

Coaxing the Corporate Will: Human Resource Management practitioners and the use of strategic agency at Royal Dutch Shell and Ford Motor Company, 1910-1950



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Introduction

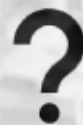


Problem

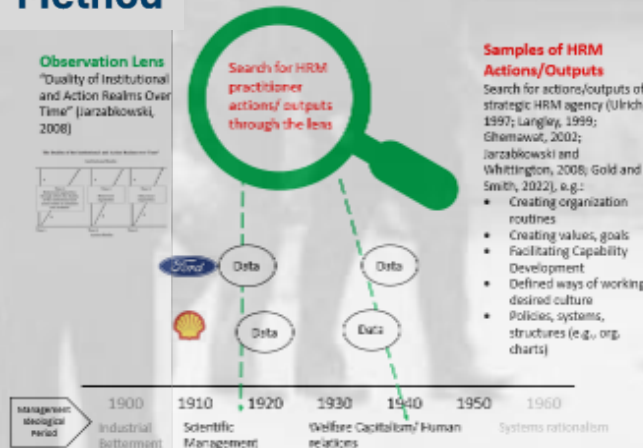
Human Resource Management (HRM) is largely viewed as strategic today with rising expectations, yet its potential is challenged in many ways:

- Majority of US businesses do not use strategic HRM practices or view HRM as strategic
- HRM's clerical history obscures its strategic contribution
- HRM workers are not clear on how to act strategically
- Line managers misunderstand what strategic HRM actions look like
- Employees see HRM as unfair and serving only management interests

RQ: How have HRM practitioners used their agency to influence the strategy of corporations over time?



Method



Method

- Historical case studies of Royal Dutch Shell and Ford Motor Company from 1910-1950
- Explore HRM actions during company evolution during critical junctures (Mahoney and Thelen, Eds., 2015)
- Apply Strategy-as-Practice management theory, "Duality of Institutional and Action Realms Over Time" (Jarzabkowski, 2008) to perceive HRM impact on institution over time
- Frame within Management Ideological Periods (Barley and Kunda, 1992) to further reveal historical context

Potential Impact



Potential Impact

- Establish a new narrative of HRM's strategic evolution
- Identify HRM actions that practitioners may adopt to influence strategy over time
- Further clarify HRM's strategic value
- May lead to greater adoption of strategic HRM and practitioner use of strategic HRM agency to guide corporations
- Contribution to HRM literature and method by using strategy as practice and historical analysis

Literature Review Journey

