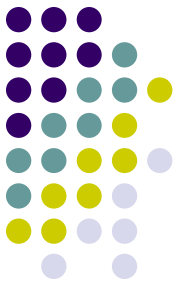


# **Managing Performance at the STRATEGIC LEVEL**

## **A Human Resource Management Perspective**

# Task:



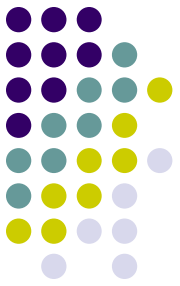
Consider the HR contribution to enhancing the economic value of the organisation under each given heading (ie: each slide).

## Remember:

Economic Value is driven by two forces:-

1. The macro-structural characteristics of the industry (Porter 1980)
2. The ability to build and sustain competitive advantage (Porter 1985)

# BUSINESS STRATEGY – Competing in one industry:

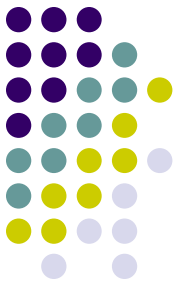


## AMBITION:

- Business Definition
- Mission / Vision
- Long-term objectives

# BUSINESS STRATEGY –

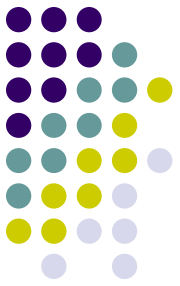
## Competing in one industry:



### Positioning:

- Which customer segments?
- Which countries?
- Our value position?

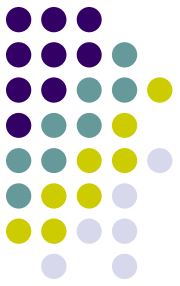
# BUSINESS STRATEGY – Competing in one industry:



## Capabilities Building:

- Business system design
- Key investments
- Acquisitions, mergers, joint ventures, alliances?

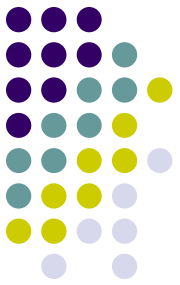
# BUSINESS STRATEGY – Competing in one industry:



## Organisation:

- HRM development
- Structure
- Processes
- Policies
- Values and culture.

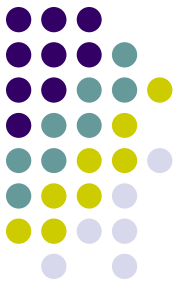
# **CORPORATE STRATEGY – Competing in several industries and/or industry segments:**



## **Ambition:**

- Business Definition
- Mission / Vision
- Long-term objectives
- Relative importance of businesses

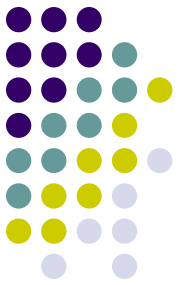
# **CORPORATE STRATEGY – Competing in several industries and/or industry segments:**



## **Positioning:**

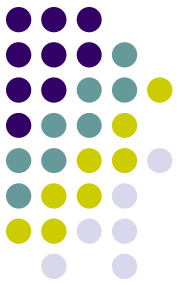
- Which businesses?
- Degree of integration
- Our competitive principles
- Differentiation / Costs

# **CORPORATE STRATEGY – Competing in several industries and/or industry segments:**



## **Capabilities building:**

- Resource allocation among businesses
- Mergers, acquisitions, alliances
- New entries / exits

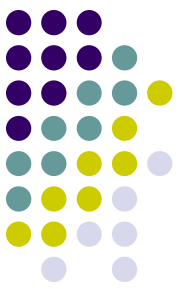


# **CORPORATE STRATEGY – Competing in several industries and/or industry segments:**

## **Organisation:**

- Corporate internal governance
- Corporate HRM
- Structure
- Policies
- Values and culture

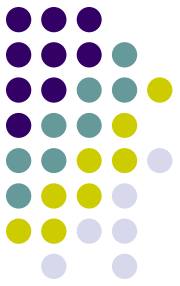
# GLOBAL STRATEGY - Competing in several countries



## Ambition:

- Business definition
- Mission / Vision
- Long-term objectives
- Relative importance of regions and countries

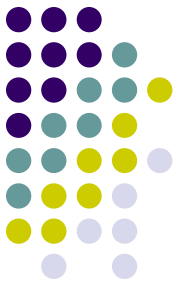
# GLOBAL STRATEGY - Competing in several countries



## Positioning:

- Which regions / countries?
- Degree on integration
- Our competitive principles (global / local)

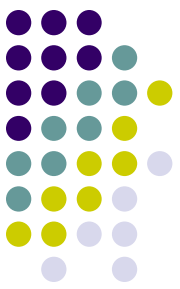
# GLOBAL STRATEGY - Competing in several countries



## Capabilities building:

- Resource allocation among regions / countries
- Designing global value chain
- Mergers, acquisitions, alliances
- New entries / exit

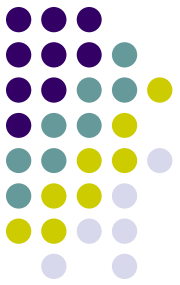
# GLOBAL STRATEGY - Competing in several countries



## Organisation:

- Corporate internal governance
- HRM Policies
- Global structure
- Degree of autonomy for subsidiaries
- Integration and coordination among subsidiaries
- Values and Culture

# Summary and Feedback:



How does the HR function fit into each scenario?

What steps do HR Managers need to take to contribute of organisational performance at these strategic levels?