Table of Contents

SHRM models assume:
- A certain business strategy demands a unique set of behaviors and attitudes from employees
- Certain HR policies produce unique set of responses from employees
- Easier to rearrange complementary assets/resources given a choice of strategy than it is to rearrange strategy given a set of assets/resources

HR advantage consists of 2 parts
- Refers to the potential to capture a stock of exceptional human talent latent with productive possibilities
- One major task of organization:
  - o The management of mutuality to create a talented and committed workforce
- Second task:
  - o Develop employees and teams to create an org. capable of learning within and across industry cycles
- Result in org. process advantage

Summary of RBV conceptual literature
- Below figure demonstrates
  - o Sustained C.A is not just a function of single or isolated rather
  - o A combination of human capital elements such as
    - ▪ Development of stocks of skills
    - ▪ Strategically relevant behavior
    - ▪ Supporting people management systems
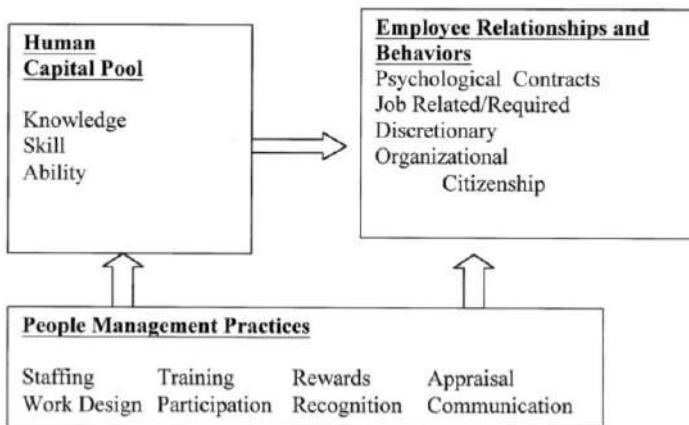
Fig. 1. A model of the basic strategic HRM components

Summary of RBV based empirical research
- RBV has failed to test its fundamental concepts
- HR systems are more easily imitated than SHRM researchers previously believed

Convergence of RBV and SHRM: potential mutual contributions
- RBV has highlighted the importance of people to C.A.
- The field of strategy seem to evidence a converging of that field and SHRM
- These areas present unique opportunities for interdisciplinary research streams
  - o Provide significant leaps forward in the knowledge base

Core competencies
- Org. processes engaged in by people resulting in superior products and generally these must endure over time as employees flow in through and out of the firm

- Be clear on what has to be achieved and why
- Ensure that what you do fits the strategy, culture and circumstances of org.
- Don't follow fashion
- Keep it simple
- Define inno in language that line managers understand
- Don't rush
- Don't try to do too much at once
- Pay close attention to project planning and management
- Focus on change management
    o Communicate, involve, train

Change agent role
- Facilitate change
- Categorized change agents in 4 dimensions
    o Transformational change
        ▪ Major change affects HR policy & practice across org.
    o Incremental change
        ▪ Gradual adjustment of HR policy and practice
    o HR vision
        ▪ Affirming the legitimacy of the HR function as a strategic bus. Partner
    o HR expertise
        ▪ Knowledge and skills that define contribution that HR can make to effective people management

Service delivery role
- Transformational level
- Quality and efficiency of the services they provide – what is judged

HR role requirements
HR competencies
- Org. effectiveness
- Personal impact
- Business insight
- Trusted advisor
- Leading change
- Critical thinking
- Financial acumen
- Strategy formation
- See table 6.1 on page 50
HR behavior
- Curious
- Decisive thinker
- Skilles influencer
- Driven to deliver
- Collaborative – teams, stakeholders, customers
- Personally credible
- Courage to challenge
- Role model

Carrying out the role of HR professional
Values of HR
- Ethical stance HR people take in promoting people management policies and practices

Ambiguity on the HR practitioners

- Line managers for implementation need special training
- HR responsible for ensuring that procedures are followed consistently

Procedures required to deal with
- Capability
- Disciplinary
- Grievance
- Redundancy
    - o Meet statutory, ethical and practical consideration

CH 14 – The ethical dimension of HRM
Ethics and morality defined
- Ethics
    - o Related to morals
    - o Treating of moral questions
    - o Matters of right and wrong – involves moral judgements
- Morality
    - o Having moral qualities
    - o Distinction between right and wrong
- Both are closely linked

Ethical frameworks
- **Deontological theory**
    - o What is right
    - o Actions are right or wrong irrespective of their consequences
- **Utilitarianism**
    - o Highest principle morality is to maximize happiness + overall balance of please against paint
    - o Morality of action depends solely on consequences
    - o Actions judged based on results