HUMAN RESOURCES STRATEGY

MGT652

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A particular foundation has some guidelines that all the organizations working under it have to follow strictly. In the same line, SHRM foundation has also framed some guidelines, and the review of its guidelines has been done in the following discussion.

SHRM Foundation -

SHRM Foundation was found in the year 1966 that falls under the category of 501(c) (3), which is the most common type of tax immune non-profit organization. SHRM Foundation is affiliated with Society for Human Resource Management but is not funded by SHRM member dues and is a lawfully separated organization. The Volunteer Board of Directors governs this foundation who are the HR professionals including representatives, academics, and practitioners from SHRM.  
After selecting ‘Contemporary Resources’ tab on SHRM Foundation website, three tabs reviewed are as follows:

Effective Practice Guidelines: Effective Practice Guideline tab highlights the crucial research findings for busy HR professionals and students in a brief and easy to use interface. It is an exceptional resource that is used by HR professionals and line managers, and it is also used for classroom purpose (SHRM Foundation, 2015). These guidelines provide the practical document for the professionals and students based on the well-constructed research. This tab also provides a list of report titles, which can be downloaded for gaining more information.

Executive Briefing: Executive Briefing outlines appropriate human capital research, as well as, expert viewpoints in order to present a brief overview of each topic related to HR (SHRM Foundation, 2015). These brief overviews are about 3-4 pages that are ideal for sharing with line managers and senior leadership managers as it provides a quick learning about each subject through complimentary briefing.

Research Report: Research Report tab consists of several research reports that can be accessible and used by HR professionals, as well as, the students (SHRM Foundation, 2015).

From the list of the companies provided in the SHRM Foundations Website, PepsiCo has been selected in order to review the entire organization along with its specifications including mission, values, history and other aspects.  
The company that has been selected from SHRM Foundation website to serve the focal point of the research and analysis is PepsiCo (Fortune 500, 2015).

Mission: The mission of the company is to be the prime consumer product across the globe and provide their customers with affordable, complementary, healthy, convenient and delicious foods and beverages (PepsiCo, 2015). The organization is committed to invest in the employees, as well as, the communities and provides growth opportunities to its employees, communities, and business partners to assist the organization for sustainable and long-term growth.  
Core Value: Core value of the organization is to attain sustainable growth, which is fundamental to encourage and measure the success of the company (PepsiCo, 2015). The value and philosophy of the company also reflect that it is socially and environmentally responsible organization. The organization is committed to deliver sustained growth through the authorized people who act responsibly and build trust in the people (PepsiCo, 2015).

History: PepsiCo is an American food and beverages company, which was established through the merger of two companies Pepsi-Cola and Fritto-Lays. The recipe of Pepsi was developed by Caleb Bradham in 1880s, which soon gained popularity; therefore, the recipe was registered a patent in the year 1903 (PepsiCo, 2015). In the 1960s, the company introduced Tortilla chips of Doritos brand, which became popular in the US. The company also expanded its market in Japan and Eastern Europe. During the period of the 1970s, PepsiCo acquired several other brands such as Pizza Hut, Taco Bell and also introduced diet colas and became the top cold drink brand in the supermarkets. PepsiCo was the first company that marketed, produced, and sold its products in the Soviet Union and also introduced recyclable, lightweight, and plastic bottles in the market (PepsiCo, 2015).

During the 1980s, company acquired Walker Crisps and Smith Crisps and entered in the Fortune 500 ranking list in the top 25. The company also acquired Mug Root Beer, purchased Kentucky Fried Chicken and was listed on the Tokyo stock exchange (PepsiCo, 2015). The company entered into the market of China and also launched Diet Pepsi Free, which was caffeine free cold drink. PepsiCo further expanded its market in several countries; it also acquired many brands and introduced different products (PepsiCo, 2015). At present, the company has completed its 50 successful years as a food and beverage company.

Leadership: The core strength of the organizations is its people and PepsiCo has the best executive leadership teams that are responsible for the success of the company and these leaders also renew the talent pipeline of the company (PepsiCo, 2015). Some of the strong leaders are as follows:

Indra K. Nooyi (Chairman and Chief Executive officer)  
Jon Banner (Executive Vice President, Communications)  
Oswald Barckhahn (President, North America Nutrition)  
Umran Beba and Rich Beck (Senior Vice Presidents)  
Albert P. Carey (Chief Executive Officer, North America, Beverages)  
Sanjeev Chadha (Chief Executive Officer, Asia, Middle East and North Africa) (PepsiCo, 2015)

Strategy: PepsiCo emphasizes on delivering strategies used by PepsiCo in order to accomplish the growth year by year. The strategies used by PepsiCo are described as follows:

PepsiCo continuously expands its snacks business in the global regions.  
PepsiCo also ensures that its global beverages attain profitable growth; therefore, the company uses its R&D to develop nutritious, tasty and zero or low-calorie beverages.  
PepsiCo strongly focuses on its ‘Power of One’ strategy that strengthens the brand equity of the company, as well as, builds economies of scale and provides the competitive advantage. ‘Power of One’ strategy extends to the unique ability to connect with the customers and value chain.  
Another strategy of PepsiCo is 'Good for You' that means the company provides nutritious products such as low-fat dairy, vegetables, whole grains, sugar, and saturated fat with dietary requirements, nuts and fruits.  
PepsiCo also delivers the environment sustainability goals by effectively utilizing the resources such as land, energy and water.

PepsiCo has made its presence worldwide and has global divisions such as PepsiCo Asia, Middle East, Africa, America, and Europe. (Pepsico, 20115). PepsiCo divisions are further categorized into different businesses such as Sabritas, Tropicana, Frito-Lays, Pepsi Beverages and more. The company has its distribution and manufacturing facilities, as well as, also has a diverse workforce with approximately 271,000 employees (Forbes, 2015). PepsiCo actively emphasizes on its corporate social responsibility and contributes to the society, as well as, the environment. PepsiCo contributes to society and environment by conserving natural resources such as water, eliminating solid waste, reducing greenhouse gases and providing nutritious products to its customers (Sustainability Report, 2014).

PepsiCo offers a wide range of products under its beverages and snacks, which are distributed according to the customer taste, occasion, and geographic regions. The diverse range of products includes Mountain Dew, Slice, Aquafina, Diet Pepsi, Mug Cream Soda, Lipton Iced Tea, Starbucks Double Shot, Tropicana Twister sodas, Lay's potato chips, Fritos corn chips, Ruffles potato chips, Grandma's cookies, Quaker Oatmeal, and many others.  
PepsiCo focuses on the use of technology and heavily rely on it; the company patented its manufacturing of paper bottle. PepsiCo also launched social vending system, which is smart equipment that allows the customers to purchase the personalized gifts for a friend or family member by selecting a beverage and entering the receiver's details. Other than this, PepsiCo also launched ‘Green Refrigeration Technology’, which is environment-friendly as it consumes less energy (PepsiCo, 2015).  
The human resource philosophy of PepsiCo is based on some values and principles that include the well being of all employees, thorough training of nationwide employees, leadership and direction to employees, employee career planning development, and solving employee problems (PepsiCo Jobs, 2015). PepsiCo human resource philosophy also includes equality, the company recruit diverse workforce from different backgrounds and employs a large number of women leaders at the workplace. PepsiCo provides equal opportunities to people with disabilities, also creates opportunities for a minority group, as well as, women-owned business. The company has global anti-harassment and anti-discrimination policy towards any harassment or discrimination based on the gender, national origin, sex, religion, color, disability or veteran status (PepsiCo, 2015).

Employees and leaders at PepsiCo share their insight about working at the company in the career section. Employees’ possibilities at PepsiCo are limitless; an individual can raise his career graph by grabbing the opportunity and continuous learning through training programs (PepsiCo Jobs, 2015). Stephanie Hills is a Demand Planner at PepsiCo, and she shares her insight be stating, “The sky is the limit in developing yourself, and in your ability to positively impact the world around you.”  
PepsiCo recruits talented candidates from several sources such as online job portals or campus recruitment. The job profile is posted, and then the candidates can apply with their resume. If the candidate matches the profile, then he goes through the different rounds of interviews and after clearing all the rounds he/she is selected (PepsiCo Jobs, 2015). The recruitment team of PepsiCo participates in several social channels, networks, and campuses, and encourages job seekers to apply for various job vacancies. The campus recruitment is done through BIS program, which provides the interns and new hires an opportunity to invest their academic learning in the real business driven environment (PepsiCo Jobs, 2015).

The company follows specific business strategies that are discussed will detailed description in the given section.

The compensation philosophy of PepsiCo is to provide such programs that are market competitive in which the pay is directly linked to long or short-term business results. The executive compensation program of PepsiCo aligns the interest of executive officers at PepsiCo with the shareholders. Compensation philosophy includes recruiting, retaining, and motivating employees that reward an employee in monetary or non-monetary terms (PepsiCo, 2015).  
Employee Engagement Strategies: Strategies used by PepsiCo for employee engagement includes training programs that help to improve the skills and competencies of the employees. PepsiCo invests in its employees as it considers them as its key assets and maintains their integrity, safety, and mutual respect at the workplace (Ferrell, Fraedrich & Ferrell, 2014).

Global Talent Management: PepsiCo aims at providing safe and inclusive work environment to its people. It supports and invests in the local communities where the company operates. The company searches for the right talent at the right location to enable the business strategy of the company (PepsiCo, 2015).

Corporate Social Responsibility: PepsiCo strongly aims at environment-friendly products and services and also emphasizes at  
being socially responsible; therefore, the company is using the technology to use the natural resources and provide healthy and environment-friendly products and services to its consumers (PepsiCo, 2015).

Human Resource Technology: Human resource technology includes a shift from quantity to quality, the use of social media for branding, talent management and employee engagement tool (Forbes, 2013).

Employment Law and Human Rights Issues: PepsiCo has efficient policies for its employee, as well as, the community people. The company uses global Code of Conduct and Human Right Workplace Policy that protects the human rights through a legal framework. The company provides equal opportunities to all employees and does not tolerate discrimination; employees are dealt in a fair and honest manner regarding the wages and other benefits (PepsiCo, 2015).

Emerging Trends in Human Resource Management: The emerging trend in human resource management includes big data, sustainability, and segmentation (Lawler & Boudreau, 2015).

Human Capital Challenges in the 21st Century: Human capital challenges faced by the organization in the present environment include engaging and retaining talented employees, rising healthcare costs, succession planning, recruiting and selecting talented employees, and providing leaders with skills to be successful, creating/maintaining a performance-based culture (SHRM Foundation, 2015)

Best Practices in Human Resource Management: Some of the best practices in human resource management include HRIS, talent acquisition, healthcare and recruitment benefits, employee retention, performance management, and equal opportunities for the employees (Armstrong & Taylor, 2014).

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