

HR STRATEGY

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ABSTRACT:To study the overall Strategy's in Heritage Foods India Limited. To measure the training and development effect employees in an organization. To study the growth opportunity programmes in organization. To measure the relationship between the employees. To study the training and development programmes are sufficient and are necessary for employees. To increase productivity. To improve quality,To help a company fulfill its future personnel needs,To improve organizational climate,To improve health & safety, Obsolescence prevention,Personal growth.Firstly the respondents were not available readily and the data were collected as per the convenience of the respondents. Secondly the sample of 100 respondents was given by the organization hence appropriate sample technique was not applied for selecting the respondents. Thirdly, time is also one of constraints. Duration of 45 days is not sufficient to cover all the aspects of the study. For the above limitation the study conducted may not give the true representation of the entire organization. The conclusions so far drawn from the study tempts to offer the following suggestions for making the organization ready for empowerment. The conclusions drawn above convince anybody to identify the following areas to chart out programs for the executives to make them completely ready for empowerment . A general program covering the importance of and need for employee empowerment in the light of global competition is to be designed in brainstorming session involving internal and external experts. The present study identifies the following areas in which training is to be undertaken. A program may be undertaken for Executives in general and to Senior Executives in particular to convince and make them accept the empowerment concept. Executives working in technical areas to be trained effectively in the areas of their role and interpersonal dependence and relations to make empowerment more fruitful.A program may be undertaken about "Shared Leadership" which brings high morale and high productivity and makes the empowerment a success. The subordinate staff who is going to be empowered must be ready to take up this responsibility. A study is to be conducted among the subordinate staff to find out their readiness to discharge the new roles under this empowerment program. This helps in identifying the training areas, to make the subordinate staff completely ready for undertaking empowerment.

KEY WORDS: HRM, DEVELOPING A HRM STRATEGY, COPS, HR STRATEGY AND PERFORMANCE, RESEARCH INSTRUMENT,

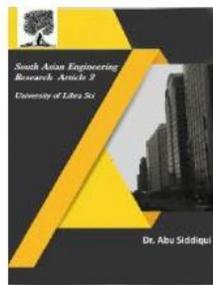


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I. INTRODUCTION

An HRM strategy pertains to the means as to how to implement the specific functions of HRM. An organization's HR function may possess recruitment and selection policies, disciplinary procedures, reward/recognition policies, HR plan, learning and development policies, however all of these functional areas of HRM need to be aligned and correlated, in order to correspond with the overall business strategy. An HRM strategy thus is an overall plan, concerning the implementation of specific HRM functional areas.

An HRM strategy typically consists of the following factors

- "Best fit" and "best practice" - meaning that there is correlation between the HRM strategy and the overall corporate strategy. As HRM as a field seeks to manage human resources in order to achieve properly organizational goals, an organization's HRM strategy seeks to accomplish such management by applying a firm's personnel needs with the goals/objectives of the organization. As an example, a firm selling cars could have a corporate strategy of increasing car sales by 10% over a five year period. Accordingly, the HRM strategy would seek to facilitate how exactly to manage personnel in order to achieve the 10% figure. Specific HRM functions, such as recruitment and selection, reward/recognition, an HR plan, or learning and development policies, would be tailored to achieve the corporate objectives.

- Close co-operation (at least in theory) between HR and the top/senior management, in the development of the corporate strategy. Theoretically, a senior HR representative should be present when an organization's corporate objectives are devised. This is so, since it is a firm's personnel who actually construct a good, or provide a service. The personnel's proper management is vital in the firm being successful, or even existing as a going concern. Thus, HR can be seen as one of the critical departments within the functional area of an organization.

- Continual monitoring of the strategy, via employee feedback, surveys, etc.

II. REVIEW OF LITERATURE

The implementation of an HR strategy is not always required, and may depend on a number of factors, namely the size of the firm, the organizational culture within the firm or the industry that the firm operates in. An HRM strategy can be divided, in general, into two facets - the people strategy and the HR functional strategy. The people strategy pertains to the point listed in the first paragraph, namely the careful correlation of HRM policies/actions to attain the goals laid down in the corporate strategy. The HR functional strategy relates to the policies employed within the HR functional area itself, regarding the management of persons internal to it, to ensure its own departmental goals are met.

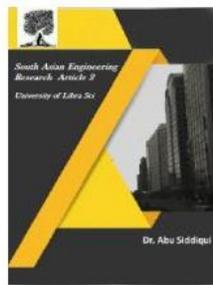


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2.1.DEVELOPING A HRM STRATEGY

: Faced with rapid change organizations need to develop a more focused and coherent approach to managing people. In just the same way a business requires a marketing or information technology strategy it also requires a human resource or people strategy.

In developing such a strategy two critical questions must be addressed.

- What kinds of people do you need to manage and run your business to meet your strategic business objectives?
- What people programs and initiatives must be designed and implemented to attract, develop and retain staff to compete effectively?

In order to answer these questions four key dimensions of an organization must be addressed. These are:

- Culture: the beliefs, values, norms and management style of the organization
- Organization: the structure, job roles and reporting lines of the organization
- People: the skill levels, staff potential and management capability
- Human resources systems: the people focused mechanisms which deliver the strategy-employee selection, communications, training, rewards, career development, etc.

Frequently in managing the people element of their business senior managers will only focus on one or two dimensions and neglect to deal with the others. Typically, companies reorganize their structures to free managers from bureaucracy and drive for more entrepreneurial flair but then fail to adjust

their training or reward systems. When the desired entrepreneurial behavior does not emerge managers frequently look confused at the apparent failure of the changes to deliver results. The fact is that seldom can you focus on only one area. What is required is a strategic perspective aimed at identifying the relationship between all four dimensions.

2.2.STEPS IN DEVELOPING HRM STRATEGY:

Step 1 : Get the "Big Picture "

Understand your business strategy.

- Highlight the key driving forces of your business. What are they? e.g. technology, distribution, competition, the markets.
- What are the implications of the driving forces for the people side of your business?
- What is the fundamental people contribution to bottom line business performance?

Step 2: Develop a Mission Statement or Statement of Intent

That relates to the people side of the business.

Step 3: Conduct a SWOT analysis of the organization Focus on the internal strengths and weaknesses of the people side of the business.

- Consider the current skill and capability issues.
- What impact will/ might they have on business performance?
- Consider skill shortages?
- The impact of new technology on staffing levels?

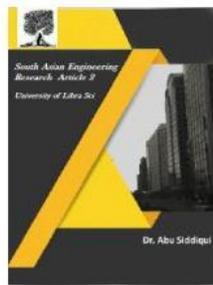


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From this analysis you then need to review the capability of your personnel department. Complete a SWOT analysis of the department - consider in detail the department's current areas of operation, the service levels and competences of your personnel staff.

Step 4: Conduct a detailed human resources analysis Concentrate on the organization's COPS (culture, organization, people, HR systems)

- Consider: Where you are now? Where do you want to be?
- What gaps exists between the reality of where you are now and where you want to be?

Step 5: Determine critical people issues Go back to the business strategy and examine it against your SWOT and COPS Analysis

- Identify the critical people issues namely those people issues that you must address. Those which have a key impact on the delivery of your business strategy.
- Prioritize the critical people issues. What will happen if you fail to address them?

Step 6: Develop consequences and solutions

For each critical issue highlight the options for managerial action generate, elaborate and create -solutions don't go for the obvious. This is an important step as frequently Do not be put off by negative reactions to the words or references to idealistic statements - it is

Step 7: Implementation and evaluation of the action plans

The ultimate purpose of developing a human resource strategy is to ensure that the objectives set are mutually supportive so that the reward and payment systems are integrated with employee training and career development plans.

2.3.HR STRATEGY

“HR Strategy is the system of human resource practices for a particular job or collection of jobs aimed at the best employee performance possible to meet the firm’s ultimate goals”

- System of practices
- Job or collection of jobs
- Performance oriented (have, feel, do) .



2.4.Culture, organization, people, systems (COPS), checklist

2.4.1.Culture

- Do your staff identify with the organization and 'the success of the organization' as being of direct benefit to themselves?
- Do your staff see themselves as having common interests with their work colleagues and group? Is there a strong team spirit?
- Is work allocated on the basis of individual expertise rather than position in the organization?
- Are there sufficient

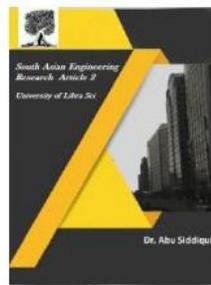


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skills / power bases in the organization? • Are there appropriate leadership skills within the organization?

2.4.2. Organization

• Does the structure of your organization encourage effective performance? • Is the organization structure flexible in the face of changing demands? Does your staff have clear roles and responsibilities? • Does your organization structure tend to push problems up rather than resolve them at the point where they occur? • Does your procedures and management practices facilitate the accomplishment of tasks? •

2.4.3. People

• Does your staff have the necessary skills and knowledge to perform their jobs in the most effective manner? • Does your staff understand their jobs and how they contribute to overall business performance i.e. have clear goals and objectives? • Do your staff have a customer service orientation? Are your staff encouraged to perform well through the giving of recognition, feedback, etc.? • Do your people know what their expected performance standards are?

2.4.4. Systems

• Does your organization's systems (e.g. employee selection and recruitment, promotion, planning, management, information and control) encourage effective performance among your staff? • Are these systems consistent across the organization? • Are there clear rewards for effective performance within your work group? •

Does the organization review its systems frequently and ensure they mutually support each other?

2.5. HR STRATEGY AND PERFORMANCE:



Fig.2.2. HR STRATEGY AND PERFORMANCE

1. The “Five Factors” Influencing the HR System

- ☑ External Environment
- ☑ Social: social values, roles, trends, etc.
- ☑ Political: political forces, changes. Ex. Bush presidency and its agenda for Social Security.
- ☑ Legal: laws, court decisions, regulatory rules.
- ☑ Economic: product, labor, capital, factor markets.

HR Strategy: HR System Internal Fit

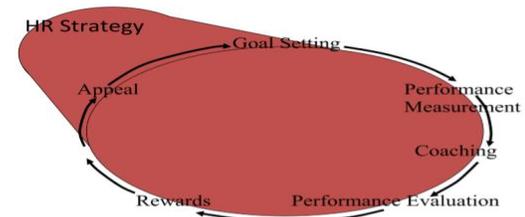


Fig.2.3. HR system internal fit.

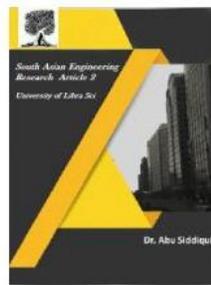


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2.6.PERFORMANCE OF MANAGEMENT SYSTEM

(a) .Knowledge: The basic fact of a group behavior is that the human beings are members of an organization as complex as living organism the first essential is that every person should be adequately knowledgeable about the men and material of the organization concerned.

b. Attitudes: Training must be directed towards creating the right attitude on the part of the staff so as to identify themselves with the policy of management the object of directing the training towards attitude is to make the trainee self confident influencing and responsive in the work progress.

c. Training for all: Training is a process which never ceases until the day of final retirement. It is not simply a treatment given once to new employees only and dropped until a promotion or transfer is about to occur.

d. Active participation: Training gives satisfaction if the trainee feels from the beginning that the has a contribution is valued. Training is a school where. Teaching is a joint endeavor conducted in active participation of the trainer as well as the trainee.

e. Timing of training: Training in its concrete expression must be timed extremely carefully with the trainee's progress. In the training material presented to him a trainee must get an opportunity of applying it directly or indirectly to his own work for details cannot be understand

without any possibility of testing their validity.

f. Conformity with objectives: Training must be based on the conditions in a particular department or organization. At every stage and in every detail it must be in line with the policy and aims of the department which it serves.

g. Fulfilling certain needs of employee: Training programme in order to be effective should be directed to fulfill certain basic needs of individuals in an organization so that can turn to be better suited for the discharge of their present or future responsibilities.

h. Management climate: Lastly the favorable attitude of the top management to the day process of growth of the managerial cadre as well as the operative level of the employees is of permanent importance in the success of training project.

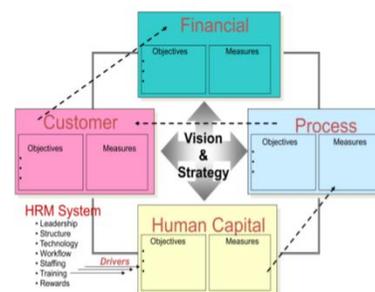


Fig.2.4.The main Strategic HR Critical Success Factors

The Strategic HR is based on the deep knowledge of the organization, processes, procedures and the business strategy. But it needs a strong link to the critical success factors, which can enable the HRM Function

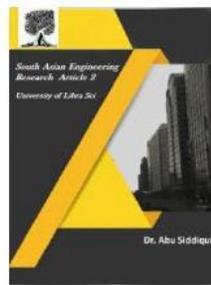


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to measure its own success on the way of implementing the Strategic HR in the organization.

It is the task of the HRM Function's Management Team to select the correct set of critical success factors and to define the correct KPIs to measure their development. The HRM Function Management Team usually selects the critical success factors, which have a common roots in the business strategy and their improvement has a direct impact to the profits of the organization, by increasing the income or by decreasing the costs.

- Leadership • Talents • High Performance Corporate Culture • Strategic Planning

By developing the skills and abilities of the HRM Function employees the HR Management Team can assure the highest achieved benefits for the organization and the measurement of the accomplishment can be pretty accurate. .

III.RESEARCH METHODOLOGY

Research is scientific and systematic search pertinent information in a specific topic. The meaning of research is “A Careful Investigation (or) Inquiry.HRM STRATEGY is the corner stone of sound management, and it makes employees and employers more effective and productive. It is actively and intimately connected with all personnel and managerial activities. There is a present need for HRM STRATEGY measures. So that new and changed techniques may be taken advantage and improvements effected in new methods,

which are woefully inefficient. Training is practical and of vital necessity because, apart from other advantages mentioned, and increase their “Market Value”, earning power job secure.

Heritage Ltd is spending for HRM STRATEGY activities. It is introducing global concepts like • Team Building • Time Management

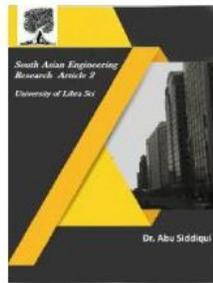
It uses all the technology available and modern equipment in HRM STRATEGY programmers. In a contemporary study, it was revealed that it is more inflammable so the workers and superiors must concentrate on the work what they are doing. At any time if they don't concentrate on their work it is very dangerous to the whole industry.

3.1.RESEARCH INSTRUMENT:

In order to collect the data from the people in organization the research instrument used is QUESTIONNAIRE. A structured questionnaire has been designed, consisting of Closed Ended questions. All the questions are objective. Questionnaire does not contain any column for personal details of the people in heritage Ltd., Questionnaire is designed for employees and employers containing questions respectively. The questions are framed consisting of different factors. Both positive and negative questions are included to reduce the bias.

3.2.DATA SOURCES :

Data means a collection of facts in real life statistical data is a collection of facts in numerical figures. The data sources are usually identified using the type of data



needed. There are two types of data . They are :

(A)Primary data.

(B) Secondary data.

(A).PRIMARY DATA:

The first hand information by the investigation by means of observation, questionnaires and personal interview. Primary data consists of original information gathered for a specific purpose.

(B) SECONDARY DATA :

Secondary data consists of information obtained through various Management books , Journal, Newspapers and Internet.

3.3.SAMPLING

Sampling is always necessary to collect data from the whole organization. A small representative sample may serve the purpose. Sample means “A Group Taken From a Large Lot“. This small group should be miniature cross-section and really “Representative” in character. This selection process is called Sampling.

3.4.SAMPLE SIZE :

Sample is device for learning about masses by observing a few individuals, that selected sample is “100”.

3.5.SAMPLE PLANNING

Sample planning consists four major parts they are

- Sample Unit : Employees
- Sample Size: 100
- Population : 598
- Sample frame: Employees of heritage foods, Hyderabad
- Sample procedure: Convenience Sampling.

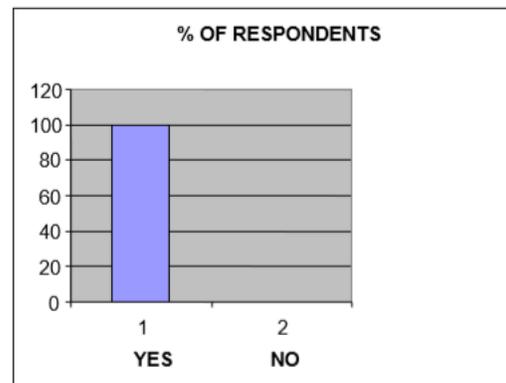
V.DATA ANALYSIS & INTERPRETATION

1)Do you feel that training programmers are necessary for employees?

(a) YES

(b) NO

S.NO	OPTIONS	NO OF RESPONDENTS	% OF RESPONDENTS
1	YES	100	100
2	NO	0	0
	TOTAL	100	100



INTERPRETATION:

From the above table , we can say that 100% employees feel that the training programmers are necessary for employees. The 0% employees feel that training programmers are not necessary for employees.

2)Do you feel satisfied with working conditions in your organization?

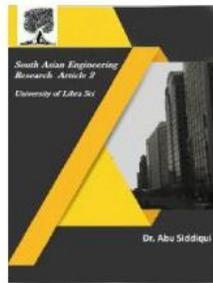


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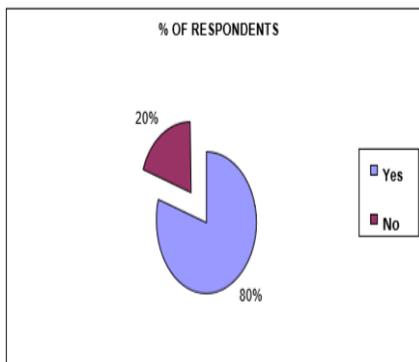


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(a) YES (b) NO

S.NO	OPTIONS	NO OF RESPONDENTS	% OF RESPONDENTS
1	YES	80	80
2	NO	20	20
	TOTAL	100	100



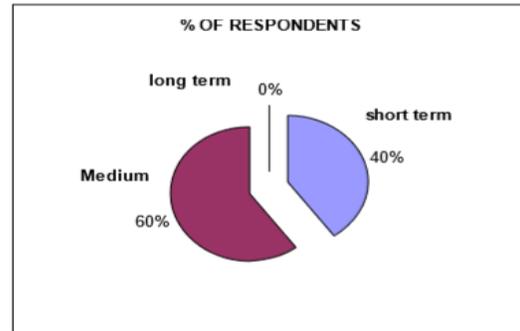
INTERPRETATION:

From the above table about 80% of the employees are satisfied with working conditions in this organization. Rest 20% of the employees are not satisfied with Working conditions in this organization.

3)Duration of the Strategy of individual employee programmed is:

(a) Short term (b) Medium (c) long term

S.NO	OPTIONS	NO. OF RESPONDENTS	% OF RESPONDENTS
1	SHORT TERM	40	40
2	MEDIUM	60	60
3	LONG TERM	0	0
	TOTAL	100	100



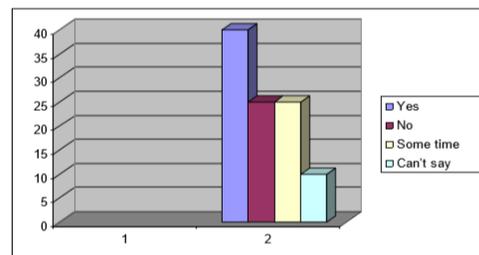
INTERPRETATION:

From the above table , About 40% of the employee's opinion of the duration of Strategy Programmed is short term, 60% of employees opinion is medium and 0% of employees Opinion is long term.

Is the physical working conditions are taken care by superiors?

A) Yes B) No C) Some time D) Can't say

PARTICULARS	RESPONDENTS
YES	40
NO	25
SOME TIME	25
CAN'T SAY	10



INTERPRETATION:

From the above table , about 40 % employees is saying that the physical working conditions are taken care by

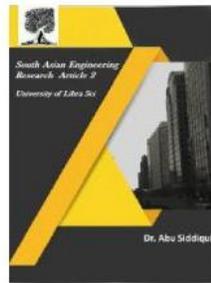


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superiors only and 25 % say no and 25% say some time and 10 % say can't say.

SCOPE OF THE STUDY

HRM plays a large part in determining the effectiveness and efficiency of the establishment. Increase in productivity is possible only when there is an increase in quantity of output. It applies not only to new employees but also to experienced people. It can help employees and employers to increase their level of performance and to develop skills, knowledge on their present job assignments.

CONCLUSION

➤The strategy program in HERITAGE is focused on new and old employees.

➤ Training program is conducted quarterly.

➤ HR strategy principals& program in HERITAGE is based on the performance and seniority.

➤ The HRM Strategy program in HERITAGE is also the company response to new innovation and upcoming technologies.

➤The goal of the program is mainly to improve the job related skills.

➤It has been observed during the study that most of the employees expressed the need for each employee to attend the training program least once in a year.

➤ Most of the trainees supported external faculty rather than internal.

➤The job security is not been effected by the program being undergone.

➤The training program is very much relevant to the present nature of work.

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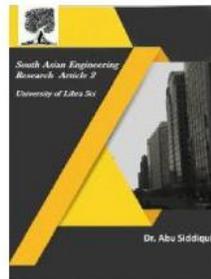


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