



**STRATEGIC HUMAN RESOURCE MANAGEMENT, SMALL AND MEDIUM SIZED ORGANIZATIONS AND STRATEGIC PARTNERSHIP CAPABILITY**

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**ABSTRACT**

*The acquire competencies of strategic alliances has founded mainly on alliances between big businesses and between enormous businesses and joint ventures. Nevertheless, mighty strategic partnership and alliances between small and medium sized businesses and enormous corporations are additionally tremendous to the potential of significant alternate to increase and maintain sustainable competitive capabilities. This paper lays out a conceptual framework for finding out the connection between the strategic human useful resource management practices of small and medium sized firms and their efficiency as corporate companions, as organization and competitive stipulations trade.*

**Key words:** Small and Medium Sized organizations, Strategic Human valuable resource management Practices, Strategic Partnership capacity

**Introduction:**

Strategic collaboration between small and medium sized firms (SMEs) and the big businesses they associate can take many forms, similar to finding a SMEs facility in shut proximity to a purchaser's facility to permit just-in-time supply of raw material, inputs and components; collaborating on be expert and growth and product design to construct organizational talents and capabilities; collaborating on provide chain hobbies to manipulate expenses and promote operational affectivity; or providing outsourced human invaluable useful resource management

movements (Doz and Hamel 1998). For tremendous companies, forming strategic alliances and collaborative partnerships may also be significant to their potential to seize technological opportunities, to construct valuable precious resource strengths and competitive capabilities, to support supply chain efficiencies and provide worth to their patrons (Kaplan and Hurd 2002). Most likely these companions are small and medium sized businesses, which can also be anticipated to take part in as full companions. Indeed many partnerships and alliance smash when an accomplice is unable to meet its duties underneath the partnership agreement (Ernst and Bamford 2005). Given the promise it holds for fostering competitive skills, strategic collaboration practices have obtained giant awareness inside the management literature (Michie and Sheehan 2005; Ichniowski, Shaw and Prensushi 1997; Pfeffer 1998). However, there was little to no attention paid to the perform the strategic human useful resource management (SHRM) practices of SMEs play of their capability to be valued and depended on strategic companions within the valued at chain of big organizations. Like every other school, the sophistication of their human valuable resource management practices can lead to operational inefficiencies with the intention to have an impact on their potential to satisfy their duties to company purchasers (reference and relate sentence to large companies the trouble this has been established). Explanations that enable running excellence contain having a powerful management crew, recruiting and retaining proficient staff, viewing teaching as a strategic recreation, structuring the work effort in ways that promotes optimistic method execution, deploying an organizational constitution that makes it possible for the knowledgeable performance of approach primary pursuits, instituting coverage policies and methods that facilitate simply proper process execution, instilling a method supportive tradition and tying rewards and incentives to individual and crew affectivity outcome which perhaps strategically primary (Higgins 2005). Whilst be expert on the SHRM practices of SMEs has made great strides (Heneman et al 2000, Leug 2003, Hayton 2003), no be taught has been interested by the context of how the SHRM practices of SMEs hinder or make a contribution to constructive partnership with big companies. As such, the cause of this paper is to discover the match between a SMEs strategic human useful valuable useful resource management practices and the manufacturer and competitive operate of its gigantic alternate strategic partner. Adopting this process is justified for a quantity of explanations. First it is constant with the rising view of strategic partnerships as a program for constructing and/or sustaining competitive competencies (Dyer, Kale, and Singh 2004). Second, SHRM capabilities is an asset that's closely involving a

organization's capabilities to furnish its exchange model as contributors craft, put into outcome and execute process (Schneier, Craig, Shaw, and Beatty 1991; Lee and Miller 1999). Subsequently, a center of concentration on mental capital, human capital, social capital, core potential and capabilities is becoming more and more famous as large success explanations for enterprise (Pfeffer, 1998).

Drawing on the SHRM and strategic management literature, this paper grants a conceptual framework for finding out the connection between the SHRM capabilities of SMEs and their affectivity as colossal industry strategic companions. The first segment is an overview of the literature on SHRM and on SMEs as they relate to corporation price chains, while the 2nd segment develops a conceptual model of the connection between the effective organization and competitive stipulations underneath which gigantic enterprise can compete and the SHRM requirement of their SME companions. The conceptual model acknowledges the challenges SMEs face as the market stipulations and competitive standing of their gigantic exchange companions evolve, and discusses SHRM precise methods SMEs can undertake for coping with such adjustments. Following Huselid, Jackson, and Schuler (1997), strategic human resource management is obvious as a significant element in fostering operational affectivity and corporation efficiency. This article argues that the points of a SMEs strategic human useful resource management practices determines its individuals management capabilities and on the affect part, is correct away involving its cost as a strategic accomplice. This article argues contend that the factors affecting the excessive-great of a SMEs SHRM helpful resource management capability include the industry and competitive concern of its companions and direct competitors from specific SMEs and enterprises keen to furnish valued at to a SMEs companions. This achieve potential of contributes a quantity of recent and worthwhile insights to the academic literature and to the discover of crew management. From a theoretical standpoint, it supplies valuable insights into the underlying workings of one of the vital giant key contributors' variables that serve to furnish synergy within the connection between huge businesses and their SME allies. Two, it highlights the big operate SMEs play within the valued at chain of tremendous firms and develops a company new matrix that captures the relationship and three, it paves the excessive-pleasant method for future achieve expertise of on this subject. From the enterprise management viewpoint, it presents a obvious picture of a tactics linkage between huge corporations and their SME strategic companions that possibly a gigantic

determinant of the rate of gadgets and offerings bought by way of large corporations and furnish a suite of suggestions with a purpose to increase the collaborative capabilities of SMEs and big corporations on the whole. A summary of the conceptual framework is supplied in Fig. 1.

## **THEORETICAL ASPECTS**

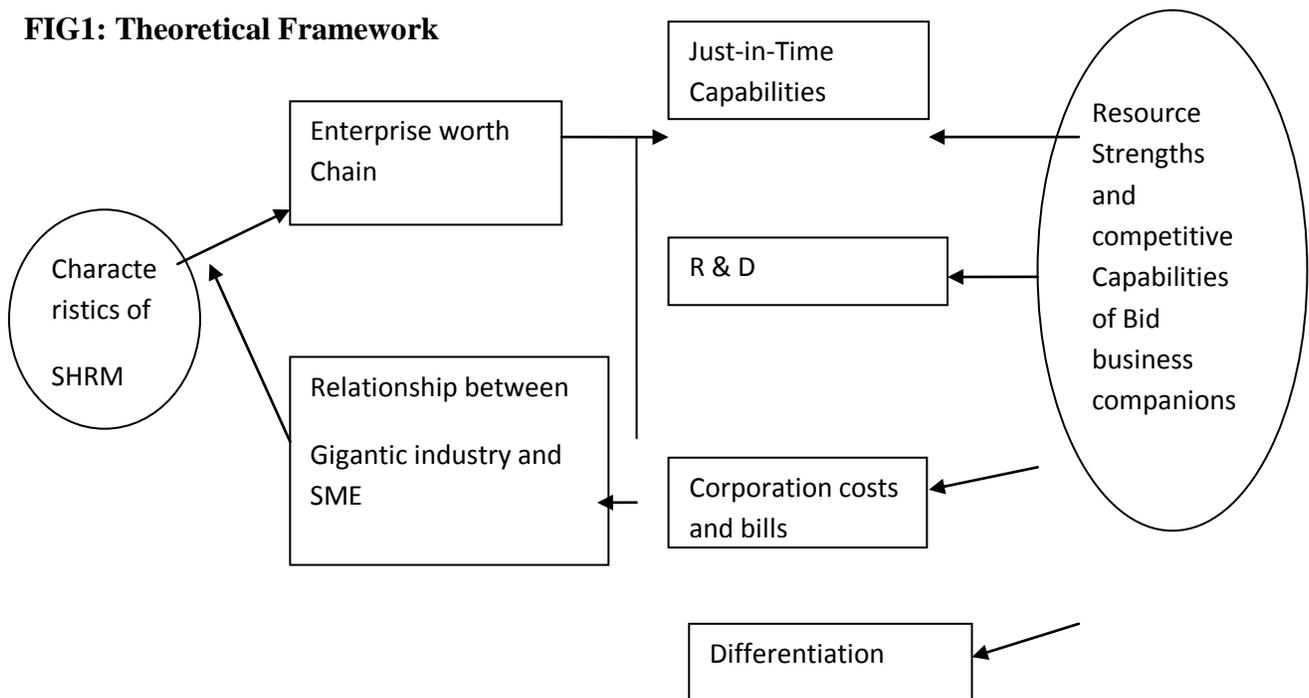
What's Strategic Human worthy useful resource management Strategic human useful resource management practices are these practices principally developed, implemented and completed founded on a deliberate linkage to an organization's technique (Huselid, Jackson, and Schuler 1997)? The term strategic human resource management implies that staff is strategic property i.e. Human capital that have to be managed and leveraged in executing enterprise system. Early efforts in setting up the SHRM paradigm had been predicated on the belief that exact human priceless resource practices had been required to promote behaviors designed to give organization systems and have been thinking about the connection between worker habits and college procedure (e.g. Snell 2001; Schuler and Jackson 1989; Fisher 1989). The preliminary core of awareness was once on strategic context influences on personality and later programs of technical human useful resource management practices. Managers had been expected to hire the procedure of individual practices that pleasant **organized** (founded on issues of external threats and prospects and inside valuable priceless resource capabilities, resources, and skills) their enterprise's approach, to elicit and toughen the favored habits. Operationally, SHRM system tightly aligning average human resource management practices an identical to recruitment, decision, educating and development and rewards to an institution's method. It moreover method instituting coverage policies and tactics that facilitate educated method execution, utilizing businesses to leverage move-sensible capabilities and skills, setting up potential management capabilities that facilitate the leveraging of exceptional practices and powerful and mighty take hold of economic method of scope possibilities, establishing finding out corporations that facilitate the constant adoption, utilization, possession, and inside of dissemination of nice practices, and executing alternate management programs that make a contribution to constructing and conserving approach supportive group cultures. It entails practices harking back to using structured interviews, bio-understanding, cognitive potential assessments, and evaluation offerings; competence growth maps and frameworks; developmental efficiency suggestions, management through ambitions methods, and balance scorecards; transfer-valuable businesses and mission organizations' revenue sharing, workforce headquartered compensation, advantage

pay, and longer term incentives; open booklet management practices to minimize worker-supervisor popularity differential; manufacturer priceless resource planning human resource management picks; and more suitable involvement of the human invaluable useful resource function in crafting, imposing, and executing system (Huselid, Jackson, and Schuler 1997; Magliore 1982; DeSanto 1983; Stumpf & Hanrahan 1984).

**Proposition 1a:**

If an SME seeks to tie its human necessary useful resource management practices to its competitive process, it's going to need to develop SHRM abilities.

**FIG1: Theoretical Framework**



In evaluation, usual or technical human valuable priceless resource management (THRM) practices are targets that management engages in to draw, hold, enhance and reward employees that aren't explicitly tied to corporation strategy (Huselid, Jackson, and Schuler 1997). A focal point on THRM whilst not strategic may just nevertheless be correct given the company stipulations an SME companion faces and the accomplice's competitive function inside of its market house. For this reason, this article recommends that:

## **Proposition 1b:**

For a SME to be visible as a valued accomplice, it has to make sure that its human valuable resource management capabilities are aligned with accomplice specifications. Competitive approach, industry valued at Chains and SMEs are independently owned and operated entities that aren't dominant of their area of operation and exist to furnish potent objects and choices to patrons that comprise special businesses, governments and character shoppers. The overwhelming majority of businesses inside the U.S. Are SMEs (Huselid 2003) and the impact of SMEs on job construction, creativity, innovation, and macro-competitiveness has been excellent documented within the industrial training, strategic management, and economics literature. Andretesch (1995) for illustration, argued that small industry study and growth hobbies are extra productive than significant businesses, when measurement is managed for. In all probability the most important function SMEs play nevertheless is that of companions inside the valued at chain of massive organization. With science for illustration, advancing alongside many extraordinary paths and within the race to grab new prospects only some companies have the capabilities and property to pursue their tactics on my own and large firms in general accomplice with SME committed to pushing distinct technological paths with promising leverage talents (Doz and Hamel 1998). From an organization point of view, a price chain is made out of all major and secondary targets required to make its product. It includes foremost movements starting from bought provides and in-distinct logistics to buyer service and a suite of support events together with learn and development, management, and human worthy resource management. For illustration, in manufacturing, the company valued at chain is the process of pursuits via upstream suppliers, producers, and downstream patrons or allies that contribute to manufacturing and selling a product to conclude clients (Porter 1980; Porter 1985). Regardless of procedure (low cost chief, differentiation, field of curiosity, or ample valued at), the magnitude of cost incurred with the aid of each pastime differs by the use of making use of company. Safely evaluating a corporation's competitiveness in supplying cost to finish customers consequently entails a scrutiny of the manufacturer's entire price chain alongside part these of SME upstream companions. For instance, the value chains of upstream suppliers are predominant since they participate in activities and incur expenditures in manufacturing accessories, delivering uncooked fabric and intermediate inputs or in imparting alternatives to their consumers even as these of distribution allies have an impact on the affectivity of getting merchandise and choices

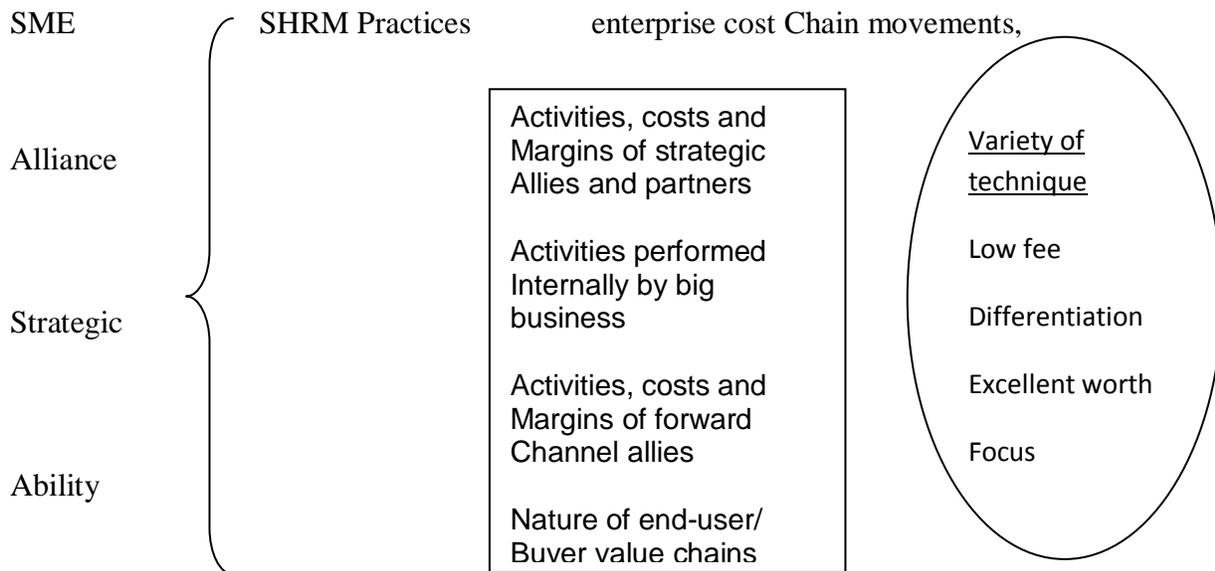
to finish buyers as just right as patron pleasure (Porter 1985). Given the connection between strategic human resource management and such essential results as organization efficiency, organization innovativeness, and company profitability (Huselid, 1995; Ngo, Lau, and Foley 2008), it is clear that partnering with immoderate

performing SME companions is a tremendous driver for creating a system geared up enormous trade and that setting up a approach supportive culture, folks management and inside organizational capabilities have got to as a final result be a strategic essential for SMEs.

**Proposition 2:**

If deemed competitively strategic, gigantic companies will search to raise strategic relationships with SMEs on the way to add fee to their valued at chain routine.

FIG2: competitive process, valued at Chains and SMEs



THRM Practices

## CONCEPTUAL FRAMEWORK

As competitive stipulations alternate, enterprises in all varieties of industries have needed to examine their methods to enhance their competitive positions. For instance, it's almost always recounted that on the grounds that that the 19 Nineties, increased globalization, speedy advances in science, and the growing competitiveness of rising economies identical to Brazil, Russia, India and China (the BRIC global areas) has put significant stress on the competitiveness of businesses in the industrialized western economies.

In response, many businesses have adopted strategic partnerships as a main complement to their competitive system, to enable them construct resource strengths and industry capabilities in price powerful methods (Porter 1990, Inkpen 1998). Strategic alliances and partnerships are most accredited in industries experiencing fast changes, above all these which can be technological and cost based, and as such entail a side of exchange as enterprise and competitive conditions evolve (Dyer, Kale, and Singh 2004). The Strategic Human resource management ability matrix depicted in FIG 3 seeks to explain how SMEs adapt their human resource management practices regular with alterations within the competitive stipulations of their giant trade consumers and to competitors from designated corporation contributors. Examining 4 exceptionally most in general encountered events, the framework posits that now not immediately, as huge organizations reply to alterations of their company surroundings and their competitive stipulations and as direct competitive stipulations alternate, SMEs will adapt their human resource management practices in aid of powerful system execution.

FIG3: SME SHRM practices to promote strategic partnership success as accomplice enterprise stipulations and/or competitive stipulations alternate

Associate organization

Growth Industry

Matured industry

<p><b>Progressive chief, aggressively adopting strategic human resource administration practices to allow it meet the wishes of partners in speedy</b></p>	<p><b>Matured leader relying on the technical human assets administration capabilities which have established worthwhile in meting companion desires could also be watching for a aggressive have got to shift focal point to serving the wants of businesses in a rapid moving enterprise and for that reason a have to undertake strategic human resource management practices</b></p>
<p><b>Bendy leader whose human resource management practices is inquisitive about assembly the current needs of its giant industry partner</b></p>	<p><b>Laggard, reliant on technical human resource management practices. Has constrained assets to be competitive in serving the desires of firms in a developing enterprise</b></p>

Fragmented enterprise

Declining enterprise

Quadrant 1: growth Industries SMEs inside the modern-day chief quadrant carrier businesses in attractive, progress sectors that require them to install a form of strategic human valuable resource management skills. Certainly, alliances and strategic partnerships are significantly famous in development industries the location alternate is fast (Hitt, Tyler, Hardee, and Park 1995). Given the speedy nature of trade throughout the traditional immoderate progress enterprise (equivalent to telecommunications and computer applied sciences), SMEs on this residence would have to regularly investigate whether or not or not or to no longer deepen their capabilities to stay competitive as alternate companions. To diagnose the path of action, such companies would have to bear in mind the persona of opponents in its market house as good as the key success explanations, product existence cycle, and riding forces inside the buyer sector. For example, shut collaboration and the capacity to satisfy tight cut-off dates is required between suppliers and purchasers inside the pc group the location desktop add-ons and the applying that run them are furnished via many one amongst a kind suppliers. When you consider that of this the ability to effectually and simply accomplice with customer worker most likely is a key SME companion competencies and that SME SHRM ways have to be in a position to recruit, staff, increase and reward workers with the potential to provide the requisite skills. Tightly coupling

revolutionary leader, competitively adopting strategic human valuable useful resource management practices to allow it meet the desires of partners in rapid setting up industries

Matured chief looking on the technical human assets management capabilities which have validated most important in meeting companion wishes. Is also waiting for a competitive have got to shift focal aspect to serving the wishes of companies in a fast relocating enterprise and as a final result a must undertake strategic human useful resource management practices .SHRM practices to the needs of consumers on the other hand grants the undertaking of being all set manipulate any manner-finish ambitions reversal affect of high-quality suit (MacMillan and Jones 1986). That's due to the fact that while in shape allows for progress, it moreover makes development in a manufacturer's gift alternate the predominant software for progress, and it will grow to be counter-productive if the competitive role of buyers turns into unhealthy.

### **Proposition 3a:**

If the large exchange partner is competing in a development industry, the SME would have acquired to adopt strategic human resource management practices to permit it support and make use of the capabilities required to be regarded a valued strategic ally. Quadrant 2: Matured Industries SMEs within the matured chief quadrant are theorized to own an excessive stage of competitiveness, excessive phases of technical human valuable priceless resource management capabilities nonetheless low phases of strategic human priceless resource management abilities. Such corporations will more commonly be centered leaders of their sector and can commonly be part of the worth chain of firms in matured industries that face constrained rivals. The major strategic replacement for these SMEs is whether or not or no longer or to no longer proceeds supplying the wants of a matured, gradual setting up institution or sector. This may occasionally more and more entail an examination of the riding forces and great thing about the buyer sector (Porter 1980). SMEs worried in regards to the future viability of their supplier alternate, may just come to a choice to exit to furnish the wants of one other sector or organization the location high phases of technical human resource management advantage is a key success element. However, a selection can also be made to increase strategic human priceless resource management capabilities to develop to be further competitive in serving the current industry/sector or to facilitate partnership with organizations in industries and sectors the situation such capabilities are critical success explanations. A determination to spend money on strategic human valuable resource management knowledge would necessitate a determining of why such competencies are

lacking and of the way of life inside the institution to diagnose the alternate management events which could also be required. For illustration, is the organization unionized and could workers withstand the introduction of SHRM practices?

**Proposition 3b:**

If the maturity of the SMEs gigantic industry enterprise explanations the SME to keep in mind partnering a group in a more appealing institution, it should need to undertake SHRM practices to be organized to competitively give price. Quadrant three: Fragmented Industries SMEs on these quadrant partner enterprises that compete making use of a tremendous style of ways. For illustration, the banking manufacturer is developed from avid gamers that make use of uncommon tactics targeting an enormous type of client organizations, purchaser wants and market segments (Porter 1980). As such, the form of human useful valuable resource management capabilities required to be competitive in partnering organizations in a fragmented manufacturer variety from great THRM to exceptional SHRM capabilities. The major thing strategic challenge is companion. Given the range of avid gamers, methods and product and fix requisites, SMEs on this house are excellent informed to include their human resource perform into the system approach to facilitate simultaneous consideration of human useful resource problems in making industry picks. Key questions include: is there a suit between the company's human useful resource capability and its reward procedure? Ought to the enterprise transfer to one more enterprise segment and does it have the capabilities to be competitive? Is the reward capability combines unit or company or sector individual and the best way where bendy is it? How will the technical and/or strategic human helpful resource management talents of the brand be leveraged to make a contribution to ramping up its competitiveness? In because the truth that these problems, SMEs will have to realize the competitive developments of their provider sector and the viability of their reward procedure in leveraging their human useful resource potential as a key side inside the race to sustained competitiveness.

**Proposition 3c:**

The personality of the human useful resource management practices of SMEs that partner gigantic organizations competing in fragmented industries is normally a performance of the competitive stipulations of their companions sector and their accomplice's stage of competitiveness. Quadrant four: Declining Industries Stagnant or declining industries are

these which may also be developing at a p.C. That's slower than the economy gigantic natural and even declining. The strategic venture for SMEs servicing the desires of firms in such organization is whether to proceed or to exit. This consideration is accentuated with the help of the truth that competitive corporations with above long-based profitability exist even in stagnant or declining industries (Harrigan and Porter 1983; Hamermesh and Silk 1979). The long term as a final result becomes a main issue of paramount price for SMEs working with competitive and beneficial corporations in such industries. Additionally the capability to stress down charges, to emphasize differentiation situated first-rate enhancements and innovation capability, as well when you consider that the ability to furnish a established process are most likely giant to the success of businesses in such environments. As a result, the SME associate is susceptible to face regular stress to scale down costs, as simply proper as stress to make a contribution to strong focusing and differentiating at the same time as uncertainties exist regarding the long-run viability of corporation partners. In essence, the SME partner might be torn between deploying human useful resource abilities on the minimal degree required to comply with factors of employment legal educational materials or deepening the manufacturer's ability set to enable it make a contribution to its companion's capacity to compete on fee, pleasant and innovation. To make the proper strategic decision, the SME would have to take into account whether or now not its client sector is genuinely experiencing widespread decline. If for illustration a laggard group is easily poorly put or is enforcing and executing a foul process, it could be equipped to grow to be competitive if it selects a competitive system, makes the proper investments, and repositions itself (Hamermesh and Silk 1979). In essence the exit or turnaround alternative of companions ought to be surely examined to permit an SME companion make the proper decision on its human useful resource management investment.

**Proposition 3d:** SMEs that companion massive organizations operating in declining industries will are inclined to make use of THRM practices.

Success of Strategic Human resource management I suggest that the enterprise and competitive atmosphere of a SMEs partner has a right away pertaining to its must implement SHRM capabilities. Alternatively, once an SME makes the dedication to SHRM practices, I posit that success is centered on the extent to which the SME institutionalizes them. In keeping with the work of Kostova and Roth (2002), I further contend that institutionalization is a participate in of their implementation and internalization. Implementation is the extent to which the practices

have been adopted and is mirrored within the depth of their use. For illustration, robust implementation of labor agencies will probably be mirrored of their consistent use in resolution making, most important difficulty fixing, empowerment, and visibility. Internalization, the 2nd level of institutionalization, is evidenced through the extent to which such practices are infused with fee with the aid of staff. To be infused with valued at, a subculture have to be approved by way of workers, wants to be a give of job pleasure (Locke 1976), of psychological possession (Van Dyne and Pierce 2004) and needs to be a powerful groundwork for making decisions about person dedication to an tuition. Inadequate implementation and internalization will effects in inadequate phases of sophistication that end result in difficulties in partnering. This leads to the following proposition:

**Proposition 4a:**

Institutionalization and the following job pleasure and psychological possession of SHRM practices are keys closer to setting up the core capabilities and internal organizational capabilities that allows for an SME to emerge as a valued strategic ally.

Management commitment will also be predominant to the success of the SHRM practices of a SME. Important to such commitment is an appreciation of potential as a lever of organizational success; of strategic alliances and partnerships as a fulcrum of organizational success; and of the forces of the macro and industry environments and their impact on competitiveness. Managerial dedication is as a final result a construct that revolves round appreciation of the utility of men and women in opening useful core expertise, identifying of the affectivity pressures on corporations and appreciating the influence of monetary and competitive motives as a using drive on significant alternate. This outcome in the following speculation: Proposition 4b:

Triumphant adoption of strategic human valuable useful resource management practices is positively related to the extent to which the management of a SME is conscious the competitive atmosphere of its companions.

**Proposition 4c:**

Effective adoption of strategic human resource management practices is positively related to the dedication of the management of a SME to undertake them.

Discussion AND CONCLUSION This effort is founded on the most of the time mentioned price of small and medium sized firms to the competitiveness of massive businesses. It builds on prior works which have tested the gigantic contribution of a strategic human valuable resource management potential to manufacturer effectiveness, affectivity, and competitiveness. It seeks to answer the query of the sustainability of the partnering capability of small and medium sized firms. On the coronary heart of the analysis is the suggestion of a reciprocal relationship between an institution's method and it human useful resource practices. There's furthermore a specific world assumption that customers will search to buy inputs on the excessive-high-quality to be had rate. Two implications waft from the learn: one, SMEs that consistently scan their trade surroundings and search to fully grasp their companions enterprise and competitive stipulations after which adopt very nearly probably the most compatible set of human useful resource management practices is normally additional valued as exchange companions than businesses who don't accomplish that and two, SMEs that bear in mind their competitive and human property systems whilst can be further more likely to be regarded as useful strategic companions relative to people who don't bear in mind the interplay between their competitive approach and human valuable useful resource management practices. Nevertheless, the success of the adoption of strategic human resource practices lies inside the potential of the SME to enforce and internalize them. As a consequence, causes involving implementation and internalization of practices need to be considered. Of course, victorious adoption may have received to be embedded into a broader context that takes management dedication, the wants of strategic companions and competitive stress emanating from great businesses searching for to partner the SMEs strategic companion. As such, the conceptual framework furnished in this paper is explicitly a partial clarification of the forces that have got to be seen if an SME is to effectually adopt SHRM practices. The model has study, theoretical and practical implications. From the be trained point of view, it serves as the beginning of empirical research considering the fact that the variables and constructs it offers, such for the reason that that the function of implementation, internalization and management dedication to the effective adoption of organizational practices, are headquartered and have been established to be legit and at ease in prior gain knowledge of. On the other hand, prior study has not been enthusiastic about SMEs and as such additional work will most regularly be required to validate the measures used prior than applying them to the SME main issue. Furthermore, to supplying a great groundwork for added empirical research, the model may also be utilized for thought constructing. Drawing on

research in strategic human useful resource management, technical human valuable useful resource management, strategic partnerships and alliances, cost chains, corporation evaluation and crew competitiveness as high-quality given that that the SME literature, further variables on why SMEs undertake SHRM practices and key success explanations will even be recognized. Definitely, extra qualitative work will however only be priceless in making a choice on unique causes as a way to help the SME for the reason that the truth that it seeks to adopt SHRM practices with ease.

From the manufacturer standpoint, the model can be used as a supply of strategies for quality practices for SMEs in setting up SHRM capabilities and in constructing valuable strategic partnerships which may be sustainable. The participate in SMEs can play in fostering the competitiveness of gigantic businesses and the challenges they ought to overcome had been well documented. Extra insights on the explanations that help or inhibit robust partnering, can fine be of strategic importance now not adequate to SMEs however to their massive alternate companions.

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