INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESIS (ES)

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

LIMITATIONS

SCOPE FOR FURTHER RESEARCH

REFERENCES

APPENDIX/ANNEXURE

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- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.

- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

UNPUBLISHED DISSERTATIONS

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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WEBSITES

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

ROLE OF STRATEGIC HUMAN RESOURCE MANAGEMENT IN AN ORGANISATION

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ABSTRACT

The Strategic Human resource Management is the key to all organizational problems as it opens the doors to a new type of organization where employees love to work and where there is an open organizational culture. The strategic management is a form of process, which is needed at all levels of an organization. This paper discusses the concept of strategic management and it gives a literature review on the Strategic Human Resource Management. The paper concentrates on the employee module of the strategic framework and it gives a solution to the huge employee turnover problem of many organizations through the case study of Google. Further, the paper uses Google's People Operations HR strategy and it uses the qualitative research methodology for conducting a research on this strategy of Strategic Human Resource Management of Google. The SWOT analysis of Google will tell us about the effectiveness of the strategies which Google is following right now. In strategic management, there is a definite framework for all organization modules, which include employers, employees and organizational culture. Google is the best example of creative and open organizational culture with transformational leadership and the best company practices like People Operations. The paper also discusses the various forms of leadership styles and analysis Google on the basis of those styles.

KEYWORDS

HRM, google's People Operations HR strategy, strategic management.

JEL CODES

J24, J53, M12, M54, O15.

1. INTRODUCTION

An organization is a word which has experienced an altogether change in its meaning in the past few years. Today the organizations are not same as the old ones. The organizations today are no more the ones where company policies are the prime factors and the employee interests take a back seat rather the workplace culture has changed and along with it the client demands and the employee training, performance appraisal have also changed. The human resource departments have become the new mentors in the process of organizational practices. In present business scenario, the correct approach and strategic management of the company employees can have a remarkable impact on the overall performance of the whole organization. A strategic approach is the need of the growing companies. Human Resource Management, which is based on strategic human resource planning needs a more diversification and so a more macro perspective is needed to implement the human resource based strategies. So, the human resource management which is strategic, needs to be based on global view and it needs to be applied in the wider sphere. The effective Strategic Human resource Management requires that the highly committed resources are exploited by a strong leadership in an efficient way. Strategic management includes the recruiting of employees and then maintaining the employee force. So the SHRM is the way through which not only the employees but the whole organization performs well, through well designed strategies. The SHRM includes the wider scope of management. The company can expand through the recruitment of right staff and good business strategies. At times, the company faces the issues like employee turnover, decrease in quality and sales, which could lead to increased customer dissatisfaction. At times the product demands or services become so much that more staffing or manpower is needed. The Strategic Human Resource Management is needed to handle all such issues explained above. In addition, the strategic management includes the role played by the leaders of the company, as it addresses the way the company leaders handle the company issues and help in the effective development of the company.

Many experts studied the field of Strategic Human Resource Management and some of them described it as a global phenomenon while others explained it as the form of company structure in which the employees, employers and all the company constructs play a vital role. Researchers like Wright and Snell based the strategic management on the human resource exploitation, which is constructive and leads to the development of the organization. The Strategic Human resource Management which impacts the competition levels of the company as it make the whole company unique and one and it makes the unification of all the company practices and the culture of the company. Another expert, Walker, however based the Strategic Management on the merging of the business strategies and the human resources. Tyson and Witcher suggested that the unification or merging of the various people, processes and practices is needed to make the company grow. Fombrun described the Strategic Human Resource Management in the form of the three elements, which were- Mission and strategic planning, Organizational Culture and Human resource management. Strategic Human Resource Management was also viewed as the only way to unite the various resources of the company, which includes management as well as the employees, so that all become a group and become well equipped for meeting any of the organizational challenges. Guest also said that the unity of all the branches of the organization helps in effectively meeting the organizational goals. Fombrun also suggested few things regarding the implementation of the new strategies in the organization and he said that it is likely that the new strategies will be hard to fit in the existing company structures but it is also necessary to make way for them in order to change for the betterment and in order to reach high levels.

2. LITERATURE REVIEW

During the past few decades, many organizations faced problems due to their monotonous models and organizational constructs. A new strategy was thus needed for bringing a revolutionary change in the organizations. The Organizational Change in Cultural Context(OC^3) model was developed to propose the necessary stages for weighed changes in the organization structure. This process takes into view all the whats and hows in the process of organizational change.

Development of SHRM

Armstrong is known to be the prominent name in the evolution of Strategic Human Resource Management; he wrote more about the approach of SHRM for the managers and gave less importance to the traditional methods of industrial relations. The SHRM is linked to the long term objectives of the firm. It has a global scope and it considers the management related problems which impact the managers in the long run. It does not focus on the human resource issues which are internal or which lie in the company itself.

Organizational HR Strategies: SHRM

Strategic management is the concept of blending together the human resource strategies with the business strategies. The strategic HRM implies that HR strategies should be integrated with business strategies. Miller, an expert in the field of human resource management believed that for strategic planning, the initiatives by the management team in the field of HRM should coincide with the with the decisions taken in other functional areas. Tyson and Witcher (1994) suggested that the only way the human resource strategy can be studied is through the use of the combination of corporate and business strategies. Strategy based unification of the system is needed to provide equilibrium between business and human resource strategies. The human resources further support the strategy based business models and planning. In this way the goals of the human resource team can meet with the goals of the company. (Malik, 2009)

Criticism of SHRM

According to the literature the changing environment has made the SHRM implementation difficult. The reasons are the adherence to the change the traditional practices of the company and the difficulty in matching the present company situation to the new trends and strategies. Some critics also say that the strategic

decisions are not entirely based on the output of the logical business calculations. The field of SHRM is based on the practical advice or presentation of empirical data. Without good theoretical concept, the Strategic Human Resource Management can be considered just a collection of wavering statements which have empirical relationships but they are unexplainable. Hence the field of SHRM does not include the firm theoretical base and this can hinder the formation of well explained strategic planning. (Malik, 2009)

The Elements of Strategic Management

The real evolution of this concept of strategic management took place in the time of Fomburn, in the year 1984. He gave three essential elements for the strategic management. Fomburn defined strategy as a way through which the company mission and objectives are set and a the steps through which the company uses its resources to reach its goals. He concluded that "HR systems and organizational structure should be managed in a away which is congruent with organizational strategy". That is, the key players for the better organizational strategy are the better equipped HR systems with organizational strategies. (Malik, 2009)

Google Review: A Case Study of Strategic Management of human Resources

The management at Google includes, Liane Hornsey (Vice President, People Operations), Megan Smith(Vice President, new Business Development) and some of the members from board of directors include Larry Page, Sergey Brin, Eric Schmidt etc. the various departments at this company are- board of Directors Department, Operating Committee, Engineering, Products, Sales, Legal, Finance and People Operations. (Auletta, 2009)

3. RESEARCH METHODOLOGY

METHODOLOGY & RESEARCH DESIGN

The methodology used in this case will be a case study analysis of Google Inc. The research can be done using following two type of methods:

Qualitative Research

Qualitative Research is based on the subjective part of the research. The various methods used are the interviews and the information collection methods. The research is vast in context and it sometimes also involves "focus groups" for conducting a study. In this method the information is collected using the perceptions and the views of people on a given topic taken for study. The topic is discussed in the group taken for the interview purpose and the key person to take the accurate information form the "focus group' is the interviewer. The qualitative research is cheaper than the survey based research and the people can be taken as desired. This research method does not require any "measurements". The groups of people are interviewed by asking questions and the analysis is done for a given issue. (Kerns, 2003)

Quantitative Research

Quantitative Research is based on the measurements and the method used is objective type. The conclusions are derived from the statistics and the available data. This research is basically all about numbers and figures. In this method a "scientifically calculated" group of people is taken for study that is the sample size is pre calculated. In this method the error levels at the end of the research are less as all things are calculated with observations. The responses of the sample group chosen are recorded and these responses are based on the "frequency and the percentage of responses". (Kerns, 2003)

Both the methods discussed above support each other in a hybrid design as the hybrid research method is based on the combination of the qualitative and the quantitative methods. These methods use the information analysis and the measurement aspects of a research. These methods are a bit high cost and they require much time. But the quality is more than the two methods discussed above. The examples of these methods are online surveys and panel surveys. (Kerns, 2003)

Questions regarding SHRM

The literature review raises a number of pertinent questions.

1. What is the impact of organizational culture on various Human Resources Management strategies?
2. What is the strategic frame work for human resource management?
3. What is the role of effective human resource strategies on employee recruiting and company?
4. How can the varied leadership styles impact the Strategic Human Resource Management?

In order to address these questions, a case study methodology was chosen to gain an in-depth understanding of the above-mentioned issues. Secondary data was collected from various publications that have researched the issue. The case study was done on Google and the strategy used was the RBV or the Resource Based View strategy of the SHRM.

Answers to the Questions regarding SHRM

Impact of Organizational Culture

The organizational culture plays the key role in making the company performance better. According to Harrison(1972), the culture in the organization can very according to the ideologies named power oriented, role oriented, task oriented and people oriented. Then in the year 1981, Handy further used this concept for describing the culture at various organizations. The various type of culture as researched by Handy include:

*   Power Oriented Culture: In this type of ideology, the culture gets impacted by the central controlling power. There are enforced set of rules and policies according to which h the people of the company work.
*   Role Oriented Culture: In this type of ideology based culture the role is the deciding factor for giving and taking orders. The person is given less priority than the role. The power is in the hands of the best position holders in the company.
*   Task Oriented Culture: In this type of culture, the goal of the company is to bring the people together and they collectively perform the work.
*   People Oriented Culture: In this type of the culture the people or the employees working in the company are the prime concern of the company and all policies are employee favoring. The organizations with such a culture think their employees as their assets.

The culture at Google comes in the fourth category of the organizational cultures. The culture at Google is people oriented and hence it is employee driven. The organization thinks of its employees as its assets and the various policies are made to benefit the employees, the employees are given special perks if they perform well in the organization. The values and belief systems of the employees are accepted and respected.

The Organizational culture is a thing which cannot be measured but it can only be assessed through questionnaires and interviews. The organizational culture based questionnaires can discuss the following statements:

*   A definition of a good boss, like a good boss is "strong, decisive and firm".

A definition of the good subordinate, like a good subordinate is "compliant, loyal and hardworking".

*   People, who work at the various positions at the managerial level should be shrewd in business, cool in temper, powerful in their positions and skilled in their jobs.

The people make decisions and they should be measured on basis of their judgment and skill set.

The culture of an organization does not remain same and it keeps on varying. There are various strategies which should be followed by the SHRM or Strategic Human Resource Management department. The vital strategies of SHRM are - Commitment Strategy, Retention Strategy, Reward Strategy.

The Strategic framework for the Management

Improvement in the human resource capabilities: It refers to the employees, who are thought of as the prime resources for making up of an organization. The human resources are the most vital assets which are used for competitive advantage.

Highly committed management: The highly committed management is a hope for the better performance of the people. Such type of managerial approach treats the employees like partners in the company.

*   High performance leaders: The high performance leaders make the organization worthwhile in terms of progress and better organizational culture.
*   Best management Practice: The management practices are varying for varied organizations. The best management practices like People Operation at Google are the best practices.

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Now if we look at our case study we will find that all the elements which make the framework for Strategic Human Resource Management, are included in the organizational structure of Google Inc. The human resource department has integrated all the processes well and the employee, leaders and the company practices are well aligned and work in collaboration. Looking at the culture of Google we can say that the organizational culture at this company is people oriented.

Impact of Human Resource Strategies: The Case Study of Google Recruiting

The human resource department is often viewed as the official department which is separate from the whole organization and it only manages the employee recruitment process and conducts interviews. The fact is something else as the Human Resource Department in today's world is the department which is not restricted to the human resource recruitment and appraisals rather it has a wider scope as the varied strategies in this field can be employed for the overall development of the whole organization and its employees. The new motto of the various Human Resource departments is "this is how we can accomplish that" rather than the statement "you can't do that". The human resource practices are made for the people and by the people. Some new and developing organizations are changing the traditional structure of the human resource development and they focus on the employee skill management, developing new functional models compliant with the current labor market trends and stabilizing the HR services by using the effective practices. (Faugoo, 2009)

The recruitment process of the Google is unique and had best practices of recruiting in the world today. The strategies of Google can be a good advantage for the company's not in the technology business. Google with its own style of recruiting has attracted many professionals from not only IT industry but from other industries also. The style of Google recruiting has become a bench mark in the market and has changed the recruiting process forever. The IT professionals use the term "Disruptive Technology" for Apple's iPodd, which has changed the concept of entertainment in the electronic market and has forced people to take interest in whatever company is making or introducing in the market.

Impact of Recruiting Culture

Google has developed an efficient "recruiting machine" in very less time. There achievements are non-comparable with any other company. Google does not have the best sales and marketing strategies, but they developed the world's first "recruiting culture". They have the best team in all the departments of the company. As a result, Google has changed the work culture in the company and the way employees work to retain and to attract the best talent available in the market. In terms of retain the best resources available in the market, many companies have changed the policies regarding the monetary benefits given to the employees. They have not changed the style of working and the working culture of company to get better output form the resource. The strategies still revolve around the output of the work and the benefits are related to the work done. (Sullivan, 2005)

Google's founder and the HR director Stacy Sullivan and the leader of various teams have crafted a plan, so that the team members of the company work efficiently, they should never feel bored while doing work, they get appropriate opportunity to learn and enhance their knowledge, they face different challenges, should feel that they are adding value to their knowledge while working in the company. The plan made by the top management of Google has succeeded in making the work attractive and has become the main attraction. The other factors like retention and the motivation in Google's terminology is called "20% work". There is no exact definition of the term "20% Work", for professionals it means "that the employee works the equivalent of one-day-a-week on their own researching individually selected projects that the company funds and supports". There are firms who are following Google in terms of "20% Work" strategy, but Google has the best approach in industry for this strategy. (Sullivan, 2005)

This has been one of the effective tools for Google in the recruitment market. The concept is very easy to understand and has attracted many new applicants and the current employees which no other tool has been able to get. According to the HR executive the new employees are giving good response and the retention rate has become "almost nil". The key factor is that this has added power of innovation and creativity in the employees. Google encourages innovation at all the levels in the company not only in the product development but in other departments also. The "20% time" has been a key in the success of the product and the services of the company. Normally it is the policies of the top management who plays major role in the success of the company, but in Google the HR activities are also playing the key role in company's progress. (Sullivan, 2005)

Moreover often people think that the main driving force behind the success of Google in retention of the employees is the monetary benefits which the employees enjoy. Google made its approximately 1000 employees as millionaires through its stocks, when the company went public. The income of the employees is the greatest motivational factor. These are the views of the people who have never been part of Google. But this driving force behind the success also brings some negative effects. This brings the elements who want to work for money, not for the company who encourages innovation at every point in the company and be part of the team which enjoys their work. The work is the prime factor that has been the major motivating force behind the success of Google as compared to the monetary benefits. The recruiting budget of the company is the best among other company's in the world. According to John Sullivan "Arnnon Geshuri, the head of recruiting, and Stacy Sullivan, the director of HR, have done what can only be classified as an unbelievable job in convincing senior management to fund the recruiting effort beyond that of any corporation in history." Google recruiting ratio is 14:1 i.e. 1 recruiter on 14 employees. This shows the funding level of the Google who believe in building the recruiting culture. (Sullivan, 2005)

Impact of Leadership on the Strategic Human Resource Management

The organizations today are no more the traditional ones with company concrete policies rather they have become entirely new and the present organizations have a particular organizational culture and the organizational strategies have also experienced a tremendous change. The organizational culture includes the elements like transformational leadership and innovative organizational model formation. The organizational culture acts as a merger between the leadership and innovation. Many researches were done in the field of human resources and the relations between the three terms leadership, culture and innovation in the organizational models were described. The organizational culture is the indicator of the interrelation of the employers and the employees and it is essential for measuring the respective effects on the company performance. (Sarros et al)

4. DATA ANALYSIS

DATA ANALYSIS OF GOOGLE

Human resource department has always been the backbone of the company of any level or stature. It does not matter that what position an employee holds in the company, it is the work which is important for the company. It is the duty of the HR department to provide the faithful and obedient professionals for the company. The company should realize that every employee is important for the company. This was not realized by the senior managers until today's competitive era arrived. The employees of the company make the company or break that. This is where the SHRM has a role to play. Once the SHRM practice is implemented completely then the evaluation process takes place.

According to Laszlo Bock of Google "its study found that a boss's technical expertise was less important than "being accessible." In the year 2009 Google took initiative to test its managers through a program called Project Oxygen. The sole motive of this project was to build effective and competitive bosses. Management started collecting the data for the top officials in the form of "reviews, feedback surveys and the nominations of the top-manager". The analytical team of Google came up with the Eight Habits of Highly Effective Google Managers. Let us have a look at those eight habits:

- Be a good coach: The manager should be specific in addressing the problems, and give solutions keeping in mind the limitations of its team members.
- Empower your team and don't micromanage: Manager should design test assignments to make its team members capable to take up new challenges.
- Express interest in team members' success and personal well-being: Manager should maintain a personal touch with its team and should make a comfortable environment so that a new member should not feel isolated.
- Don't be a sissy: be productive and results-oriented: The manager should help team to achieve the pre-set targets and use its powers to remove obstacles for achieving the targets.
- Be a good communicator and listen to your team: Manager should have good communication skills to convey his message and objectives clearly to the team and he has to be good listener to whatever information and issue he receives for the team.
- Help your employees with career development.
- Have a clear vision and strategy for the team: Manager should motivate the team if there are some obstacles in achieving the goals and help them stay focused.

- Have key technical skills so you can help advice the team: Manager should have appropriate knowledge of the work for which he/she is responsible for and should be ready to do it on his own whenever needed. (Bryant, 2011)

WEIGHING GOOGLE ON BASIS OF TWO POPULAR LEADERSHIP STYLES

The leadership styles define the nature of the organizational system and the motivational factor of the employees. The good leaders motivate the employees better, hence the good leaders are the best motivators. The two type of leadership which is most common in both Small to Medium Scale organizations and in the big organizations are explained as follows with the effect of such leadership on the employee motivation:

- Charismatic Leadership: The leaders who are special in terms of captivating their followers are charismatic leaders. The level of self confidence in these leaders is high and they act in a specific way, show a clear focus to the members, act as catalysts and are sensitive to the circumstances they face. The followers of such leaders have high respect and commitment for their guide. These leaders motivate their employees with the techniques like appraisals and promotions, on completion of goals.
- Transformational Leadership: These leaders use their extraordinary skills to get maximum quality work from their employees. They have a sense of good focus and a good vision for the organization. They are innovative and inspirational. They have problem solving skills and they encourage their team members. They reinforce positive motivation and help to make the workplace more interesting through the interaction programs and training programs.(Bass, 2008)

Now, if we clearly observe the organizational culture and the type of the human resource strategies we will see that the Google has a transformational leadership. The fact gets proved by the open culture at Google. The employers at Google motivate their employees. And they make them more and more confident each day by driving them towards innovation. Google helps the employees reach their goals and side by side the employees see that the goals of the company do to lag behind, each day is a learning experience at Google. The transformational leaders are ready for any new change in the organization and they face all obstacles with innovative way outs and they handle each task with confidence. The growth in company productivity and good employee performance is the indicator of the good leadership. The good leaders are the best players in all type of organizational cultures as the culture does not impact them rather they impact the culture.

DATA ANALYSIS OF GOOGLE'S FINANCIAL STATUS

Mission of Google is, "to organize the world's information and make it universally accessible and useful". Although the Google has been relatively successful in achieving their mission, and the financial statements does show the rewards in terms of profits earned. Google went public in the year of 2004, the share price was $85. The stock reached its peak at $750 in the year 2007, the appreciation of 882% in three years. The recession in United States led to the drop in the rates of Google's stock at $300. The main source of revenue for Google is from advertisement. Most of the products designed and developed by Google are available free for the users. The main revenue is from the advertisements available on the user interfaces of the products. (Morrow, 2009)

The financial comparison of Google and Yahoo in the table below:

TABLE 1

	Google	Yahoo!
Income Statement (in millions of USD)		
Revenue	16,594	6,969
Ratio Analysis		
Income Statement Common-Size Data		
Income from Continuing Operations	30.6%	10.0%
Cost of Goods Sold	40.1%	40.7%
Balance Sheet Common-Size Data		
Liabilities/Total Assets	10.4%	22.1%
Profit Ratios		
Return on Assets	23.2%	5.9%

As it is clear that from the above table that the financial position of Google is far more superior then Yahoo. Google's profit margins are more and managing there debts better then Yahoo. All the above profits would have been impossible to achieve in the absence of reliable workforce. (Morrow, 2009)

CHART 1
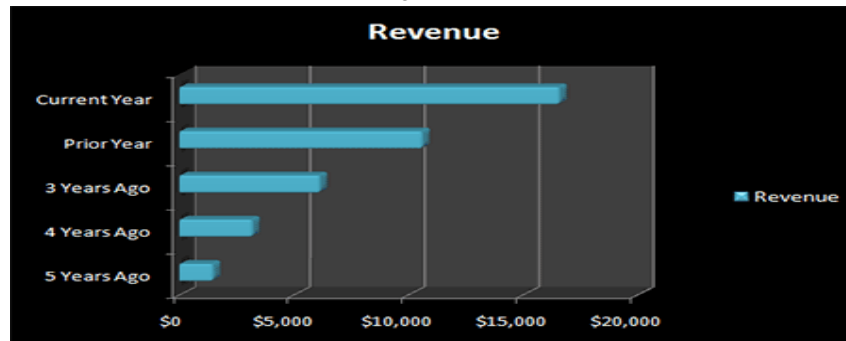
The above chart shows the growth trend of Google till the year 2009. Google has been recording growth on regular basis now. This shows the ability of the team which is performing at its best. The company has a team which deliver goods at the same time enjoy their work and helps their company to grow to the level on which Google is today.

DATA ANALYSIS ON WRONG STRATEGIC POLICIES OF GOOGLE

Some of the other famous deals of Google are- Buying of Double Clicks Company for $3.1 billion, buying Grand Central for $50 million, On2 Technologies for 4106.5 million.

The power Google has acquired has some stories of deception and enforcement like the Overture services sued Google over the charges of infringement of its pay-per-click and bidding patents. The matter solved on a deal where Google agreed to share the common funds with Yahoo for sharing the perpetual license. Google got its patent for page ranking in the year 2001 and it assigned Lawrence Page as the inventor. In 2008, the company lost many top level executives and among them Gideon Yu (chief financial officer) joined Facebook and Sheryl Sandburg became COO of Facebook. (Auletta, 2009)

Google faced a copyright lawsuit of billion dollars, in which the US court ordered the company to give You Tube log to Viacom. Viacom also made charges on Google employees for uploading illegal material to the site and Google also faced the allegations of sexism and ageism from the employees. Many newspaper companies curse Google for kleptomania and parasitic behavior.

A number of media companies are making strategies to shorten the Google's range power and the company's data collection apparatus is under a scan by the Federal trade Commission. But Google has adopted a method to overcome this data mess by its advanced content identification architecture, which will auto remove, any problem content. Google is a technically sound and robust architecture based firm and so it is likely that if it continues to expand so swiftly it will one day engulf all the major media giants, the government agencies, law firm sites and institutions and all web will be Googlized. (Auletta, 2009)

ANALYSIS STRATEGY: SWOT

We will do the SWOT analysis of Google, which will show the various Strengths, Weaknesses, Opportunities and Threats, on basis of Google will be analyzed.

Internal Strengths (S):

- Google is one of the most widely used search engine and it is one of the most efficient search engine.
- Lured Earthlink, the best Internet Service Provider in the United States uses Google as its search engine.
- Google is one of the greatest search engine in the world with a huge cataloging.
- Google has the market capital of $185.61 billion according to "Yahoo Finance".
- Google has its brand value in U.S. market.
- Google has wide range of services including the Desktop Applications, Mobile Products, and Hardware.
- The operations cost of Google are very low.
- Google's search engine has a multilingual interface, which no other interface has.
- Google has a strong and efficient workforce to improve the performance of the search engine.
- Google provides the feature of localized search according to the region.

(Adam, 2009)

Internal Weaknesses (W)

- Google is called as a fraud and many companies say it uses the data without any permission.
- Many companies like Viacom filed a law suit against Google.
- Google's income is totally dependent on the advertisements.
- Google's ranking system has given advantage to the hackers or spammers by making sites which lead to the viruses.
- Google's cost regarding the maintenance of the data center is mounting day by day.

(Adam, 2009)

External Opportunities(O)

- Google has a vast area to cover in the underdeveloped nations. Computer literacy is becoming essential day by day so the whole world is running for it.
- The people of United States prefer to work from home so Google gives the wide option of telecommuting and at-home-businesses.
- Day by day the cost of technology is falling and demand for information is growing. So Google can flourish more than the other search engines. Moreover Google has already more control over the market.
- Google can increase its strengths by acquiring the new companies.
- Google can take benefits of new markets by merging with the local vendors of the particular market.

(Adam, 2009)

External Threats(T)

- Google is likely to face some legal challenges a sit is the only field where Google is not having a proper vigil. Google has many competitions who want its downfall. Even some of the private people can attack Google for information storage.
- The companies in database operations like Gale, Lexis-Nexis ProQuest etc. are making products and search engines with much reasonable price and they are making contracts with newspapers for data collection, so Google should also take care of these strategies.
- Google has many enemies who can become a threat to its performance.
- Google will lose on income of they have contract with AOL.
- There policy of cost per click can result in the loss of client because of the confusion of terms and conditions.

(Adam, 2009)

5. CONCLUSION

Strategic Human Resource Management (SHRM) is the refined form of the HRM. SHRM focuses on all the departments of the company unlike the traditional HRM who use to concentrate only on the collection of the human resource for the company. The main goal of SHRM is to get maximum output from all the departments of the company. The work of HRM is not limited to only arrange workforce for the company but they have an added responsibility to look after the problems of the employee so that he/she works in a free state of mind and give optimum output. The scope of SHRM has become very vast in last decade, this has become a specialized course in the university and colleges. SHRM has been playing a vital role in striking balance between shareholders and the stakeholders. Many experts have studied the effects of the SHRM and the benefits of this for the companies. SHRM is the process which ensures that the work of HRM is not limited to hiring professionals, but it ensures its full involvement in the implementation of strategies and achievement of goals.

There has been many criticism regarding SHRM, people say that this does not have any theoretical base and can create problem in the strategic planning. Strategic HRM is nothing but the strategic use of the human resources for the better productivity for the company and their personal growth. The success for HRM has to some sort of strategy which in turn will give some unbelievable results. SHRM has various elements of management i.e. Organizational Culture, Leadership and Human Resource. All these elements have a major part to be played in the successful implementation of SHRM. The greatest example in today's world for SHRM is Google Inc. The company has become very successful in a very short time because of various SHRM policies. The HR strategies of Google has been rated one of the best today. The strategies are made keeping in view the interest of the employee as well as company. Many companies have imitated the policies of Google but have not been able to achieve the favorable results. Google has changed it strategies considerable in the favor of employees which has given them great benefits. Both the employer and the employee have reaped rich benefits from these policies. Google in the absence of the best marketing and sales team has been able to scale new heights in the modern time. The reason behind this success is the right HR policies which has retained the employees and resulted in minimum employee turnover. The company policies have been very attractive to both experienced and the inexperienced workforce. The companies who followed Google in the policy making have been unable to change their work culture, because of which they have been unable to get benefits same as Google. Google has very liberal with its policies of HRM. The monetary benefits which they enjoy are unmatchable. Google has many millionaires in its employee list, they were given options of purchasing stocks when company went public. Top management designed programs for the employee so that the work never get monotonous and employees should not stop enjoying their work. Every employee has full liberty of expressing their views to the management and the new ideas are always welcomed. Employees have full liberty in terms of working hours, they get free meals, they can wear casuals every day and many more benefits like these. Many people think that the money is the only motivational factor for the employees in Google, but the fact is that the Organization structure is the key in the success of Google. But the benefits bring along the negative elements in who work only for money and enjoyment. This has become a challenge for the HRM to screen those people and keep them out of the company so that they do not affect any other person. As it can be seen in the financial analysis the position of Google has been in a very sound position. Google is managing its finances, debts very efficiently as compared to their immediate competitor Yahoo. The right selection of the people has made all this possible. Although there has been some wrong decisions taken in the form of wrong takeovers, but these are part of the business. The leader ship has played a very vital part in the success of Google. SHRM has been the backbone of the company. They carried out an internal process name Project Oxygen to check the competency level of their top level managers. The main objective or aim of this project was to make their managers more competitive in terms of resource managements and productivity. After analyzing the result the research team came up with their own set of managerial habits which were more beneficial in terms of growth of company and individuals. The SHRM plays an important role in the progress of the company. In today's competitive world it will become difficult to limit HRM's responsibility to the hiring of the employees. They have to play an integral part in the development process of the company to sustain the market pressures of performance. SHRM has proven time and again that the implementation of the strategic HRM has given dividends. Many companies have been following this religiously, have earned lots of benefits. There are much strength, weaknesses, opportunities and threats as under stood by the SWOT analysis.

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