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Human Resource Management Strategy and Analysis
Learning Objectives

1. Explain why strategic planning is important to all managers.
2. Explain with examples each of the seven steps in the strategic planning process.
3. List with examples the main generic types of corporate strategies and competitive strategies.
Learning Objectives


5. Briefly describe three important strategic human resource management tools.

6. Explain with examples why metrics are essential for managing human resources.
Why Strategic Planning is Important to all Managers
Goal-Setting and the Planning Process

• The hierarchy of goals
• Strategic planning
Review

President
“Double sales revenue to $16 million in fiscal year 2011”

Vice President of Sales
“Double sales in East, West, and South regions”

Vice President of Production
“Add one new production line at plant”

Vice President of Human Resources
“Add, train 6 salespeople”

Sales Manager, South Region
“Hire 4 new salespeople, add 18 customers”

Sales Manager, East Region
“Triple sales to government agencies”

Sales Manager, West Region
“Move 6 Nevada salespeople to California market”

Recruiting Manager
“Identify and attract 20 good sales candidates”

Training Manager
“Train 6 new salespeople and retrain all others within 4 months”
The Seven Steps in the Strategic Planning Process
Seven Steps

1. Define current business
2. Audits
3. New directions
4. Strategic goals
5. Formulate strategies
6. Implement
7. Evaluate
Review

- Importance of strategic planning
- Goal setting
- Steps
The Main Generic Types of Corporate Strategies and Competitive Strategies
Types of Strategies

• Corporate strategy
• Competitive strategy
• Functional strategy
  o Human resources as a competitive advantage
• Strategic fit
Corporate Strategies

- Concentration
- Diversification
- Vertical integration
- Consolidation
- Geographic
Competitive Strategies

- Cost leadership
- Differentiation
- Focus
Management Roles in Strategic Planning

• Top Managers’ Role in Strategic Planning

• Departmental Managers’ Strategic Planning Roles
  o Devise
  o Support
  o Execution
Review

• Types of strategies
  o Corporate
  o Competitive
  o Functional
  o Strategic fit

• Managerial roles in strategic planning
Defining Strategic Human Resource Management with an Example of Strategic Human Resource Management in Practice
Strategic Human Resource Management

- Defining strategic human resource management
- Human resource strategies and policies
Example

• Shanghai Portman
  o Service orientation
• Ritz Carlton
  o Human Resource system
Mergers and Acquisitions

• Due Diligence Stage
  o Culture
  o Compensation & benefits
  o Labor relations, etc.

• Integration Stage
  o Top management and leadership
  o Communication
  o Key talent
Review

- Definition
- Strategies
- Policies
- Service-oriented example
- Mergers & acquisitions
Three Important Strategic Human Resource Management Tools
Strategic Human Resource Management Tools

- Strategy map
- The HR scorecard
- Digital dashboards
HR Metrics and Benchmarking

- HR metrics
  - Types of metrics
- Benchmarking
Review

- Strategy map
- HR Scorecard
- Digital dashboards
Why Metrics are Essential for Managing Human Resources
Strategy and Strategy-Based Metrics

- Workforce/talent analytics
- Data mining
- HR audits
- Evidence-based HR
  - The scientific method
- Why should a manager be scientific?
High-performance Work Systems

- High-performance human resource policies and practices
Review

- Strategy and strategy-based metrics
- Talent analytics
- Data mining
- Audits
- Evidence-based HR
- The scientific method
- High-performance work systems
SWOT Analysis

**Strengths**
Internal capabilities that may help a company reach its objectives

**Weaknesses**
Internal limitations that may interfere with a company’s ability to achieve its objectives

**Opportunities**
External factors that the company may be able to exploit to its advantage

**Threats**
Current and emerging external factors that may challenge the company’s performance

**Positive**

**Negative**