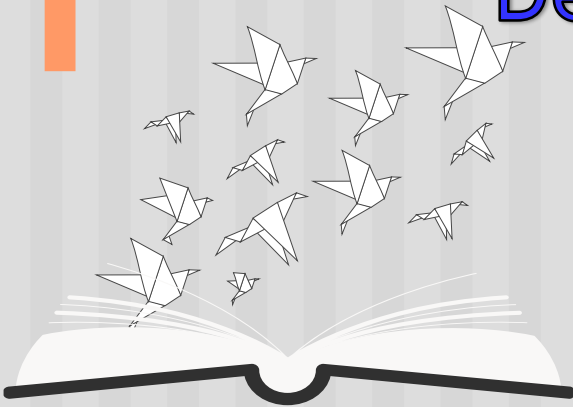


M.B.A. (Innovation in Human Capital and Entrepreneurship Management)

**MHE5516**

# **Developing Human Capital to be an Entrepreneur**



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



# WHAT IS A BUSINESS MODEL?

A business model is a story of how the firm will create value for customers and more important, how it will do so profitably. We often hear or read of companies that have “transformed their business model” in one way or another, but what that means is not always clear. To understand this, we need to grasp a few basic accounting concepts.



# WHAT IS STRATEGIC MANAGEMENT?

Strategic management is a process, an approach to addressing the competitive challenges an organization faces. It can be thought of as managing the “pattern or plan that integrates an organization’s major goals, policies, and action sequence into a cohesive whole.



# WHAT IS STRATEGIC MANAGEMENT?

Strategic human  
resource  
management  
(SHRM)

Strategy  
formulation

Strategy  
implementation

A pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals.

The process of deciding by defining a company's mission and goals, its external opportunities and threats, and its internal strengths and weaknesses.

The process of devising structures and allocating resources to enact the strategy a company has chosen.

# STRATEGY FORMULATION

## Goals

What an organization hopes to achieve in the medium-to long-term future.

## External analysis

Examining the organization's operating environment to identify strategic opportunities and threats.

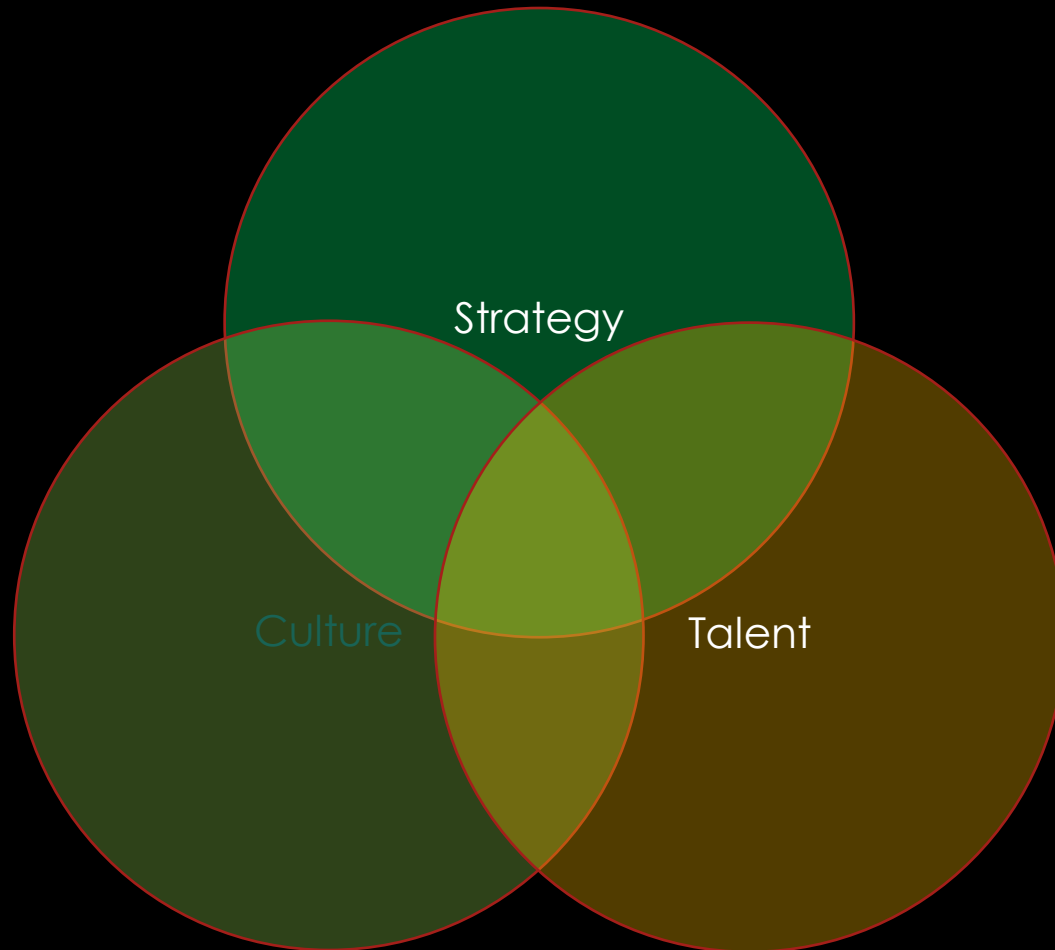
## Internal analysis

The process of examining an organization's strengths and weaknesses.

## Strategic choice

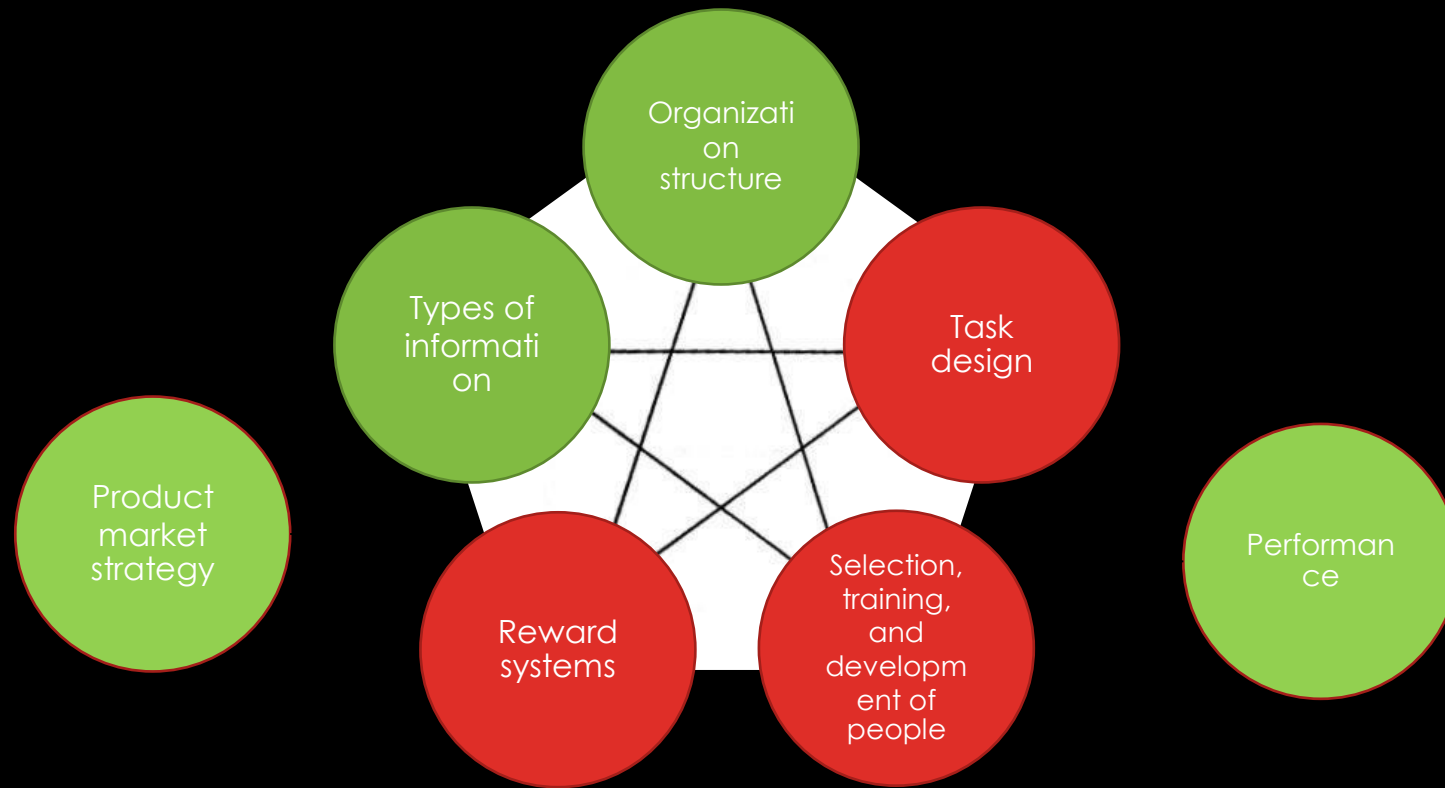
The organization's strategy; the ways an organization will attempt to fulfill its mission and achieve its long-term goals.

# STRATEGY IMPLEMENTATION



Best of All Worlds Is  
When the Strategy,  
Culture, and Talent  
Are Completely  
Aligned around  
Customer Value

# VARIABLE TO BE CONSIDERED IN STRATEGY IMPLEMENTATION





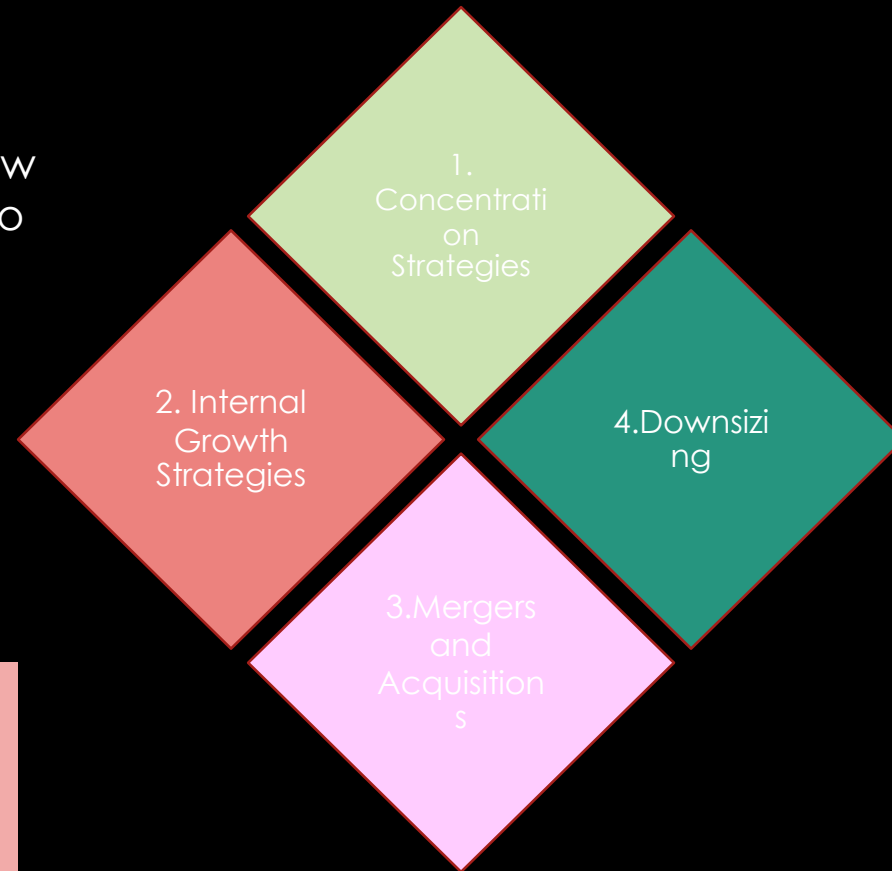
# DIRECTIONAL STRATEGIES

## Concentration strategy

An emphasis on acquiring vendors and suppliers or buying businesses that allow a company to expand in to new markets.

## Concentration strategy

A strategy focusing on increasing market share, reducing costs, or creating and maintaining a market niche for products and services.



## Internal growth strategy

A focus on new market and product development, innovation, and joint ventures.

## Downsizing

The planned elimination of large numbers of personnel, designed to enhance organizational effectiveness.



# MUJI



อานกฤตย์ MUJI รุกเปิดสาขาใหญ่

สวนกระแสช้อปปิ้งออนไลน์แรง - ร้านค้าแหล่งขนาดสาขา

# GOOGLE



Google  
Cambridge



Google ซิดนีย์



Google  
สิงคโปร์



# HRM PRACTICES

## 1. Job analysis

The process of getting detailed information about jobs.

## 2. Job design

The process of defining the way work will be performed and the tasks that will be required in a give job.

## 3. Recruitment

The process of seeking applicants for potential employment

## 4. Selection

The process by which an organization attempts to identify applicants with the necessary knowledge, skills, abilities, and other characteristics that will help it achieve its goals.

## 5. Training

A planned effort to facilitate the learning of job-related knowledge, skill, and behavior by employees.

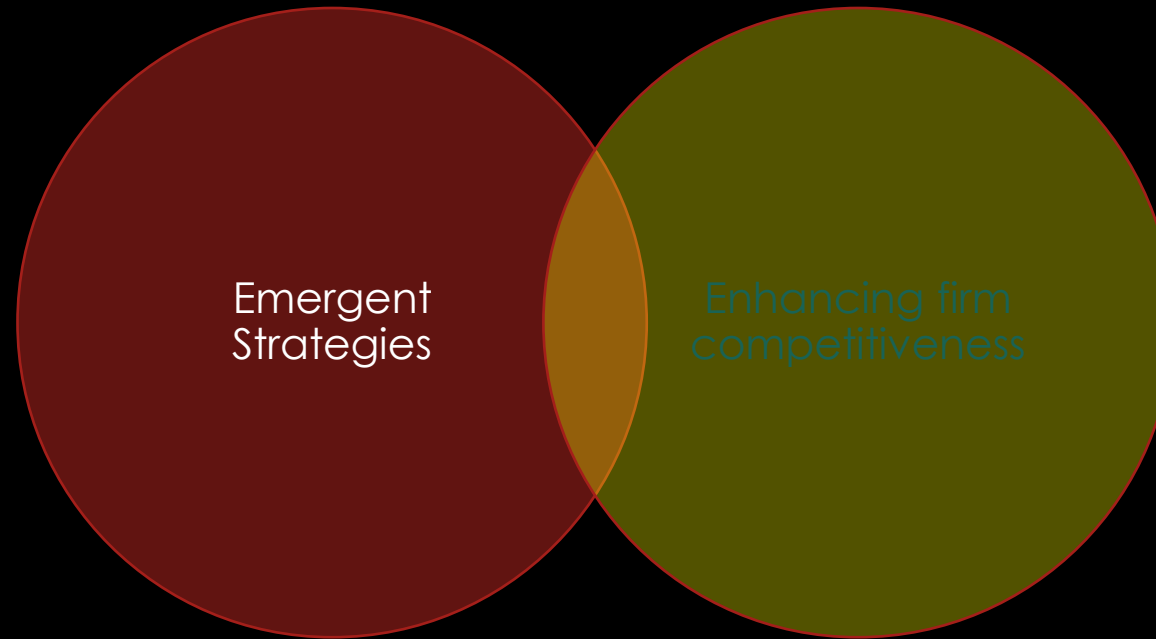
## 6. Development

The acquisition of knowledge, skills, and behaviors that improve an employee's ability to meet changes in job requirements and in client and customer demands.

## 7. Performance management

The means through which managers ensure that employee's activities and outcomes are congruent with the organization's goals.

# THE ROLE OF HUMAN RESOURCES IN PROVIDING STRATEGIC COMPETITIVE ADVANTAGE



# PAPER IN HRM FIELD

The current issue and full text archive of this journal is available on Emerald Insight at:  
<https://www.emerald.com/insight/1460-1060.htm>

## Effects of green human resource management and managerial environmental concern on green innovation

Wenhao Song

*School of Management, Fudan University, Shanghai, China*

Hongyan Yu

*Sun Yat-sen University, Guanzhou, China, and*

Hui Xu

*School of Economics and Management, Shanghai Maritime University, Shanghai, China*

Effects of green  
human  
resource  
management

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### Abstract

**Purpose** – Green human resource management (GHRM) is critical to enhancing the ability of the companies' green innovation, but this link is rarely explored or empirically tested in the literature. Drawing upon human capital theory, the study examines a conceptual model that incorporates the effects of green human capital and management environment concern.

**Design/methodology/approach** – Data were collected from 143 firms in China, and the regression analysis and bootstrapping test were used to assess the hypothesis.

**Findings** – Our findings indicate that GHRM can positively influence green innovation, and green human capital mediated the link between GHRM and green innovation. In addition, management environment concern moderates the effect of GHRM on green human capital. The results further explore that the indirect effect of GHRM on green innovation through green human capital is significant for the firms with a high management environment concern, but not for this relationship with a low management environment concern.

**Originality/value** – The findings further extend the scope of GHRM research, and theoretical and practical implications of GHRM are presented to enhance environment sustainability.

**Keywords** Green HRM, Green human capital, Managerial environmental concern, Green innovation

**Paper type** Research paper

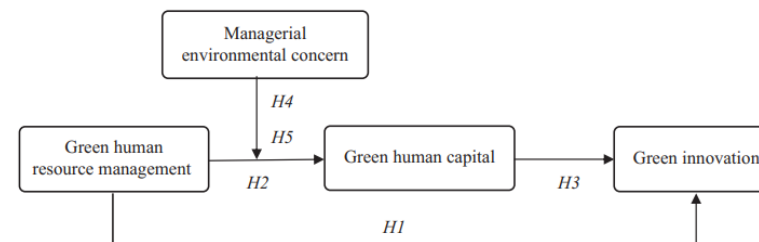
### Measures

#### GHRM

We adopted the scale of GHRM with nine-item scale developed by Guerzi *et al.* (2016). The scale was rated on five-point Likert scale. The items are "Employee selection based on

Characteristics	Classifications	Frequency	%
Firm years	<2 years	2	1.4
	2–5	12	8.4
	6–10	18	12.6
	11–15	22	15.4
	>15 years	89	62.2
Firm size	Under 50 employees	11	7.7
	50–100	15	10.5
	101–200	15	10.5
	201–500	23	16.1
	501–1000	11	7.7
	1001–2000	10	7.0
	More than 2000	58	40.6
Types of firm	State-owned enterprise	53	37.1
	Privately owned enterprise	38	26.6
	Foreign-funded enterprise	39	27.3
	Other	13	9.0
Industry	Manufacturing industry	51	35.6
	Service industry	40	28.0
	High-and new-technology industry	12	8.4
	Others	40	28.0

**Table 1.**  
Characteristics of the  
sample (N = 143)



**Figure 1.**  
Framework of  
this study

# PAPER IN HRM FIELD

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## RESEARCH ARTICLE

WILEY Business Strategy and the Environment

# Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development

Samuel Roscoe<sup>1</sup> | Nachiappan Subramanian<sup>1</sup> | Charbel J.C. Jabbour<sup>2</sup> | Tao Chong<sup>3</sup>

<sup>1</sup> University of Sussex Business School, University of Sussex, Brighton, UK

<sup>2</sup> Montpellier Business School, Montpellier Research in Management, Montpellier, France

<sup>3</sup> Nottingham University Business School, The University of Nottingham Ningbo China, Ningbo, China

### Correspondence

Nachiappan Subramanian, University of Sussex Business School, University of Sussex, Brighton BN1 9SL, UK.  
Email: n.subramanian@sussex.ac.uk

## Abstract

Scholars have shown that green human resource management (GHRM) practices enhance a firm's environmental performance. However, existing studies fail to explain how GHRM initiatives can enable a green organisational culture or how such a culture affects the environmental performance and sustainable development of the firm. This paper examines the relationship between GHRM practices, the enablers of green organisational culture, and a firm's environmental performance. We conduct a large-scale survey of 204 employees at Chinese manufacturing firms. Our findings suggest that proenvironmental HRM practices including hiring, training, appraisal, and incentivisation support the development of the enablers of green organisational culture. We suggest the key enablers of green organisational culture include leadership emphasis, message credibility, peer involvement, and employee empowerment. Our paper contributes to HRM theory in terms of originality and utility of research by explaining that the enablers of green organisational culture positively mediate the relationship between GHRM practices and environmental performance. Managers are provided with a detailed understanding of the GHRM practices needed to enable an organisational culture of environmentally aware employees. Finally, we address potential implications of this work for teaching green organisational culture to future generations of responsible managers.

## KEYWORDS

environmental performance, green human resource management, green organisational culture, sustainable development

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ROSCOE ET AL.

TABLE 1 Green human resource management (GHRM) measures

Constructs with measures	Source
Job description	
JDv1—Job positions in our company enable involvement in environmental management activities.	Renwick et al. (2013), Jabbour (2011), Jabbour (2011)
JDv2—Job positions in our company enable the acquisition of knowledge about environmental management.	
JDv3—Job positions in our company demand knowledge about environmental management.	
Recruitment	
Rv1—Environmental performance of the company attracts employees.	
Rv2—HR department of our company prefers to hire employees that have environmental knowledge.	
Selection	
Sv1—HR department selects employees considering environmental motivation in our company.	
Sv2—All selection steps consider environmental questions in our company.	
Training	
Tv1—Environmental training is considered as an important investment in our company.	
Tv2—Environmental training is a priority in our company.	
Tv3—HR department provides continuous, relevant, and effective environmental training programs.	
Performance Assessment	
PAv1—HR department of our company establishes a clear and special objective of green practice for each employee.	
PAv2—Our company assesses employees' contributions to environmental management.	
PAv3—Individual performance assessment results are recorded in our company.	
Reward	
Rewardv1—Public recognition rewards are established in our company for environmental performance.	
Rewardv2—Monetary rewards are provided for environmental performance.	

Note. HR: human resource.

yielding a survey return rate of approximately 40.8% (204 responses). We did not receive responses to the remaining 251 invitations. Initially, we controlled the number of responses from each firm by sending a maximum of 10 invitations to the employees of one company to avoid potential bias from a single firm.

TABLE 2 Enablers of green organisational culture (EGC) measures

Constructs with variables	Source
Leadership emphasis	
LEv1—Leaders encourage employees to learn green information.	(F. E. Bowen, Cousins, Lamming, & Faruk, 2001; Pagell & Wu, 2009; Sharma & Vredenburg, 1998; Srinivasan & Kurey, 2014)
LEv2—Managers communicate the green and environmental policy with employees.	
LEv3—Leaders can help me when face green problems.	
LEv4—Manager's "walk the talk" on environmental issues and will review the green operations for progress.	
LEv5—When evaluating employees, managers emphasise the importance of green.	
Message credibility	
MCv1—The information about environmental knowledge is delivered by respected sources.	Lin and Ho (2011); Lin and Ho (2014)
MCv2—It is easy to understand how to apply those green operations.	
MCv3—It is unnecessary to have too many experiences of using green practices.	
MCv4—Communications about that green practice appeal to employees personally.	
MCv5—Company has already applied some related green knowledge.	
Peer involvement	
Piv1—It is easy to share green knowledge with my colleagues.	Daily et al. (2012); Glover et al. (2011); Jabbour (2011); Srinivasan and Kurey (2014)
Piv2—Most employees have a strong network of peers for guidance.	
Piv3—We have a group discussion about green topic routinely.	
Piv4—Employees are encouraged to exchange environmental issues with other department.	
Piv5—Like members of a sports team, peers hold one another accountable.	
Employee empowerment	
EEv1—I clearly know how green operations fit with my daily job.	Daily et al. (2012); Glover et al. (2011); Srinivasan and Kurey (2014)
EEv2—I feel a shared sense of responsibility for the work I do.	
EEv3—I am free to make decisions regarding environmental issues.	
EEv4—I have significant autonomy in deciding how to handle green issues in practices.	
EEv5—I have a voice for green violations.	