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Contents

Editorial

- | | |
|---|----|
| The Impact of Changes in Macroeconomic Factors on the Indian Stock Returns
Aman Srivastava, Furqan Qamar and Masood Khan | 1 |
| An Empirical Study of the Relationship between Price Dimensions and Private Label Brand Usage
Vipul V. Patel | 14 |
| Profiling Training and Information Needs of Hospital Decision-Makers: Some Lessons from the Portuguese Experience
Fernanda Nogueira, Chris Gerry and Francisco Dini | 22 |
| Customer Satisfaction and Quality Perceptions of Electronic Banking Channel Services: An Empirical Study.
A.J. Joshua, K.V.M. Varambally and Moli P. Koshy | 33 |
| Corporate Stakeholders Management: Approaches and Models – A Review
Shashank Shah and A. Sudhir Bhaskar | 46 |
| Book Reviews | |
| Corporate Environmental Management
Viswaranjan Somanath | 59 |
| Strategic Human Resource Management
S. Lakshminaryanan | 62 |



**Chh. Shahu Institute of Business
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Contents

Editorial

The Impact of Changes in Macroeconomic Factors on
Stock Returns

Amn Shrivastava, Fuzhan Qamar and Masood Khan

An Empirical Study of the Relationship between
Dimensions and Private Label Brand Usage

Vijay V. Patel

Profiling Training and Information Needs of
Makers: Some Lessons from the Portuguese
Fernanda Nogueira, Chris Gerry and Francisco

Customer Satisfaction and Quality Perception
Banking Channel Services: An Empirical Study
A.J. Joshi, K.V.M. Varambally and Moli P.

Corporate Stakeholders Management: A
Review

Shashank Shah and A. Sudhir Bhaskar

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Editorial Note

Born in a Peasant Family, Dr. A.D. Shinde was known as a visionary educationist. In spite of being a Chartered Accountant, he spent most of his life as a teacher and administrator. He established Chh. Shahu Institute of Business Education and Research (SIBER) and was the patron of South Asian Journal of Management Research (SAJMR). The Institute imparts Master of Business Administration (MBA), Master of Computer Application (MCA), Master of Social Work (MSW), Master of Environment Management (MEM) and certain Diploma courses. In addition to these the M.Phil in Commerce and Management, Economics, Social Work and Sociology is also being offered. Now Dr. Shinde is not with us.

We can talk many imbibed quality in him. He was a visionary and led a modest life style. He inspired many people and strengthened their lives. He was a role model of many people.

I worked under his guidance for about a quarter century beginning of my earlier carrier till his departure. I found in him the thirst for research. He was also concerned about quality research and the outcome is South Asian Journal of Management Research.

He is also responsible for establishing Vasantraodada Patil Institute of Management Studies and Research, Sangli, College of Non-Conventional Vocational Courses for Women, Kolhapur, Dinkarrao Shinde College of Education, Gadhinglaj and Radhabai Shinde English Medium School, Kolhapur.

He had a clear goal and a vision and was able to manage the complex situation from time to time. He was equally able to influence the followers towards reaching the vision. His ability to articulate his vision towards development of the Institute needs to be remembered the most.

His aura of Charisma, and optimistic view helped him to develop the legend he left before the people. Leaders typically make the difference. We the editorial members, management body, faculties and non-teaching staff salute him. We pray for him. Let his soul rest in peace.

Dr. Babu Thomas
Editor



Strategic Human Resource Management

By Jeffery A. Mello
Edition Number: 3
ISBN: 981-243-897-1
No. of Pages: 475
 Thomson Press

Strategic Human Resource Management has evoked keen interest and a lot of debate among HR professionals and practitioners.

The Context of Strategic Human resource Management

This book examines the traditional functional HR areas from a strategic perspective. This text is organized into two sections. The first section consists of seven chapters which discuss the conceptual framework of Strategic Human Resource Management with special emphasis on a conceptual model for the practice of Strategic HR. The chapters discussed under this section include.

1. An Investment Perspective of Human Resource Management
2. Trends Affecting Human Resource Management
3. Strategic Planning
4. Evolving / Strategic Role of Human Resource Management
5. Human Resource Planning
6. Design and Redesign of work systems
7. Employment Laws

Chapter I

The First chapter focuses on the investment perspective of Human Resource Management where special emphasis is on the sources of employee value. The author, while analyzing the strategic view of Human Resources, views employees as assets which increase the organizational value when the organization spends time and resources in developing proper policies and programmes. This chapter also discusses the sources of employee value, Implication of **valuing** Human assets for

individuals and organization and factors influencing an organization's investment orientation. A case study on how South West Airlines achieved competitive edge by linking the employee needs and organizational capabilities are also discussed in this chapter.

Chapter II

The second section discusses the various trends affecting Human Resource Management. Factors like technology, workforce, demographic changes and diversity and their impact on HRM and the manner in which the HR has to strategically respond to these changes are **ludly** explained in this chapter.

Chapter III

This chapter deals with the meaning of Strategic Human Resource Management, the strategic Management Process, strategic models like Industrial Organization Model and Resource Based View Model. The author has provided a contrasting view of the two models of strategy in detail. While explaining the Strategic Management Process, the author explains about the importance of Mission Statement, the need for the organization to do a detailed environmental scanning and a thorough Self assessment of its capabilities before establishing its goals, objectives and strategy. A brief description about the Five P Model of SHRM is also given in this chapter.

Chapter IV

The fourth chapter discusses the evolving strategic role of Human resource management. The possible roles assumed by the HR function in line with evolving strategies, the HR role in knowledge based

economy, and the critical competencies needed for SHRM function and the barriers to Strategic HRM are some of the topics which have been highlighted in this chapter. A model of SHRM has been presented towards the end of this chapter.

Chapter V

The meaning of Human Resource Planning, Objectives of Human Resource Planning, types of planning and the various levels in which the HR become Strategically reactive are some of the discussions on which the chapter focuses.

Chapter VI

This section focuses on changing nature of work which requires organization to focus on work design and redesign and evolve appropriate HR strategies to meet the ever changing workers' needs and aspirations. The section also highlights the role of HR as a change agent which drives, facilitates and strategizes change in organizations.

Chapter VII

The employment law is one of the key strategic areas of HR in which the managers are ill prepared to manage. The law regulating the employment relationship are numerous and very complex. As there is a lot of ambiguity in the new as well as old laws, the managers who are involved in strategic decision making at all levels of the organization have to be kept well informed. The chapter focuses more on U.S employment laws and strategies for managing sexual harassment.

It also discusses about the sources of employees value, Implication of valuating Human assets for individuals and organization, factors influencing an organization investment orientation

Implementation of Strategic Human Resource Management

The second section which consists of chapters 8-14 explains various strategic issues faced by an organization while developing various policies and procedures pertaining to the traditional functional areas of HR like Recruitment, Training & Development, Performance Management, Compensation Management, Labor Relations etc to cope with the everchanging competitive business world. The chapters discussed under this section include

1. Staffing
2. Training & Development
3. Performance Management and Feedback
4. Compensation
5. Labor Relations

6. Employee Separation
7. International Human Resource Management
8. Case Studies

Chapter VIII

An organization success and achievement of its strategic objectives rest upon its staffing function; therefore, it is vital for the organization to employ individuals who have the capacity and desire to contribute to its mission.

This section focuses on the various recruitment methods, procedures, selection procedure and various challenges faced by an organization in staffing and selecting employees for overseas assignments. It also discusses about the effective staffing strategy which ensures efficiency and generation of a qualified talent pool which in turn contributes to the success of the organization.

Chapter IX

Training and development is one of the key strategic issues for an organization: Since an organization does not possess ownership on its human assets, it becomes necessary for the organization to determine the extent to which their human assets are viable investments. In order to achieve its strategic objectives, the organization should have a holistic view of training and development with regard to the kinds of employees and the skills and knowledge bases they should have. This section discusses different aspects of training and development, benefits of training, planning and strategizing training and integrating training and development with performance management systems and compensation.

Chapter X

In this chapter the use of the PMS system, measures of evaluation and the errors which characterize the appraisal process are discussed in detail. This chapter also highlights the need for integrating PMS with Organization strategy, since the PMS can significantly impact organizational performance and processes.

Chapter XI

In the present day environment, organizations face a number of key strategic issues in setting their compensation policies and programmes. The challenge for the HR professional is to design and deliver appropriate compensation strategies in order to remain competitive in the market. The link between compensation and strategy is essential for ensuring optimal performance. This Section

discusses about the concepts of Equity, Internal Equity, External equity and various legal issues in compensation which the organization has to take in to consideration while designing an appropriate compensation system and integrating it with its strategic initiatives.

Chapter XII

This chapter discusses labor relations in the American context. The topics discussed in this chapter include, National Labor Relations Act, Collective Bargaining, the nature of Unions today and the strategies required for HR professionals to bargain with the unions of 21st Century.

Chapter XIII

In the era of Mergers and Acquisition, issues like HR programmes and policies that address the employee's separation, a key strategic issue has gained prime importance in ensuring the success of the organization. In this regard, the chapter focuses on issues like employee separation, work force management strategies, employee turnover, strategies for reducing turnover, strategies for retaining high performers, and issues and policies related to retired workers.

Chapter XIV

This section discusses the challenges and strategies for the organization in managing the global workforce. The section also discusses the Strategic HR issues such as Expatriation, Selection, Orientation, Managing Expats and Repatriation in international Assignments and how to manage the same.

The book also includes Real World examples, Case Studies, Discussion Questions, Experiential Exercises, and Innovative Internet Exercises at the end of each chapter.

The important feature of this book is the Opening Vignettes, which relates the subject matter to a well known organization.

This text book will be of good help to faculty members, students and practitioners from a strategic perspective.

Dr. S. Lakshminaryanan

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