance, recruitment and selection are primarily administrative and operational functions yet there are some strategic issues in these functions too. Tichy defines that there are three management levels, namely: strategic long-term , managerial medium-term and operational short-term. According to some authors, Tichy et al It is implied in their writings that managerial- and operational-management level activities that deal with medium, and short-term HR functions do not come under SHRM.

Rather, these are functional HRM activities. It can also be inferred that the strategic management level activities are directed to achieve strategic goals. From this angle, this approach is similar to the blending strategies requiring the creation of a fit between HRM and strategy. These strategic aspects are collectively referred to as SHRM. In other words, in every element of HRM, there are two aspects: the strategic and the functional. This view of defining SHRM is contradictory to the idea of blending strategies. To formulate and implement these business strategies, appropriate types of HRM systems are required. Organizational performance — examines the HRM-firm performance link and prepares some of the methodological challenges of measuring the impact of HRM. The field of strategic HRM is still evolving and there is little agreement among scholars regarding an acceptable definition.

Broadly speaking, SHRM is about systematically linking people with the organization; more specifically, it is about the integration of HRM strategies into corporate strategies. HR strategies are essentially the plans and programs that address and solve fundamental strategic issues related to the management of human resources in an organization. It is believed that integration between HRM and business strategy contributes to the effective management of human resources, improvement in organizational performance and finally the success of a particular business. It can also help organizations achieve competitive advantage by creating unique HRM systems that cannot be imitated by others. For this to happen, HR departments should be forward-thinking future-oriented and the HR strategies should operate consistently as an integral part of the overall business plan Stroh and Caligiuri, The HR-related future-orientation approach of organizations forces them to regularly conduct analysis regarding the kind of HR competencies needed in the future, and accordingly core HR functions of procurement, development, and compensation are activated to meet such needs.

Lengnick-Hall summarizes the variety of topics that have been the focus of strategic HRM writers over the past couple of decades. These include HR, accounting which attempts to assign value to human resources to quantify the organizational capacity ; HR planning; responses of HRM to strategic changes in the business environment; matching human resources to strategic or organizational conditions; and the broader scope of HR strategies.

Such writing also highlights the growing proactive nature of the HR function, its increased potential contribution to the success of organizations and the mutual relationships integration between business strategy and HRM. Hence organizations have to carefully design strategies and relate to human resources for effective utilization in achieving greater organizational performance. The human capital, practice, which includes the kind of strategy, company, has to follow in terms of greater performance and the pattern should be taken care of in maintaining strategic human resource management SHRM. The emerging discipline of SHRM offers interesting and insightful variants so far as the views and approaches are concerned. An ongoing effort is required to unravel the mysteries of SHRM that holds the promise of being a powerful tool to manage human resource in the environment of fast-paced changes that organizations are experiencing today.

Employee relations— ensuring employee motivation and productivity, compliance with laws. Partnerships with internal employees and external customers, stakeholders , public interest groups groups. Fast, flexible, and systemic, change initiatives implemented in concert with other HR systems. Organic control through flexibility, as few restrictions on employee behavior as possible. Focus on scientific management principles—the division of labor, independence, and specialization. A general approach to the strategic management of human resources. Aligned with the organizational intention about its future direction. Focus on long-term people issues. Defines the areas in which specific HR strategies need to be developed. Focus on macro concerns such as structure, culture. Strategic HRM decisions are built into the strategic business plan. Outcome manifestation of the general SHRM approach. Focus on specific organizational intentions about what needs to be done.

Focus on specific issues that facilitate the achievement of corporate strategy.

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