Introduction

PART 1 THE CONCEPTUAL FRAMEWORK OF STRATEGIC HRM

1 The concept of human resource management
HRM defined 5; Human resource systems 8; Aims of HRM 9; Characteristics of HRM 12; Reservations about HRM 17

2 The concept of strategy
Strategy defined 22; The concept of strategy 23; The formulation of strategy 28

3 The concept of strategic human resource management
Strategic HRM defined 33; Basis of strategic HRM 34; Principles of strategic HRM 35; Aims of strategic HRM 35; Concepts of strategic HRM 37; Perspectives on strategic HRM 39; The best-practice approach 40; The best-fit approach 42; Bundling 46; The reality of strategic HRM 48; Practical implications of strategic HRM theory 49
# PART 2 THE PRACTICE OF STRATEGIC HRM

## 4 HR strategies
- What are HR strategies? 53
- What is the purpose of HR strategies? 54
- Overall HR strategies 54
- Specific HR strategies 59
- Criteria for an effective HR strategy 61
- How should HR strategies be developed? 62
- Developing HR strategies 66
- Implementing HR strategies 70

## 5 The strategic role of HR
- The strategic nature of HR 72
- The strategic partner model 73
- What being strategic means 75
- The strategic role of HR directors 76
- The strategic role of heads of HR functions 77
- The strategic role of HR business partners 78
- The strategic contribution of HR advisers or assistants 78

## 6 The impact of strategic HRM
- How HR impacts on organizational performance 79
- How strategic HRM concepts impact on practice 85

## 7 Strategic HRM in action
- Formulating HR strategy 86
- The content of HR strategies 96
- Corporate issues 98
- Achieving integration 101
- What are the most characteristic features of strategic HRM in action? 104

# PART 3 HR STRATEGIES

## 8 Human capital management strategy
- Aims of human capital management 108
- The link between HCM and business strategy 108
- Developing a human capital management strategy 109
- Conclusions: the role of human capital management strategy 114

## 9 High-performance strategy
- High-performance work system defined 116
- Characteristics of a high-performance work system 116
- Components of an HPWS 117
- Impact of high-performance work systems 117
- Developing a high-performance strategy 121

## 10 Corporate social responsibility strategy
- Strategic CSR defined 127
- CSR activities 127
- The rationale for CSR 128
- Developing a CSR strategy 130
11 Organization development strategy  
Organization development defined 132; OD strategies 133; Assumptions and values of OD 133; Activities incorporated in the OD strategy 134; Strategies for organizational transformation 136

12 Employee engagement strategy  
Engagement and organizational commitment 140; The significance of engagement 141; Engagement and discretionary behaviour 142; What is an engaged employee? 142; What are the factors that influence engagement? 143; Strategies for enhancing engagement 145; Measuring engagement 148

13 Knowledge management strategy  
The process of knowledge management 149; Sources and types of knowledge 150; Approaches to the development of knowledge management strategies 151; Strategic knowledge management issues 151; Components of a knowledge management strategy 153

14 Employee resourcing strategy  
The objective of employee resourcing strategy 154; The strategic HRM approach to resourcing 155; Integrating business and resourcing strategies 155; Bundling resourcing strategies and activities 156; The components of employee resourcing strategy 156; Human resource planning 157; Employee value proposition 160; Resourcing plans 161; Retention strategy 163; Flexibility strategy 167

15 Talent management strategy  
Talent management defined 168; The process of talent management 170; Developing a talent management strategy 173

16 Learning and development strategy  
Strategic human resource development (SHRD) 175; Strategies for creating a learning culture 178; Organizational learning strategies 178; Learning organization strategy 180; Individual learning strategies 181

17 Reward strategy  
Reward strategy defined 183; Why have a reward strategy? 183; Characteristics of reward strategies 184; The structure of reward strategy 184; The content of reward strategy 185; Guiding principles 188; Developing reward strategy 189; Effective reward strategies 191; Reward strategy and line management capability 192
Contents

18 Employee relations strategy 193
   Employee relations strategy defined 193; Concerns of employee relations strategy 194; Strategic directions 194; The background to employee relations strategies 195; The HRM approach to employee relations 195; Policy options 197; Formulating employee relations strategies 197; Partnership agreements 198; Employee voice strategies 200

PART 4 THE STRATEGIC HR TOOLKIT

1 Strategic human resource management toolkit 205

References 226

Subject index 241
Author index 246