



Chapter 92

Approaches and Practices in Strategic Human Resources Management

Abraham Pius

 <https://orcid.org/0000-0002-9587-9876>
Arden University, UK

Husam Helmi Alharahsheh

 <https://orcid.org/0000-0002-0194-3700>
University of Wales Trinity Saint David, UK

Saikou Sanyang

Arden University, UK

ABSTRACT

This chapter is planned and designed to explore strategic human resources (SHR), key terms, activities, and requirements in organisations. Using various activities and case studies to support the lines of discussion throughout, the chapter is developed for students, professionals, managers, researchers that already have prior knowledge and experience in the field of HR or other associated fields and positions such as being a line manager for a small or large team, or even running own small firm where the aspects of HRM are highly essential and vital for the development and growth of the firm. The chapter is providing identification, exploration, and in-depth discussion of key strategic aspects of HRM such as the following: forecasting external supply, job analysis and workforce profiling, job descriptions and person specifications, competencies, job families (market groups), and redundancy. Furthermore, the chapter is supported by key case studies and identification of current trends to enhance the understanding of key changes and developments in the field.

DOI: 10.4018/978-1-6684-3873-2.ch092

INTRODUCTION

This chapter is planned and designed to explore human resources (HR), key terms, activities and requirements in organisations. Using various activities and case studies to support the lines of discussion throughout the chapter. For over a century now, human resource, as a discipline and practice, has progressed into various areas of studies. This, for a time, had been through a process of trial and error – hitherto; using a model that largely relied on the development and testing of various ideas by academics and practice managers. The fundamental forces driving this advancement and growth in the field are profitability, efficiency, sustainability and the quest for the acquisition of new knowledge which supports the utilization of and development of staff as part of a number of resources organisations have at their disposal. It is crucial to note that the concept of human resource transcends an exploration of a set of behaviour in the workplace and the efficiency staff demonstrate. Indeed, a key principle is about how they are treated in line with set values and etiquette.

The context of human resources worldwide is rapidly changing, and the merging of social, technical, and intellectual factors have driven this sector to the tipping point of a momentous transformation to align the industry with the 21st century modern realities of staff selection, hiring, training/development and retention. The ever-changing and increasingly complex business environment has contributed directly to managers' pursuit of improvement in their production and service delivery procedures, using best practices as a common standard for resources management.

Summary of Learning Outcome

- Define and discuss some of the key terminologies and activities of HR
- Explain different human resources requirements in organisations.

Chapter Objectives

By the end of this chapter readers should be able to:

- Define and discuss key terminologies and activities of HR.
- Discuss and apply strategic HR requirements and undertake a job analysis for an identified position.

Before you start, make a note below of objectives you wish to set yourself for this chapter. After completing the chapter, you should hopefully be able to appreciate key terminologies associated with HR as well as the strategic HR requirements that aids managers undertake a job analysis.

WHAT ARE HUMAN RESOURCES?

The term Human Resources is often used in many organisations today and will find the semantics of it, in some instances, to be different from one organisation to another. While Human Resources, in a simplistic sense, may imply the 'people resources or employees' in organisations. Unpacking the meaning may be somewhat controversial than it may ordinarily appear. For instance, authors like Armstrong

18 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:

www.igi-global.com/chapter/approaches-and-practices-in-strategic-human-resources-management/295428

Related Content

An Integration of Human Resources and Supply Chain Management for a Sustainable Competitive Advantage: A Resource-Based View

Çalar Doru (2022). *Research Anthology on Human Resource Practices for the Modern Workforce* (pp. 358-373).

www.irma-international.org/chapter/an-integration-of-human-resources-and-supply-chain-management-for-a-sustainable-competitive-advantage/295352

Understanding Diversity: The Power of Differences

Surjit Singha and Ranjit Singha (2023). *Enhancing Employee Engagement and Productivity in the Post-Pandemic Multigenerational Workforce* (pp. 297-313).

www.irma-international.org/chapter/understanding-diversity/333505

Influence of Internal Corporate Social Responsibility on Employee Retention With Special Reference to the Apparel Industry in Sri Lanka

A. G. N. K. Fernando and Jayaranjani Sutha (2022). *Research Anthology on Human Resource Practices for the Modern Workforce* (pp. 2138-2154).

www.irma-international.org/chapter/influence-of-internal-corporate-social-responsibility-on-employee-retention-with-special-reference-to-the-apparel-industry-in-sri-lanka/295445

A Critical Narrative of Employee Well-Being and Control Paradox in Higher Education

Nirupama R. Akella (2021). *Cases on Critical Practices for Modern and Future Human Resources Management* (pp. 243-257).

www.irma-international.org/chapter/a-critical-narrative-of-employee-well-being-and-control-paradox-in-higher-education/271894

Strategies to Combat the COVID-19 Pandemic in the UAE: A Guide to Encounter Human Resource Challenges

Premila Koppalakrishnan and Gerry N. Muuka (2022). *Navigating the New Normal of Business With Enhanced Human Resource Management Strategies* (pp. 68-92).

www.irma-international.org/chapter/strategies-to-combat-the-covid-19-pandemic-in-the-uae/297403