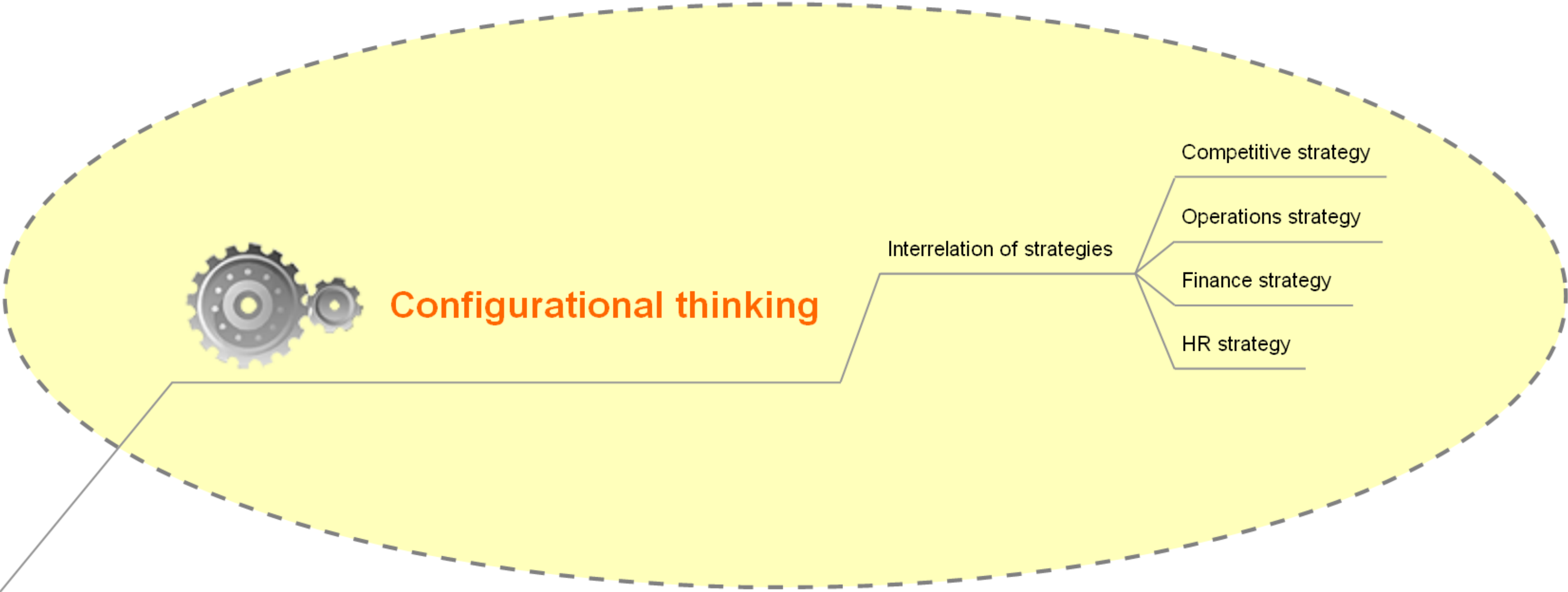


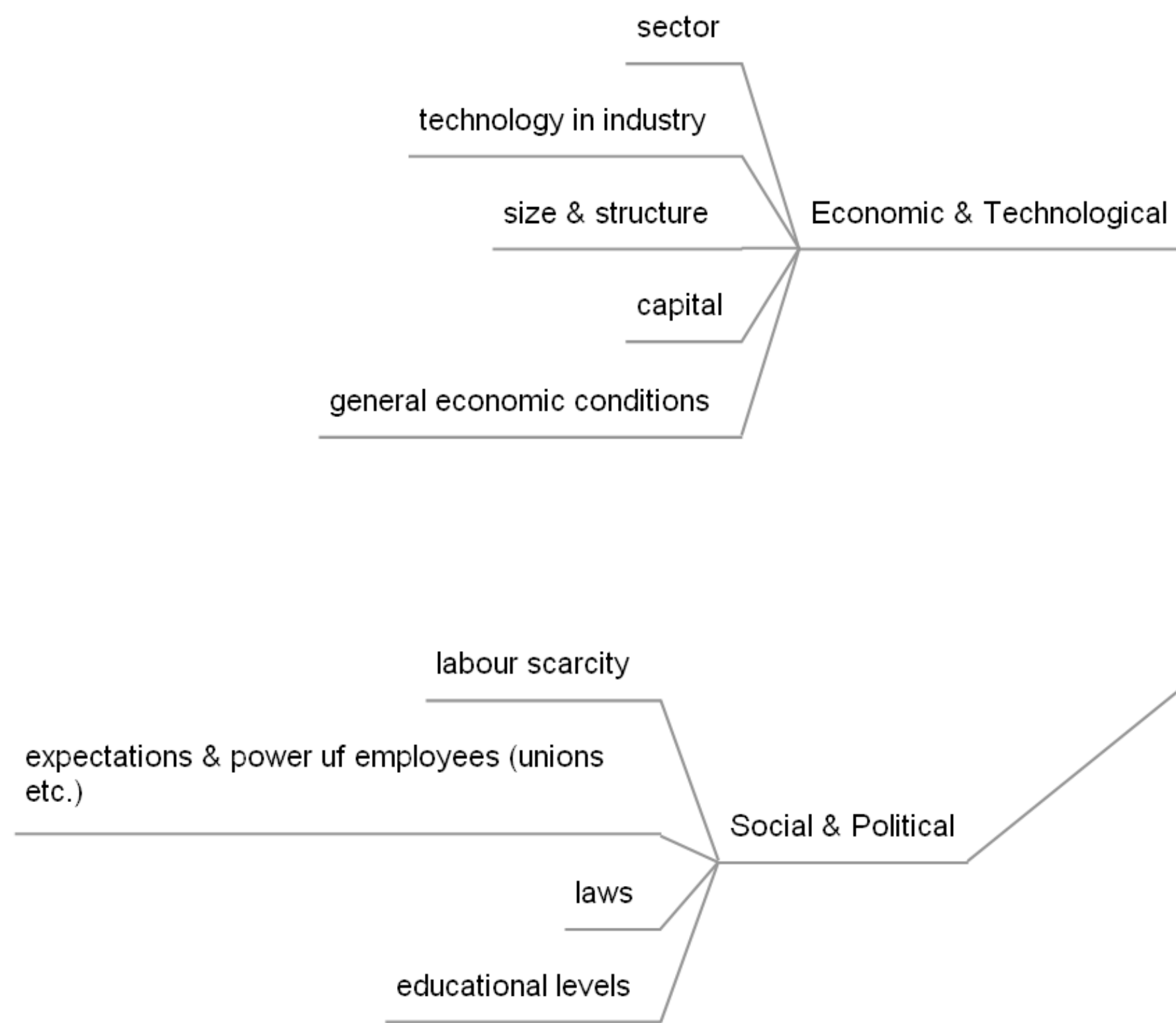
**Strategic HRM**  
Boxall, P & Purcell, J (2003a,b,c)



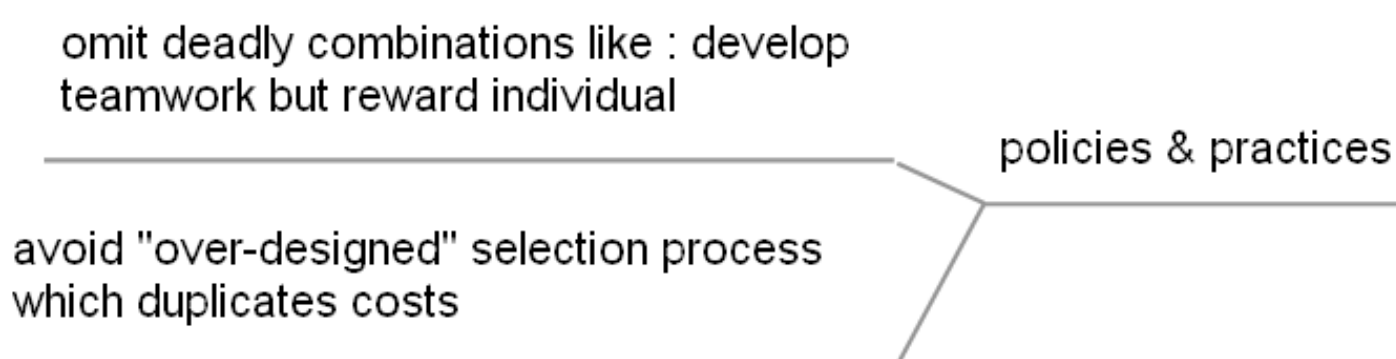
**The best fit "Contingency theory"**  
Boxall, P & Purcell, J (2003a) Strategy and Human Resource Management

Design to fit certain critical contingencies in the firm's specific context --> best for HR strategy

Factors influencing HR strategy

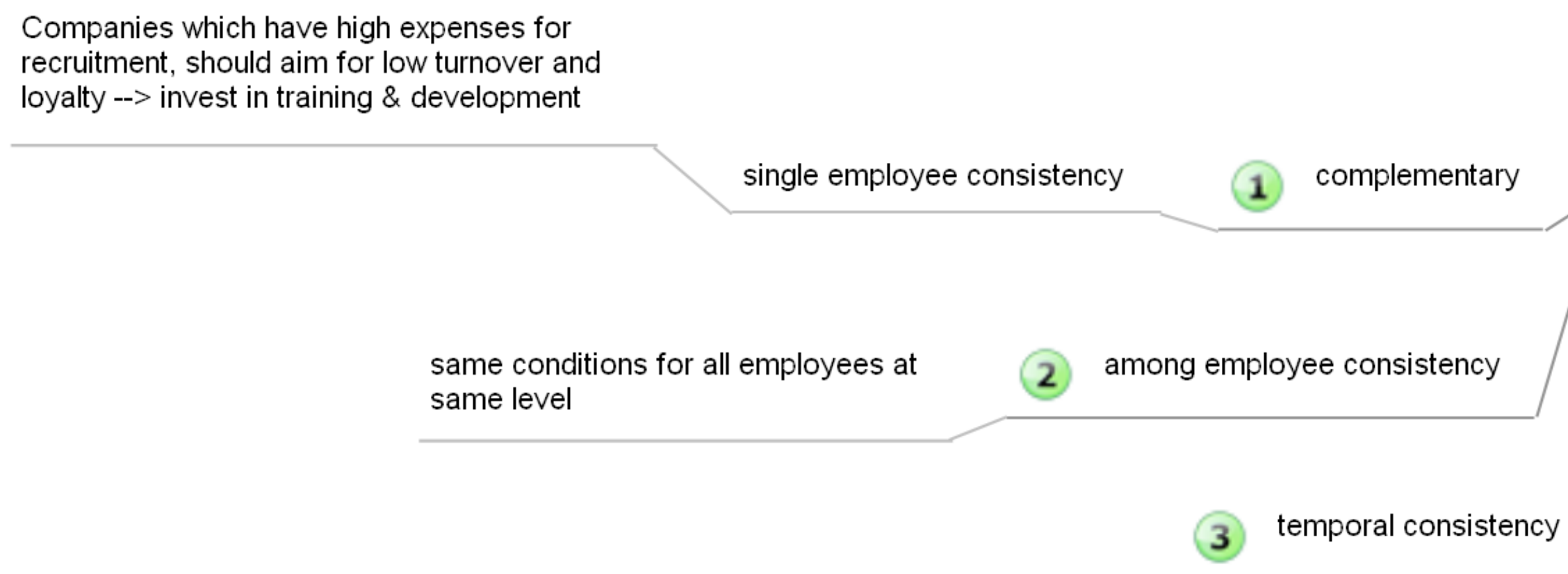


**internal fit**



**Forcing and Fostering needed**

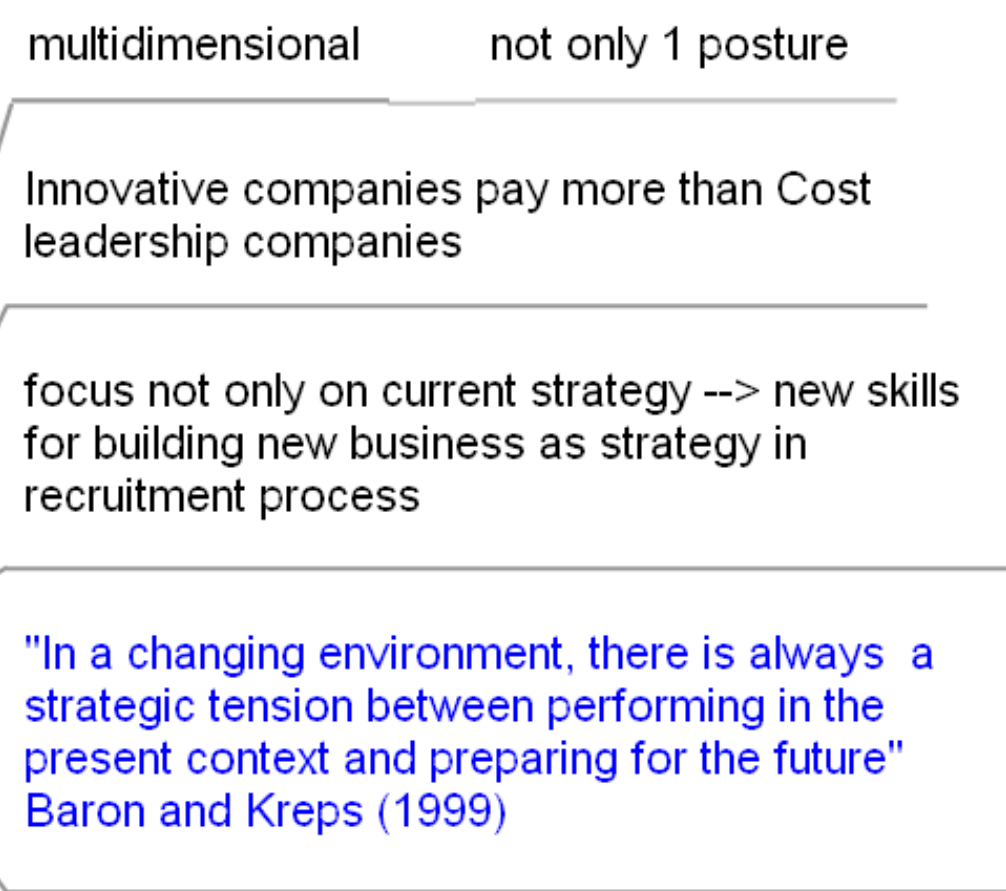
3 types of consistency  
Baron & Kreps (1999)



"In general, how employee A was treated today shouldn't differ radically from how she was treated yesterday"  
Baron and Kreps (1999)

**external fit**

competitive advantage



align HR with competitive advantage e.g Cost leadership

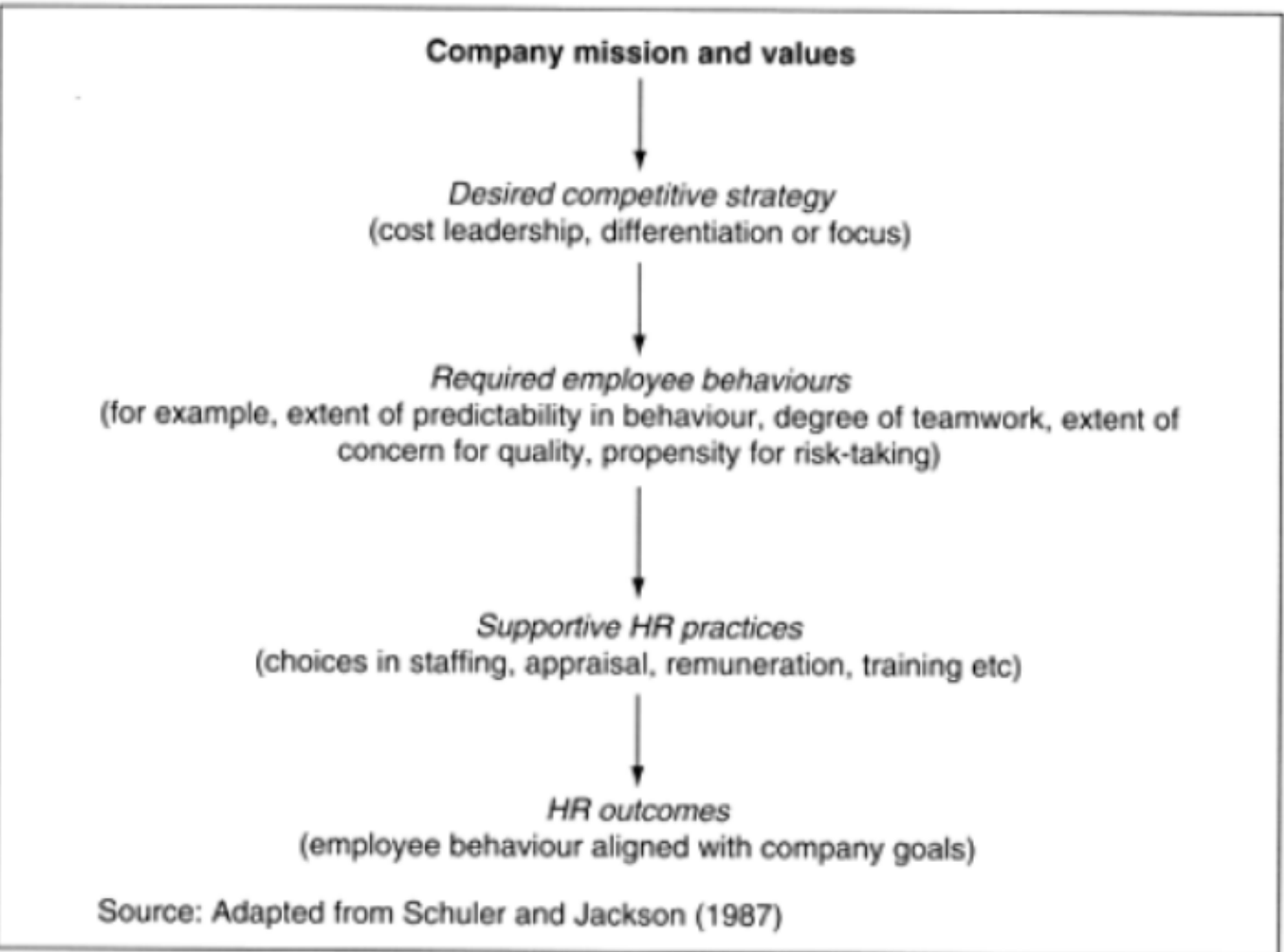
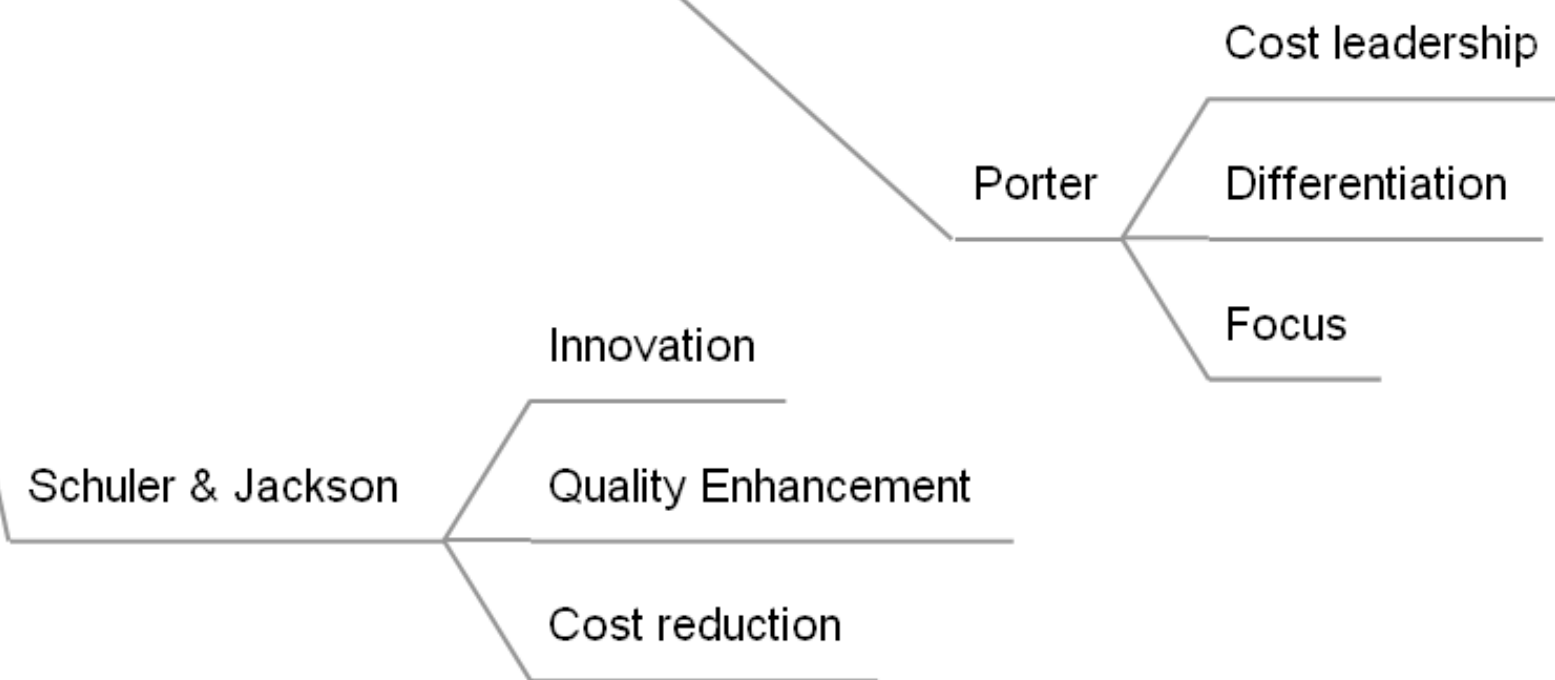


Figure 3.5 Linking HR practices to competitive strategy