

# [Models of hrm essay](https://assignbuster.com/models-of-hrm-essay/)

Harvard Analytical Framework for Human Resource Management Stake holder Interests Shareholders Management Employee GroupsHRM policyHR outcomesLong-Term GovernmentchoicesConsequences CommunityEmployeeCommitmentIndividual UnionsinfluenceCompliancewell-being Human resourceCongruenceOrganisational flowCost effectivenesseffectiveness Rewards systemsSocietal well-Work Systemsbeing Situational Factors Workforce characteristics Business Strategy and conditions Management philosophy Labour Market Unions Task Technology Law and societal values Source: Beer et al (1984)The Human Resource Cycle: Rewards Selection PerformanceAppraisal Training Source: Fombrun et al (1984) Strategic Human Resource Management and Environmental Pressures Political forces Economic Cultural forces forces Mission and strategy Firm OrganisationalHuman structureresource management Source: Fombrun et al (1984) The Warwick model of Strategic Change and Human Resource Management Socioeconomic Technological Political-legal Competitive Inner context Culture Structure Politics/leadership Task-technology Business outputs Business strategy contentHRM contentObjectivesRole Product-marketDefinition Strategy & tacticsOrganisation HR outputs HRM context HR flows Work systems Reward systems Employee relations Source: Hendry and Pettigrew (1992) Guest’s Theory of SHRM HRM PoliciesHuman Resource Outcomes Orgnisational Outcomes High Organisational designJob performance Management of change Strategic IntegrationHigh Problem-solving Change Recruitment CommitmentInnovation selection socialisation Appraisal training FlexibilityHigh developmentCost Effectiveness Reward systems QualityLow Turnover Absence GrievancesLeadership/ Culture/Strategy Source: Adapted from Guest (1989) Storey’s Model of mapping the various meanings of SHRM STRONG A distinctive approach to labour management III Strategic interventionsStrategic Interventions designed to elicitdesigned to secure full commitment and to developutilisation of labour resourceful humansresources Integrated withEmployees are viewed as a cost to be minimised business strategy SOFTHARD Internal integration Just another term for ‘ personnel’ Emphasis on individualism, with an an awareness of the benefits of Inherently anti trade union ollectivism in certain areas WEAK Source: Storey(1992) Storey’s Twenty Five Point Checklist DimensionPersonnel and IRSHRM Beliefs and assumptions 1. ContractCareful delineation of written Aim to go beyond contractContracts 2. RulesImportance of devising clear rulesCan do outlook: 3. Guide to management actionProcedures / consistency control‘ Business need/ flexibility commitment 4. Behavioural referentNorms / customs and practiceValues/mission 5. Managerial task vis-a-vis labourMonitoringNurturing 6.

Nature of relationsPluralistUnitrist 7. ConflictInstitutionalisedDe-emphasised 8. StandardisationHigh (parity an issue)Low (parity not an issue) Strategic aspects 9. InitiativesPiecemealIntegrated 10. Key relationsLabour-managementBusiness-customer 11.

Corporate planMarginal toCentral to 12. Speed of decisionsSlowFast Line-management 13. Management roleTransactionalTransformational leadership 14. Key managersPersonnel/IR specialistsLine Managers 15. Prized management skillsNegotiationFacilitation Key levers 16.

Attention on interventionsPersonnel proceduresCultural, structuraland HR strategies 7. SelectionSeparate, marginal taskIntegrated, key skill 18. PayJob evaluationPRP 19. ConditionsSeparately NegotiatedHarmonisation 20.

Labour-managementCollective bargaining Individual contracts 21. Relations with stewardsRegularised, through Marganilised Training and facilities 22. CommunicationRestricted flow/indirectIncreased flow/ direction 23. Job designDivision of labourTeamworking 24. Conflict handlingReach temporary trucesManage climate and culture 25. Training and developmentControlled access to coursesLearning companies Source: Storey (1995)Figure 4 The Characteristics of Miles and Snow’s Strategic Types Business Strategy TypeCharacteristics of Business Strategy Dominant ObjectivesPreferred Strategy Defender strategyDesired for a secure and Specialisation, cost-stable niche.

efficient production, marketing emphasises price and service to defend current business, tendency to vertical integration. Prospector strategyLocation and exploitation ofGrowth through productnew product and market and market development. opportunities. Constant monitoring of market changes. Multiple technologies. Analyser strategy Desired to match new ventures toSteadygrowth through present shape of business.

market penetration. Exploitationof applied research. Followers in the market. Figure 5 Business Strategies and their Linkage to Human Resource Strategies HRM StrategyBusiness Strategy ProspectorAnalyserDefender Union DensityLowModerate High Skills RequirementsHighModerateLow Level of SupervisionLowModerateHigh Amount of EmployeeHighModerateLow Participation Source: Miles and Snow (1978) http://www.

busmgt. ulster. ac. uk/modules/bmg775m2/fig.

doc date: October 25, 2008