

A Descriptive Approach for Strategic Management of Strategic Resource

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Abstract

One of the major elements in management is planning. Planning is the basis of managerial elements and is a process within the framework of which organizations combine and merge all their activities and efforts with regard to the desired goals, the ways for achieving them and how they are met, and the purpose behind its implementation is achievement of organizational results. So management must have proper planning for all its resources. This paper is comprised of three main parts and in the first part, the link between strategic planning and human resources (HR) has been taken into account and in the second part, the strategic approach in human resource planning (HRP) and in the third part, the methodology of human resource planning has been considered, which will be investigated in what follows.

Keywords: planning, management, strategic management

1. Introduction

As today, human resources (HR) is the most valuable production factor and the most important capital of every organization and the main source of competitive advantage and the creator of basic capabilities in every organization, so one of the major forms of organizational planning is human resource planning (HRP). The important factor for existence of HRP is planning for achievement of skill and education needs and finally optimization of HR. The most effective way for achievement of competitive advantage in the current conditions is to make the staff in organizations more efficient by improving and optimizing them, and what matters with regard to the development of HR is that improvement of HR is not made possible only through technical and professional education; rather, the staff can be developed in multiple ways and this will be achieved only by implementation of strategic management in the field of human resource management (HRM) (Gannon, Roper, and Doherty, 2015).

Therefore, management must have proper planning for all the resources it is provided with. One of these resources that is considered a strategy for the organizations is HR which is an important component of strategic planning.

Some factors have led to a new approach in strategic HRP but due to some problems and limitations, this type of planning has not been completely and properly applied in the organizations yet.

2. Definition of Planning

Planning refers to a process with clear and interconnected procedures for production of a coherent output in the form of a coordinated system of decisions. Planning is not thinking about the future or controlling it; it is rather a process that can be used in order to perform these tasks. Planning is not decision-making in its usual form. Rather, through the process of planning, a series of coordinated decisions are made. Planning can be conducted for the present or the future time (Stoner, Freeman, and Gilbert, 1995).

3. Definition of Management

There is no consensus on the definition of management and scholars and theorists of management, by various goals and orientations, have presented different definitions.

- Management is: the art of performing tasks through others (Follett, 1924).

- The process of planning, organizing, leading and monitoring the work of the organization's members and using all available organizational resources for achievement of the desired organizational goals (Stoner, Freeman, and Gilbert, 1995).

The operational definition relates management to the compliance with objective criteria. For this reason, if in a specific situation, criteria such as regular and organized activities, goals, the relationships between resources, performance of tasks through others and decision-making are established, it can be said that in that situation, management is implemented.

4. Strategic Management

Management refers to the process of ensuring the organization's access to the benefits resulting from utilization of appropriate strategies. Based on this statement, an appropriate strategy is defined at a specific time in

accordance with the requirements of an organization.

5. The Link between Strategic Planning and HR

As said before, planning refers to the method and way of achieving organizational goals and consequently a strategy refers to all the facilities required for successful performance of organizational tasks (Walker, 1992).

Therefore, strategic planning is a process during which long-term organizational goals are determined and decision-making based on the methods includes the direction for achieving these goals which are predicted in advance. Or in other words, it is the organized and regular effort for basic decision-making and implementation of fundamental measures which shape the orientation of the activities of an organization towards other institutions within a legal framework (Yan, Xia, and Bao, 2015).

A schedule depends on the nature, the organization's requirements and its external environment for the process of strategic planning. Planning is conducted in organizations in terms of production and service which are quickly changing. In such a situation, planning might be done once or twice a year in the form of a series of comprehensive and detailed procedures in accordance with mission, prospect, values, environmental investigation, goals, strategies, responsibilities, timetable, budget, etc. More precisely, if an organization has been operating in the fixed market for many years, planning might take place once a year and only in specific parts. For example, action planning is annually updated through goals, responsibilities, timetable, budget, etc. Attention to the following guides can help the institutes in strategic planning.

Implementation of strategic planning is concomitant with the beginning of the activities of the organization. Strategic planning is usually part of a commercial business plan along with the marketing plan, the financial and operational plan; strategic planning is conducted by the institute's preparation for new investment. For example, development of a new part, mass production of new goods or a new product line (Chenoy, Morrison, and Carlow, 1991).

Strategic planning must be implemented at least once a year for preparation of the organization for the new financial year. In other words, strategic planning must be implemented at least once a year for preparation of the organization for the new fiscal year. In other words, strategic planning must be conducted at a certain time according to the determined organizational goals and available resources in order to achieve the goals during the fiscal year. The process of strategic planning must be implemented at least over three years and if the organization is changing, these activities must be annually applied; action planning must be annually updated and during the implementation of strategic plans, the progresses of the plan implementation must be reviewed. Strategic planning is applied in multiple ways in the organizations, which brings several benefits for the organizations and the institutes; these benefits include:

- ✓ Explicit definition of organizational goals for accordance with the organization's mission according to the capacity and time frame determined for the organization
- ✓ Determination of the relationship of the organizational goals and intentions with organizational components and elements; development of the sense of participation in the plans
- ✓ Assurance of more effective utilization of organizational resources
- ✓ Focus on priorities and key resources
- ✓ Provision of a basis for the staff development and mechanisms to shift the attention to efficiency and effectiveness
- ✓ A link between the staff and the board of directors and managers
- ✓ Strong team building in the board of directors and the staff
- ✓ Establishment of relationship between the members of the board of directors
- ✓ Establishment of higher satisfaction among the planners with a shared prospect; increase of efficiency through the improvement of efficiency and effectiveness

On the other hand, HRP is a process for evaluation of demand, size, nature and supply of HR to meet the required demand. Therefore, the first procedure of every personnel and human resource management plan, is HRP (Singer, 1990).

As elaborated above, strategic planning is a process during which overall goals, activities and missions of the organization are determined in the long term. Therefore, by stating the overall goals of the organization, the methods for achievement of these goals, resources, market conditions, technological changes, development and improvement of product and capital are among the considerable factors in the process of strategic planning. HRP is directly linked to strategic planning and the most important factor and tool that links organizational goals and policies to HR goals and plans is strategic HRP. Therefore, there is a close relationship between HRP and strategic planning.

6. Strategic Approaches in Educational HRP

Strategic approaches to education start with the relationship between the organizational mission, goals and requirements for the development of HR. In this regard, the educational requirements of the present and the

future workforce result from a shared understanding of what the organization does and how it is done. This approach is continued by evaluation of the current conditions of the present workforce of the organization. Knowledge, skill and the main competencies and combination of the existing staff are conducted through this evaluation and therefore the appropriate requirements, identification and education are provided.

Nevertheless, the strategic approach to education does not end here. Organizations must make sure that the desirable qualifications and characteristics are acquired and that the knowledge, skills and competencies required by the staff are increased and applied by educational plans and it is necessary that the educational planning system be designed in a way to be able to properly evaluate the competencies, knowledge, skills and abilities that have been targeted by education. Finally, the organization is in need of a culture which can basically support continuous learning as part of the duty and responsibility of each individual (Bryson, 2011).

So for strategic educational planning to be successful, it must take into account the organization's mission, HR systems and organizational culture, and encourage the participation of all the staff in the organization for development of an educational plan. The best way through which the organization can start this process is by stepping back and answering this question: "If we had designed educational plans from the beginning, what would it be like now?" When educational priorities are formed, the organization can venture to provide a more detailed process so that in addition to identification of educational processes, it can also provide appropriate plans for implementation of education. Thus, studying the concept of strategic educational planning is of importance from various perspectives.

7. Strategic Planning Methodology

The process of strategic planning usually starts with analyses that are done on internal resources of the organization (resource analysis) and the external environment in which the organization operates (environmental analysis).

7.1 Resource Analysis

The resources of an organization are the HR skills, capitals, information, the inputs, equipment, etc. An organization needs the development of business strategies that optimize the use of resources. This is important as the organization needs to achieve certain capabilities for success against the market and its competitors and these capabilities lie hidden at the heart of internal resources. The process of resource analysis which is basically conducted on the levels of HR, financial resources and operational resources, must lead to the recognition of organizational weaknesses and capabilities or abilities (Perera and Peiró, 2012).

7.2 Environmental Analysis

The environment is any external aspect that surrounds the organization. Organizations are always influenced by external economic, technological, political and social forces. An environmental analysis is a systematic method for the study and prediction of forces that are not directly controlled by the organization or the industry. In addition to the mentioned forces, an organization can also be placed under pressure by the competitors, customers and suppliers. Thus, the organization requires strategies that properly clarify the weaknesses and strengths in the face of environmental changes and also identify the opportunities and threats that are imposed on the company from the outside environment (Bontempo, Moscardini, and Salles, 2015).

8. Key Factors of Success

By conducting resource analysis, the weaknesses and strengths of the organization are determined and by implementing environmental analysis, the opportunities and threats caused for the organization are identified. Thus, in the process of strategic planning, the organization intends to maximize the capabilities in the face of opportunities and threats or decrease the weaknesses in the face of opportunities and threats. Analysis of strengths, weaknesses, threats and opportunities must lead to the identification of the key factors of success in the field of organizational resources and the external environment. These factors, a number of which such as the market share, sales force, manufacturing capability, the product line breadth, power of financial resources and quality of product have been identified, are different for every special organization and industry and change over time (Moses, 2000).

9. Conclusion

As HR is the most valuable factor of production and the main source of competitive advantage and the creator of key capabilities in every organization and the human factor is considered as a strategic source for organizations, therefore HRP is part of strategic planning and the keystone of HRP is the recognition of assumptions in which the decisions are made and in the case of appropriate prediction and judgement, the expected goals will be achieved.

What has been taken into consideration in this paper is the link between strategic planning and HR.

Moreover, the strategic approach in HRP and the methodology of strategic planning is HR since these factors refer to the aspect of the organization's strategic planning which, instead of paying attention to financial resources or other resources, considers HR and the analysis of strengths, weaknesses, opportunities and threats is conducted according to the internal and external factors effective in organizational activities. Therefore, investigation of different models of HRP and their optimized utilization in institutes and organizations will be fruitful for planning and optimization of HR.

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