Chapter III

Theoretical Framework
Human Resource Planning as a Strategy has been studied by various experts. One of the contributions in this area is by the Haines Centre. The current study has attempted to develop a model on strategic management using Haines Framework and Research. The questionnaire has been designed using the ABCDE model by Stephen Haines.

The framework for this research is a modification of the model developed by Haines centre for strategic management (1985). This model was developed and is being used by the Centre in their research and development, training and strategic thinking consulting.

3.1.1 5 S Strategic Human Resources Planning – Systems Thinking Model

At the heart of the model is the environment. With rapidly changing demands from customers and other stakeholders, global climate changes and endless challenges of political and social changes, makes the environment the most critical factor while planning a strategy.

The goal must be defined in the context of the changing environmental conditions and in order to make the necessary strategy. The processes and bridging the gap will be done in the context of the work culture of the organization or industry.

The 5 S Framework, enables HR professionals and those involved in creating a SHRP to constantly engage and be aware of the impact a fast changing environment can make on an Organizations people strategy. There is a huge emphasis on scanning the work culture, defining it and redefining, as the fundamentals of OD and change. Transformation can only be effective when adequate emphasis is laid on the work culture.

However, in the Indian context based on the findings of this study a model that has been proposed. The observations and salient features of this model have been detailed in Chapter VI and VII respectively.
Chapter III  Theoretical Framework

5 S Strategic Human Resources Planning – Systems Thinking Model

- A Business Partner
- Collaborating with Stakeholders
- Facilitating Cultural Change
- Strategic HR Planning
- Engaging the Workforce
- Acquiring the Desired Workforce
- Organization High Performance Teams
- Creating a Learning Organization
- Top Management Commitment
- Acquiring the desired workforce
- Qualified Senior Create HTP
- HR Business Partner
- Professio

5 S - Strategic Human Resources Planning (SHRP) Systems Thinking Model

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3.1.2 Research Objectives

The purpose of this study is to identify to what extent Indian Corporates adapt Systems Thinking Approach for developing the HR strategy.

The objective of the research are to investigate three types of Corporates/industrial sectors identified to assess the effectiveness of the Performance by using 7 variables: The 7 areas of HR strategy identified are (i) Acquiring the Desired Workforce, (ii) Engaging the Workforce, (iii) Organizing High Performance Teams, (iv) Creating a learning Organization, (v) Facilitating Cultural Change, (vi) Collaborating with Stakeholders, (vii) HR- A Business Partner.

The first category consisted of Manufacturing, second Services/IT & third Banking Financial Services & Insurance (BFSI) were studied. (a) The objective of the study is to analyze Systems Thinking and its application to developing the HR Strategy & (b) To develop a model and validate the same for better understanding through hypothesis testing.

The study was an attempt to add to the existing body of the research of Haines centre for strategic management. This research aimed to fill in the gap in knowledge about Indian HR practices and thus provide a contribution to an understanding how Systems Thinking and analytical thinking plays vital role in the development of organization.

3.1.3 Hypothesis Development

The purpose of this thesis was to review the academic and trade literature on the concept of SHRP and Systems Thinking in particular, as it relates to the competitive advantage for the corporate brands in an Indian context; then to build from this literature a proposed approach that will be of value to SHRP management in India. The objective of this thesis is: 1) The questionnaire developed by Bandt Gatter has been adopted. 2) To see the difference between 4 sectors. 3) To ascertain the extent to which systems perspective is considered as important and is practiced.

On the one hand, the corporate brand needs to develop, build and maintain a good reputation which is important to virtually every organization in society, whether it be a for-profit or not-for-profit; but on the other hand, as per the maxim of Milton Friedman (1970) the only purpose of a corporation is to increase profits and to build wealth for investors,
with reputation not seen as something that is “nice to have” but an additional cost. Corporates need to create a robust SHRP that is aligned to the corporate strategy to attract and retain talent. What approach do most Indian Corporates take in meeting this objective is a holistic approach – the Systems Thinking Approach makes the best impact!!

To achieve the above objective 5 hypothesis were framed.

**Research Hypothesis**

1) Acquiring the Desired Workforce  
2) Engaging the Workforce  
3) Organizing High Performance Teams  
4) Creating a Learning Organization  
5) Facilitating Cultural Change  
6) Collaborating With Stakeholders  
7) HR – A Business Partner

**3.1.4 Hypothesis**

**The Present Study**

In this chapter, the theoretical construct, the hypothesizes to be tested and the research objectives are discussed. The operational definitions of the variables and the general framework of the present research work are also presented.

**Hypotheses:** the following hypotheses were tested in the study:

**Hypothesis 1:** Strategic Human Resources Planning is considered equally Importance by Top Management & Senior Management  

**Hypothesis 2:** The more the years of Experience of the professional the more Importance is given to Strategic Human Resources Planning  

**Hypothesis 3:** The level of Importance given to acquiring the desired workforce differs for Manufacturing, Services and BFSI segments.
Hypothesis 4: HR is considered to be a Valuable Business Partner for most Corporates.

Hypothesis 5: Management qualified professionals have better performing teams as compared to other professionals.