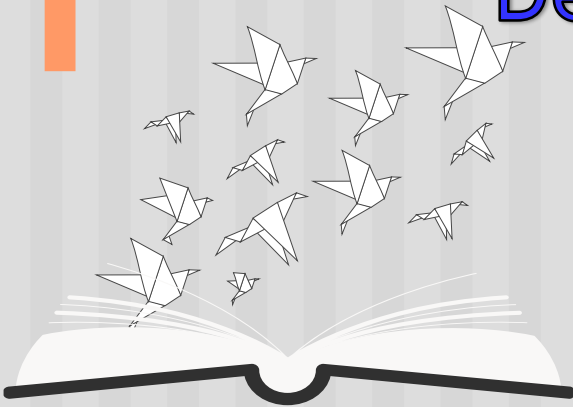


M.B.A. (Innovation in Human Capital and Entrepreneurship Management)

MHE5516

Developing Human Capital to be an Entrepreneur



Asst.Prof.Dr.Cholpassorn Sitthiwarongchai,
Ph.D. (Management)







































































































INTRODUCTION

Human resource management (HRM) The policies, practices, and systems that influence employees' behavior, attitudes, and performances.



Interbrand Best Global Brands 2021

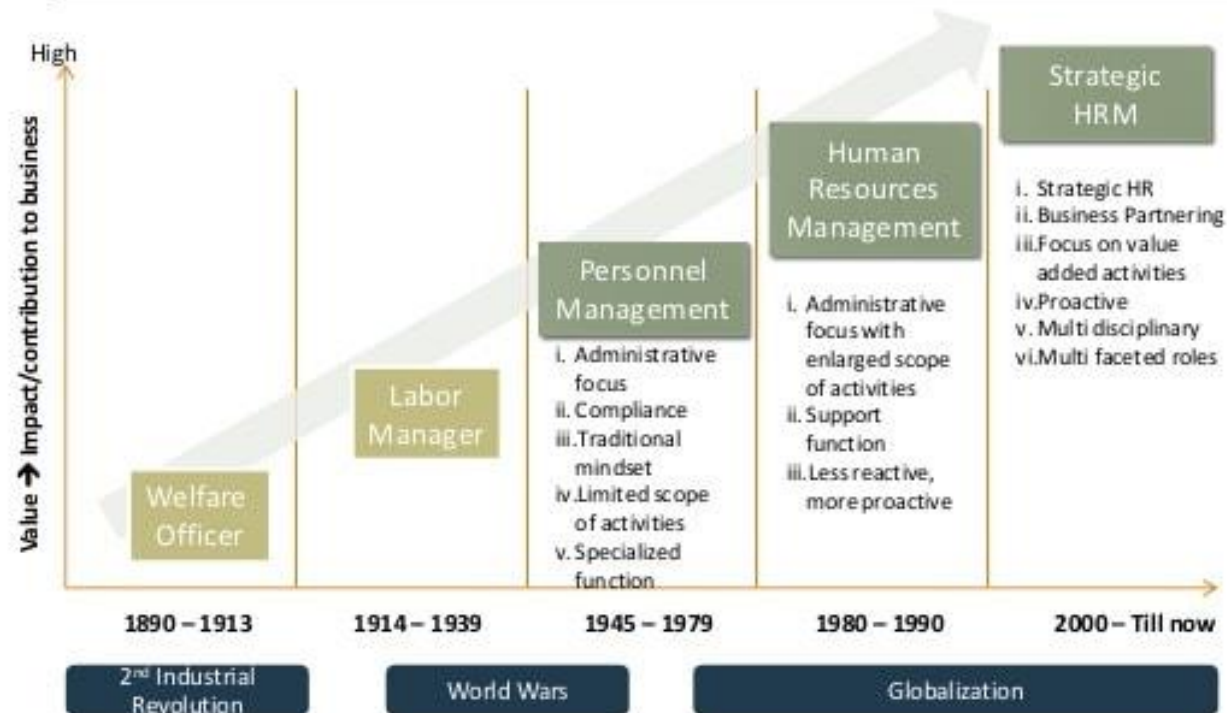
The ranking of the
100 most valuable
global brands

01  +28% 408,251 \$m	02  +24% 249,249 \$m	03  +27% 210,191 \$m	04  +19% 196,811 \$m	05  +20% 74,635 \$m	06  +1% 57,488 \$m	07  +5% 54,107 \$m	08  +3% 50,866 \$m	09  +7% 45,865 \$m	10  +8% 44,183 \$m
11  +24% 42,538 \$m	12  +5% 41,631 \$m	13  +16% 36,766 \$m	14  +184% 36,270 \$m	15  +3% 36,248 \$m	16  +6% 36,228 \$m	17  -3% 35,761 \$m	18  -5% 33,257 \$m	19  +23% 32,007 \$m	20  +7% 30,090 \$m
21  +36% 24,832 \$m	22  +20% 22,109 \$m	23  +20% 21,600 \$m	24  +6% 21,401 \$m	25  -2% 21,315 \$m	26  +21% 20,905 \$m	27  +6% 20,034 \$m	28  +4% 19,431 \$m	29  +1% 19,377 \$m	30  -2% 19,075 \$m
31  +3% 18,420 \$m	32  +7% 17,758 \$m	33  +6% 17,656 \$m	34  +17% 15,174 \$m	35  +6% 15,168 \$m	36  +19% 15,036 \$m	37  -4% 15,022 \$m	38  +37% 14,770 \$m	39  +19% 14,741 \$m	40  +4% 14,466 \$m
41  +20% 14,445 \$m	42  +36% 14,322 \$m	43  +1% 14,133 \$m	44  -8% 13,912 \$m	45  -9% 13,503 \$m	46  +8% 13,474 \$m	47  +9% 13,423 \$m	48  +10% 13,408 \$m	49  +11% 13,381 \$m	50  +18% 13,065 \$m
51  +16% 13,010 \$m	52  +2% 12,861 \$m	53  0% 12,501 \$m	54  +5% 12,491 \$m	55  +3% 12,491 \$m	56  0% 12,285 \$m	57  +4% 12,088 \$m	58  +4% 11,739 \$m	59  +5% 11,131 \$m	60  +5% 11,047 \$m
61  -8% 10,857 \$m	62  +4% 10,646 \$m	63  +8% 10,461 \$m	64  +2% 10,317 \$m	65  -5% 9,846 \$m	66  +16% 9,762 \$m	67  +3% 9,702 \$m	68  +3% 9,629 \$m	69  +6% 9,380 \$m	70  +26% 9,197 \$m
71  +21% 9,082 \$m	72  -9% 8,642 \$m	73  +9% 8,161 \$m	74  +8% 8,100 \$m	75  +2% 7,548 \$m	76  +12% 7,160 \$m	77  +17% 7,024 \$m	78  +6% 6,952 \$m	79  -14% 6,897 \$m	80  +7% 6,747 \$m
81  +4% 6,537 \$m	82  +11% 6,503 \$m	83  +22% 6,368 \$m	84  -5% 6,313 \$m	85  -2% 6,196 \$m	86  +4% 6,067 \$m	87  +3% 5,937 \$m	88  0% 5,832 \$m	89  +4% 5,720 \$m	90  +5% 5,616 \$m
91  +24% 5,536 \$m	92  +10% 5,484 \$m	93  +6% 5,428 \$m	94  +20% 5,416 \$m	95  +3% 5,299 \$m	96  +5% 5,231 \$m	97  +8% 5,195 \$m	98  0% 5,088 \$m	99  -4% 4,726 \$m	100  <i>New</i> 4,628 \$m

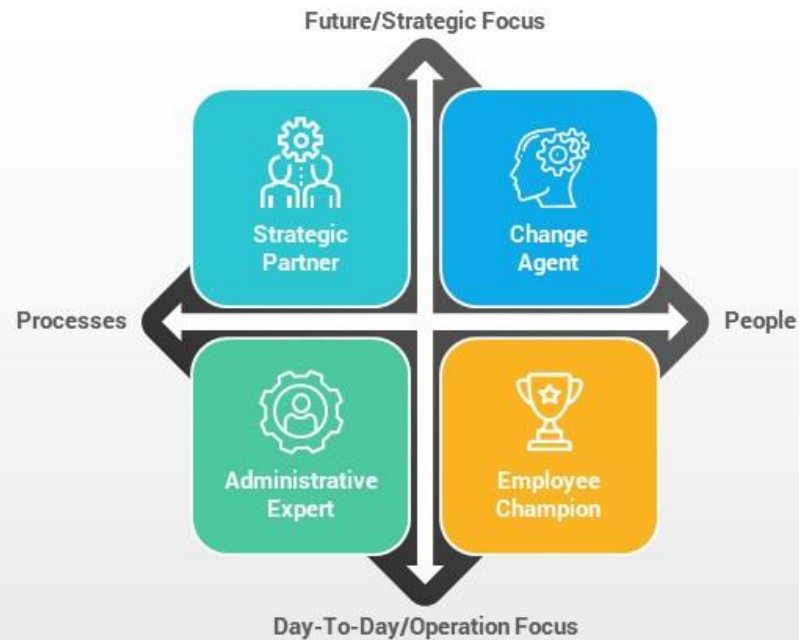
SHRM-NETFLIX CULTURE



The HR Journey



DAVE ULRICH HR MODEL



Ulrich HR Model

Source: <https://www.slidesalad.com/product/dave-ulrich-hr-model-powerpoint-template>

STRATEGIC HRM

Analysis and design of work

HR planning

Recruiting

Selection

Training and development

Compensation

Performance
management

Company
Performance

HR AS BUSINESS WITH THREE PRODUCT LINES

Administrative
Services and
Transactions

Business Partner
Services

Strategic Partner

STRATEGIC ROLE OF THE HRM FUNCTION

Shared service
model

A way to organize the HR function that includes centers of expertise or excellence, service centers, and business partners.

Self-service

Giving employees online access to human resources information

Outsourcing

An organization's use of an outside organization for a broad set of service

DEMONSTRATING THE STRATEGIC VALUE OF HRM: HR ANALYTICS AND EVIDENCE-BASED HR

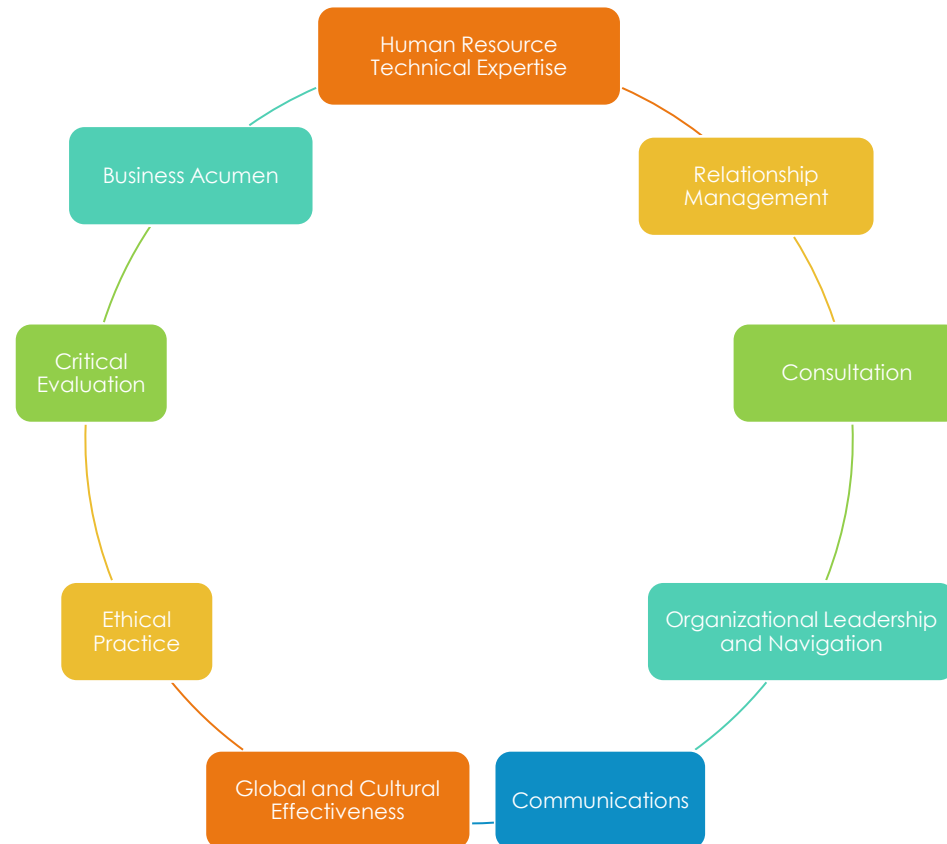
Evidence-based HR

HR or workforce analytics

Big data



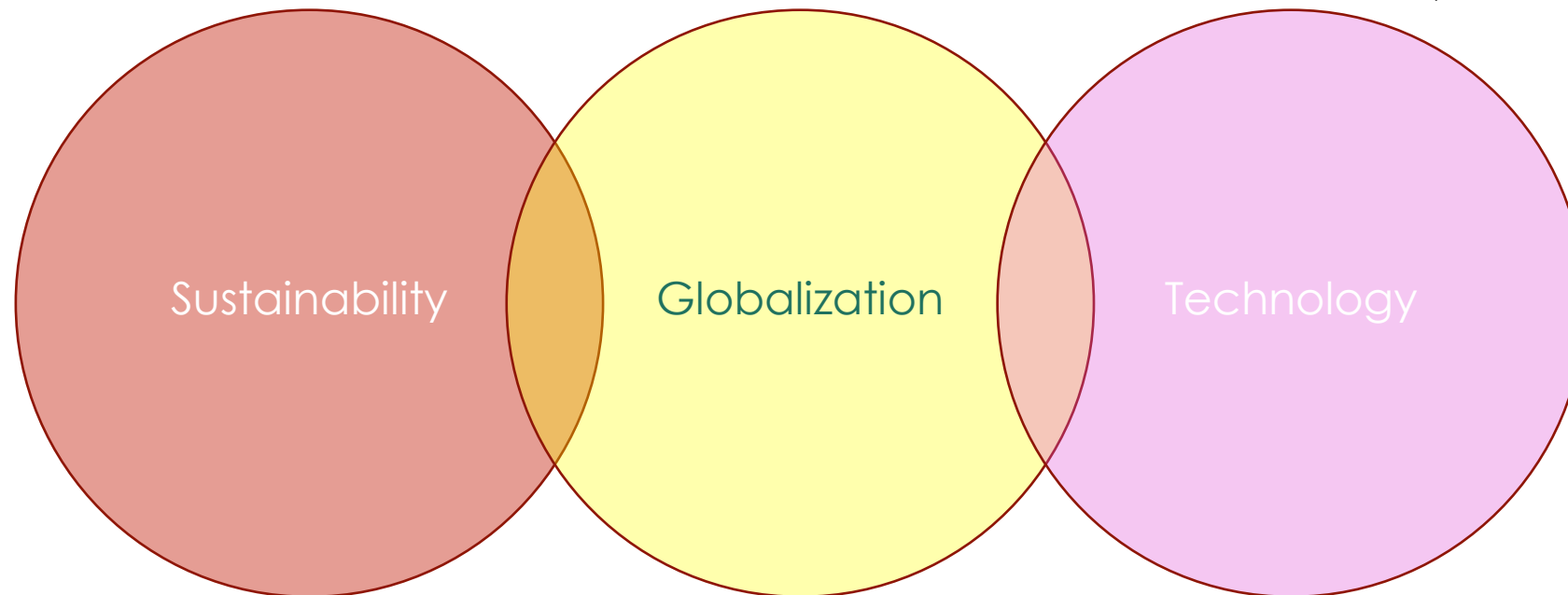
COMPETENCIES FOR HR PROFESSIONALS



COMPETITIVE CHALLENGES INFLUENCING HUMAN RESOURCE

Stakeholders The various interest groups who have relationships with and, consequently, whose interests are tied to the organization (e.g., employees, suppliers, customers, shareholders, community).

MANAGEMENT



Sustainability The ability of a company to make a profit without sacrificing the resources of its employees, the community, of the environment. Based on an approach to organizational decision making that considers the long-term impact of strategies on stakeholders (e.g., employees, shareholders, suppliers, community).

UNDERSTAND AND ENHANCE THE VALUE PLACED ON INTANGIBLE ASSETS AND HUMAN CAPITAL

Intangible assets

Knowledge
workers

Empowering

Learning
organization

Change

Employee
engagement

Talent
management

Nontraditional
employment

Gig economy

CONSIDER LEGAL AND ETHICAL ISSUES

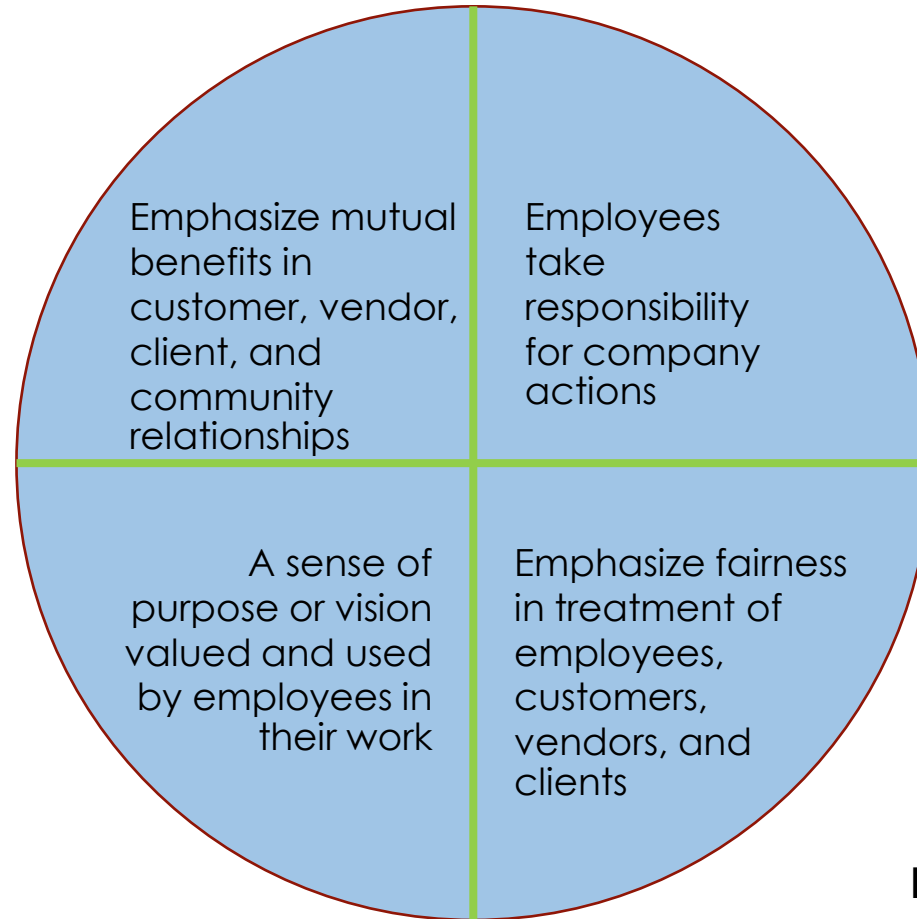


Figure 1.1 Principles of Ethical companies

COMPETING THROUGH TECHNOLOGY

Consider Applications of Social Networking, Artificial Intelligence, and Robotics

Social networking

Artificial intelligence

Use HRIS, Mobile Devices, Cloud Computing, and HR Dashboards

HRIS

Mobile devices

Cloud computing

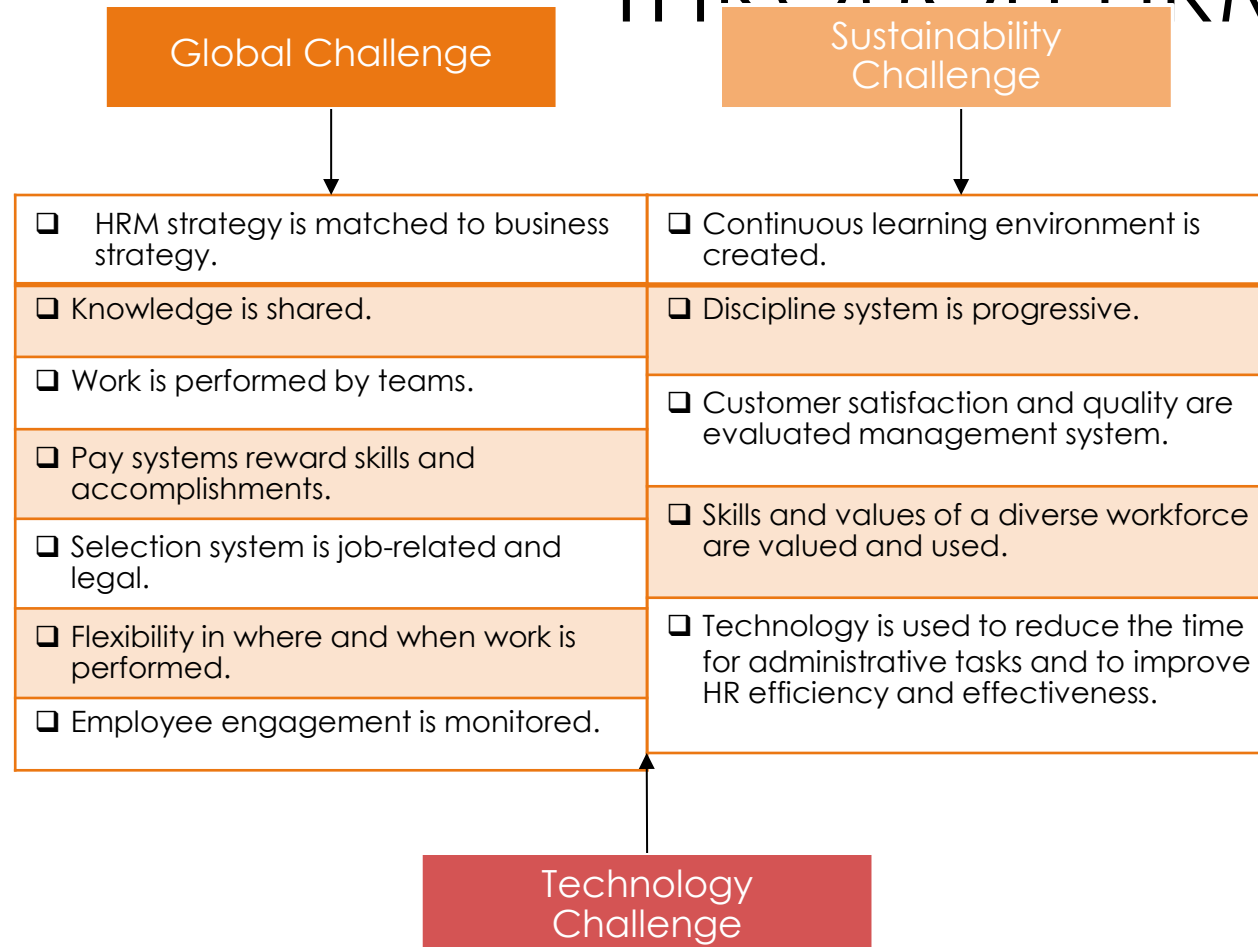
HR dashboard

Consider High-performance Work Systems and Virtual Teams

High-performance

Virtual teams

MEETING COMPETITIVE CHALLENGES THROUGH HRM PRACTICES



การรักษารักขาคณเก่งในองคการ Retaining Talented People in Organization

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บทคัดย่อ

คนเก่งเป็นปัจจัยสำคัญประการหนึ่งที่ทำให้องคการเกิดความได้เปรียบในการแข่งขัน การสูญเสียคนเก่งนอกจากทำให้องคการสูญเสียความได้เปรียบในการแข่งขันแล้ว ยังก่อให้เกิดผลเสียทั้งที่เป็นตัวเงินและไม่เป็นตัวเงินอีกหลายประการ ดังนั้น องคการต่างๆ จึงควรหาวิธีการธารรักษาคณเก่งไว้ บทความนี้จัดทำขึ้นเพื่อแสดงถึงปัจจัยที่มีผลต่อการธารรักษาคณเก่งในองคการ โดยวิเคราะห์ข้อมูลจากการทบทวนวรรณกรรมและผลการวิจัยที่ได้จากการสำรวจข้อมูลในนิคมอุตสาหกรรม ภาคตะวันออก ซึ่งพบว่าวัฒนธรรมและสิ่งแวดล้อมในการทำงาน บทบาทของหัวหน้างาน โอกาสความก้าวหน้าและศักยภาพ การเรียนรู้และการพัฒนา และรางวัลหรือค่าตอบแทน เป็นปัจจัยที่มีผลต่อการธารรักษาคณเก่ง ดังนั้น องคการควรให้ความสำคัญกับปัจจัยดังกล่าว โดยเฉพาะในเรื่องของการสร้างความผูกพันในการทำงาน ความยืดหยุ่นในการทำงานและระบบการสื่อสารที่ดี รวมทั้งการส่งเสริมบทบาทของหัวหน้างานให้การสนับสนุนและจูงใจคนเก่ง เพื่อการธารรักษาและป้องกันการสูญเสียคนเก่งไปจากองคการ

Abstract

Talented people are viewed as one of the main sources of competitive advantage. Losing these high performers can be a great cost to organizations in terms of both monetary and non-monetary drawbacks. Therefore, organizations should realize the importance of talent retention. This article aims to present the factors affecting talent retention by analyzing data from related literature reviews and research findings conducted on the industrial estates in eastern part of Thailand. It was revealed that the key factors that affect talent retention are culture and work environments, supervisor's role, growth and earning potential, learning and development, and compensation. It is therefore suggested that the relationship among organization members, flexibility in working, and good communication be encouraged. In addition, the supervisory role is another crucial factor in talent retention.

PAPER IN HRM FIELD

การจัดการความรู้สู่การสร้างองคการที่ประสบความสำเร็จ Knowledge Management for Creating Organizational Success

นลวัชร ขุนลา ¹
Nollawach Khunla
เกษรภรณ์ สุดตาพงศ์ ²
Ketsaraporn Suttapong

บทคัดย่อ

ปัจจุบันโลกได้เข้าสู่กระแสใหม่ของการเปลี่ยนแปลงที่เรียกว่าสังคมแห่งความรู้และระบบเศรษฐกิจฐานความรู้ ที่ใช้ความรู้และนวัตกรรมเป็นปัจจัยสำคัญในการสร้างความได้เปรียบทางการแข่งขัน บทความนี้มีวัตถุประสงค์เพื่อเสนอแนวคิดด้านความรู้และการจัดการความรู้ในองคการ เพื่อสร้างองคการให้ประสบความสำเร็จในการดำเนินงาน และยกตัวอย่างองคการที่ประสบความสำเร็จจากการใช้การจัดการความรู้ สำหรับความรู้ นั้นจะมีทิศทางของการพัฒนาตั้งแต่ระดับข้อมูลจนถึงระดับปัญญา ส่วนการจัดการความรู้เป็นกระบวนการของการถ่ายโอนความรู้ที่เหมาะสมและเป็นระบบเพื่อให้สามารถพัฒนาไปสู่การเกิดองคความรู้ต่างๆ ในองคการและสรรค์สร้างเป็นองคการแห่งนวัตกรรม อย่างไรก็ตาม การจัดการความรู้ในองคการต้องอาศัยองค์ประกอบหลายประการ อีกทั้งต้องเข้าใจความเกี่ยวข้องระหว่างความรู้กับการจัดการความรู้ในองคการอันจะนำไปสู่ความเป็นเลิศในการบริหารจัดการองคการต่อไป

คำสำคัญ: ความรู้ การจัดการความรู้ องคการแห่งความสำเร็จ

Abstract

The world's transition to knowledge society and knowledge-based economy has been started in the current years. In fact, knowledge and innovation play the important roles in creating competitive advantages. This article aimed at presenting knowledge management concepts to create organizational successful. It also presented a successful organization as an example in using knowledge management. Regarding the knowledge, it has been developed from basic knowledge to wisdom knowledge. Suitably, the knowledge management is used as the transitional process to generate new knowledge in the organization and also develop organizational innovation. However, the creation of knowledge management requires several components as well as the understanding between knowledge and management in order to further creating organizational successful.



Developing a capacity for organizational resilience through strategic human resource management

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ARTICLE INFO

Keywords:
 Organizational resilience
 Strategic human resource management
 HR principles
 HR policies
 Individual contributions

ABSTRACT

Resilient organizations thrive despite experiencing conditions that are surprising, uncertain, often adverse, and usually unstable. We propose that an organization's capacity for resilience is developed through strategically managing human resources to create competencies among core employees, that when aggregated at the organizational level, make it possible for organizations to achieve the ability to respond in a resilient manner when they experience severe shocks. We begin by reviewing three elements central to developing an organization's capacity for resilience (specific cognitive abilities, behavioral characteristics, and contextual conditions). Next we identify the individual level employee contributions needed to achieve each of these elements. We then explain how HR policies and practices within a strategic human resource management system can influence individual attitudes and behaviors so that when these individual contributions are aggregated at the organizational level through the processes of double interact and attraction–selection–attrition, the organization is more likely to possess a capacity for resilience.

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1. Introduction

In turbulent, surprising, continuously evolving marketplace environments only flexible, agile, and relentlessly dynamic organizations will thrive. In fact, firms often must be able to move beyond survival and actually prosper in complicated, uncertain, and threatening environments. Unstable environments create frequent challenges and even relatively stable marketplaces experience occasional jolts or undergo periodic revolutionary shifts. Often these events are viewed negatively, but as Sutcliffe and Vogus (2003) explain, resilient organizations are able to maintain positive adjustments under challenging conditions. Resilient firms actually thrive and become better in part because they faced and overcame serious challenges. Similar to a firm's efforts to encourage strategic flexibility (i.e., the ability to change direction on short notice at low cost), efforts to build a capacity for resilience presume that change and surprise can be sources of opportunity as well as signs of potential threat, but that to capitalize on these opportunities often requires organizational transformation. In this paper we explain how firms can develop a capacity for resilience, why this capacity enables a firm to more fully realize the benefits that changing opportunities present, and we highlight the important role that strategic human resource management plays in both developing and using a firm's capacity for resilience.



Responses to COVID-19: The role of performance in the relationship between small hospitality enterprises' resilience and sustainable tourism development

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^c Faculty of Tourism and Hotel Management, Suez Canal University, Egypt

ARTICLE INFO

Keywords:
 Small hospitality enterprises
 COVID-19 pandemic
 Enterprise resilience
 Planned and adaptive resilience
 Enterprise performance
 Sustainable tourism development

ABSTRACT

Tourism is one of the hardest-hit industries by the global pandemic of Novel Coronavirus (COVID-19). Small tourism enterprises have been heavily affected and have had difficulty in business recovery. This research is an early attempt to explore the direct impact of small hospitality enterprises' resilience on sustainable tourism development as well as indirect impact through performance. A pre-tested questionnaire survey was self-administered to owner-managers of small hospitality enterprises in Greater Cairo, Egypt. The results of structural equation modeling (SEM) using AMOS showed a positive, direct, and significant impact of resilience (planned and adaptive) on sustainable tourism development and indirect influence through performance. The results of the multi-group analysis showed that enterprise type has a significant effect on the results, where restaurant owner-managers expressed more resilience than their hotel counterparts. Several theoretical (for scholars) and practical implications for tourism policy-makers and owner-managers have been discussed and elaborated.

1. Introduction

The global pandemic of Novel Coronavirus (COVID-19) has hit the international economy. However, tourism industry is one of the hardest-hit by this pandemic since it is one of labor-intensive industries with millions of workers at risk. Additionally, the fundamental people-to-people nature of tourism makes it more vulnerable and adds more difficulties to adapt to this pandemic. For instance, a recent report by UNWTO (2020) showed a sharp decline of 22% in the international tourism in the first quarter of 2020 and expected a decline of 60–80% over the current year. The super-fast spread and presence of COVID-19 in nearly all nations have forced the countries to take unprecedented actions, such as nationwide curfews and locking almost all tourism destinations for both national and international travel. In addition, “Whether this will be a temporary shock or a long-term trend? is still an unanswered question” (UNWTO, 2020).

Like other countries, Egypt has been affected by the outbreak of

COVID-19, with a special impact on tourism industry, which is a great component of the Egyptian economy. The Egyptian tourism generated income of \$13 billion last year (2019) (Central Agency for Public Mobilization and Statistics (CAPMAS), 2020), presenting indications of recuperation after the long periods of political disturbance that followed the Egyptian revolution 2011 (Elshaer and Saad, 2017). The industry income is expected to reach \$11 billion in the current financial year (2019/2020) rather than the \$16 billion, which was expected before the spread of COVID-19 (Central Agency for Public Mobilization and Statistics (CAPMAS), 2020). The Egyptian government has started a program to control the COVID-19 infection by designating EGP 100 billion (\$6.3 billion). The government has likewise instituted tax cuts for tourism organizations, diminishing the expense of electricity and gas to the businesses, and giving salaries to full-time workers. However, little support has been provided to most affected industries, e.g. small tourism business (The International Food Policy Research Institute (IFPRI), 2020). The Egyptian government has made several interventions that

PAPER IN HRM FIELD

BRQ Business Research Quarterly (2019) 22, 207–215



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COUNTER-INTUITIVE PERSPECTIVES

HR disruption—Time already to reinvent talent management



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**JEL
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M10 business
administration
general

KEYWORDS
Talent management;
Disruption;
HR stack;
Design thinking;
Agile management;
Behavioral
economics;
HR analytics;
Global HR.

Abstract Rapid changes in demographics, technology and globalization have considerable global implications for work and the worker. This new context is also disrupting talent management as known for the last two decades. Progressive companies in all sectors realize that their talent management practices are no longer meeting the needs of their workers. Instead, employers focus their attention on developing a meaningful employee experience to attract and nurture the talent they need. A new breed of talent management practitioners is developing an HR stack that includes other management frameworks such as design thinking, agile management, behavioral economics and analytics to augment their HR competencies. Organizations will be unable to reinvent their existing talent management practices in a sustainable way unless they broaden the talent management conversation.
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Working in the digitized economy: HRM theory & practice

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ARTICLE INFO

Keywords:
Gig economy
Gig work
Digitized economy
Crowdsourcing
Crowdwork
Independent work
Platform work
Algorithmic control

ABSTRACT

In our introduction to this special issue on the gig economy, we provide some context to how and why this phenomenon should be studied, with a particular emphasis on Human Resource Management. We then describe the four articles that comprise the special issue, and we note some common themes. Our introduction concludes with some suggestions for future research on the gig economy.

1. HRMR introduction to the special issue: human resource management in the gig economy

Work and Human Resources (HR) are experiencing a period of rapid change. As digital and social technologies advance, organizational processes and the nature and meaning of work continue to evolve, thereby rendering work increasingly granular, modular, and decontextualized (Ashford, Caza, & Reid, 2018; Corporaal et al., 2019; Stone, Deadrick, Lukaszewski, & Johnson, 2015). It is important to understand how digital and mobile technologies are shaping organizational phenomena (Boswell & Olson-Buchanan, 2007; Butts, Becker, & Boswell, 2015; Ramarajan & Reid, 2013; van Knippenberg, Dahlander, Haas, & George, 2015). This evolution has led to the emergence of a new “gig economy” that enables both menial tasks (e.g., usability testing, image tagging) and complex endeavors (e.g., design, user testing, or consultancy work) to be broken down into smaller tasks that can be distributed among an external¹ workforce (Lehdonvirta, Kässi, Hjorth, Barnard, & Graham, 2019; Paolacci, Chandler, & Ipeirotis, 2010; Wood, Graham, Lehdonvirta, & Hjorth, 2019). These external work relationships are frequently known as gig work, platform work, digital / digitized work, crowdwork / crowdsourced work, and eLancing, and they are largely a product of technological innovation. Moreover, these new external work arrangements are accompanied by other recent technological innovations that have led to the development of internal platforms designed to influence the work attitudes and performance of traditional, internal employees.

The development of these internal platforms has resulted in several HR challenges. The boundaries between the internal labor market of an organization and the external workforce is becoming blurred, and questions arise about the appropriate role of HR management in shaping the function of information technology in hiring decisions and how technology influences the way work is structured and carried out (Colbert, Yee, & George, 2016; Kellogg, Valentine, & Christin, 2019; Stone & Deadrick, 2015). It is not yet

PAPER IN HRM FIELD

Article

SHRM Practices Employee and Organizational Resilient Behavior: Implications for Open Innovation

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Abstract: The primary objective of this research is to investigate the role of strategic human resource management practices in developing resilient organizational behavior. This research aims to test the mediating function of individual resilient behavior between strategic human resources management practices and resilient organizational behavior. Data was collected from 780 managerial level employees working in small and medium Chinese enterprises in Hubei Province through a self-administrated questionnaire. The Smart partial least square structural equation modeling technique was used for data analysis. The analysis showed a significant positive relationship among SHRM practices, employee resilient behavior, and resilient organizational behavior. Results also show that employee resilient behavior partially mediates the relationship between SHRM practices and resilient organizational behavior. Individual resilient behavior is needed when an organization is in crisis, restructuring, transformation, turbulent, and unfavorable conditions. Without individual resilient behavior, it is difficult for an organization to be resilient. Therefore, strategic human resource management practices are essential to develop an employee's resilience. This research contributed to the body of knowledge by bringing new concepts together. The main contribution was testing the role of individual resilient behavior between strategic human resource management practices and resilient organizational behavior.

Keywords: organizational resilient behavior; individual/employee resilient behavior; strategic human resource management practices; open innovation; SMEs of China



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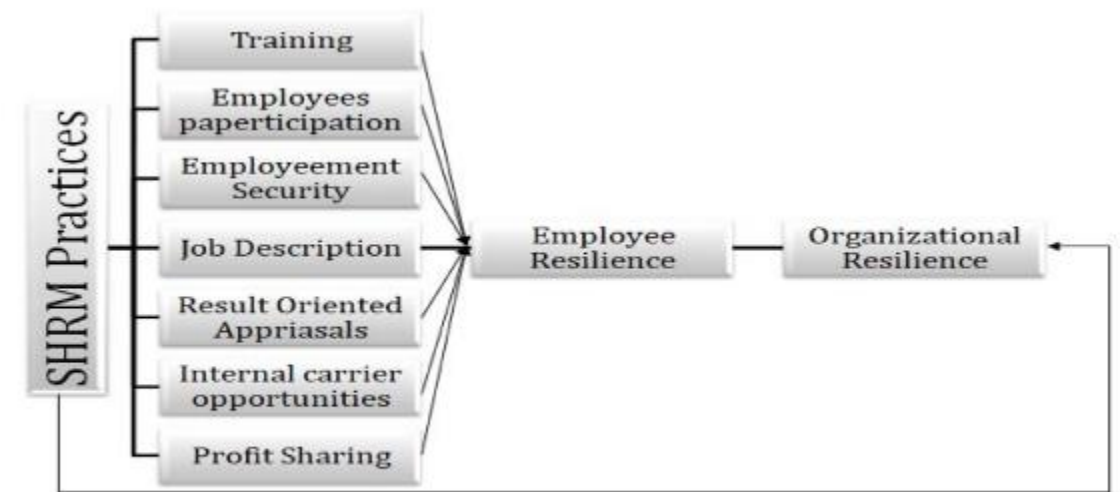


Figure 1. Research framework.

PAPER IN HRM FIELD

Towards SMEs' digital transformation: The role of agile leadership and strategic flexibility

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Keywords:

Agile leadership, Strategic flexibility, Digital transformation, Workforce transformation, SMEs

ABSTRACT

Digital transformation in SMEs has become a necessity in the Industrial Revolution 4.0 era. The ASEAN Economic Community will be more established if SMEs are able to take the benefit of information technology advancement in its business process. This research aims to test the role of agile leadership and strategic flexibility to improve digital transformation in SMEs among ASEAN countries. The data from this research were from 539 SMEs in Indonesia and Malaysia as representatives of ASEAN community and tested using Smart PLS 3. A total of 519 usable surveys were collected. Data testing results showed that agile leadership becomes the key to success in implementing digital transformation. Moreover the strategic flexibility, which comes from workforce transformation and dynamic capability, is also the determining factor in the creation of digital transformation in SMEs. The fast response of the leader followed by strategy flexibility, play a significant role to the success of digital transformation implementation.

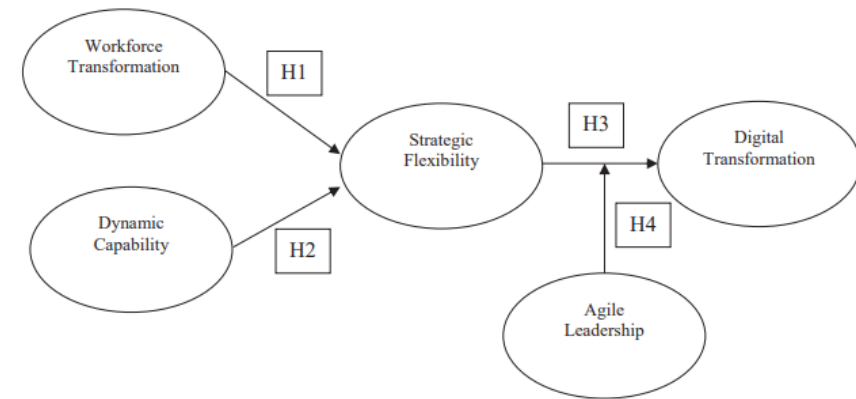


Figure 1. Empirical Model