

# Advanced Strategic Human Resource Management

A row of wooden figures, with one red figure standing out in the center. The figures are arranged in a line, receding into the background. The red figure is the central focus, standing out from the others which are a light cream color.

## Session 3-4

# Approaches to Strategic Human Resource Management

## BEST PRACTICES APPROACH

Certain HR activities universally help firms reach competitive advantage regardless of the firm setting or environment.

Pfeffer (1994) identified 7 best Practices:

- Employment security**
- Selective hiring**
- Teamwork**
- Performance-based pay**
- Training**
- Reduction of status differences**
- Information sharing**

## BEST FIT APPROACH

HR strategies should be firm-specific, facilitating the achievement of business strategies.

Vertical Integration

E.g.: If the firm aims at 'Cost Leadership', HR should be 'no-frills'

## 'HR BUNDLES' APPROACH

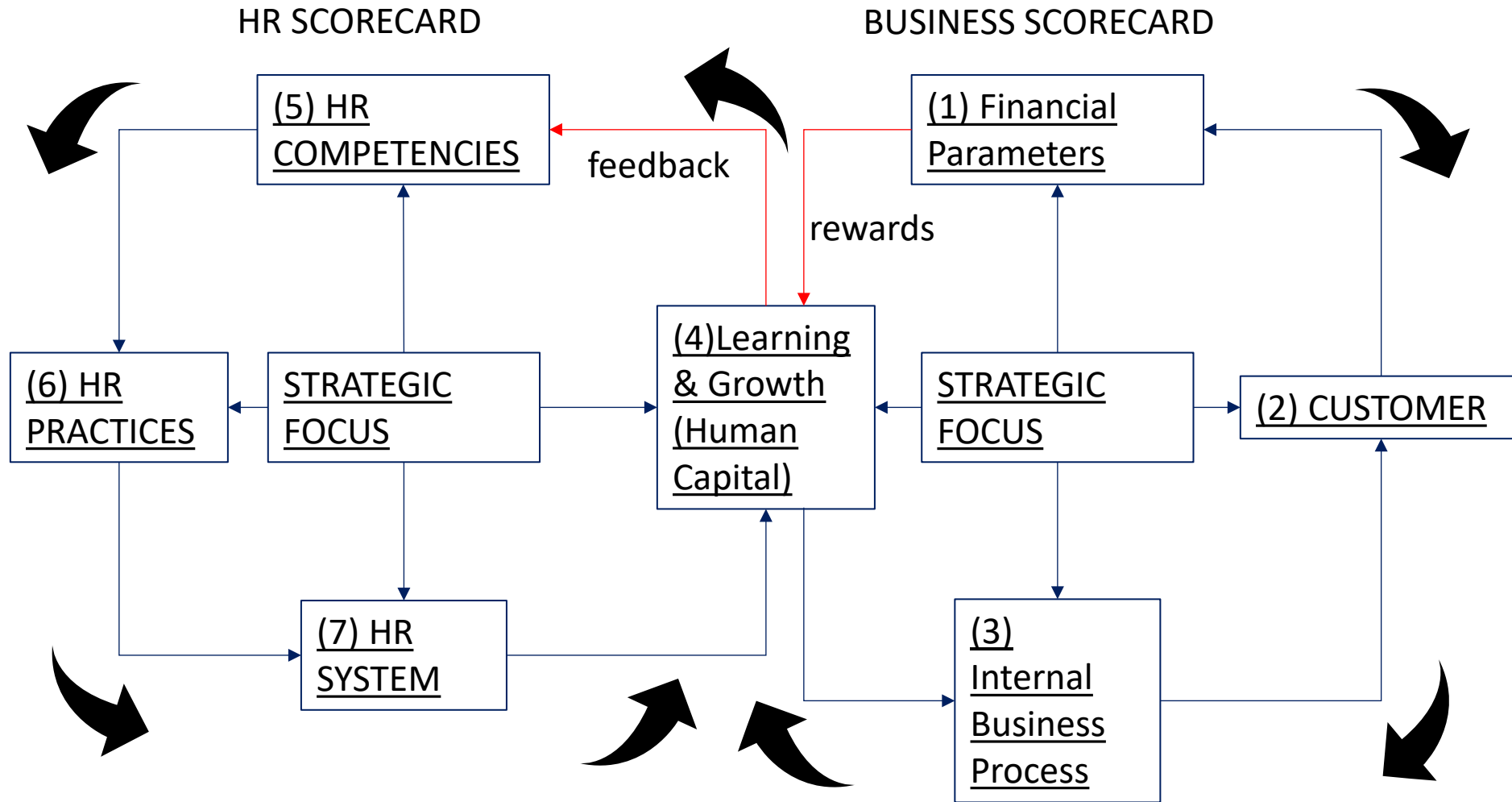
HR practices should be complementary to one another and should be internally consistent

Horizontal Integration

E.g.: Performance-based pay should be accompanied by transparent and objective appraisal, need-based training, management by objectives, and merit-based promotion policies



# Integrating HR Scorecard and Business Scorecard



# 1. Job Analysis

# Job Analysis

Tasks involved:  
Firefighting, rescue work

Lifting weights,  
climbing ladders,  
driving

Tools: Hose pipes, fire trucks, wireless com.

Work conditions,  
schedule, no. of coworkers: Hazardous, team work, shift

Quantity or quality: zero error

Job Activities

Human Behaviour

Equipment

Job context

Performance Standards

*List of responsibilities, work conditions, reporting relationships*

Job Description

Job Specification

*Rating of the job in terms of compensable factors, indicating its importance to the organization*

Job Evaluation

Competency Mapping

*Human requirements: KSA needed to do the job, certification, physical and mental health standards*

Sourcing

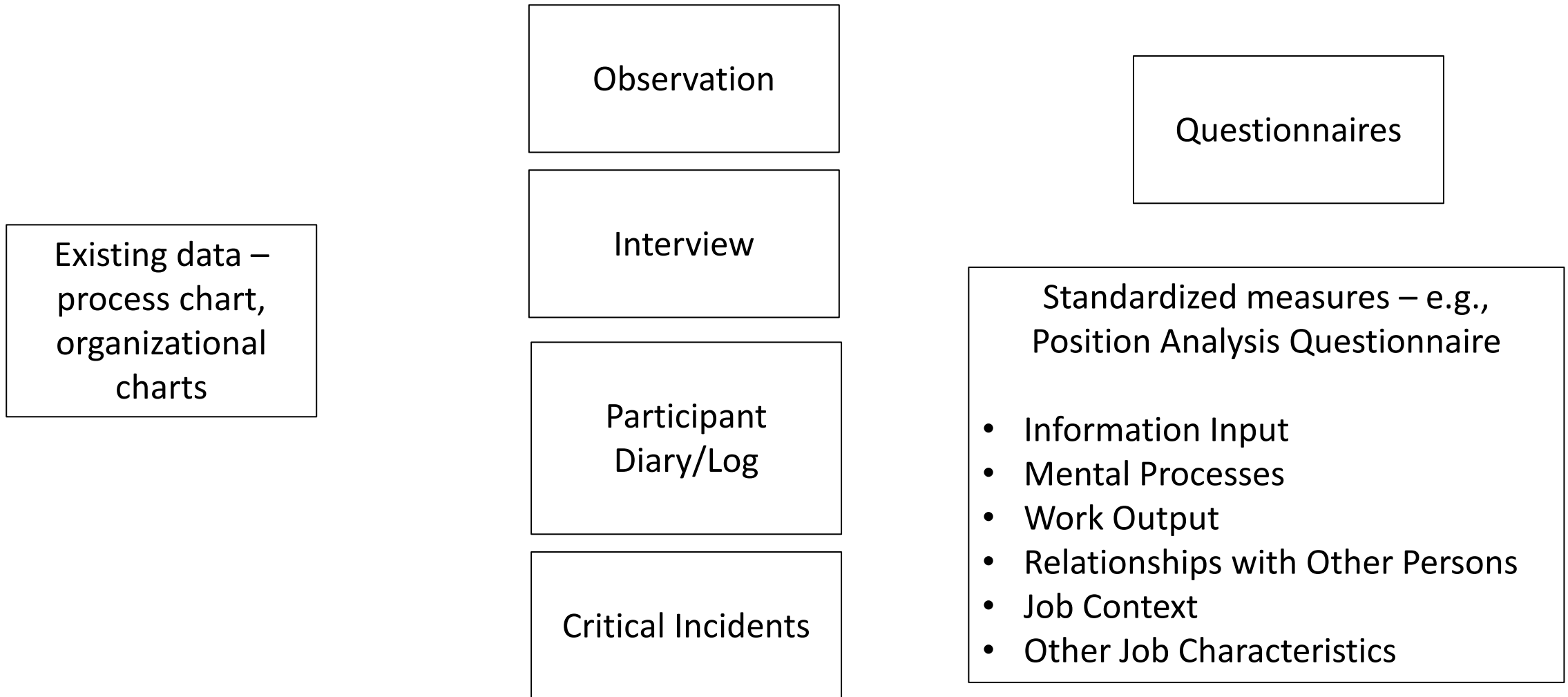
Training

Performance Appraisal

Compensation

Welfare and Compliance

# Job Analysis: Collecting Data



# Writing Job Descriptions

1. Job Identification – title & category
2. Job Summary
3. Responsibilities
4. Authority
5. Performance standards
6. Working conditions
7. Job specifications

Job duties	Task statements	Relative importance	Time spent	KSA

## Online Resources: O\*NET

<https://www.onetonline.org>

<https://www.payscale.com/>

JOB DUTIES	TASKS	RELATIVE IMPORTANCE	RELATIVE TIME SPENT	KSAO	IMPORTANCE OF KSAO (1 – LOW, 10 – HIGH) (E – ESSENTIAL)
PROJECT MANAGEMENT	Develop & implement plans, schedules, and responsibility charts to ensure adherence to the timeline	35%	20%	Ability to develop plans & schedules	8.2
	Report the project's progress and results to the superiors			Time management skills	9.1 E
				Knowledge of project management reporting software	7.6
SUPERVISION	Schedule & track team members' work assignment to ensure apt. progress	35%	30%	Ability to work with diverse people	6.5
	Acquire the resources the team needs to function			Ability to delegate	7.4
				Negotiation Skills	8.3
				Leadership Skills	9.1 E
			Prioritization Skills	8.9 E	



# Competency Mapping

*A process of identifying key **competencies** for an organization and/or a job and incorporating those **competencies** throughout the various processes (i.e. job evaluation, training, recruitment) of the organization*

Method		Steps
Job-focused method		<ul style="list-style-type: none"> <li>• <b>Understand purpose of the job</b></li> <li>• <b>List down major activities, key result areas, critical success factors</b></li> <li>• <b>List down competencies for each task, and the proficiency level required for each</b></li> </ul>
Behaviour Interview	Events	<ul style="list-style-type: none"> <li>• <b>Seek specific examples of behaviour on a job</b></li> <li>• <b>Arrive at competencies based on the specific behaviour</b></li> <li>• <b>Rate the competencies with respect to their relevance for a job</b></li> </ul>
Past performance-based approach		<ul style="list-style-type: none"> <li>• <b>Identify high, low, &amp; average performers for each job</b></li> <li>• <b>Behavioral Event Interview</b></li> <li>• <b>Arrive at competencies for each level of performance</b></li> </ul>
Repertory Grid		<ul style="list-style-type: none"> <li>• <b>Rate each competency on the level required for a particular job role</b></li> </ul>

## Proficiency Levels

**0 – Completely unfamiliar:** Doesn't understand the competency.

**1 – Novice:** Understands the competency and its importance.

**2 – Advanced Beginner:** Demonstrates this competency under supervision or with encouragement.

**3 – Competent:** Demonstrates this competency independent of supervision or encouragement.

**4 – Proficient:** Encourages or supervises others in this competency.

**5 – Expert:** Develops new ways of applying this competence measured on the world stage.

# INTERMEDIATE PRODUCT DESIGNER

SOPHIE

Progressing

Need to be improved

Achieved

<https://uxstudioteam.com/ux-blog/competency-management/>

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