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Toward an integrative view of strategic human resource management

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Abstract

This article presents an integrative perspective of the human resource system based on the notion of managing competencies and behavior. Six basic HR strategies are derived by juxtaposing the three fundamental elements of a system (input, process, output) with the two strategic foci of HRM (competencies and behavior). These HR strategies are referred to as Competence Acquisition, Competence Utilization, Competence Retention, Competence Displacement, Behavior Control, and Behavior Coordination. The implications and advantages of this reconceptualization are discussed.



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