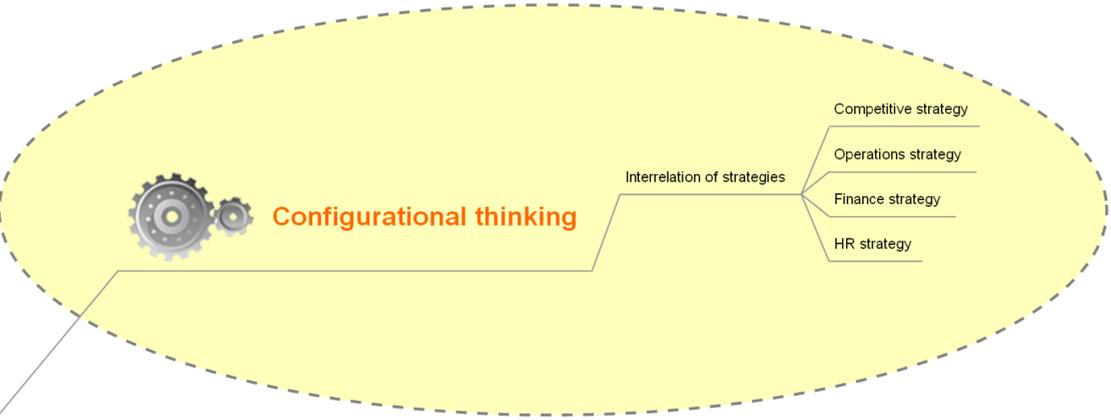
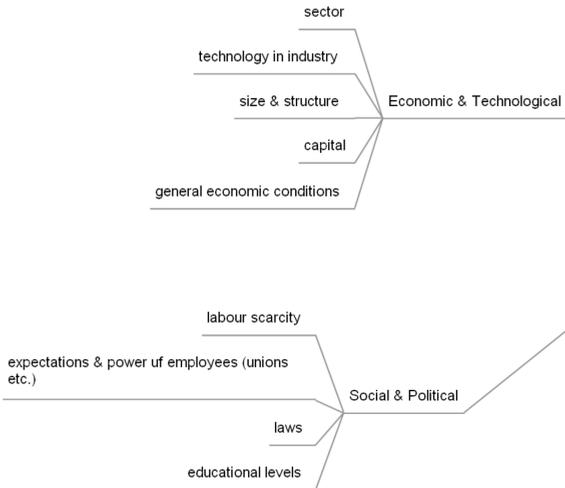


**Strategic HRM**  
 Boxall, P & Purcell, J (2003a,b,c)



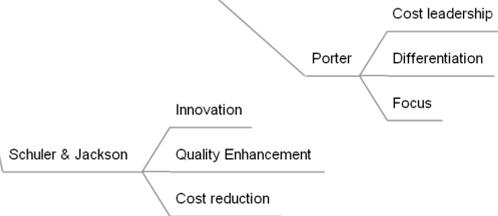
**The best fit "Contingency theory"**  
 Boxall, P & Purcell, J (2003a) Strategy and Human Resource Management

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



competitive advantage

- multidimensional not only 1 posture
- Innovative companies pay more than Cost leadership companies
- focus not only on current strategy -> new skills for building new business as strategy in recruitment process
- "In a changing environment, there is always a strategic tension between performing in the present context and preparing for the future" Baron and Kreps (1999)



**Forcing and Fostering needed**

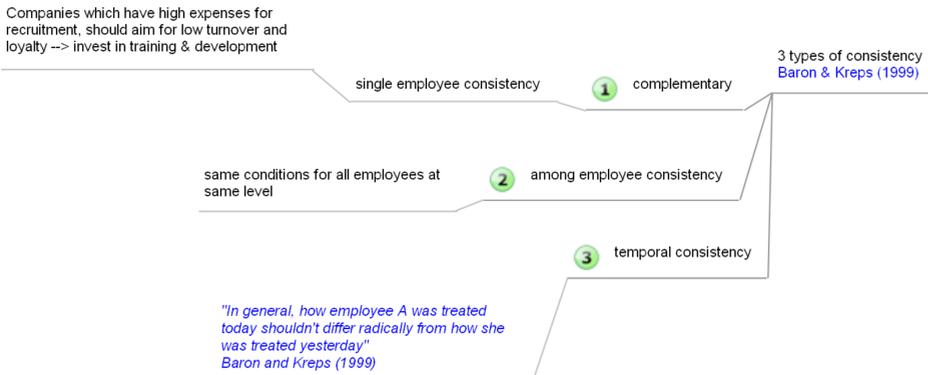


Figure 3.5 Linking HR practices to competitive strategy