

Models of hrm essay



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Harvard Analytical Framework for Human Resource Management Stakeholder Interests Shareholders Management Employee Groups HRM policy HR outcomes Long-Term Government choices Consequences Community Employee Commitment Individual Unions influence Compliance well-being Human resource Congruence Organisational flow Cost effectiveness effectiveness Rewards systems Societal well-Work Systems being 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 Performance Appraisal Training Source: Fombrun et al (1984) Strategic Human Resource Management and Environmental Pressures Political forces Economic Cultural forces forces Mission and strategy Firm Organisational Human structure resource 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 content HRM content Objectives Role Product-market Definition Strategy & tactics Organisation HR outputs HRM context HR flows Work systems Reward systems Employee relations Source: Hendry and Pettigrew (1992) Guest's Theory of SHRM HRM Policies Human Resource Outcomes Organisational Outcomes High Organisational design Job performance Management of change Strategic Integration High Problem-solving Change Recruitment Commitment Innovation selection socialisation Appraisal training Flexibility High development Cost Effectiveness Reward systems Quality Low Turnover Absence Grievances Leadership/ Culture/Strategy Source: Adapted <https://assignbuster.com/models-of-hrm-essay/>

from Guest (1989) Storey's Model of mapping the various meanings of SHRM
STRONG A distinctive approach to labour management III Strategic

interventions Strategic Interventions designed to elicit designed to secure full
commitment and to develop utilisation of labour resourceful

humans resources Integrated with Employees are viewed as a cost to be

minimised business strategy SOFT HARD Internal integration Just another

term for ' personnel' Emphasis on individualism, with an awareness of the
benefits of Inherently anti trade union collectivism in certain areas WEAK

Source: Storey (1992) Storey's Twenty Five Point Checklist

Dimension Personnel and IR SHRM Beliefs and assumptions 1. Contract Careful
delineation of written Aim to go beyond contract Contracts 2.

Rules Importance of devising clear rules Can do outlook: 3. Guide to
management action Procedures / consistency control' Business need/

flexibility commitment 4. Behavioural referent Norms / customs and
practice Values/mission 5. Managerial task vis-a-vis

labour Monitoring Nurturing 6.

Nature of relations Pluralist Unitrist 7. Conflict Institutionalised De-emphasised

8. Standardisation High (parity an issue) Low (parity not an issue) Strategic

aspects 9. Initiatives Piecemeal Integrated 10. Key relations Labour-
management Business-customer 11.

Corporate plan Marginal to Central to 12. Speed of decisions Slow Fast Line-

management 13. Management role Transactional Transformational leadership

14. Key managers Personnel/IR specialists Line Managers 15. Prized

management skills Negotiation Facilitation Key levers 16.

Attention on interventions Personnel procedures Cultural, structural and HR strategies
 7. Selection Separate, marginal task Integrated, key skill
 18. Pay Job evaluation PRP
 19. Conditions Separately Negotiated Harmonisation
 20.

Labour-management Collective bargaining Individual contracts
 21. Relations with stewards Regularised, through Marginalised Training and facilities
 22.

Communication Restricted flow/indirect Increased flow/ direction
 23. Job design Division of labour Teamworking
 24. Conflict handling Reach temporary truces
 Manage climate and culture
 25. Training and development Controlled access to courses
 Learning companies

Source: Storey (1995) Figure 4 The Characteristics of Miles and Snow's Strategic Types Business Strategy

Type Characteristics of Business Strategy Dominant Objectives Preferred Strategy

Defender strategy Desired for a secure and Specialisation, cost-stable niche.

efficient production, marketing emphasises price and service to defend current business, tendency to vertical integration. Prospector

strategy Location and exploitation of Growth through product new product and

market and market development. opportunities. Constant monitoring of

market changes. Multiple technologies. Analyser strategy Desired to match

new ventures to Steady growth through present shape of business.

market penetration. Exploitation of applied research. Followers in the market.

Figure 5 Business Strategies and their Linkage to Human Resource Strategies

HRM Strategy Business Strategy Prospector Analyser Defender Union

Density Low Moderate High Skills Requirements High Moderate Low Level of

Supervision Low Moderate High Amount of Employee High Moderate Low

Participation Source: Miles and Snow (1978) <http://www.>

[busmgt. ulster. ac. uk/modules/bmg775m2/fig.](http://busmgt.ulster.ac.uk/modules/bmg775m2/fig.)

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