

Advanced Strategic Human Resource Management

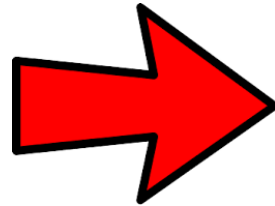
A row of wooden figures, with one red figure standing out in the center. The figures are arranged in a line, receding into the background. The red figure is the only one of its color, making it the focal point.

Session 1-2

WHAT IS HUMAN RESOURCE MANAGEMENT?

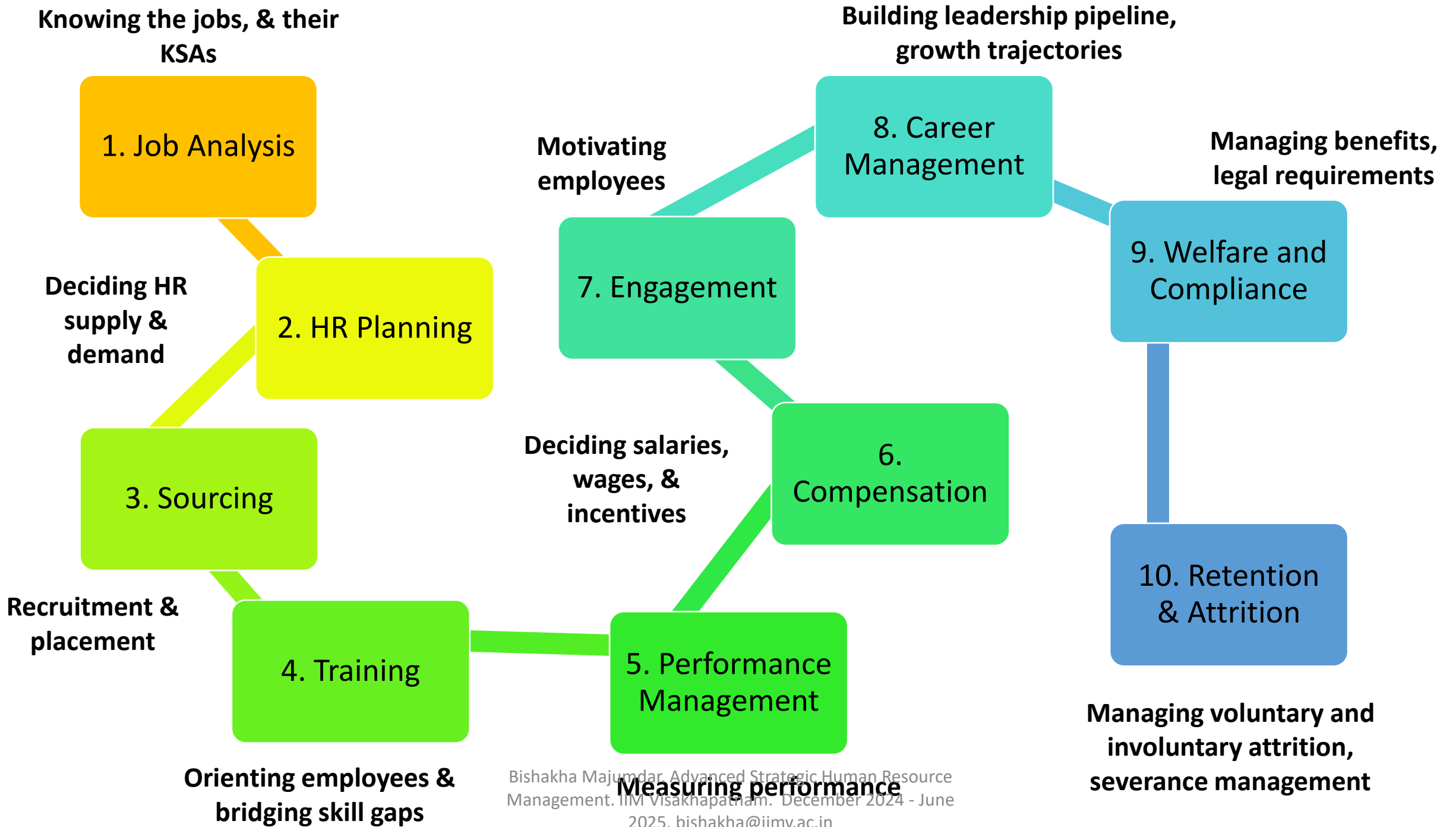
MANAGEMENT

- **PLANNING** – setting goals, rules, and procedures
- **ORGANIZING** –delegating and coordinating tasks
- **STAFFING** – recruiting, training, appraising, compensating, and promoting employees
- **LEADING** – motivating and guiding people
- **CONTROLLING** – comparing performance against set goals, and taking corrective actions



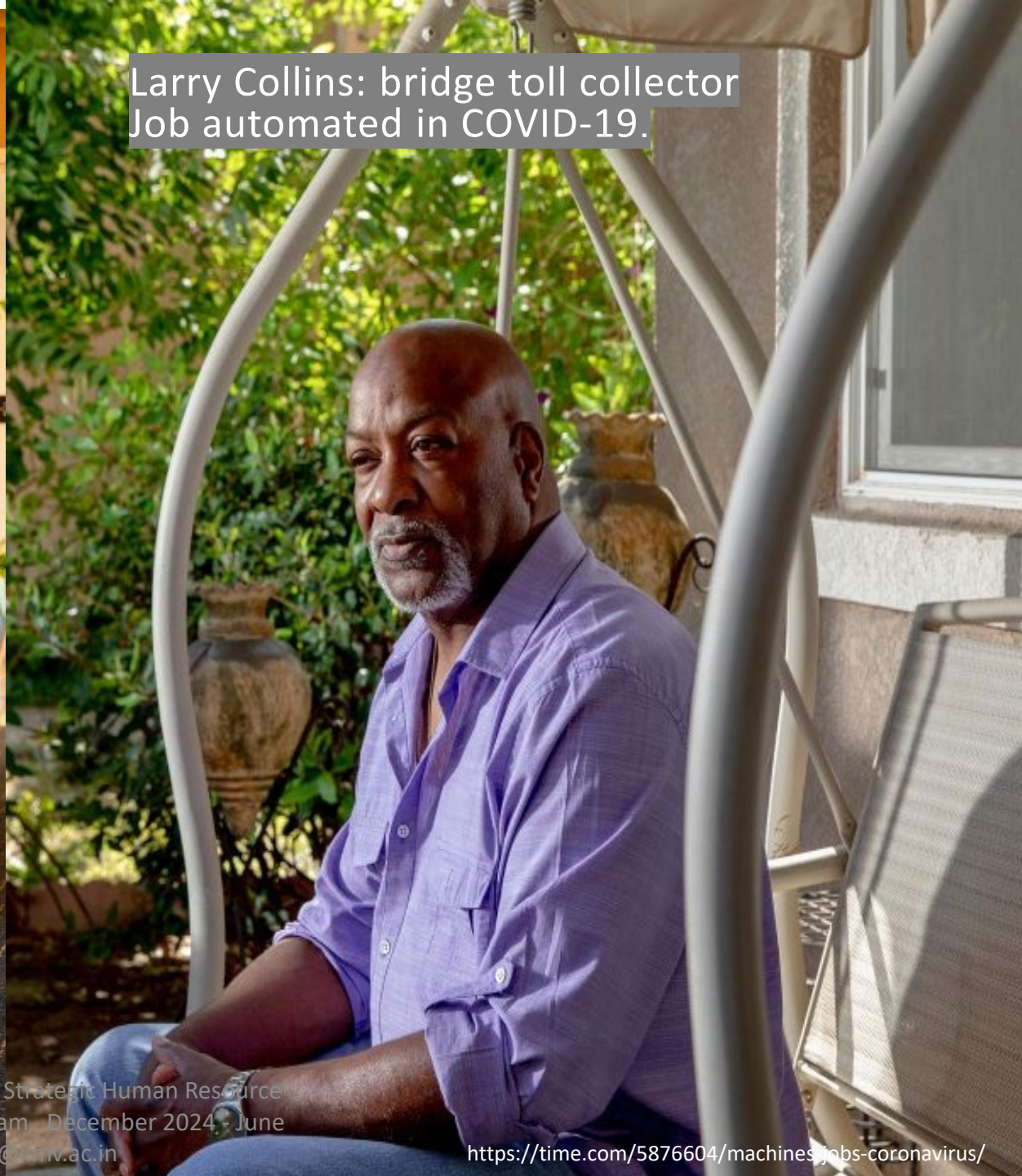
Human Resource Management

- The process of acquiring, training, appraising, and compensating employees, and attending to their labour relations, health and safety, and fairness concerns



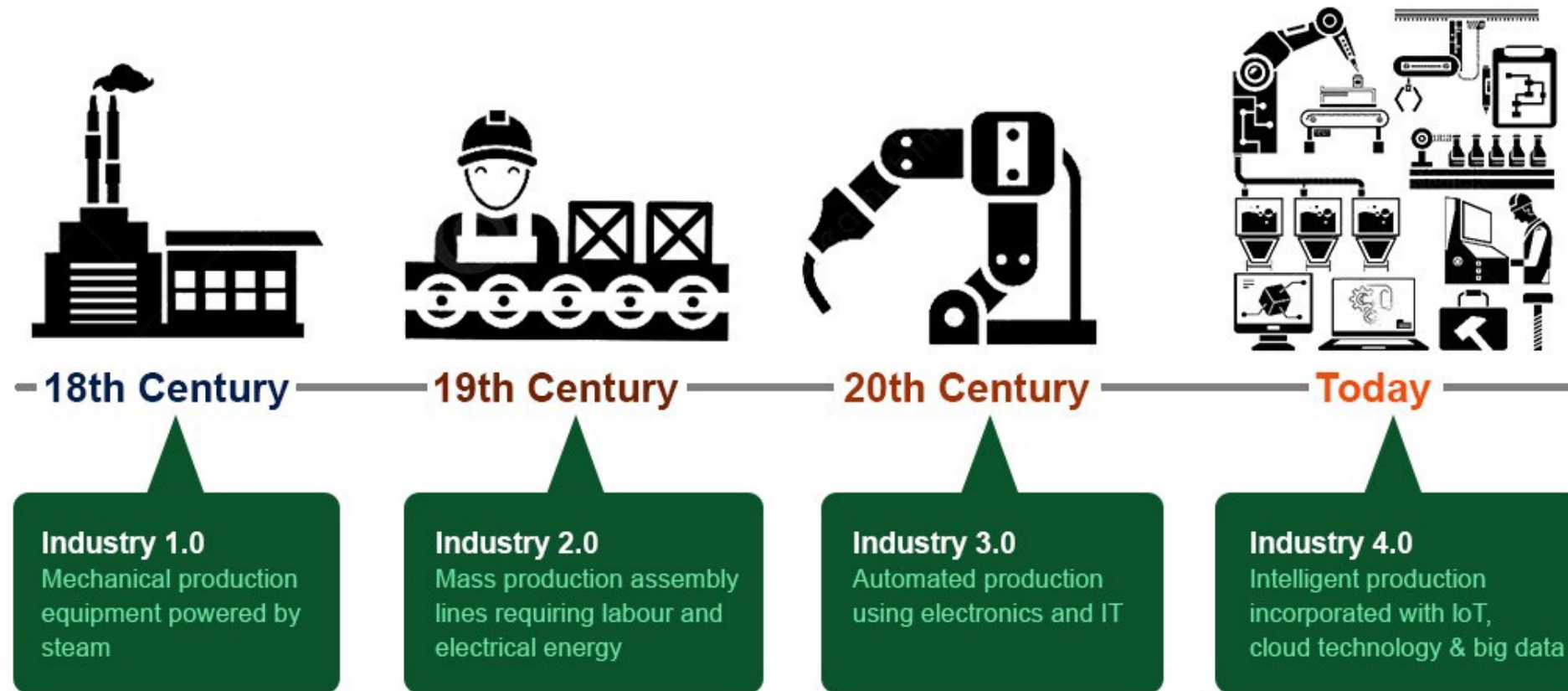


Jarvis the robotic butler on duty at the Grand Hotel in Sunnyvale, California, 2020



Larry Collins: bridge toll collector
Job automated in COVID-19.

Evolution of Human Resource Management

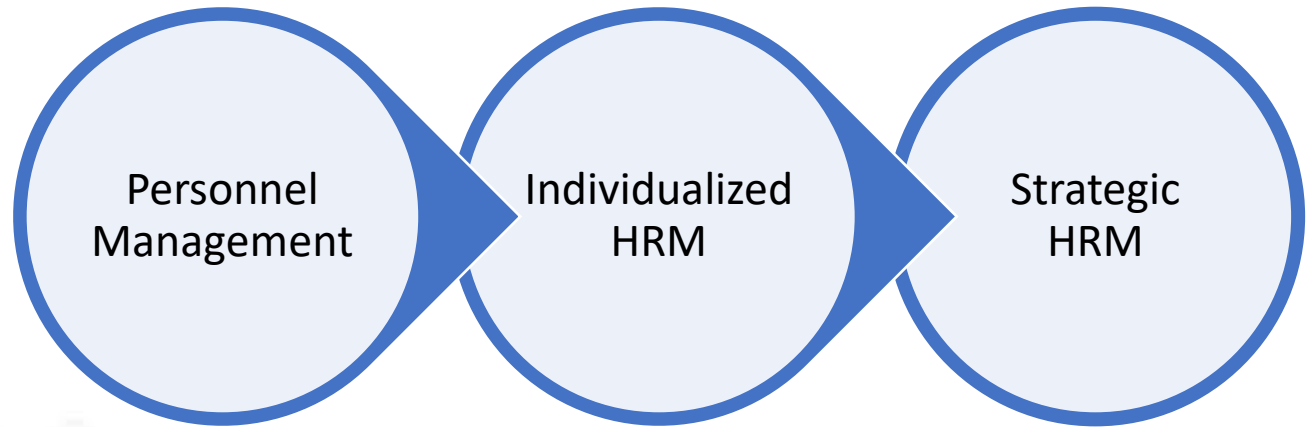


<https://techtzpah.com/evolution-of-industrial-revolution-4-0/>

- Organizations are social systems
- Workers may seek non-rational rewards
- Organization's goals and workers' goals must match
- Productivity comes from team-work, communication, and autonomy

- Organizations are machines; workers are parts of the machine
- Efficient workers create efficient organizations
- Efficiency comes from standardization and specialization

- Organizations are open systems
- Organizations need to be understood in their entirety, with strategy driving systems
- Organizations need to learn, improve, & transform continually



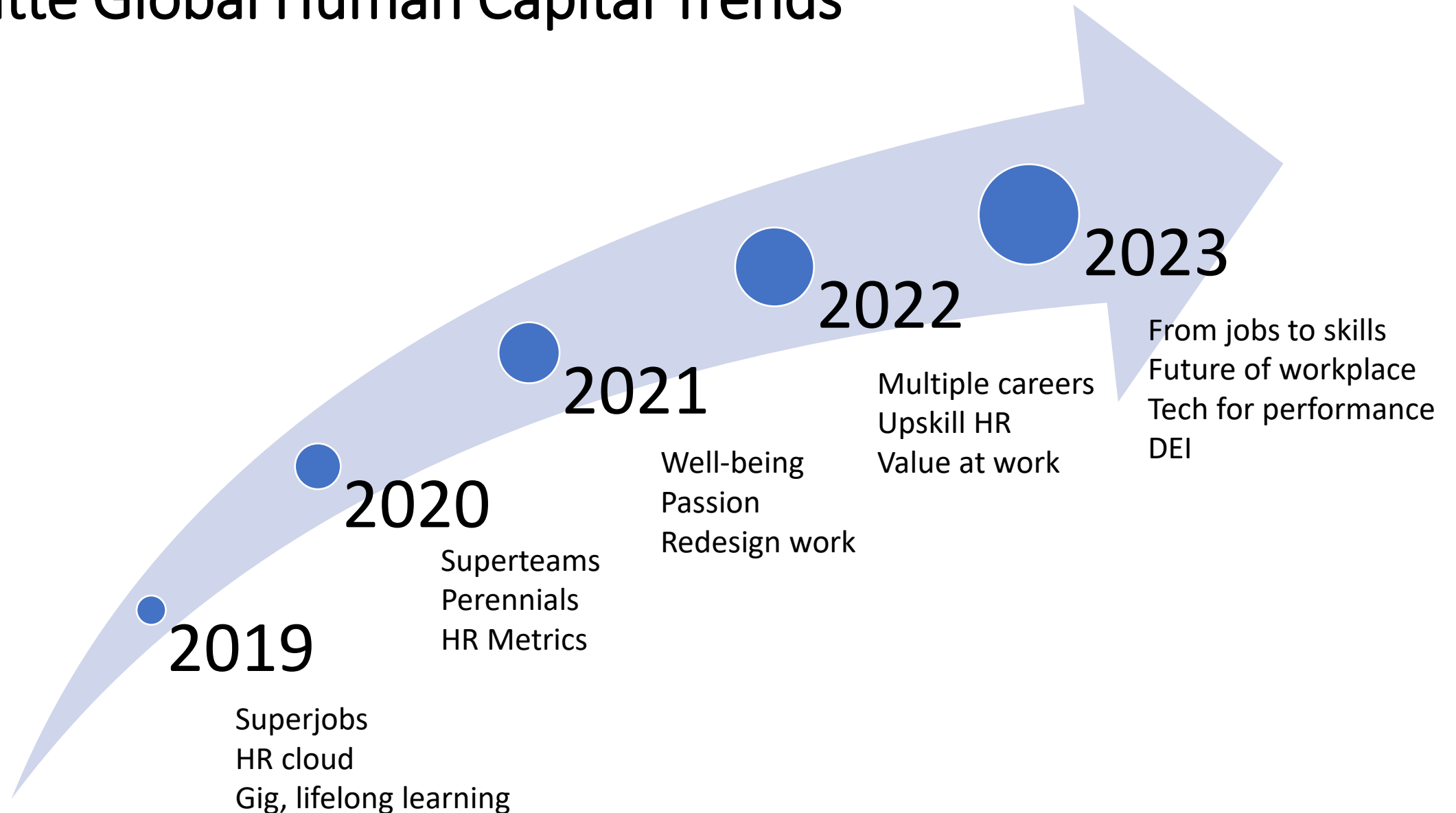
HR as Cost Centre

- concerns – cost-cutting

HR as Investment Centre

- concerns – purpose, costs, potential benefits, associated risks

Deloitte Global Human Capital Trends



2024 Global Human Capital Trends: Thriving in a boundaryless world

- Embracing human sustainability
- Moving beyond traditional productivity metrics
- Balancing privacy with transparency
- Overcoming the imagination deficit
- Creating digital playgrounds
- Cultivating workplace microcultures
- Boundaryless HR

https://www2.deloitte.com/content/dam/insights/articles/glob176836_global-human-capital-trends-2024/DI_Global-Human-Capital-Trends-2024.pdf

Global mega-trends
disrupting HR
practice

What is being disrupted in HR practice?

Flexible workforce

The concept that employment relations take place within a bounded space and a structured time, and with a task-based job description

Digitalization of
business
models

Need to reinvent HR's organizational value proposition by switching the focus from employees to customers

AI and machine
learning

Need to embed AI and machine learning in existing HR processes without triggering unintended consequences

Dana Minbaeva, 2021

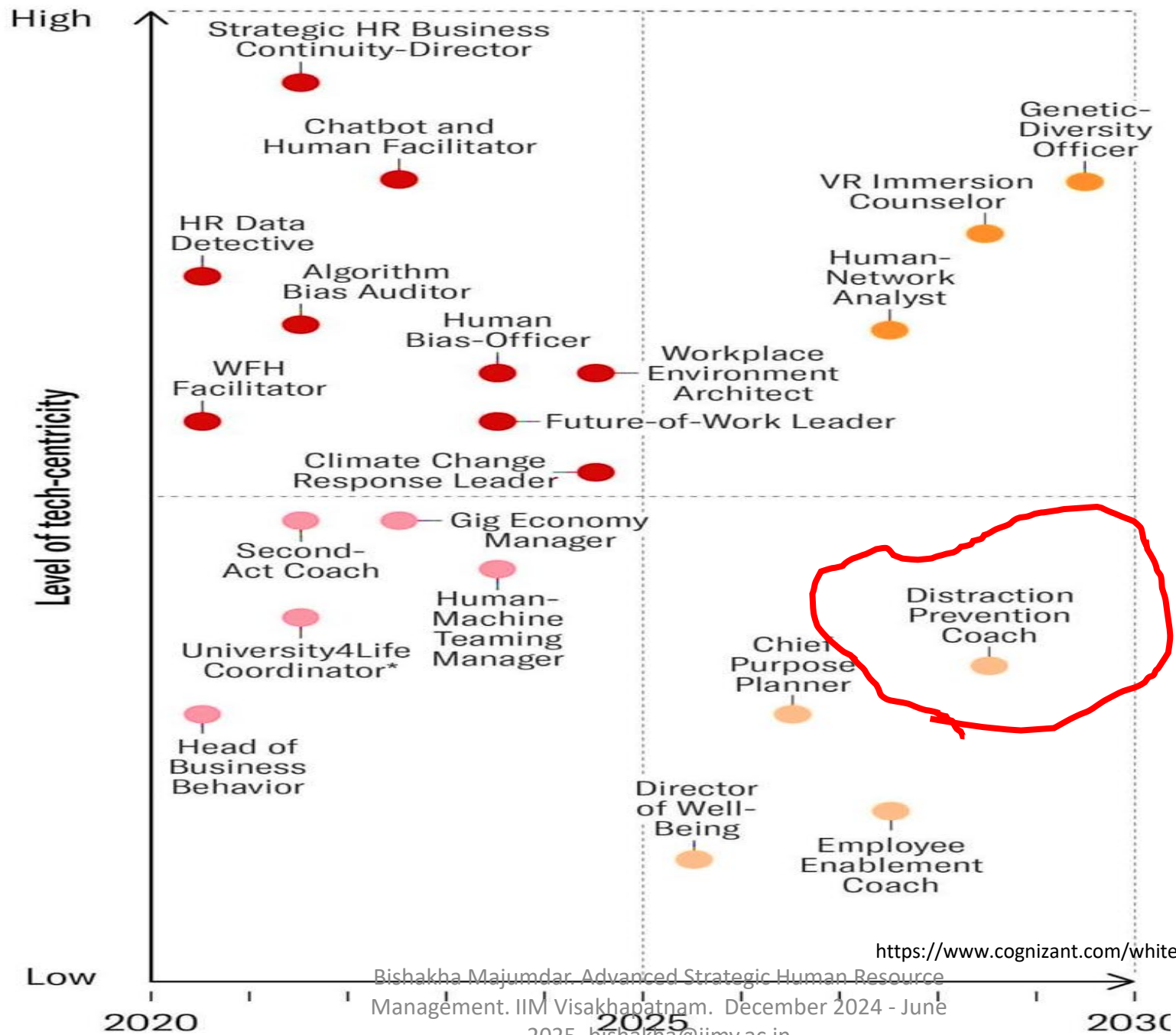
Layoff tsunami 2023

- 2023 - the bleakest year on record for the tech industry.
- 226,000 employees being let go by tech companies in 2023; 40 percent rise from 2022's layoff figure
- Google, Meta, Microsoft, and Amazon have been at the forefront of this wave of layoffs
- uncertain global economic landscape, inflation, ongoing supply chain challenges, and a deceleration in revenue growth
- “Our next stage of growth requires a different mix of skill sets, particularly in AI and early-stage product development.” - Drew Houston (Dropbox CEO), while announcing job cuts’
- average salary for a senior software engineer specializing in artificial intelligence or machine learning is 12% higher than for those who don't specialize in that area – “the AI premium.”
- 69% jobs in India under threat by automation in 20 years – Forrester report, 2023
- Layoffs due to technology adoption prominent in Finance, automobile, and health sectors

<https://www.businesstoday.in/technology/news/story/layoff-tsunami-2023-tech-companies-laid-off-226000-employees-to-date-40-more-than-in-2022-394245-2023-08-16>

Tech Reset 2024

- 1,36,000 employees laid off by 422 tech companies in 2024; 27000 in August 2024
- Major layoffs by Intel (15000), Cisco (4000), Microsoft (1900), IBM (3900), Amazon, and Google
- Slowdown in demand, poor revenue growth, economic uncertainty, pandemic over hiring, offshoring
- Shift focus towards high-growth areas such as cybersecurity and artificial intelligence
- Reliance Industries announced 42,000 job cuts as part to enhance cost efficiency



2020

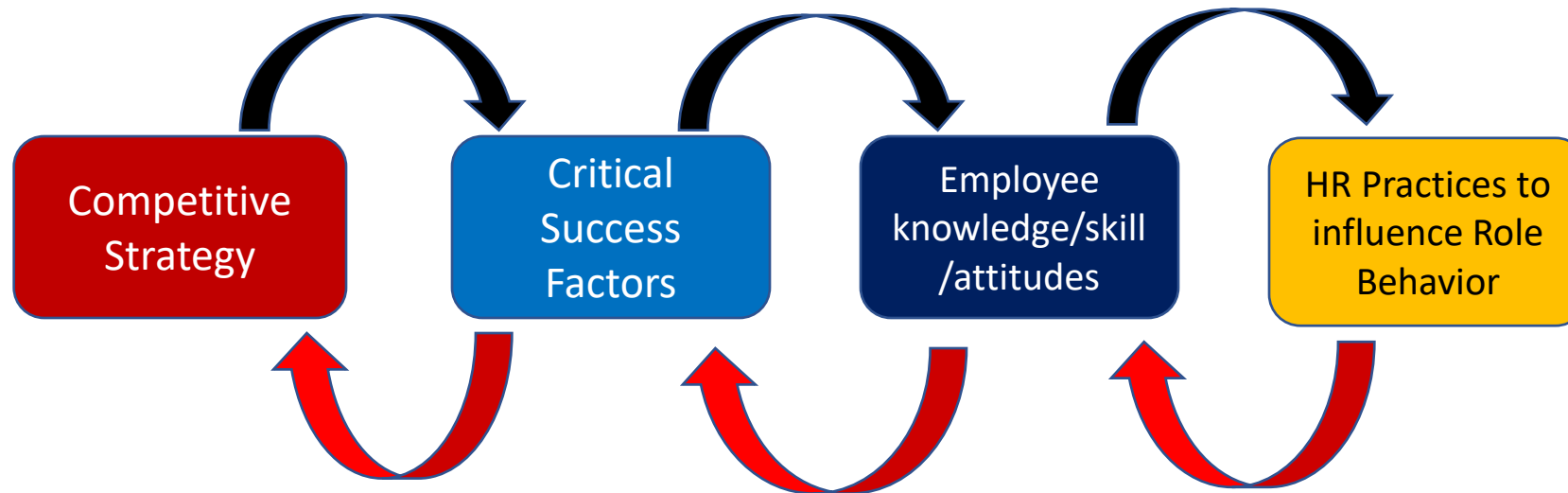
<https://www.cognizant.com/whitepapers/21-hr-jobs-of-the-future-codex5450.pdf>

Only 60% of the projected value of an organizational strategy is ever realized. 70% of Strategies Fail.

- Strategy is decided by the C-suite in an offsite meeting, based on last year's data and changing circumstances
- Individual departments release their individual strategic plans; interdepartmental alignment may not be present
- Finance releases annual budget, mostly unaffected by the strategy
- HR conducts performance reviews, but rewards are not tied to the changed strategy
- Leadership reports spending less than one hour per month discussing their unit's strategy

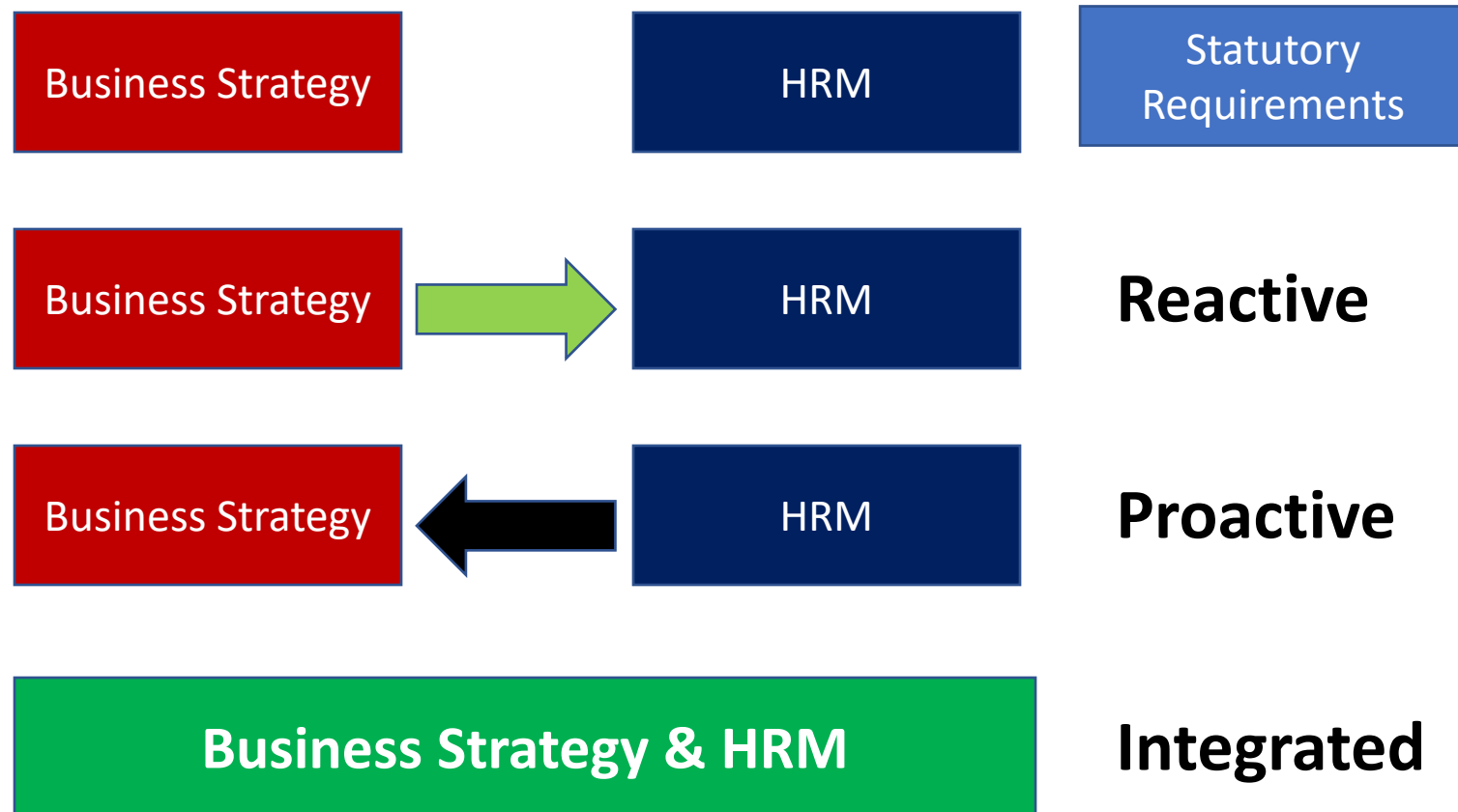
How HR enables Competitive Strategy?

HR Strategy Formulation



HR Strategy Implementation

Business Strategy & HR Strategy: Depth of Linkage



The HR Scorecard

Origin of Strategy: VMOS

“to provide access to the world’s information in one click.”

“to organize the world’s information and make it universally accessible and useful.”

Improve the quality and reach of internet by 2020

- Accelerate the Google Fibre programme
- Expand Loon for All programme

Vision

Mission

Objectives/Goals

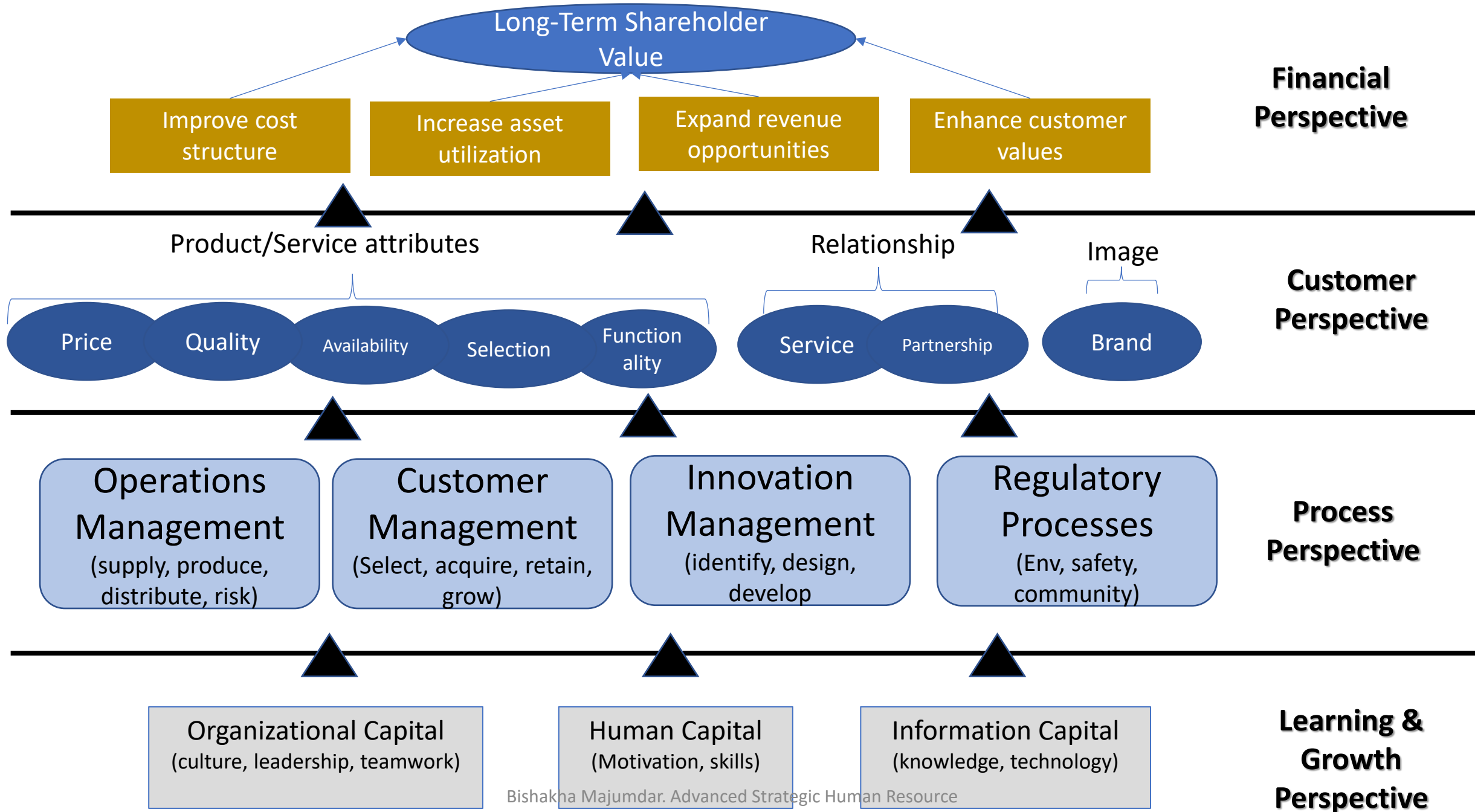
Strategy

Why: A desired ideal state the organization seeks to achieve in the future

What: The way in which the organization communicates its business to the outside world

How Much by When: Specific measurable targets that lead to the overall dream state

How: The steps to be taken to reach the goals



Ulrich, 1997 – 4 HR Philosophies

