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Abstract
The concept of strategy has been borrowed from the military and adopted for use in business. In business, as in military, strategy bridges the gap between policy and tactics. Strategy and tactics together bridge the gap between ends and means. Strategy is a term that comes from the Greek strategia, which means “generalship.” In the military, strategy means to manoeuvre the troops into position before the enemy is actually engaged. In this sense, strategy refers to the development of troops. Once the enemy has been engaged, attention shifts to tactics. Clauswitz has defined strategy as “the art of the employment of battles as a means to gain the objects of war” which gives us centuries-old military origins of strategy. This definition does not give us any meaning of strategy in relation to business so B.H. Liddell Hart has deleted the word “military” from Clauswitz definition to make the concept of strategy easy for the business world.

1. Introduction
The concept of strategy has been borrowed from the military and adopted for use in business. In business, as in military, strategy bridges the gap between policy and tactics. Strategy and tactics together bridge the gap between ends and means.
Rest of this work has organized as follows. In section 2, Business strategies are presented. In section 3, An introduction Human resource management is detailed. The focus of section 4 is on strategic human resource management while conclusions and future work and references are covered in section 5 and in section 6 respectively.

2. Business Strategies

Steiner, G (1979) is generally considered a key figure in the origins and development of strategic planning. He has defined strategy in the following ways.

- Strategy is that which top management does that is of great importance to the organization.
- Strategy refers to basic directional decisions, that is, to propose and missions.
- Strategy consists of the important actions necessary to realize these actions.
- Strategy answers the questions: What should the organization be doing?
- Strategy answers the question: What are the ends we seek and how should we achieve them?

Steiner definition was generally considering the mid point of the rise of strategy planning. The confusion surrounding strategy contributed to the demise of strategy planning in the late 1980s. This rise and fall of strategic planning brings us to Henry Mintzberg.

2.1. Strategy According to Henry Mintzberg

Mintzberg, H. (1994) has pointed out in his book, The Rise and Fall of Strategic Planning, that people use “strategy” in several different ways, the most common being these four:

- Strategy is a plan, a “how” a means of getting from here to there.
- Strategy is a pattern in actions over time; for example, a company that regularly markets very expansive
products is using a “high end” strategy.

- Strategy is position; that is, it reflects decisions to offer particular products or services in particular markets.
- Strategy is perspective, that is, vision and direction.

For these definitions Mintzberg has followed the earlier writers. One of them was Kenneth Andrews, who defined strategy in his famous book, *The Concept of Corporate Strategy*.

### 2.2. Strategy According to Kenneth Andrews:

“Corporate strategy is the pattern of decisions in a company that determines and reveals its objectives, purposes, or goals; produces the principal policies and plans for achieving these goals, and define the range of business the company is to pursue, the kind of economic and human organization it is or intend to be, and the nature of the economic and non-economic contribution it intends to make to its shareholders, employees, customers, and communities”

Andrew’s definition obviously anticipates Mintzberg’s attention to pattern, plan, and perspective. Andrew’s also draws a distinction between “corporate strategy” which determine the businesses in which a company will compete, and “business strategy” which define the basis of competition for a given business. Strategy as the basis for competition brings us to another guru of competitive strategy, Michael Porter.

### 2.3. Strategy According to Michael Porter

Porter, M. (1996) has argued that competitive strategy is “about being different.” He adds, “It means deliberately choosing a different set of activities to deliver a unique mix of values.” In short, Porter argues that strategy is about competitive position, about different yourself in the eyes of
customers, about adding values through a mix of activities different from those used by competitors. Porter also defines strategy as “a combination of the ends (goals) for which the firms are striving and the means (policies) by which it is seeking to get there.” Porter has explained both planning and position is his strategy. This definition shows that Porter has embraced strategy as both plan and position.

The above definitions show that the word of strategy can be used in many ways, some time it can be used as plan and some time it can be used as perspective to achieve the final targets.

Mintzberg (1994) has categorized the field of strategy into three separate schools:

- Perspective,
- Descriptive,
- Configurational,

Perspective school aims to control strategy process through analysis. It is interested how strategies should be formulated rather than how strategies emerge. Accordingly, for them strategy is a plan or a position. Design, planning and positioning schools share these ideas. The descriptive school aims to observe how strategies arise. Learning, power, Cognitive, Entrepreneurial, Cultural, and environmental schools are subtypes of the descriptive group. For descriptive school, strategy can be anything of Mintzberg’s five Ps: plan, ploy, pattern, position or perspective. Configurational school argue that strategic management can have characteristics of all before mentioned models, depending on the current environmental situation. The different schools of thoughts have also been explained by Mintzberg and his colleagues.

Mintzberg et al (1994) has mentioned ten various schools of models to help in formation of a strategy. These ten models are as follow:

say in this model about the external and internal environments of businesses. The external environment which is uncover, tells us about the threats and opportunities while the internal environment is about the strengths and weaknesses of entire businesses or Organizations. It means that Design School gives us an idea about the appraisal of internal and external environments of businesses and organizations.

The Planning School of Strategy Formation
Mintzberg et al (1994) say that the message for this school is fitted with the trend in management education, businesses and other government practices (formal training’s, formal analysis, procedures etc). So, in this school the strategy makers are developing long or short term planning to achieve the long or short term goals of businesses and for this purpose mainly the previous data is used.

The Position School or Model: Mintzberg et al (1994) say that in this school or model strategy is formulated as an analytical process. Carphonewarehouse strategy is a clear example of position school. Carphonewarehouse has changed their strategy and started free broadband to their customers with mobile phones.

The Enterpreneurial School. Mintzberg et al (1994) say in this school that strategy is based on the personal view, vision, thinking and concept which comes in someone or leader mind.

Cognitive School. During the formation of strategy, people or leaders are mainly relying on their practical experience. Mintzberg et al (1998) has said in this school that their experience is shaping their strategy.

The Learning School. Mintzberg et al (1994) have quoted the statement of Herbert Simon (famous political scientist) that “the world is large and complex, while human brain and their information processing capabilities are highly limited in comparison”. In this school the strategy
has been designed in small steps and the next step has been taken on experience of the previous step. Mintzberg et al (1994) say in this school that strategy formation is depend on negotiation among various stakeholders of an organization. Stakeholders are trying to influence the strategy according to their own importance. These stakeholders may be internal or external to the organization.

The Cultural School. Mintzberg et al (1994) say that culture is very important for every organization. In this school strategy formation will be depend on the culture of organizations.

The Environmental School. In response to the changes environment every organization makes their strategy. These changes may be PESTLE (Political, Economical, Sociocultural, Technological, Legal and Environmental) or SWOT (Strength, Weaknesses, opportunities, Threats) or some other. Mintzberg et al (1998) say in this school that strategy will be formed in reaction to the environment. Finally we can say that the above ten schools or models are playing a vital role in strategy formation for different situation. Bratton (2003) said that resources (Financial, Human or Natural) are also very important for making and developing a strategy.

Strategy of a firm is mainly depends on the resources. For example if a firm have ten sales men and five of them have cars and five do not have cars then the five will perform well for the company as compare to the other five sales men, but if the company provide cars to the rest of the five sales men then the management know that the firm have more resources and the out put will be better now. Similarly if the firm has ten sales men then the firm will have one strategy for operation but if the firm have twenty sales men then the firm will have another strategy for operation. Therefore Human Resource Management
will have the same affect on a firm strategy as other resources. In the past Human Resource Management was not regarded an important part but now it is an important part for many companies in the development of their business strategies. Human Resources become very important for firms and organizations if they are skilful e.g. call centres, software houses and they are making their strategies according to the skills of their human resources.

3. History of Human Resource Management

Now a day's the business environment is totally different from the old traditional style. The main reason for this change is market competition because the business environment is getting more competitive with the passage of time. In order to address this type of competitive environment practitioners and researchers have start thinking about the improvement of organizational development with various aspects. Mabey and Salaman (1995) said that various types of activities have been developed to provide competitive advantage to organizations. These activities are JIT (Just in time) which aim to produce right material or products with the necessary quality and right quantity at the appropriate time. TQC (cellular working and total quality control) is another activity associated with JIT. Cellular working group combines processes and mechanics to with a multi-skilled work force to enhance flexibility.

In the same time employees management also got very importance particularly in the west as they observed the Japanese organizations. Japanese industries developed very fast and it was a threat for west. Writes and researchers in the west found that employees are one of the main assets in Japanese industry. To follow the Japanese example the west has developed their personnel department which was later on converted to human
3.1. Definition of Human Resource Management

Generally speaking HRM is about the management of an organization’s workforce. Most definitions of HRM include normative elements which states that HRM is concerned with activities that are undertaken to achieve specific goals. For example, according to Boselie (2002) “Human resource management involves management decisions related to policies and practices which together shape the employment relationship and are aimed at achieving individual, organizational, and social goals.” Schermerhorn (2001) has defined HRM in the following way.

"Process of attracting, developing and maintaining a talented and energetic workforce to support organizational mission, objectives, and strategies"

The main objective of HRM is to organize and utilize the functions of personal management (selection, appraisal, reward and development) in such a way, that there impact on organizational performance is maximized. Boselie (2002) stated that the success of HRM practices depends on the horizontal and vertical fit of an organization’s HRM. Horizontal fit refers to the necessary integration of individual HRM practices, while vertical fit implicates the necessary match between human resource policy as a whole and the organizational strategy.

According to Michigan approach, HRM should only be concerned with maximising organizational goals. Storey (1992) said that employees are resources that should be managed in an efficient and effective way. Motivation and well-being of employees may be relevant, but only to the extent that they influence employee and organizational performance.

Human Resources are also a very important source to generate and sustained competitive advantage. According to Lado and Wilson (1994) “human resource
systems can contribute to sustain competitive advantage through facilitating the development of competencies that are firm-specific and generate tacit organizational knowledge." Maintaining a competitive advantage require the human resources to stay competitive as Koch and McGrath (1996) argued that “certain human resource strategies—namely, the accurate projection of human capital needs, the identification of individuals best suited to meet organizational objectives, and the development of employees are expected to be positively associated with superior workforce performance.”

To explain the behavioural perspective of HRM Naylor et al. (1980) said that it focuses on the use of personnel practices as tools for shaping patterns of behaviour that help to achieve organizational goals and objectives. Snell (1992) said that different goals and objectives require different strategies and behaviours, and therefore different HRM practices. Huselid (1995) said that Naylor and Snell approaches lead to focus on an external fit, resulting in contingency theory of HRM e.g. size, technology, ownership, sector and location.

Some people believe that HRM and personnel management are same things but there are some differences between these two terms. Storey (1992) has compared HRM and Personnel Management theories on four dimensions: beliefs and assumptions, strategic aspects, line management and key levers. Within these four dimensions, 27 different items were distinguished on which HRM and Personnel Management theories were compared. He concluded that HRM theories are more customers oriented, more central to the corporate plan and focus on a wider range of employment relationship related issues such as managing climate and culture. But on the other hand Leggs (1995) has a different idea about HRM and Personnel
Management. He compares the normative models of HRM and Personnel Management and concluded that both have much in common, since both:
• Stress the importance of integrating personnel/HRM practices with organizational goals.
• Identify assigning the right people to the right jobs as an important means of integrating personnel/HRM practice with organizational goals.
• Emphasis the importance of individuals development their abilities for their own personal satisfaction to make their best contribution to organizational success.
• Personnel/HRM firmly in line management.
According to the later definitions, HRM is only concerned with organizational goals, while the former definitions explicitly individual and social goals as well. These differences reflect different normative views regarding the objectives of HRM. These definitional differences actually refer to discussions on two different levels. The first discussion primarily takes place at the level of individual firms. Here, the stakeholders of each firm determine to which extent the goals of the HRM policy includes only organizational goals, or explicitly includes the interests of other stakeholders as well. The second discussion takes place at a scientific level, where researchers examine the choices that are made by individual organizations and the consequences of those choices.

4. Strategic Human Resource Management
As earlier said that the Japanese industrial growth has surprised the West and America with all aspects, production, quality and revenue etc, so their researchers have started to find out the secret of their business growth. They found that the secret of their growth is human resource management. A Japanese
industrialist addressed the business community of West in U.S.A in 1978 and said that “We are going to win and the industrialize west is going to lose... the reason for your failure is within yourselves. Your bosses doing the thinking and workers wield the screwdrivers. You are convinced deep down that this is the right way to do business. For you the essence of management is getting the idea out of the heads of bosses and into the hands of labours” Storey et al (1998). This speech had a great affect and to follow the Japanese industries West has started to structure a plan for their work force management. So in this way they have integrated human resource management with their business strategies. The integration idea has opened another chapter in the business of west which we now call strategic human resource management.

Erickson & Dyer (2004) argued that strategic human resource management (SHRM) is concerned with the contributions human resource strategies make to organizational effectiveness, and the way in which these contributions are achieved. To maximize the firm performance Dyer & Holder (1988) said that human resource management together with strategy can maximize the firm performance. Organizational effectiveness is also very important. Huselid (1998) have argued that SHRM enhances organizational effectiveness regardless of organizational goals, work system, or context. Many writers suggest that the extent to which human resource strategy contributes to organizational performance depends on its capacity to foster desired employee behaviors. Despite of this appeal behavior approach has only rarely been employed. Si it means that there are still an opportunity to develop SHRM model by using behavioral approach.

SHRM has a key role in enhancing organizational effectiveness, maximizing
organizational performance and achieving the firms objectives but on global level SHRM still facing some series challenges. These challenges are: (1) frequent ambiguity about human resource management authority, (2) multiple independencies among subsidiaries, (3) increased uncertainty about sustainability of network flexibility and efficiency, (4) possible discontinuities in security top level support for changes in human resource management systems, and (5) difficulties in acquiring the multiplicity of skills and competencies required for effective global SHRM in knowledge sharing.

4.1 Definition of Strategic Human Resource Management

Much more work has been done on human resource management field to enhance its effectiveness in organizations. However Butler et al (1991) said that more recently, writers have begun to approach the area of HRM from a much more macro-orientation—that is called SHRM. For example, Schuler and Walker (1990) noted that human resource strategy referred to a short term focus on businesses and defined it as “a set of processes and activities jointly shared by human resources and line managers to solve people related business problems”. Guest (1989) suggested that SHRM is concerned with ensuring that “human resource management is fully integrated into strategic planning; that HRM policies cohere both across policies areas and across hierarchies and that HRM practices are accepted and used by line managers as part of their everyday work”. The best definition of SHRM came from Schuler (1992) who stated that “all those activities affecting the behaviour of individuals in their efforts to formulate and implement the strategic needs of the business”. In other words, we can say that SHRM is a macro-organizational approach to view the role and function of HRM in the large
organization. McMahan and Wright (1992) has defined SHRM as the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals. This definition highlights two important dimensions that distinguish it from traditional HRM. First, vertically, it makes the link of human resource management practices with strategic management process of the organization. Secondly, horizontally, it emphasizes the coordination among the various human resource management practices.

5. Conclusion and Future Work
The contribution of this work is to present a detailed critical overview of business and human resource management strategies. SHRM and business strategies is very useful for the growth and development of many organizations. Researchers are trying to integrate HRM and business strategy. This integration is depending on the level, size and standard of organizations. But what are different levels, sizes and standards of organization in which this integration occurs. For this reason we can study the following models or schools to get an idea how SHRM and business strategies are integrating in different organizations to achieve their goals. In future we intend to contribute our research findings with the ongoing research in this area.

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