

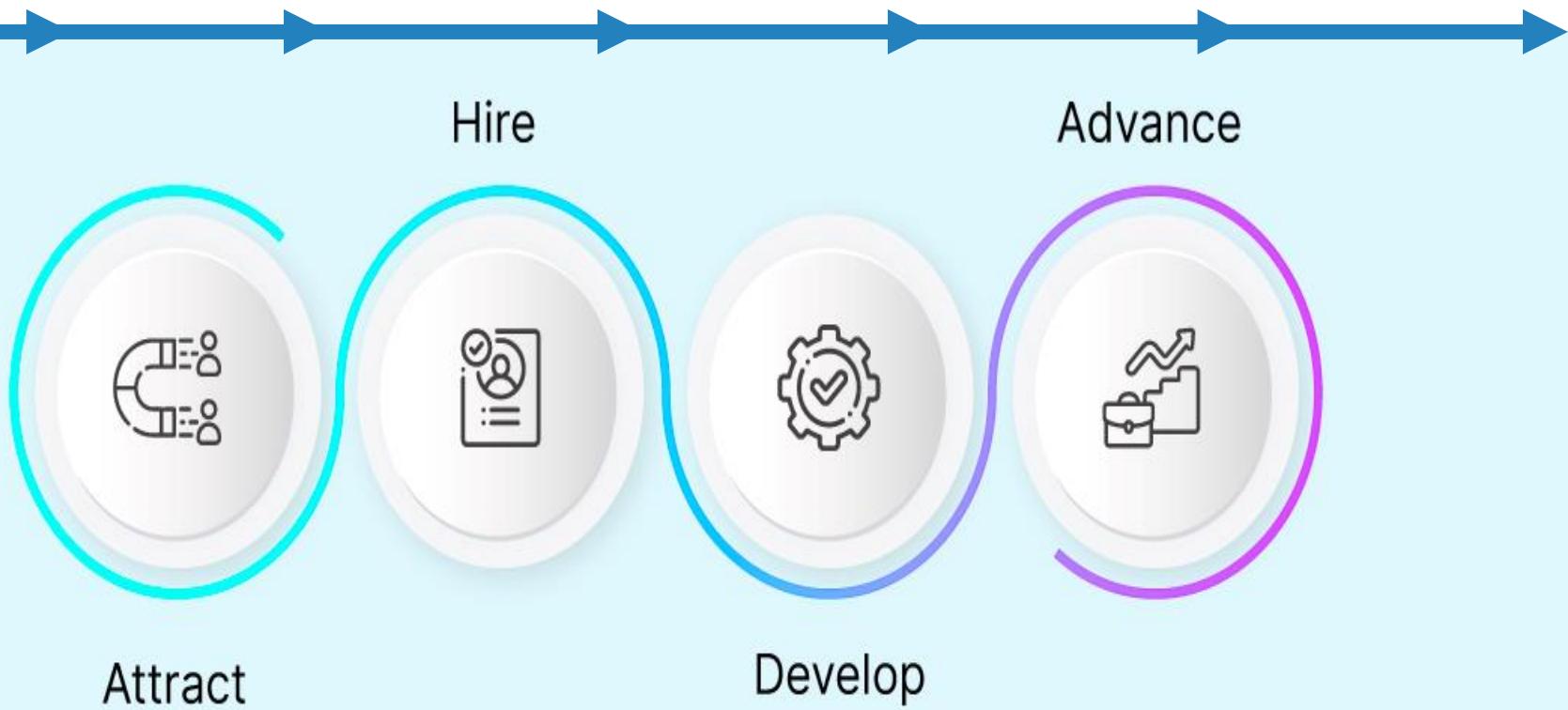
## LECTURE 2

# ROLE OF THE HR FUNCTION & PRACTITIONER

By

Dr. Nisha Palagolla

02<sup>nd</sup> April 2025



# LEARNING OUTCOMES

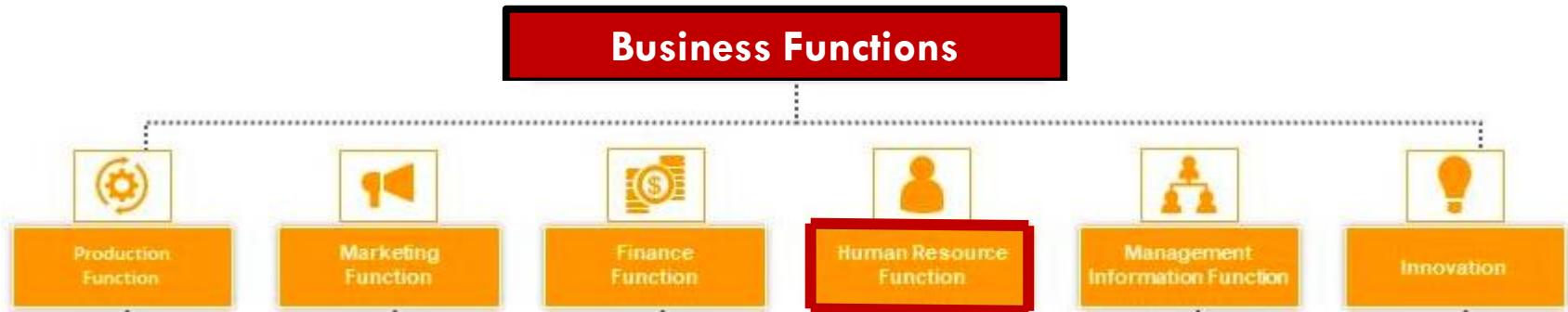
**On successful completion of this lesson, the learner will be able to:**

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- Understand HRM as an important and very complex business function.
- Describe HRM as an integrated system.
- Discuss the multifaceted role of contemporary HR practitioners.
- Evaluate the importance of HR competencies in contemporary organizations.

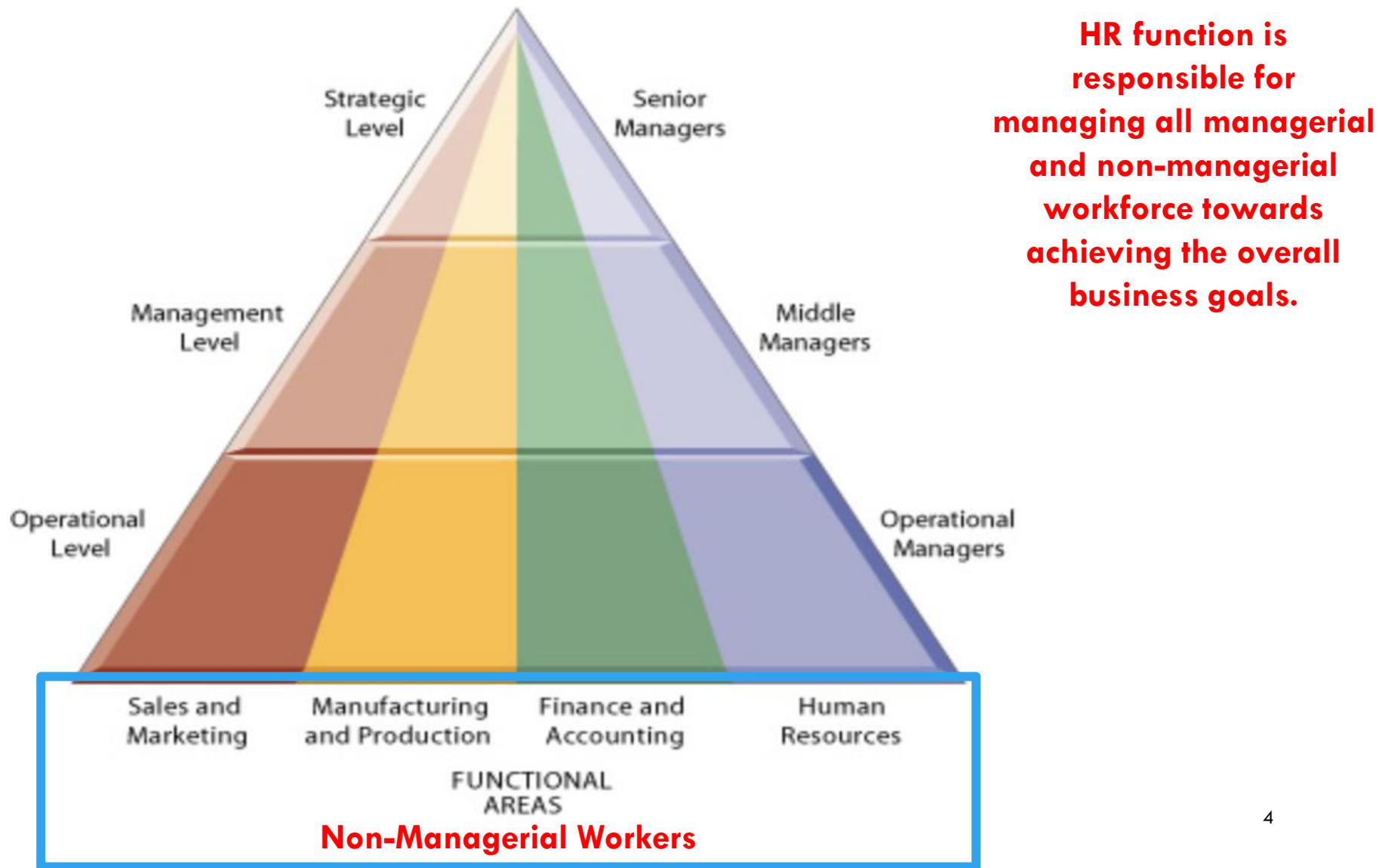
# HRM AS A BUSINESS FUNCTION

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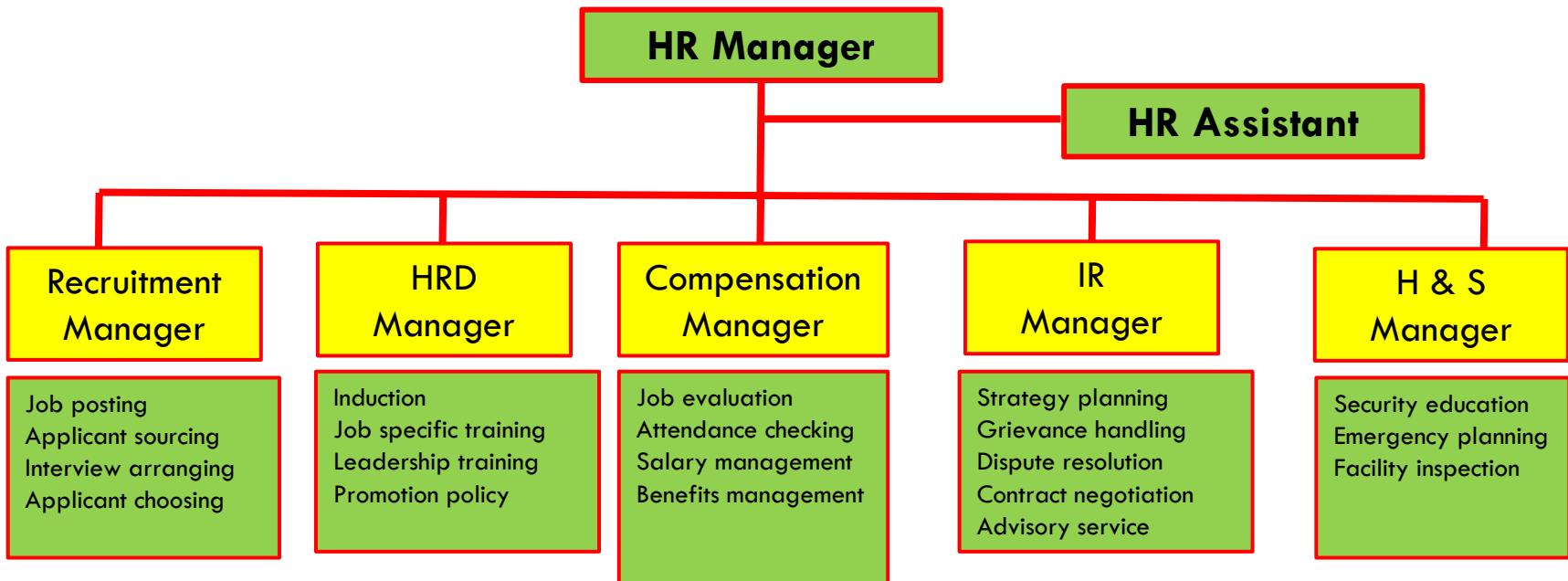
The main role of the HR function is to improve the productive contribution of all employees within the organization in order to achieve overall business objectives.

# THE BIG PICTURE



# HR DEPARTMENT

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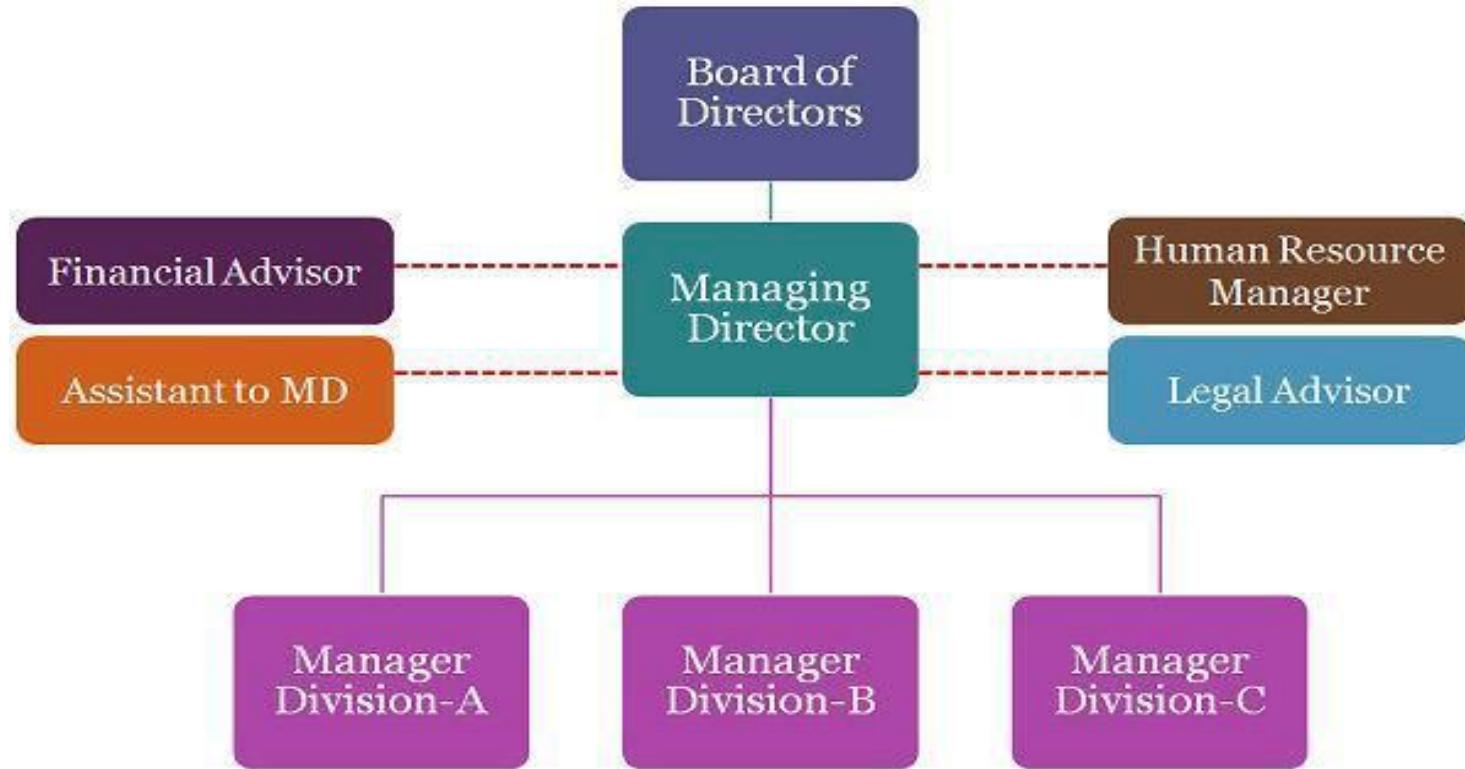


**Including but not limited to**

HR Department is responsible for effective management of **employee life cycle** to achieve ultimate business objectives

# HR MANAGER

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HR Manager plays a major role within the top management

# EMPLOYEE LIFECYCLE & HR FUNCTION

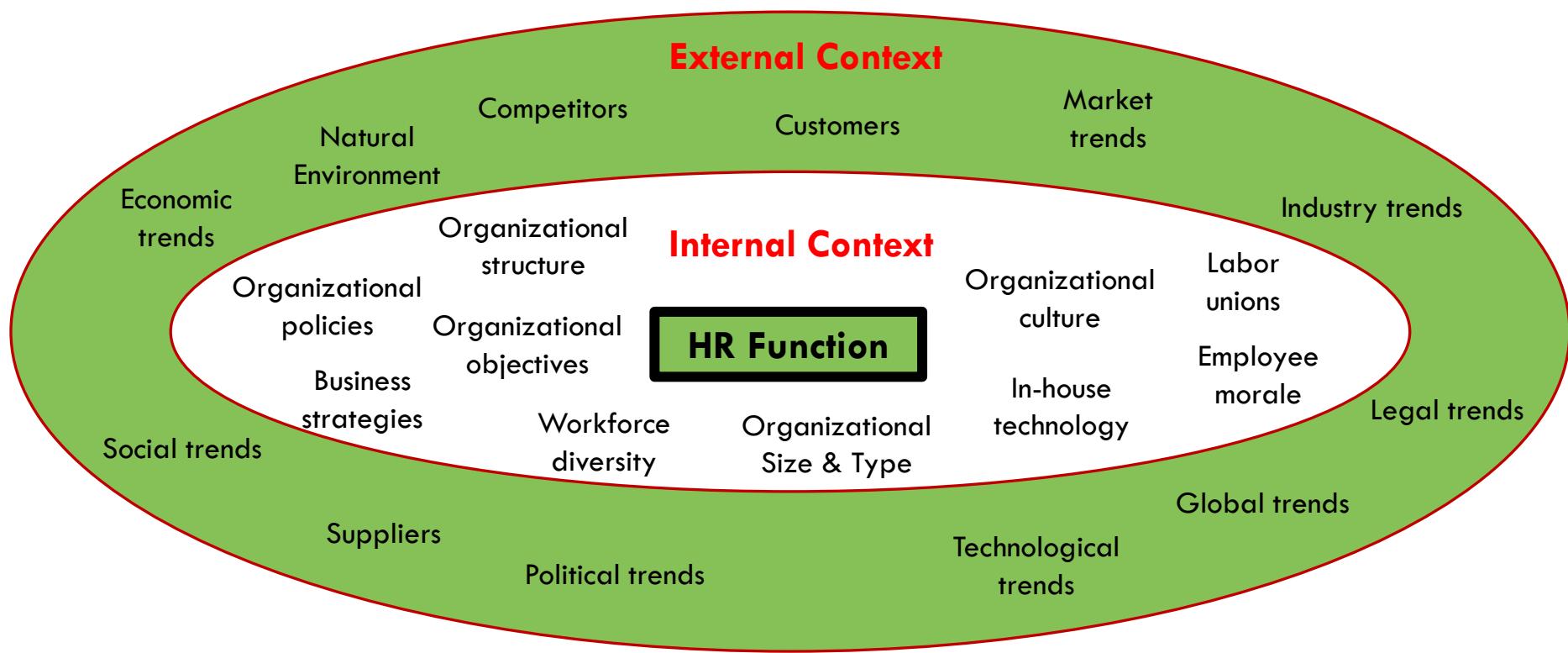
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Key HR practices  
are in line with the  
stages of employee  
lifecycle.

HR function is the  
most crucial as it  
deals with  
employees to  
achieve business  
objectives.



# HR FUNCTION IN CONTEXT



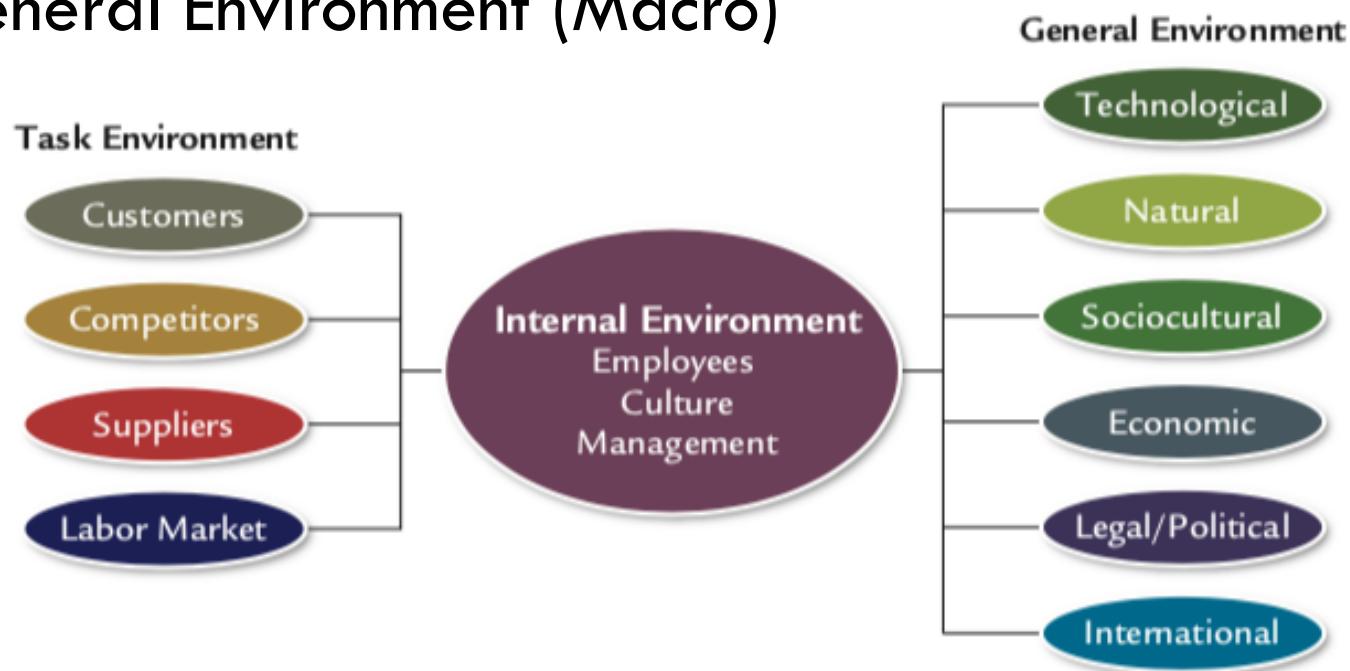
HR function needs to respond to contextual changes

# TYPES OF BUSINESS ENVIRONMENT

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The business environment can be classified into:

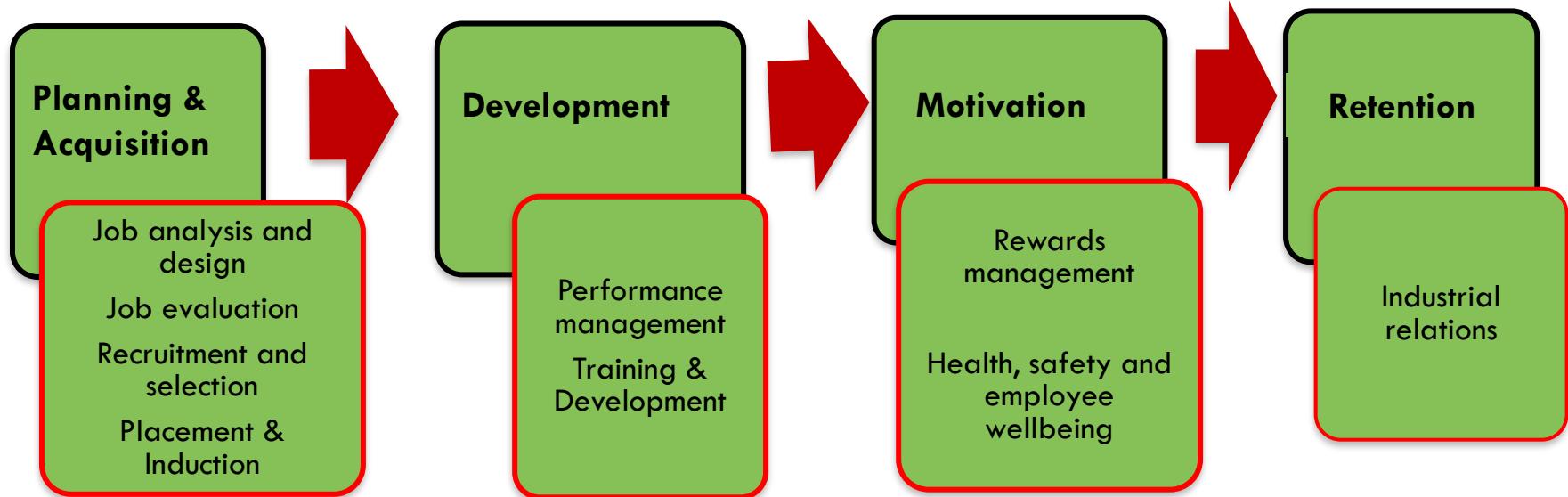
- Internal Environment
- Task Environment (Micro)
- General Environment (Macro)



# HR FUNCTION – A Conceptual Model

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## Key HRM Objectives



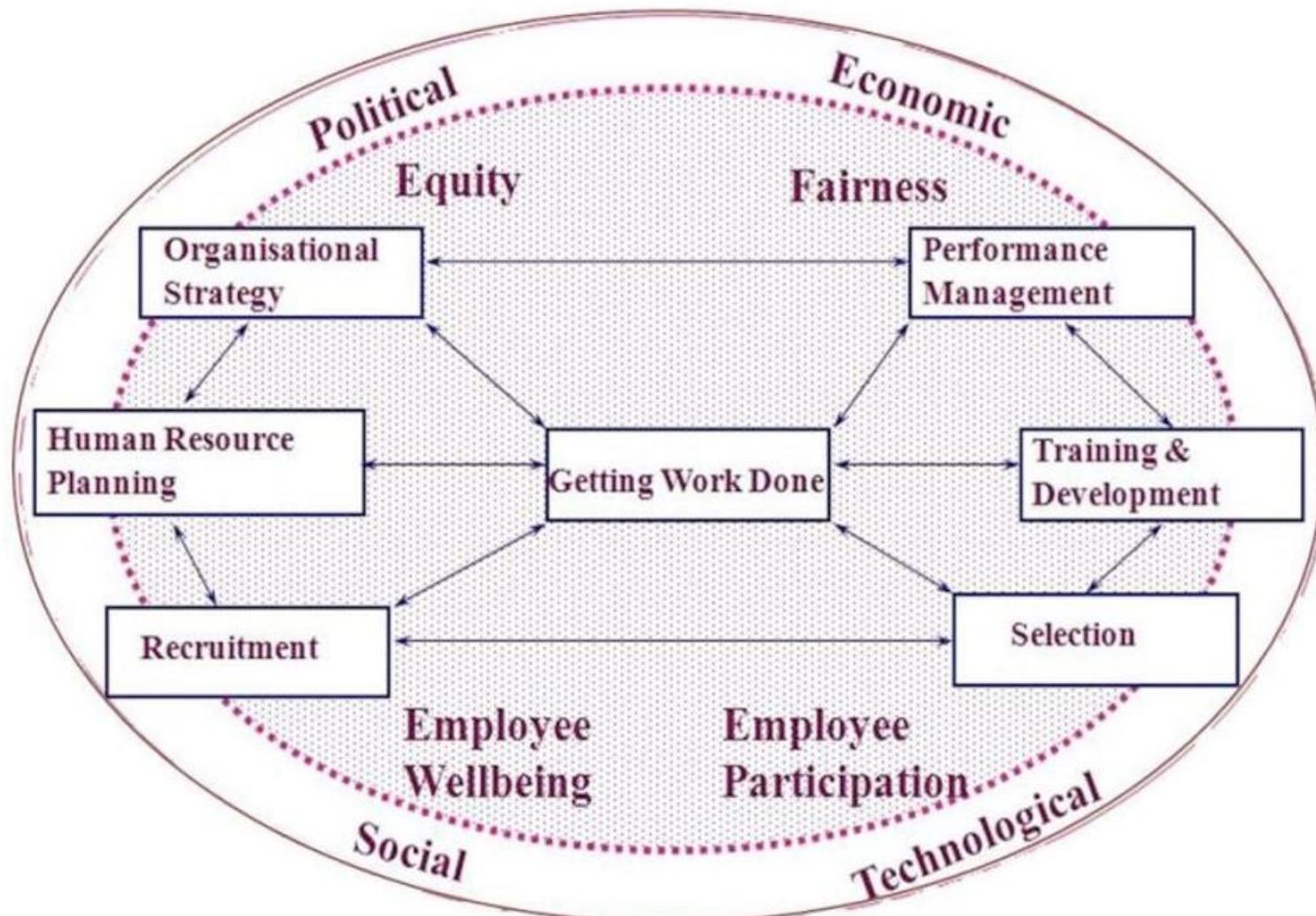
## Key HRM Practices

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**HRM is a key function that decides success or failure of a business.**

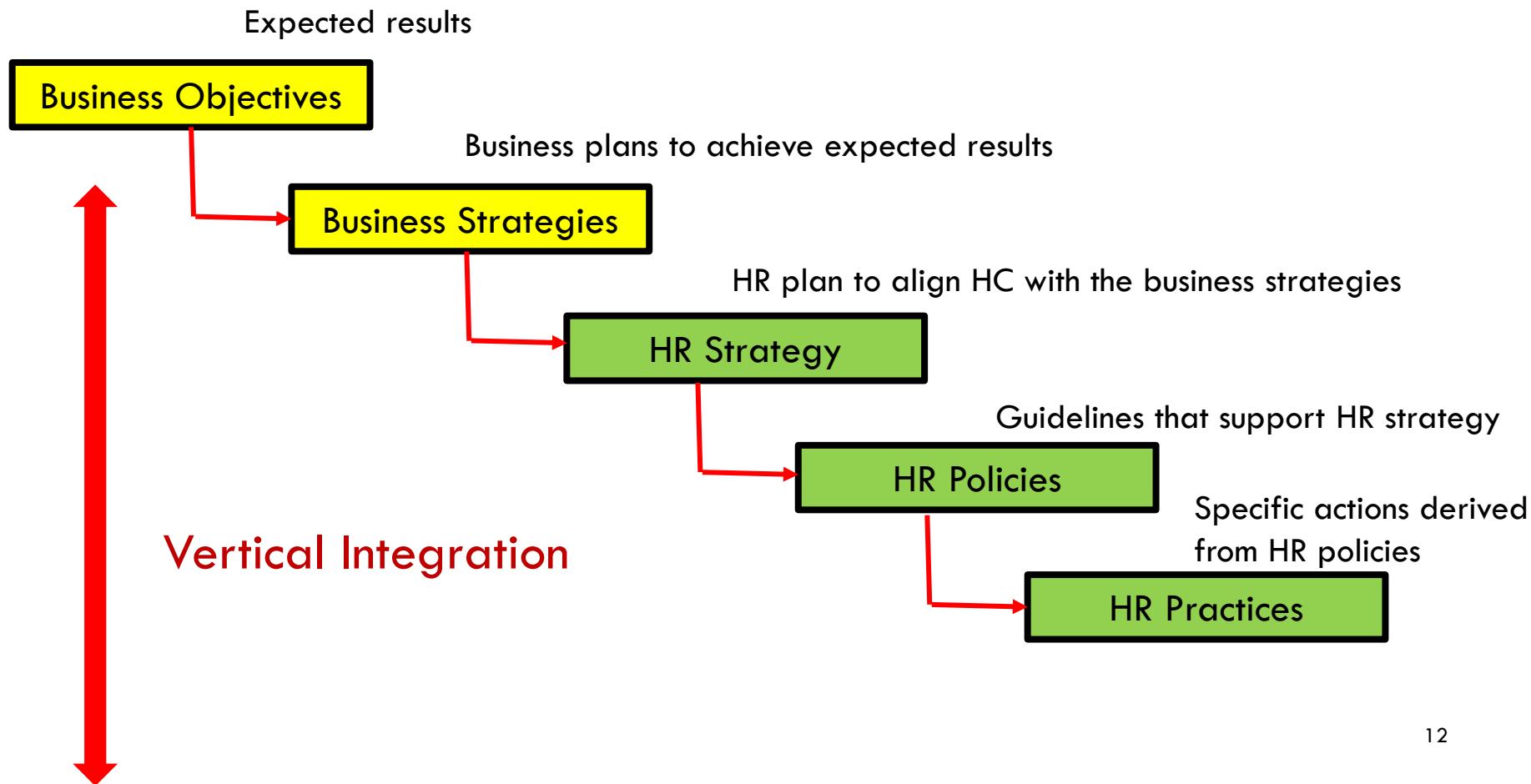
# HR FUNCTION IN PRACTICE

HR Function is not a linear process

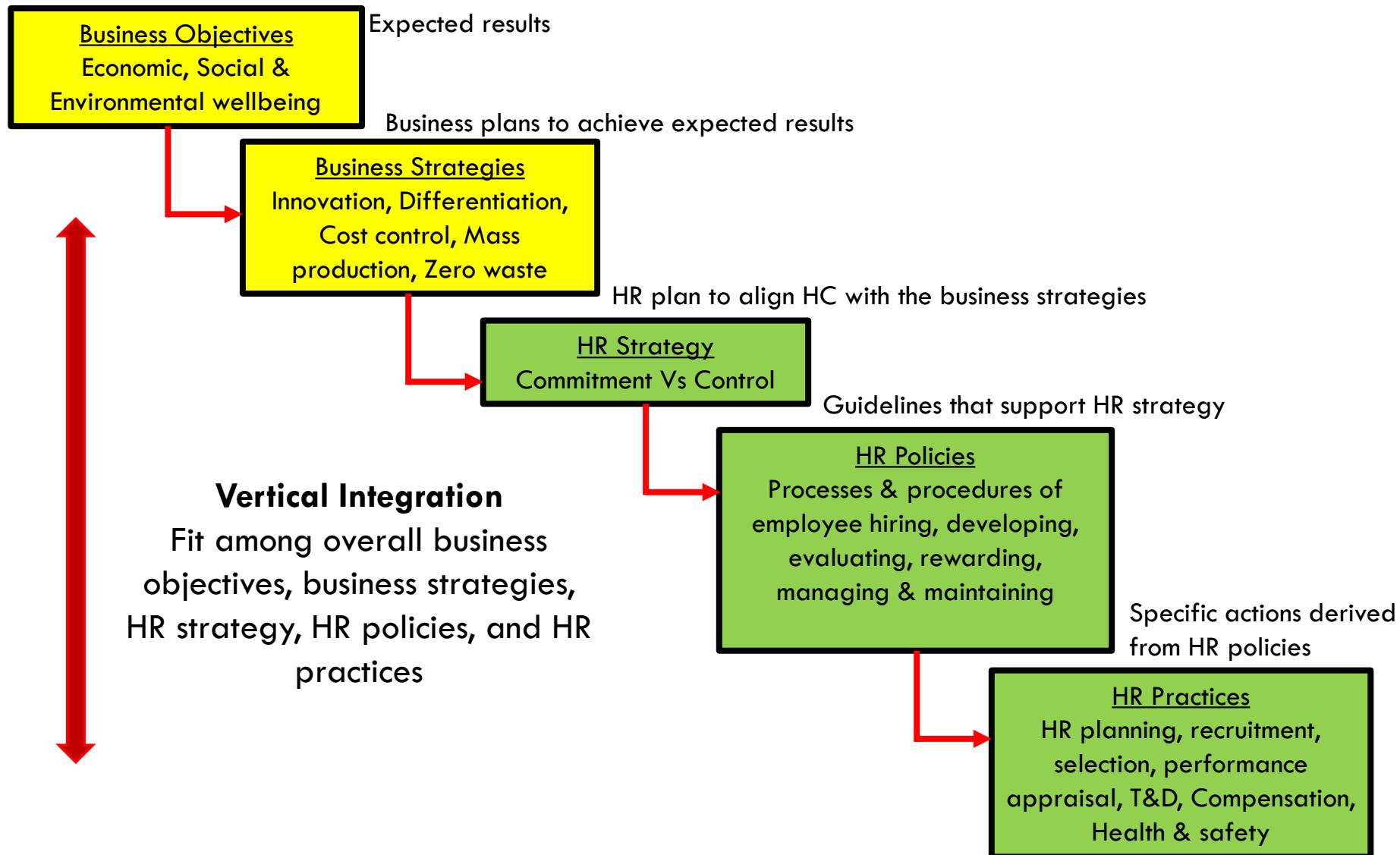


# HR STRATEGY

An HR strategy is a plan that uses people-centric solutions to address an organization's challenges and achieve its goals.



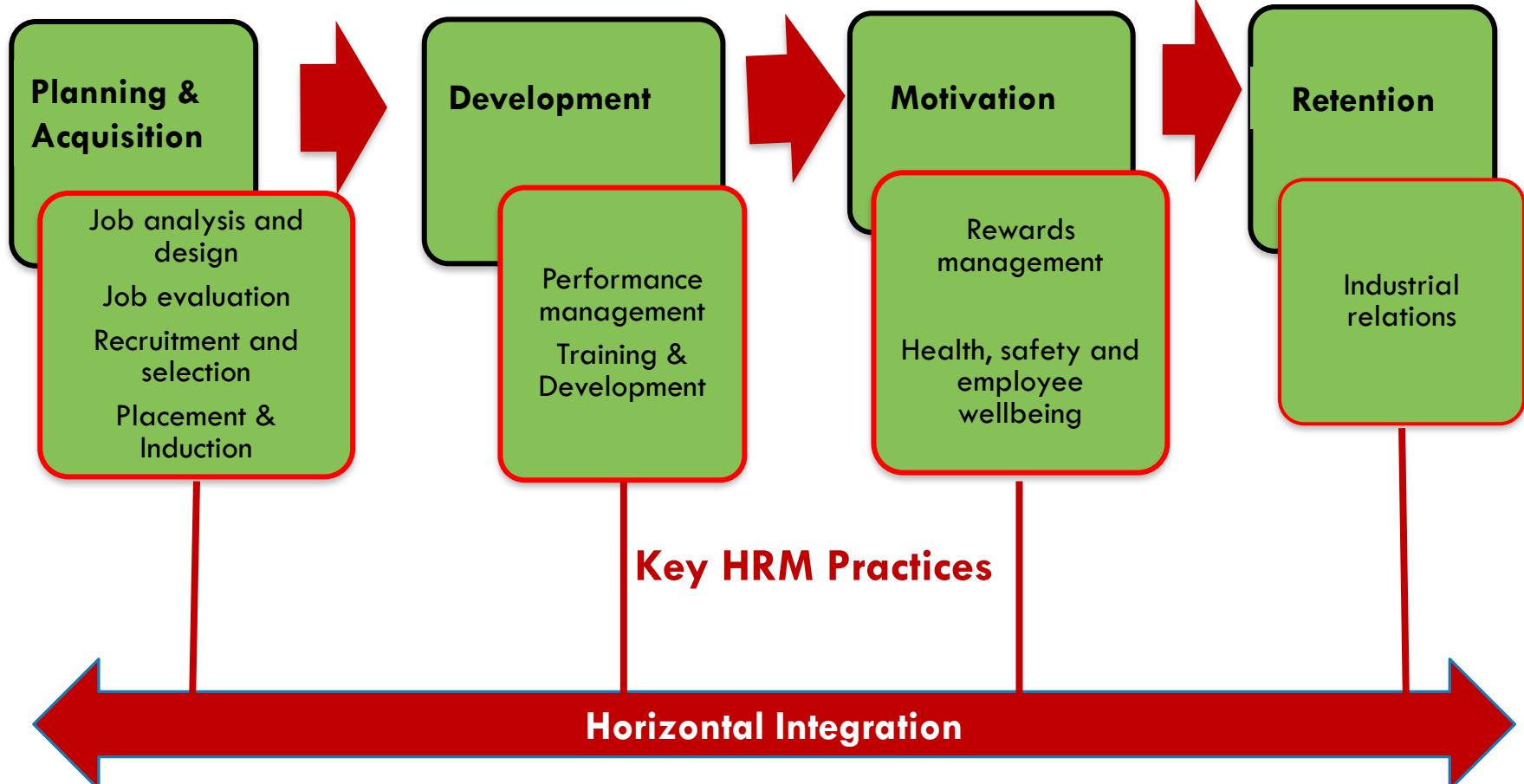
# VERTICAL INTEGRATION



# KEY HRM PRACTICES

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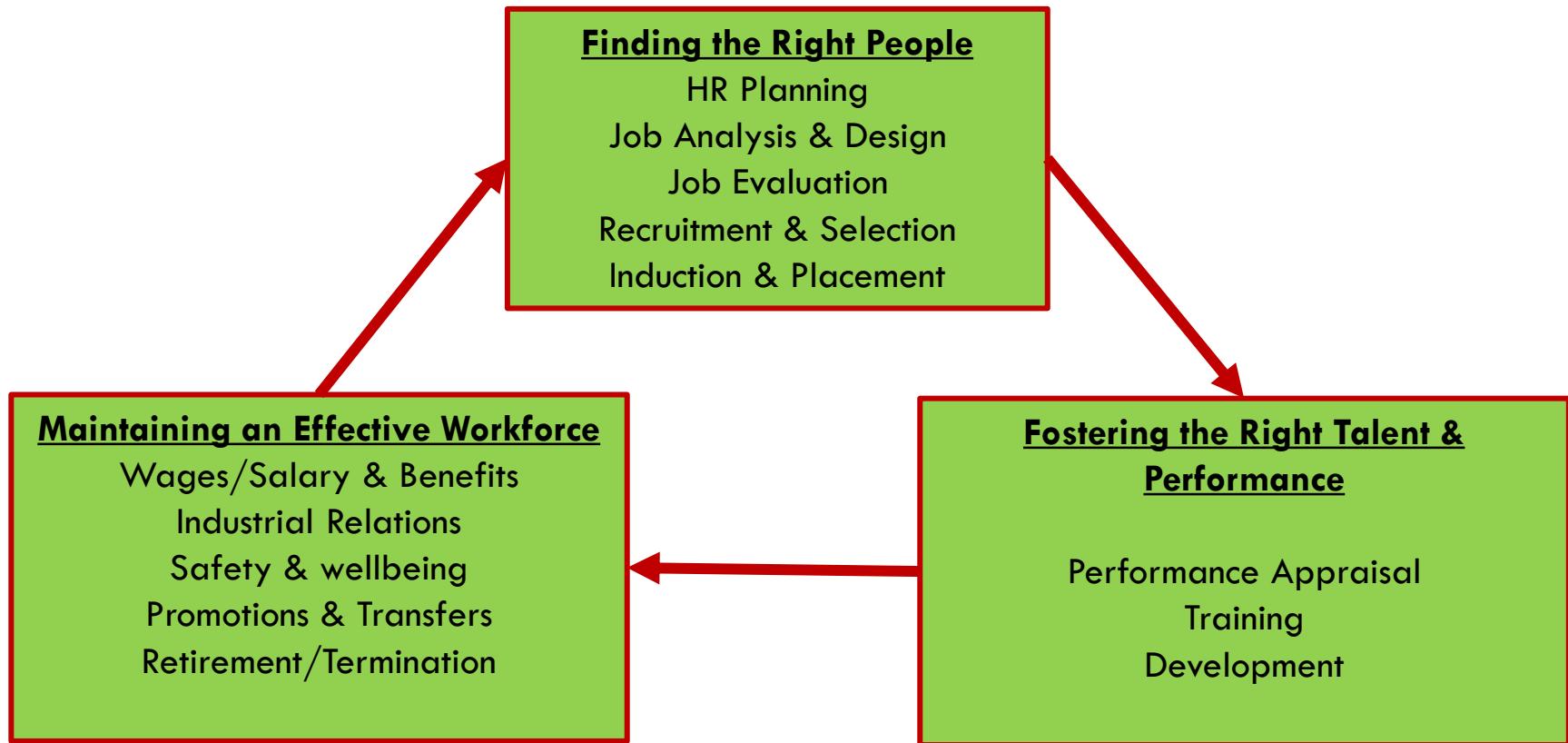
## Key HRM Objectives



# HORIZONTAL INTEGRATION

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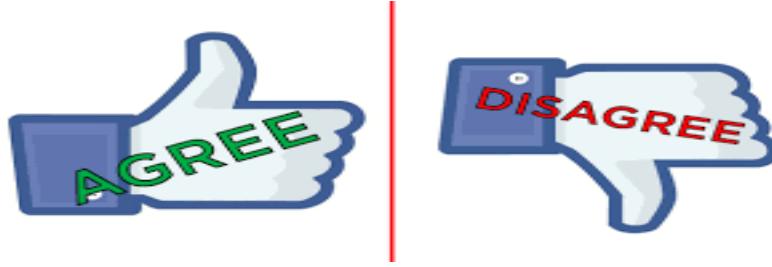
Horizontal Integration Means the Fit Among the HR Practices



# CRITICAL THINKING 1

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**“HR policies and practices are indicators of the type of psychological contract between employer and employees”**



**COMMENT**

# **COMMITMENT HR STRATEGY**

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**Commitment HR strategy includes High Commitment HR Practices:**

- High employee participation in decision making
- Work empowerment
- Performance and recognition
- Variable pay
- Extensive training
- Two-way communication
- Joint goal setting
- Job enrichment
- Flexible work setting
- High fringe benefits
- Selective hiring

# CONTROL HR STRATEGY

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**Control HR strategy includes High Control HR Practices:**

- Limited employee participation in decision making
- Strict chain of command
- Performance and responsibility
- Fixed wage scheme
- limited training
- One-way communication
- Top level goal setting
- Narrowly defined jobs
- Rigid work setting
- Limited Fringe benefits
- Low skill requirements

# ROLES OF HR PRACTITIONERS

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The roles of HR practitioners vary according to:

- The extent to which they are generalist/specialist.
- The level at which they work.
- The needs of the organization.
- The context within which they work.

HR practitioner roles can be proactive,  
reactive ,or a mixture of both

# BASIC ROLES

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**The basic roles of HR practitioners are variously categorized.**

- Service provision
- Guidance and advice
- Business partner
- Strategist
- Innovation and change agent
- Internal consultancy
- Monitoring role
- Guardian of values

# MODELS OF HR PRACTITIONERS' ROLES

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Various models classifying roles of HR practitioners have been produced over the past two decades.

- Karen Legge (1978) model
- Tyson and Fell (1986) model
- Kathleen Monks (1992) model
- John Storey (1992) model
- Dave Ulrich (1997) model
- Paul Reilly (2000) model
- Dave Ulrich and Wayne Brockbank (2005) model

# DAVE ULRICH MODEL OF HR ROLES

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- Strategic role
- Transformational role
- Transactional role
- Advisory role



# MULTIFACETED ROLE OF HR PRACTITIONERS

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**Ulrich and Brockbank (2005) reformulated the following roles for HR practitioners in the 21<sup>st</sup> century.**

- Employee advocate
- Human capital developer
- Functional expert
- Strategic partner
- Leader

# HR COMPETENCY FRAMEWORK

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**HR professionals should possess the following key competency domains.**

- Business and cultural awareness
- Strategic capability
- Organizational effectiveness
- Internal consultancy
- Service delivery
- Continuous professional development

# T-SHAPED HR PROFESSIONALS

Academy to Innovate HR (AIHR) has defined core and functional competencies that any HR professional needs to perform well in their role in 2025.



# HR FUNCTIONAL COMPETENCIES

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**HR professionals should possess a specialist's understanding in at least one functional competency of their profession.**

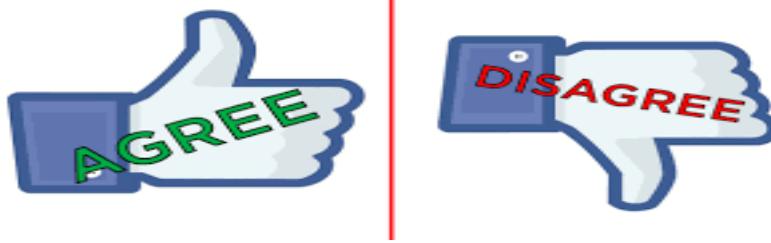
- Compensation and Benefits
- People & Organization Development
- HR Information Systems
- Staffing
- Performance Development
- Employee Relations
- Pensions
- Change Management
- Organization Design
- Talent Management/ Succession Planning
- Job Grading/ Career & Promotions Pathways
- Employee Engagement
- Equality, Diversity and Inclusion



## **CRITICAL THINKING 2**

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**“The core & functional HR competencies are equally crucial in contemporary organizations”**



**COMMENT**

# OUTCOMES OF HR COMPETENCIES

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**HR competencies are indispensable for sustainable competitive advantage.**

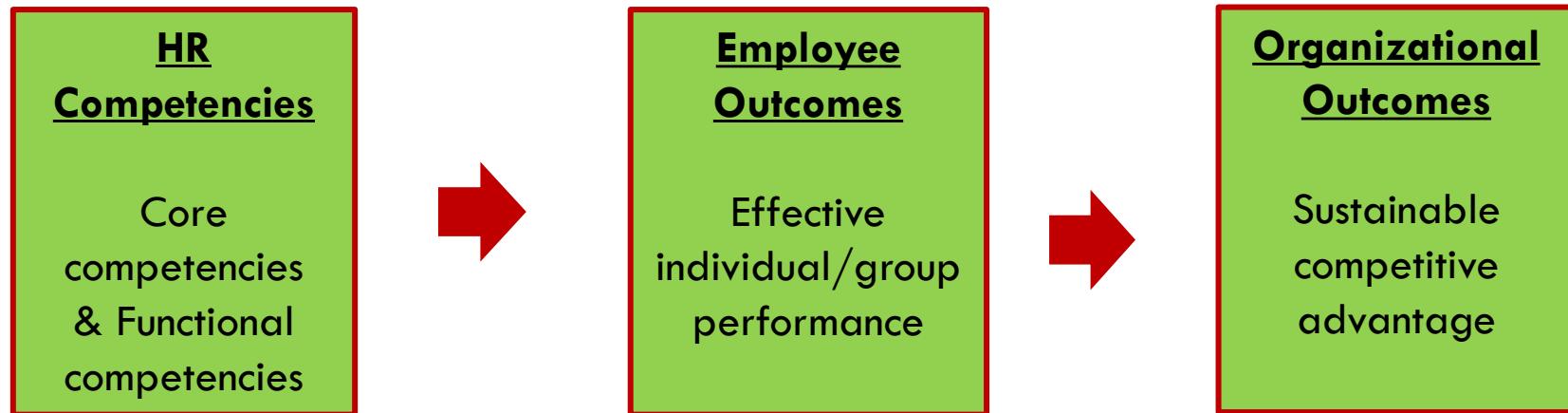


HR competencies lead to higher organizational performance

# OUTCOMES OF HR COMPETENCIES

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**HR competencies help creating & sustaining a productive workforce and positive work environment.**



**HR competencies lead to higher employee & organizational performances**

# SUMMARY

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- HRM is a key business function with a strategic focus whereas it is traditionally regarded as a support function for other business functions.
- HRM is the most crucial as it is dealing with the people, the most important resource of any organization.
- HR function is an integrated system of HR practices to improve the productive contribution of employees to achieve ultimate organizational objectives.
- HR practitioners have to play diverse roles for which they should possess a set of core & functional competencies.
- Effective HRM needs the support from senior managers, line managers, and employees.

# RECOMMENDED READING

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- Armstrong, M. (2009) Armstrong's Handbook of Human Resource Management Practice. 11th Edition, Kogan Page Limited, London.
- Boxall, P., Purcell, J. and Wright, P. (2007). The Oxford Handbook of Human Resource Management. Oxford: OUP .
- Gibb, S. (2007). Human Resource Development: Processes, Practices and Perspectives. Basingstoke: Palgrave.
- Marchington, M. & Wilkinson, A. (2011). Human Resource Management at Work: People Management & Development. 5th Edition. London: CIPD.

# NEXT LECTURE

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- **Date:** 9<sup>th</sup> April 2025
- **Time:** 12:00 – 2:00 pm
- **Topic:** Human Resource Planning