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## CATHERINE TRUSS

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Organizational strategies are all linked to achieving its long term objectives - long term survival. The more effective its people are, the better it is positioned to achieve the strategic goals in relation to its internal and external environments, of course. One aligns an "HR strategy" to achieve these. The key to this is knowing what are our labor costs? What is the quality of our customer service versus that of our competitors? What is our quality versus the industry norm? Most of the stuff above was about employees and thus, "tactical HR". Managers should then plan for the right quantity and quality of human resources that will enable the organization to realize its objective. Depending on circumstances and factors prevailing in the organization, that may lead to expansion or reduction of workforce, redeployment or enrichment of certain jobs. Human resource planning does not always translate into hiring of new employees. I just want to add a few comments that may broaden our understanding or trigger debate. Strategic human resource management is obviously directed at achieving organisational objectives. While it is directed by organisational strategy which may change depending on whether the organization is expanding activities, developing a new product or reorganising its activities , strategic human resource management must be an ongoing activity. Management must continuously scan the human resource environment in order to identify developments that can either enhance or threaten its survival. Managers must be proactive and cannot wait for things to happen first. Very helpful and interesting. Thank you very much. Planning is the process by which management determines how an organization should move from its current manpower position to its desired manpower position. P objectives is to connect the H. P with organization planning which means the organization strives to have the right kind of people at the right places at the right time doing things which results in a benefit to the organization through the help of the Human Resource department.

### Chapter 2 : Catherine Truss (Author of Strategic Human Resource Management)

*Drawing from the latest academic research and industry insights, authors Catherine Truss, David Mankin, an These are just two of the fundamental issues tackled by Strategic Human Resource Management, an innovative new text ideal for undergraduate and graduate courses in Strategic Human Resources Management (SHRM).*

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*Professor Catherine Truss is Head of Kent Business School at Medway, University of Kent. She was previously Director of the Centre for Research in Employment, Skills and Society and Head of Department, Leadership, HRM, and Organization at Kingston University.*

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