

Lengnick-Hall et al. (2009)

*Seven Evolving Themes in the field of*

*Strategic Human Resources Management [SHRM]*

- 1) Contingency perspectives and “fit” [e.g., Miles & Snow typology]
- 2) Managing people vs. creating strategic contributions [e.g., application of the Resource Based View (RBV) of the firm, leveraging human capital in law firms, elsewhere; Q: Strategic Options Theory more helpful?]
- 3) HR system components and structure [e.g., HR bundles and High Performance Work Systems (HPWSs)]
- 4) Expanding the scope of SHRM [e.g., to customers, subcontractors, international offshore staffing destinations]
- 5) HR implementation and execution [e.g., intended vs. emergent competitive and HR strategies]
- 6) Valid measurement of SHRM outcomes [e.g., employee vs. firm outcomes; soft vs. hard measures (e.g., attitudes vs. ROI, profits, etc.)]
- 7) Research methods issues [e.g., individual survey respondents vs. observation; aggregation vs. differing levels of analysis]

Postscript: Biological Lens?

“Human resources are the root of intellectual capital, social capital, and organization culture which are receiving increasing attention in strategy and organization theory research.” [p. 80]