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## 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

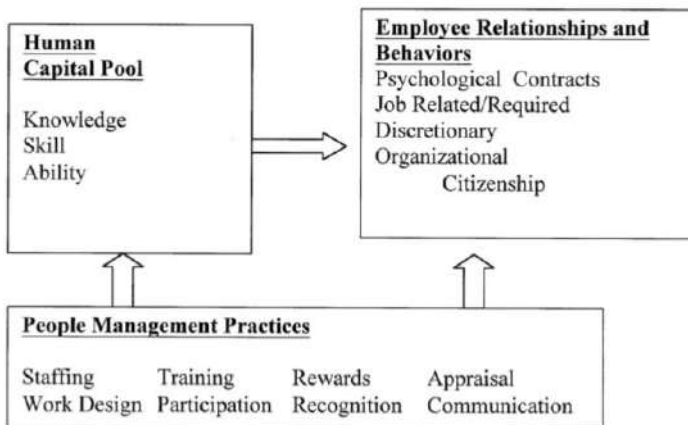


Fig. 1. A model of the basic strategic HRM components

## 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 pleasure against pain
  - o Morality of action depends solely on consequences
  - o Actions judged based on results