



SNS COLLEGE OF ENGINEERING

Kurumbapalayam (Po), Coimbatore - 641 107

An Autonomous Institution

Accredited by NBA - AICTE and Accredited by NAAC - UGC with 'A' Grade

Approved by AICTE, New Delhi & Affiliated to Anna University, Chennai



DEPARTMENT OF MANAGEMENT STUDIES

COURSE NAME : 19BA315 STRATEGIC HUMAN RESOURCE MANAGEMENT

II YEAR /III SEMESTER

Unit 1 - STRATEGIC HUMAN RESOURCE DEVELOPMENT

Topic 6: HRD PRACTICES - STRATEGY AND BUSINESS GOALS



HRD PRACTICES

- ◀ Appraisal system
 - ◀ Performance Appraisal
 - ◀ Potential Appraisal
 - ◀ Performance coaching or counseling
- ◀ Career system
 - ◀ Experience
 - ◀ Opportunities
 - ◀ Career planning
- ◀ Training system



Contd...

- ◀ Work system
 - ◀ Task analysis
 - ◀ Quality of working life
 - ◀ Productivity
 - ◀ Role stress
- ◀ Cultural system
- ◀ Self-renewal system



MEASURES OF HRD PERFORMANCE

- ◀ Next generation of HR measures need to be business driven.
- ◀ It should be impact oriented instead of activity oriented.
- ◀ Should have forward looking that can predict the future success of the corporations.
- ◀ Should focus on the entire HR system instead of focusing on individual HR practices taking into account the synergy existing among all HR practices.



INTEGRATIVE HR FRAME WORK – YEUNG AND BERMAN

Identifies three paths through which HR practices can contribute to business performance.

- ◀ By building organizational capabilities
- ◀ By improving employee satisfaction
- ◀ By shaping customer and shareholder satisfaction



HR MEASURES BY YEUNG AND BERMAN

- ▶ **International Operational Measures:**
 - ▶ It deals with how well the HR practices are designed and delivered.

- ▶ **Internal Strategic Measures:**
 - ▶ It deals with how effectively the HR practices build desired organizational capabilities and how effectively they increased employee satisfaction.

- ▶ **External Strategic Measures:**
 - ▶ It is dealing with how well the HR practices increase customer and shareholder satisfaction.



LINKS TO HR, STRATEGY AND BUSINESS GOALS

The goal of HRD intervention in an organisation is to assist the employees and employer to attain their goals.

- ◀ Focus required in HRD for Goal Attainment
 - ◀ Business excellence
 - ◀ Internal Operational efficiencies
 - ◀ Internal customer satisfaction
 - ◀ External customer satisfaction
 - ◀ Employee motivation and commitment
 - ◀ Cost-effectiveness and cost-consciousness among employees
 - ◀ Quality orientation and
 - ◀ Technology adoption



HRD STRATEGIES

- ◀ Communication strategy
- ◀ Accountability and ownership strategy
- ◀ Quality strategy
- ◀ Cost reduction strategy
- ◀ Intrapreneurship strategy
- ◀ Culture-building strategy
- ◀ Systematic training strategy
- ◀ Learning strategy



BUSINESS STRATEGY & HRD

- ◀ The links between the business strategy and HRD are;
 - ◀ Portfolio Theory
 - ◀ Competitive strategy and value chain
 - ◀ Lifecycle analysis and types of strategy
 - ◀ Competencies and strategic intent
 - ◀ Strategy and style



RECENT TRENDS IN HRM

- ◀ Development of HRD functions outside organization
- ◀ Training need assessment of non-regular employees
- ◀ Self-development
- ◀ Development and implementation of plans
- ◀ Employee self-education
- ◀ Performance based system
- ◀ Employee career development



RECAP

QUESTIONS???

THANK YOU