

## Lecture 1

Human resource management involves managing people within the employer-employee relationship. It involves the productive use of people in achieving the organisation's business objectives and the satisfaction of individual employee needs.

What motivates us to work? Economic necessity. Working to live and working to consume. Moral necessity. Work as an obligation, and as a central life activity.

What expectations do we have of our employers? Fulfil their legal obligations in relation to the contract of employment. Fulfil our psychological contract of employment.

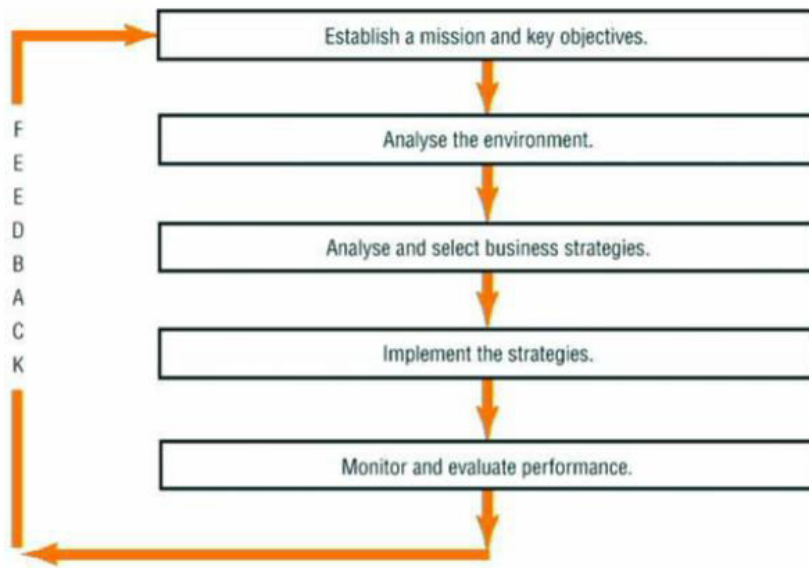
Approaches to HRM – Hard approach – stresses the rational, quantitative and strategic aspects. Performance improvement and competitive advantage are highlighted. Soft approach – emphasises the integration of HR policies and practices with strategic business objectives but also acknowledges employee development, collaboration, participation and trust.



Strategy – defines the direction in which an organisation intends to move and the framework by which the organisation intends to get there.

Strategic management – the process whereby managers establish an organisation's long-term direction, set specific performance objectives, develop strategies to achieve these objectives in the light of all the relevant internal and external circumstances and undertake to execute the chosen action plans.

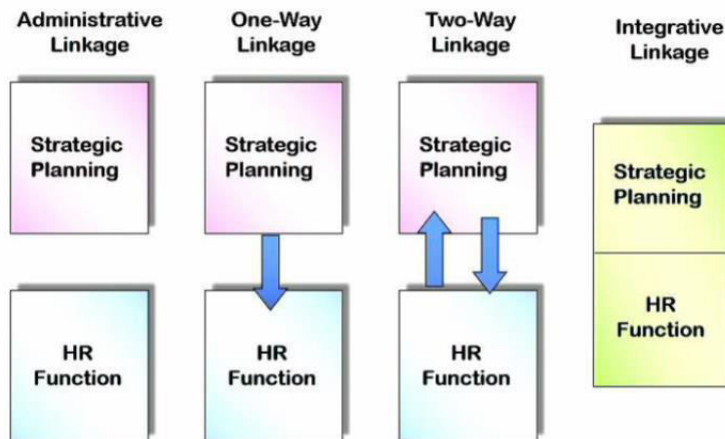
# STRATEGIC MANAGEMENT MODEL



Types of organisation strategies – growth, retrenchment, stability, combination, international.

HRM strategies must: reflect the strategic objectives and values of the organisation; be taken into account in organisational strategies; support culture, climate, and organisational processes.

## INPUT OF HRM TO BUSINESS STRATEGY



SOURCE: Adapted from K. Golden and V. Ramanujam, "Between a Dream and a Nightmare: On the Integration of the Human Resource Function and the Strategic Business Planning Process," *Human Resource Management* 24 (1985): 429-451.

Strategic HRM is important as people are used to achieve organisational objectives.