

Case Study: Levels of Human Resource Management at Walmart

Concept Based On: Levels of HRM (Strategic, Tactical, Operational)

Source Concept Page: easymangementnotes.com/level-of-human-resource-management/

Company Overview

- **Organization:** Walmart Inc.
 - **Industry:** Retail
 - **Headquarters:** Bentonville, Arkansas, USA
 - **U.S. Workforce:** Over 2.3 million associates jobspikr.com
 - **Global Scale:** One of the largest employers worldwide
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HRM Levels & Walmart Practices

1. Strategic Level (Corporate HR)

- **Primary Role:** Use workforce analytics for long-term planning and policy development.
- **Practice at Walmart:** Implements software-driven forecasting—aggregating store-level data to predict region-wise staffing needs by season or promotional cycle [panmore.comjobspikr.com+1scribd.com+1](https://panmore.com/jobspikr.com+1scribd.com+1).
- **Forecasting Methods:** Bottom-up, trend analysis, Delphi method—all used to predict HR demand and prevent shortages or surpluses panmore.com.

2. Tactical Level (Regional/District HR Managers)

- **Primary Role:** Convert corporate strategy into actionable programs—manage recruitment, training rollout, and compensation planning.

- **Practice at Walmart:** Regional teams interpret forecasts, adjust hiring and onboarding efforts during peak seasons (e.g., holidays), and modify compensation schemes to attract part-time or seasonal workers
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3. Operational Level (Store HR Coordinators & Supervisors)

- **Primary Role:** Handle daily HR operations—onboarding, schedules, conflict resolution, performance reviews.
- **Practice at Walmart:** Store-level HR executes job analysis (via interviews and observations), manages hiring drives, trains entry-level staff, and schedules rotas to meet daily demand .

Integration & Workflow Flow

Step 1 – Forecasting: Corporate HR’s analytics spot trends; forecasts inform hiring targets .

Step 2 – Program Deployment: Regional HR teams launch recruiting campaigns and training aligned with forecasts.

Step 3 – Execution & Feedback: Store HR implements these plans, tracks performance data, and feeds back issues up the chain—enabling corrective tweaks in forecast or tactics.

Results & Impact at Scale

- **Improved Efficiency:** Walmart uses predictive analytics to optimize staffing—reducing overstaffing during slow periods and ensuring coverage during peaks jobspikr.com.
- **Cost Management:** Balancing recruitment and compensation costs based on real-time forecasts .
- **Enhanced Employee Retention:** Strategic tools like upskilling programs (Live Better U), wage adjustments, and benefits led to turnover drops (~37%)
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- **Data-Driven Culture:** Use of workforce data for planning demonstrates maturity in HR's strategic function [tipsai.pro+2workhuman.com+2deloitte.com+2](#).
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Learning Insights for MBA Students

1. **Strategic analytics matter:** Combining forecasting models with actual store feedback drives HR strategy alignment.
 2. **Tactical translation is essential:** Regional HR bridges company-level planning and local execution.
 3. **Operational excellence sustains strategy:** Day-to-day HR actions are critical for smooth operations and employee morale.
 4. **Continuous feedback loop:** Store-level data informs tactical and strategic decisions—close-loop HRM design.
 5. **Technology-enabled integration:** Adoption of HR systems and predictive analytics shifts HR from administrative to strategic.
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Discussion Questions

1. How could Walmart improve its feedback mechanisms from store to corporate HR to refine forecasting?
 2. What additional metrics (e.g., employee engagement, turnover drivers) should Walmart incorporate at each HR level?
 3. Identify potential misalignments between strategic forecasts and operational execution, and propose fixes.
 4. For a retailer of similar scale, what digital tools would you recommend to strengthen this HRM framework?
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Disclaimer & Contact Information

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