

BMTP6016

Strategic Tourism, Events & Leisure Management

The Evolution of Strategic HRM



Aims for today

House Keeping
Any Questions?

Subject Specific
HRM vs SHRM: Defining the Scope
Key Milestones in the Evolution of HRM
From Personnel to Strategy... and beyond
Models of SHRM
Hospitality Sector Context
Global Influence
Interactive Session
Case Study Discussion???



HRM vs SHRM: Defining the Scope

Human Resource Management (HRM):

Focuses on personnel management and administrative tasks such as recruiting, training, payroll, and compliance with labour laws. Its primary aim is to manage people within the organization, ensuring the best use of human resources.

Example:

An HR department in a hotel conducting a series of interviews for housekeeping staff would be a classic HRM function.



HRM vs SHRM: Defining the Scope

Strategic Human Resource Management (SHRM):

Aligns the HR strategy with the overall goals and objectives of the organization. It goes beyond traditional HR roles and incorporates strategic decision-making, long-term planning, and linking HR practices to organizational performance.

Example: If the same hotel aims to become the industry leader in sustainability, SHRM would look at recruiting, training, and incentivising staff in a way that aligns with this strategic goal.



Key Milestones in the Evolution of HRM



Key Milestones in the Evolution of HRM

The Hawthorne Studies & The Hawthorne Effect



Key Milestones in the Evolution of HRM

Introduction of HRM software in the late 1980s revolutionized administrative tasks.

ERP Saviours!



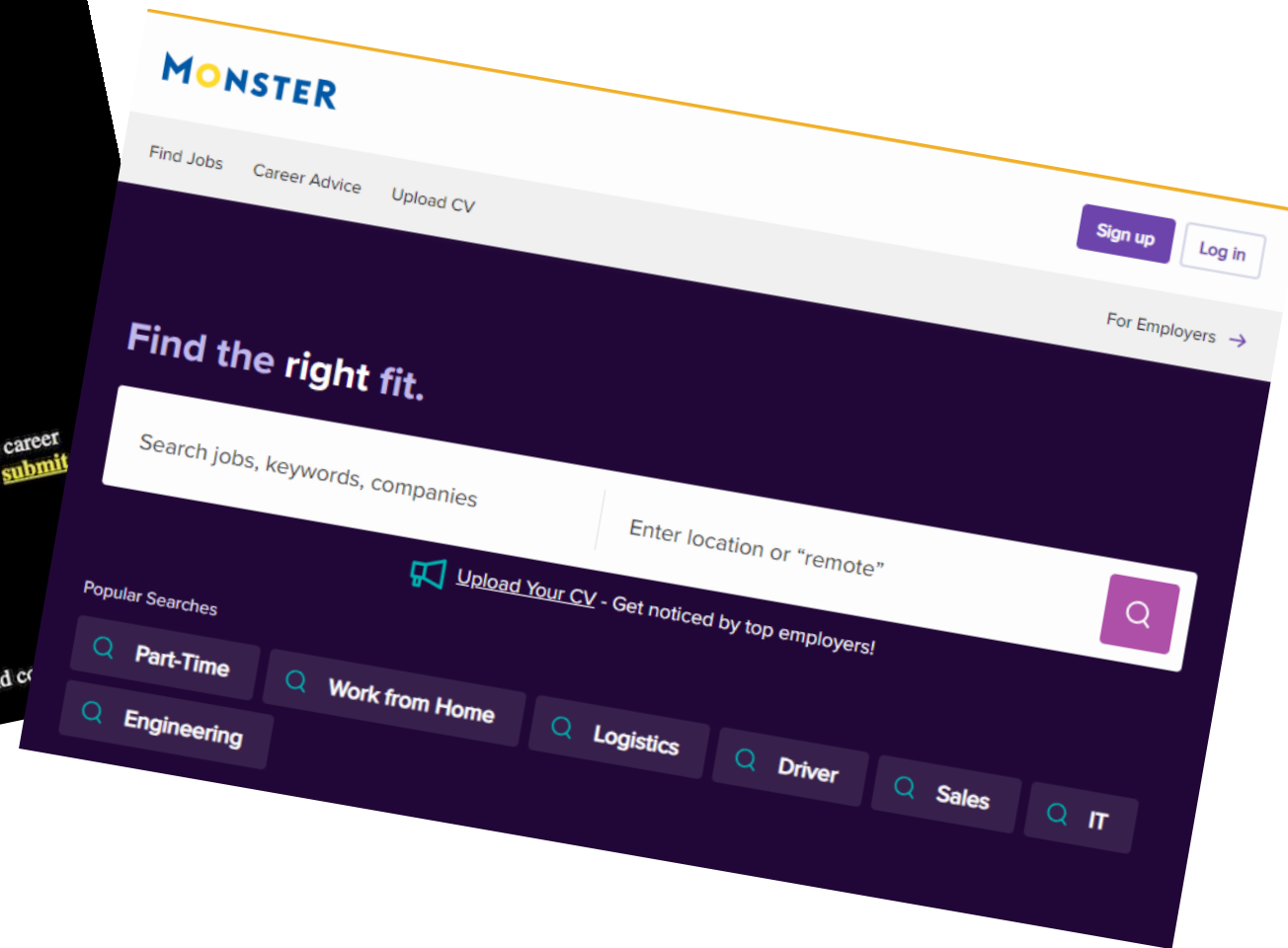
Key Milestones in the Evolution of HRM

So where do we go from here?...

SHRM in the early 21st century, where human capital began to be viewed as a strategic asset.



Key Milestones in the Evolution of HRM

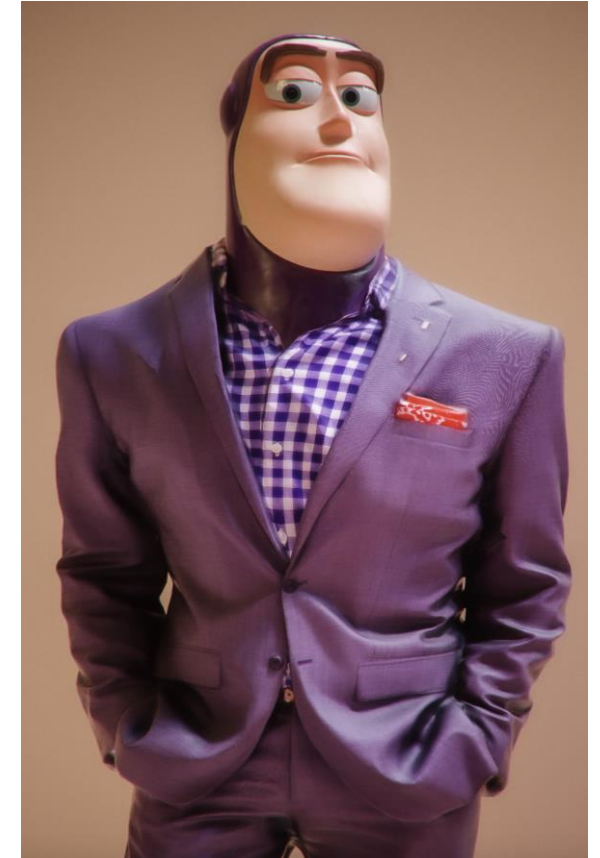


From Personnel to Strategy ... and beyond

In the past, the HR department was essentially a 'personnel' department focused on administrative tasks... yaaawn

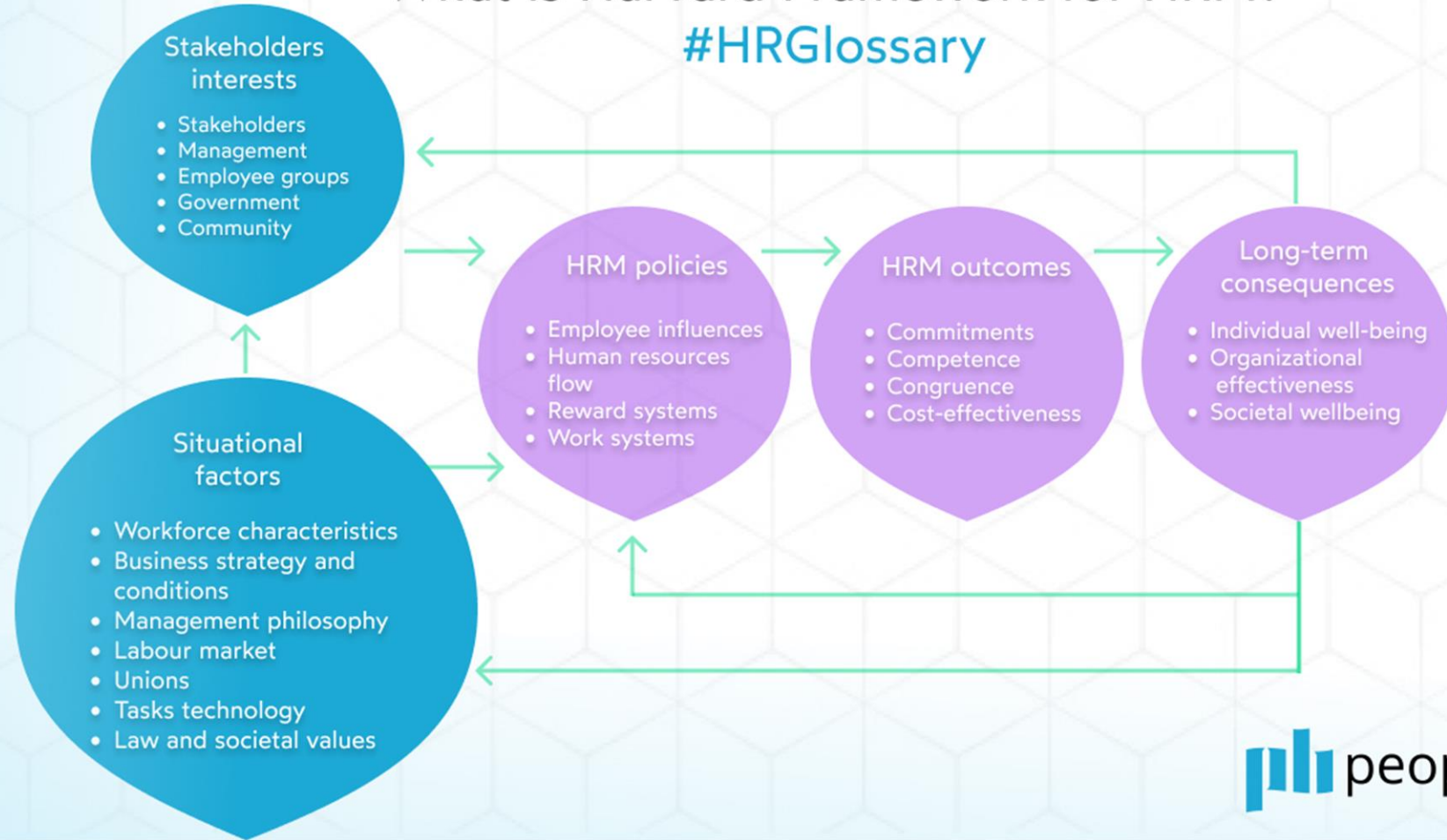
The shift towards a strategic role involves HR participating in executive-level decision-making, influencing company policies, and aligning HR functions with organizational goals.

NOW: In a hotel chain, the HR department not only recruits staff but also engages in market analysis to identify new hospitality trends, ensuring that recruitment and training align with these trends.



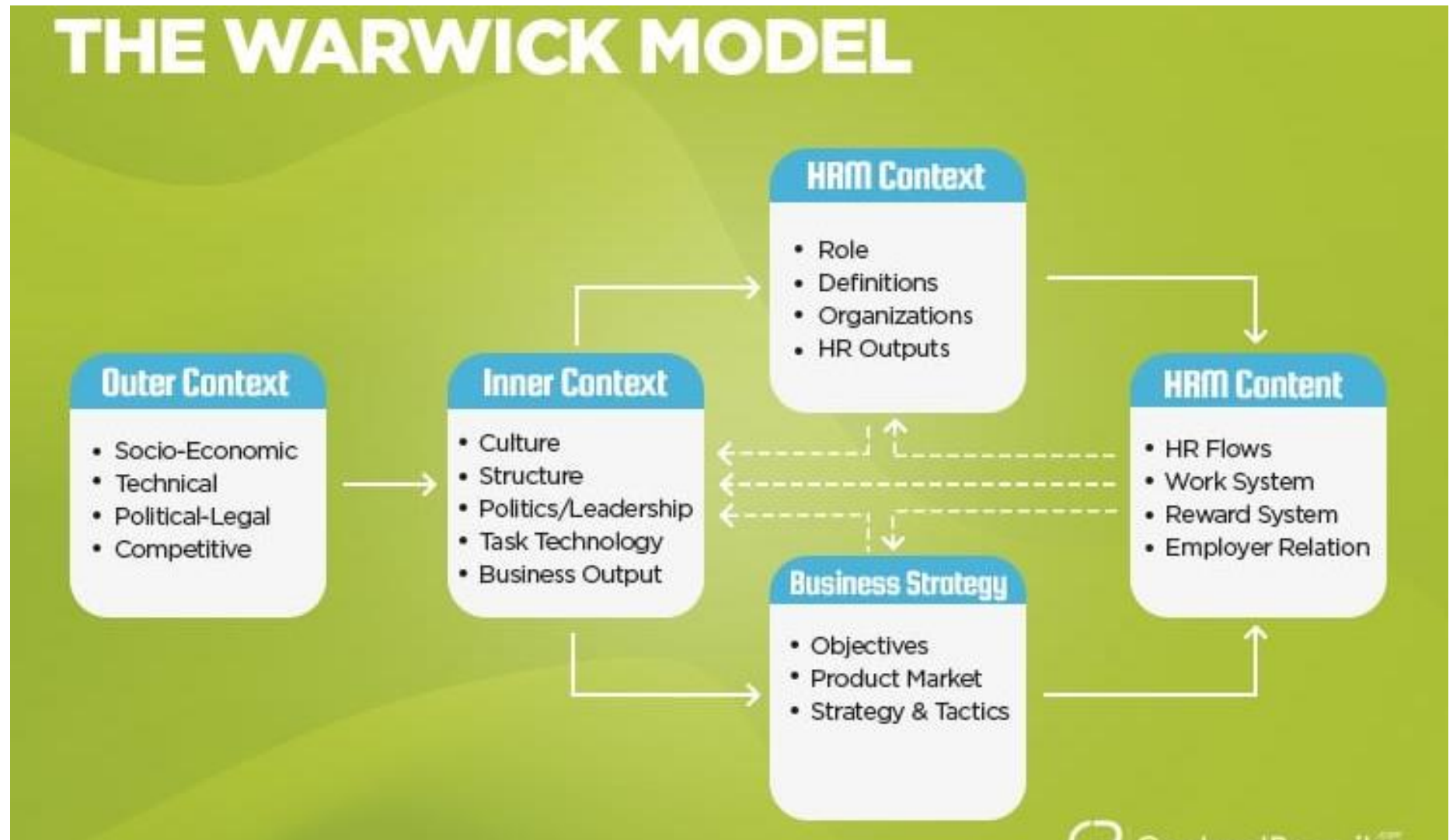
Models of SHRM

What is Harvard Framework for HRM? #HRGlossary

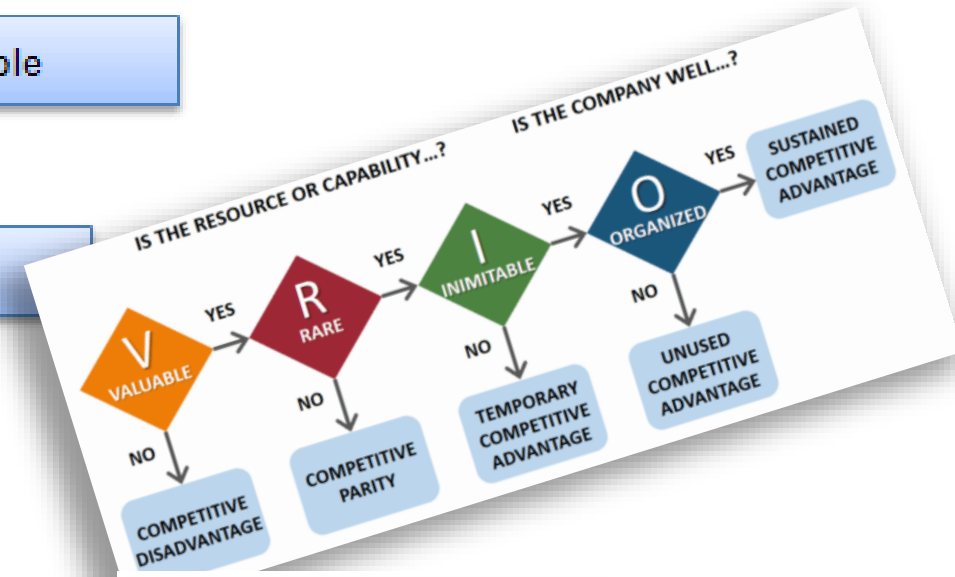
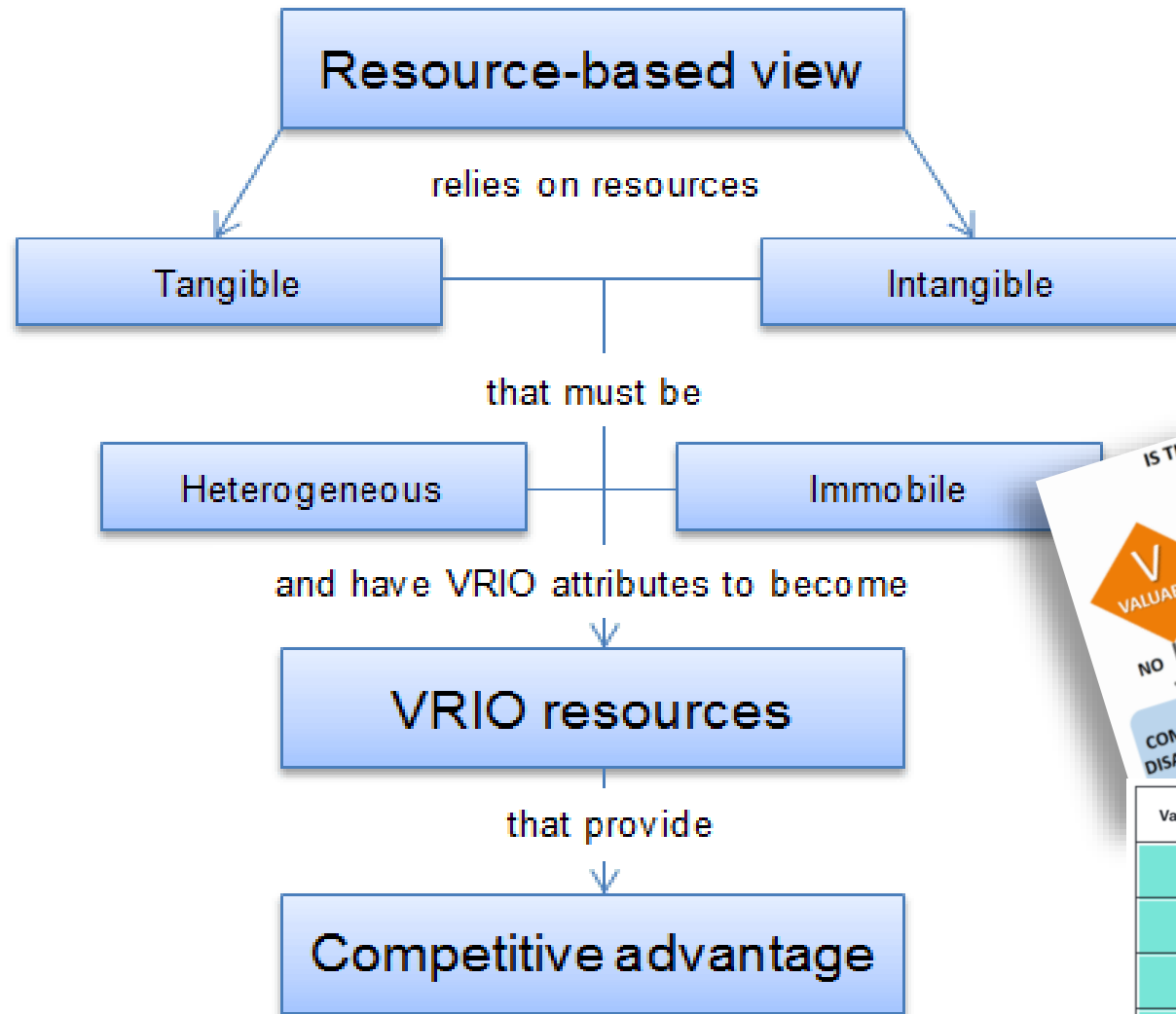


peopleHum

Models of SHRM



Models of SHRM



Valuable?	Rare?	Hard to imitate?	Organized?	
Yes	No			Competitive parity
Yes	Yes	No		Temporary competitive advantage
Yes	Yes	Yes	No	Unused competitive advantage
Yes	Yes	Yes	Yes	Long-term competitive advantage

Hospitality Sector Context

The hospitality industry often has unique challenges which provide opportunities for applying SHRM.

Examples?

- High staff turnover rates
- Diverse employee backgrounds
- Varied customer expectations.

Any others?...

Hospitality Sector Context

How can SHRM can help in tackling these issues?

- Targeted recruitment
- Personalized training programs
- *Any others?...*

Global Influence



Interactive Session

Do you think the shift towards SHRM has been **EVOLUTIONARY** or **REVOLUTIONARY**?

Do you have any examples?

Evolution if

- There is a **solid ground** to stand upon and all is needed are smaller changes
- You can leave with the fact that the **change you want to see will take longer**
- **Organization stability over change** - evolutions usually create questions that are smaller and easier to handle
- You have **not built full trust** from the organization (yet)

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Revolution if

- What is in place **doesn't really work**
- You need the **change to take effect** (almost) **immediately**
- **You can prioritize change management** - and answer all the questions to build psychological safety. Sudden change is never easy
- You have **full trust from the organization**, and people will follow you if you are good enough at explaining why and taking the time to answer to all the questions

Case Study Discussion:

BRING ME
SOME! 😊

Next Week Preview

History of Human Resources Management

