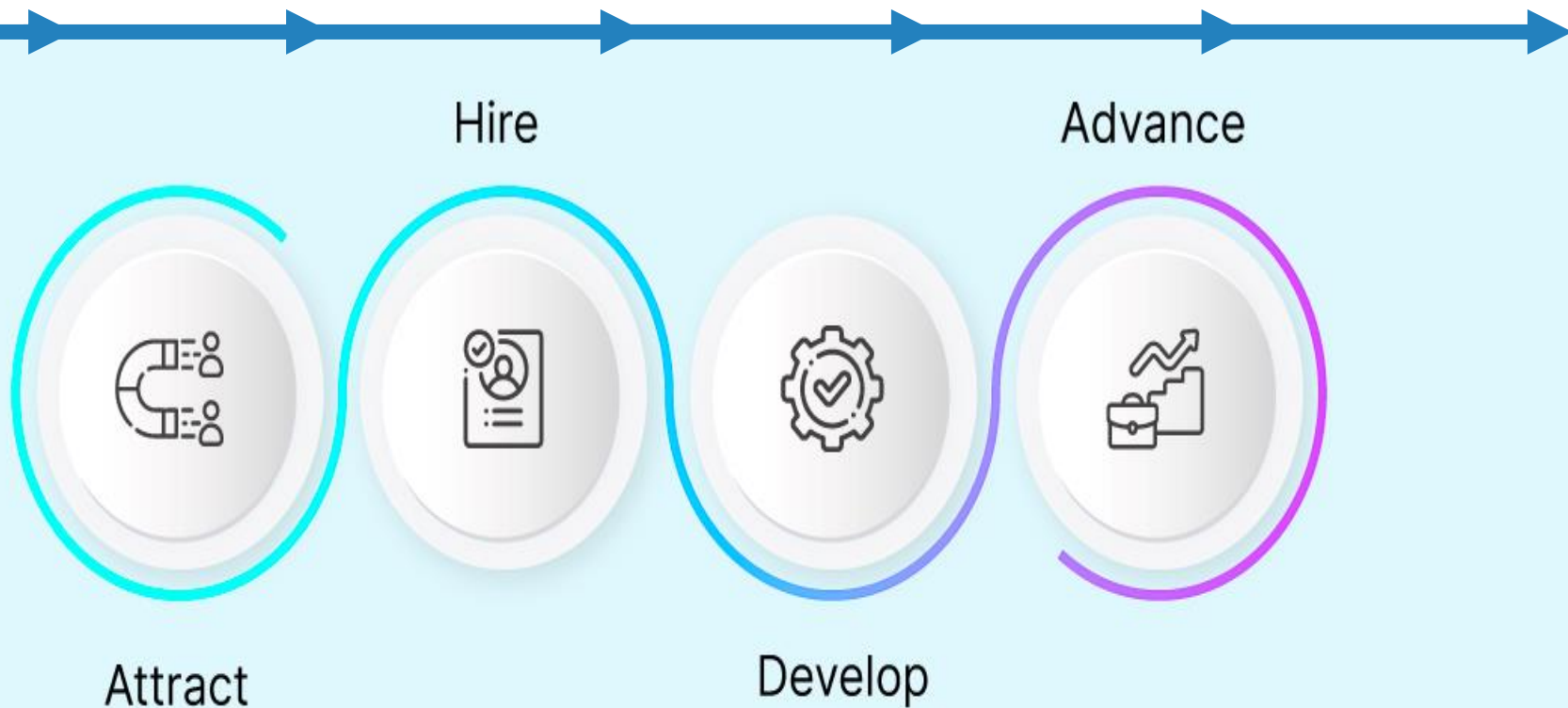


LECTURE 2

ROLE OF THE HR FUNCTION & PRACTITIONER

By
Dr. Nisha Palagolla
02nd April 2025

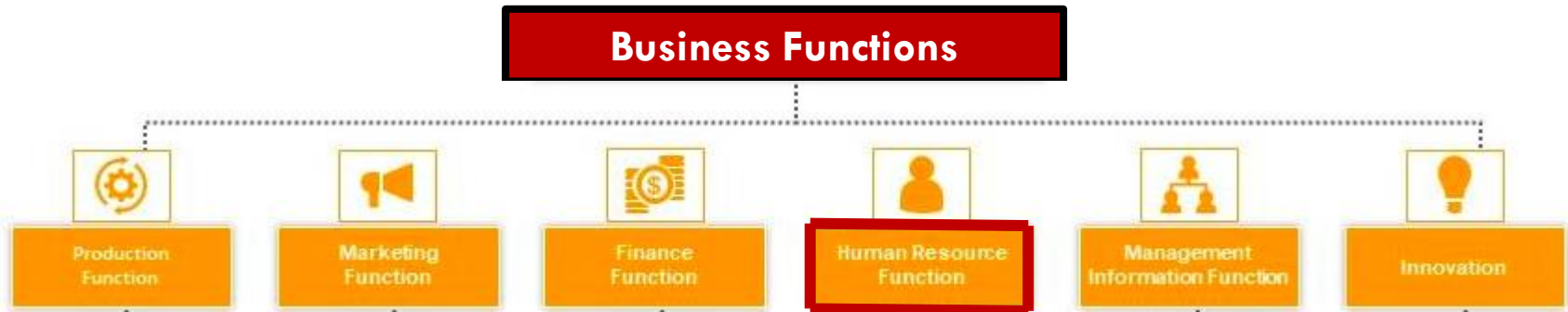


LEARNING OUTCOMES

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

- 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



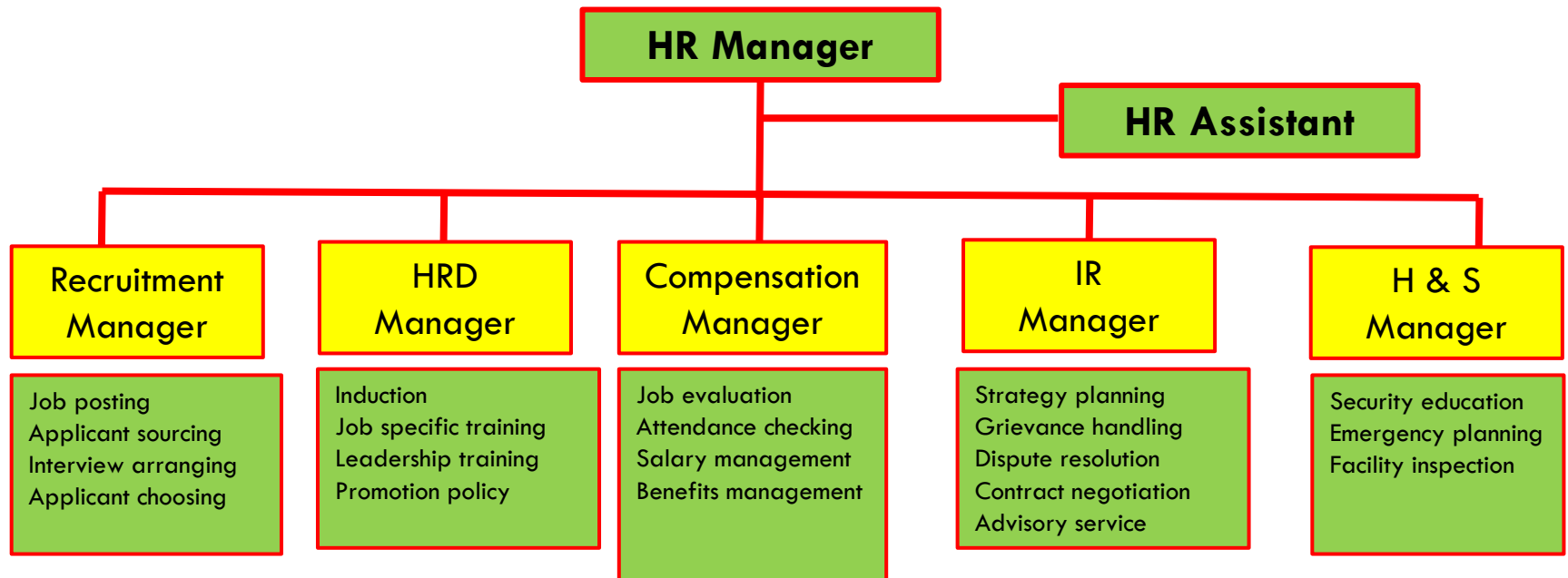
The main role of the HR function is to improve the productive contribution of all employees within the organization in order to achieve overall business objectives.

THE BIG PICTURE



HR function is responsible for managing all managerial and non-managerial workforce towards achieving the overall business goals.

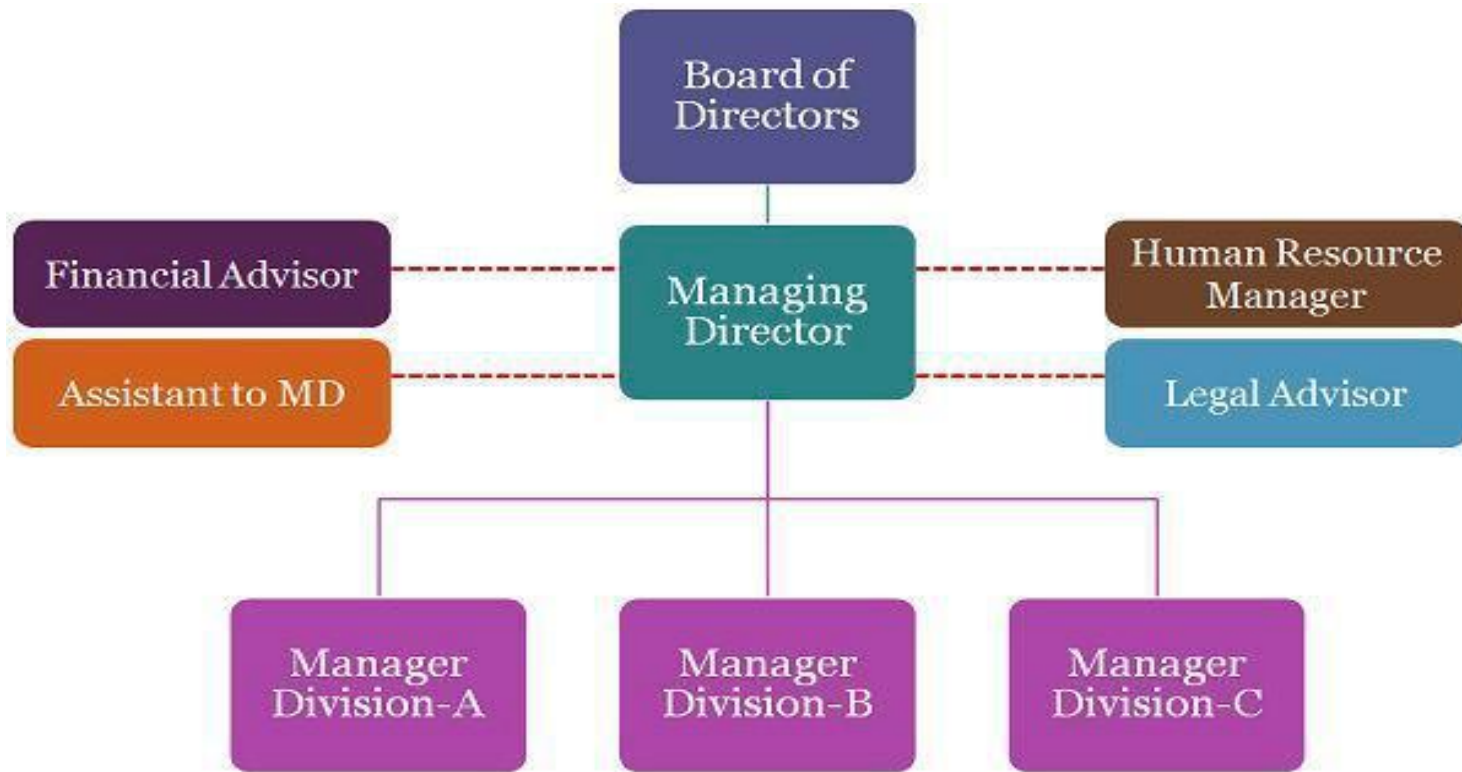
HR DEPARTMENT



Including but not limited to

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

HR MANAGER



HR Manager plays a major role within the top management

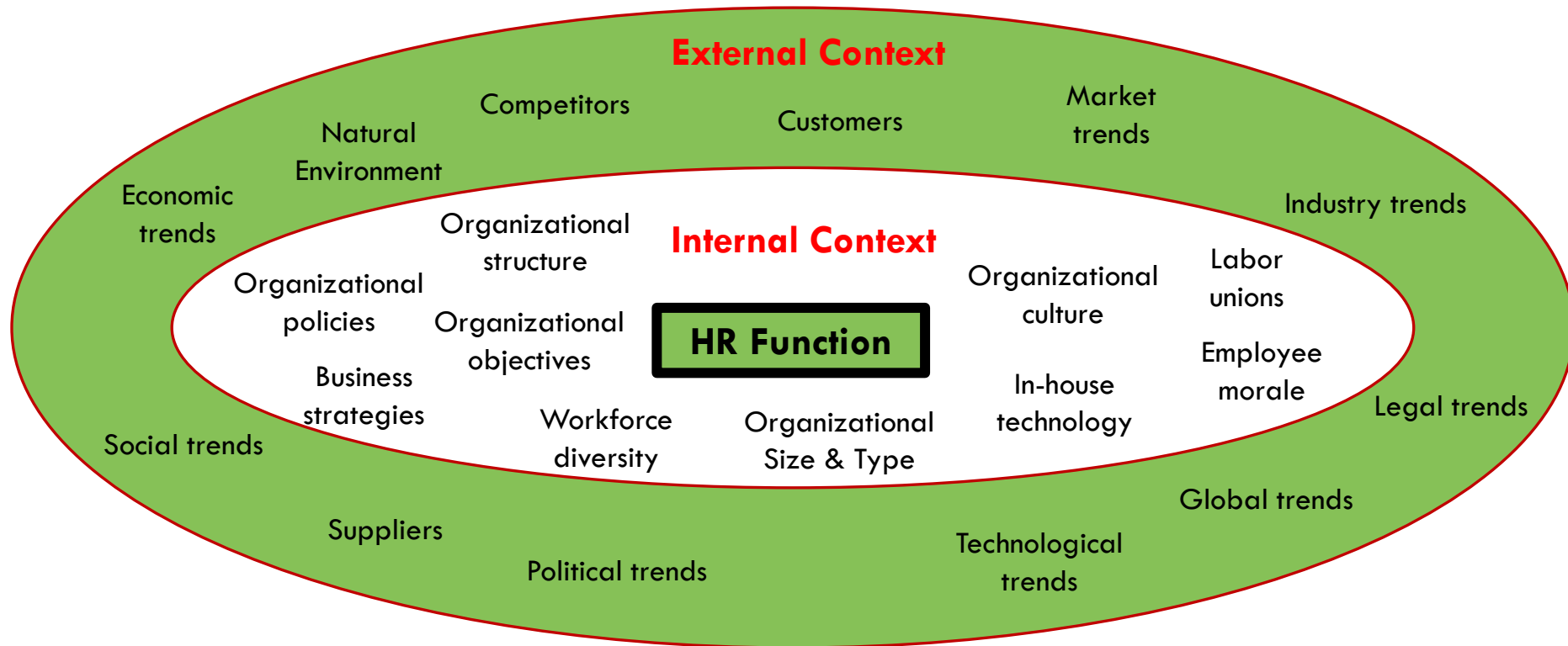
EMPLOYEE LIFECYCLE & HR FUNCTION

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

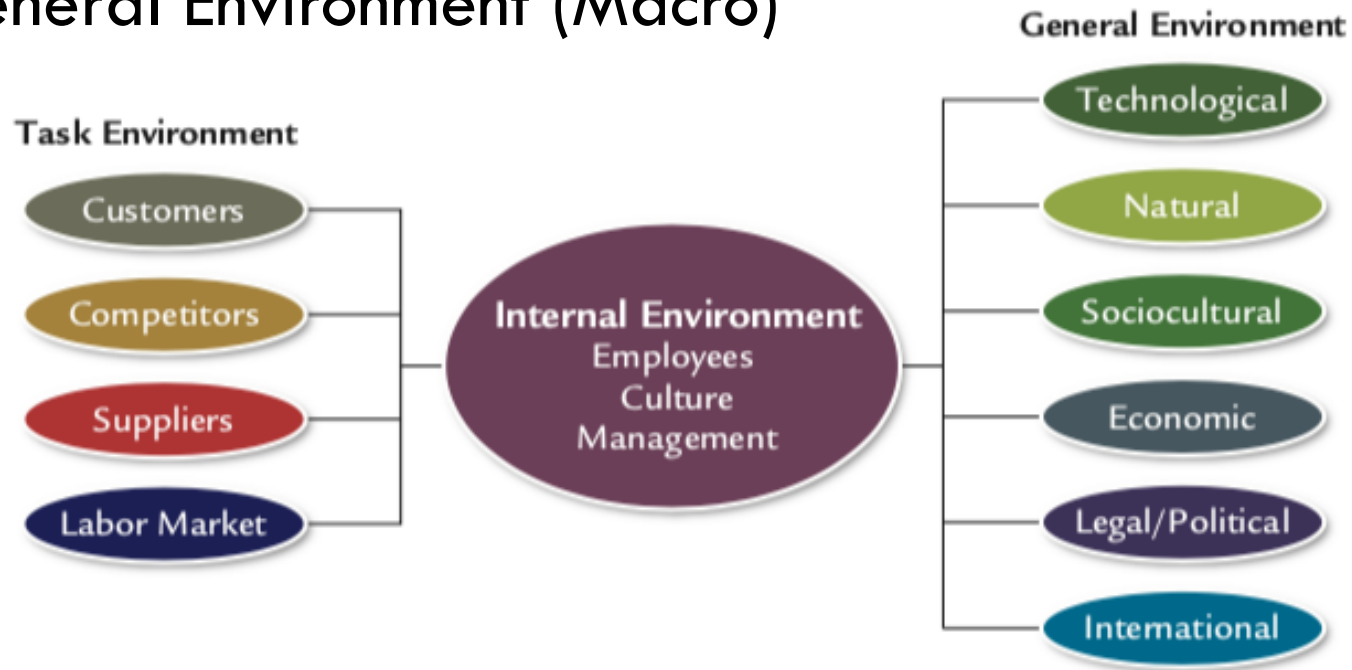


HR function needs to respond to contextual changes

TYPES OF BUSINESS ENVIRONMENT

The business environment can be classified into:

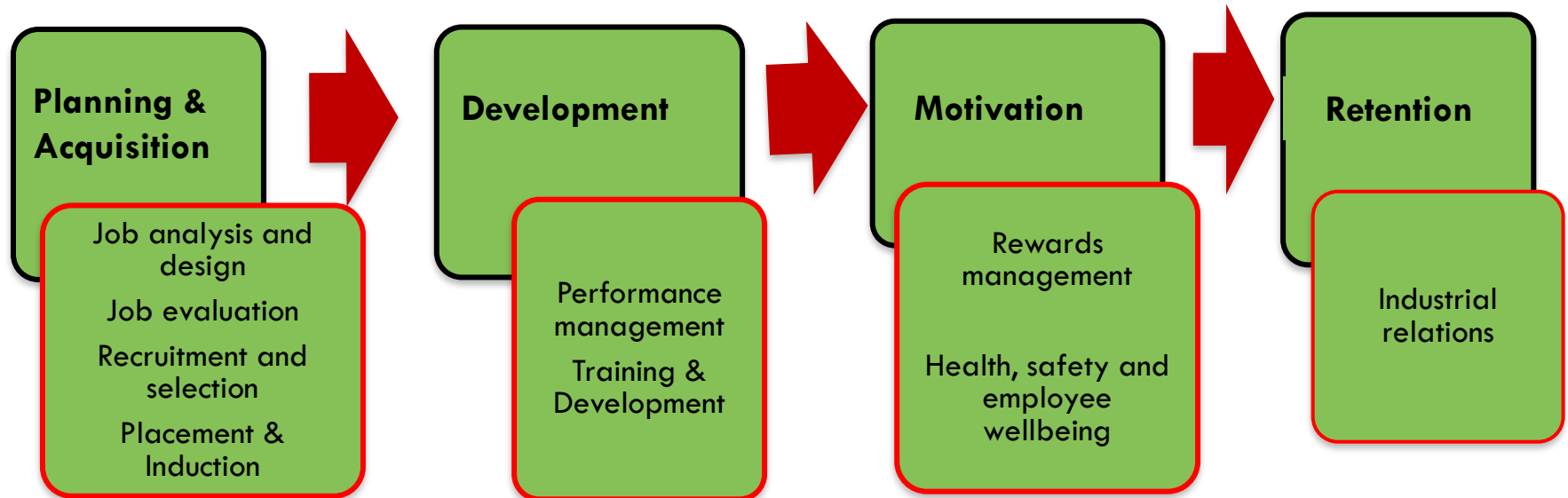
- Internal Environment
- Task Environment (Micro)
- General Environment (Macro)



Including but not limited to

HR FUNCTION – A Conceptual Model

Key HRM Objectives

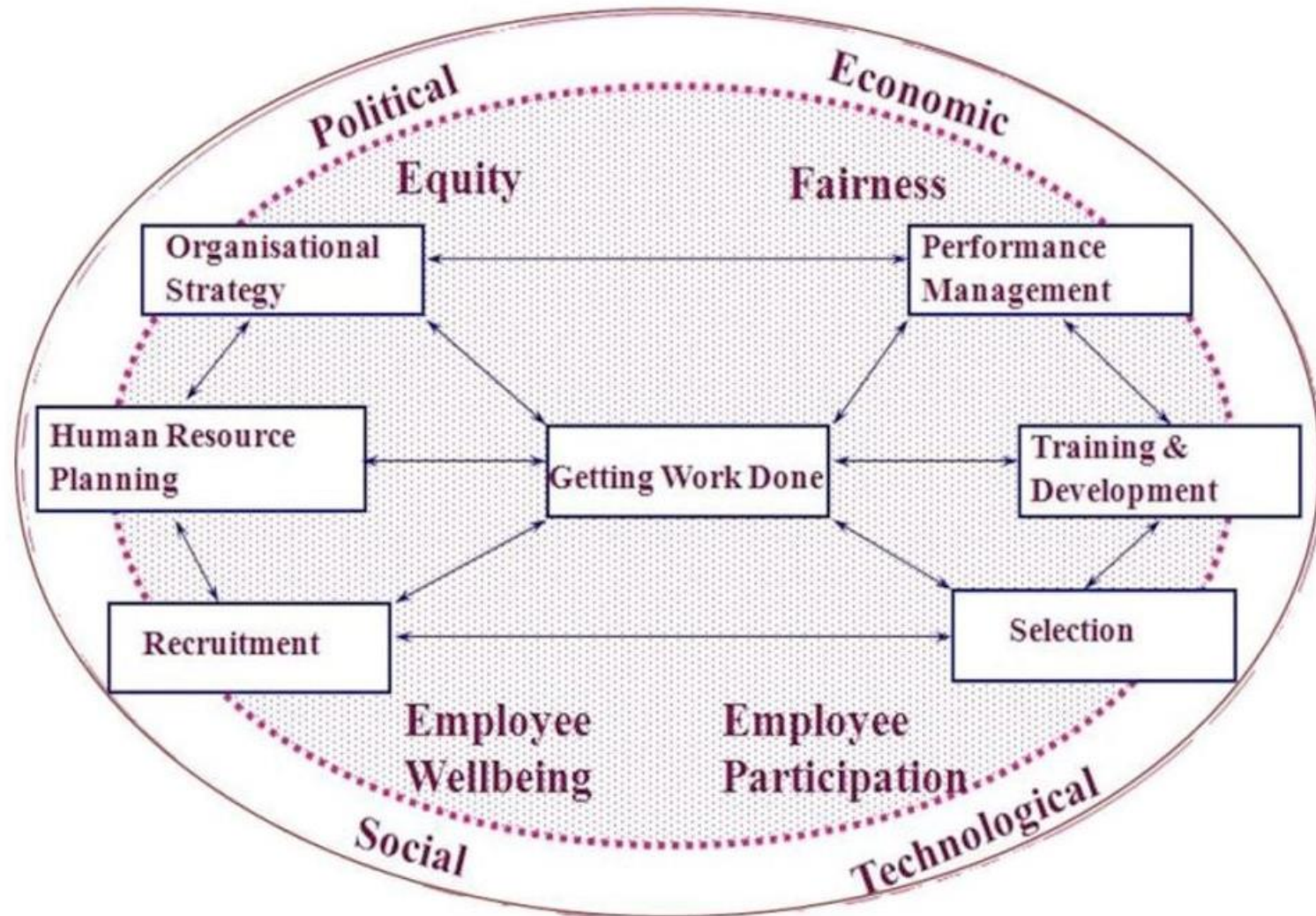


Key HRM Practices

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

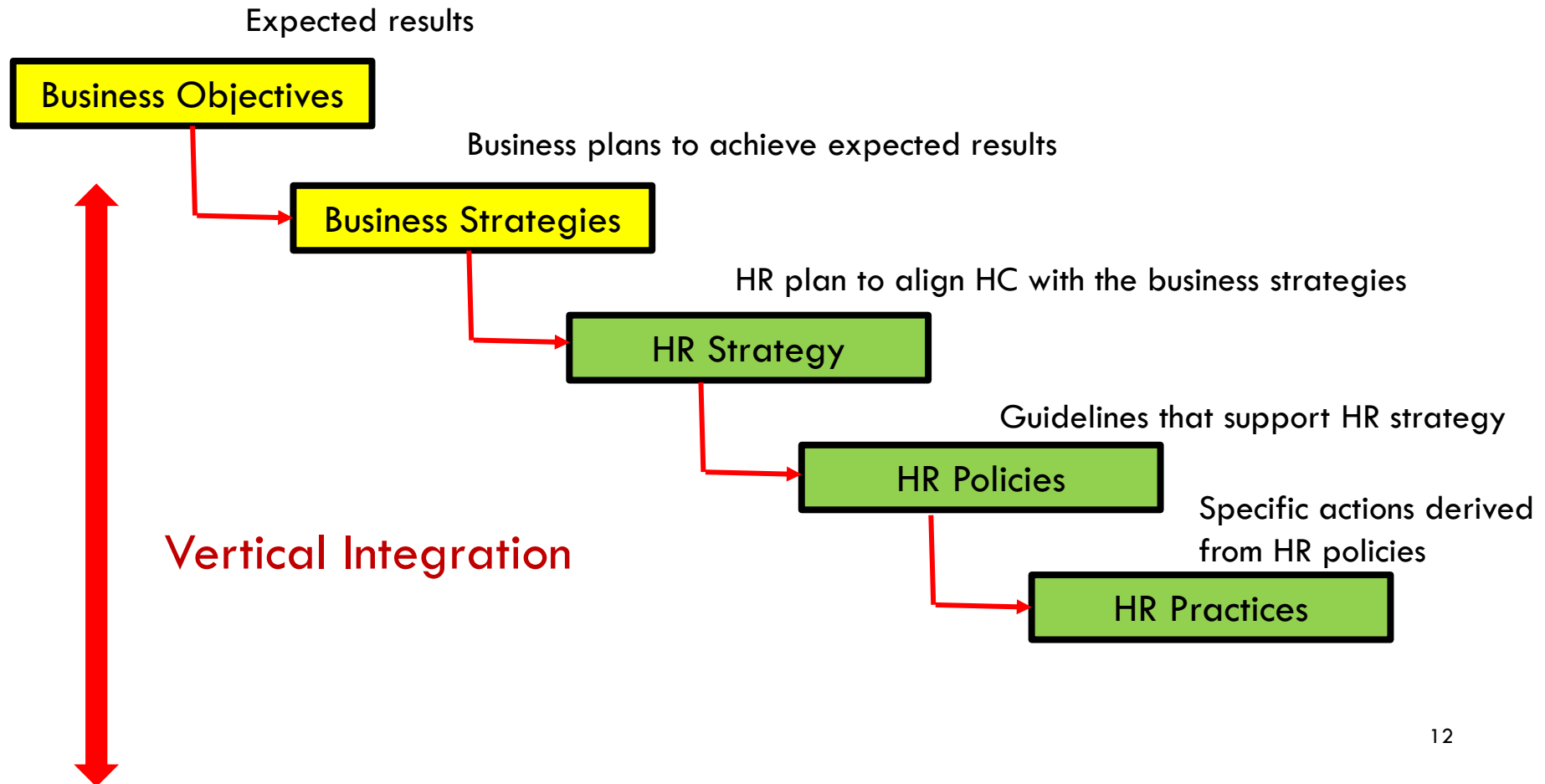
HR FUNCTION IN PRACTICE

HR Function is not a linear process

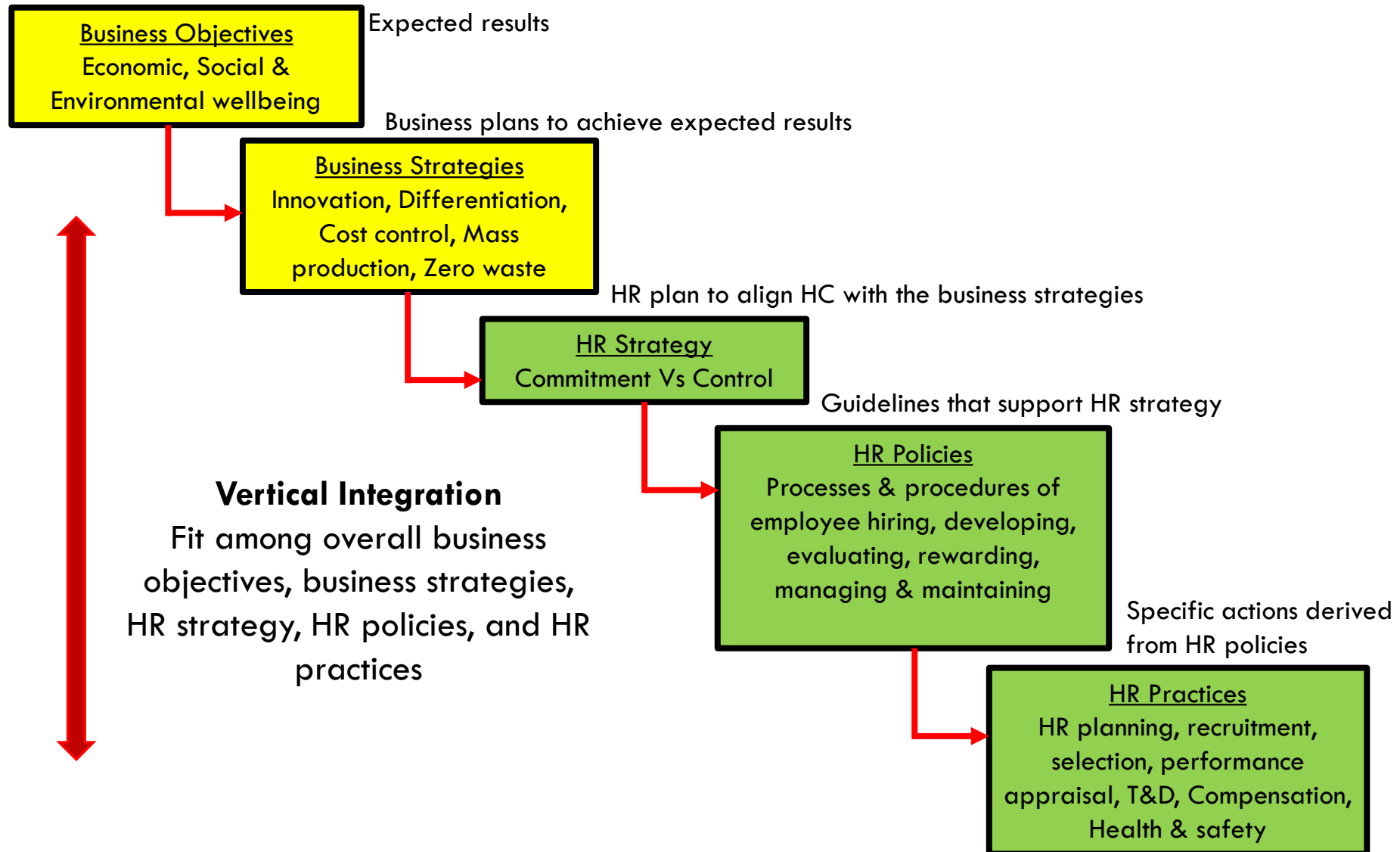


HR STRATEGY

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

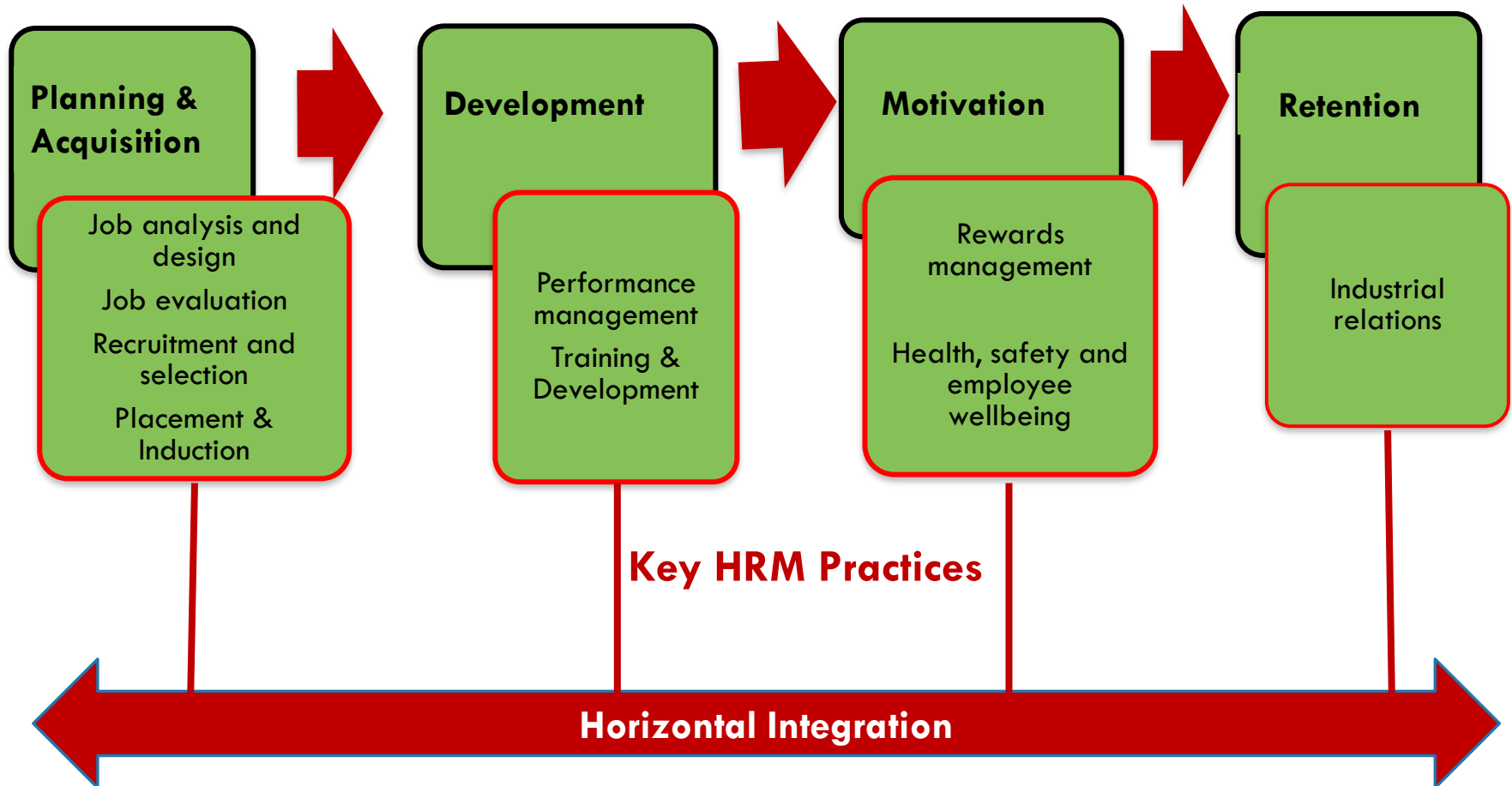


VERTICAL INTEGRATION



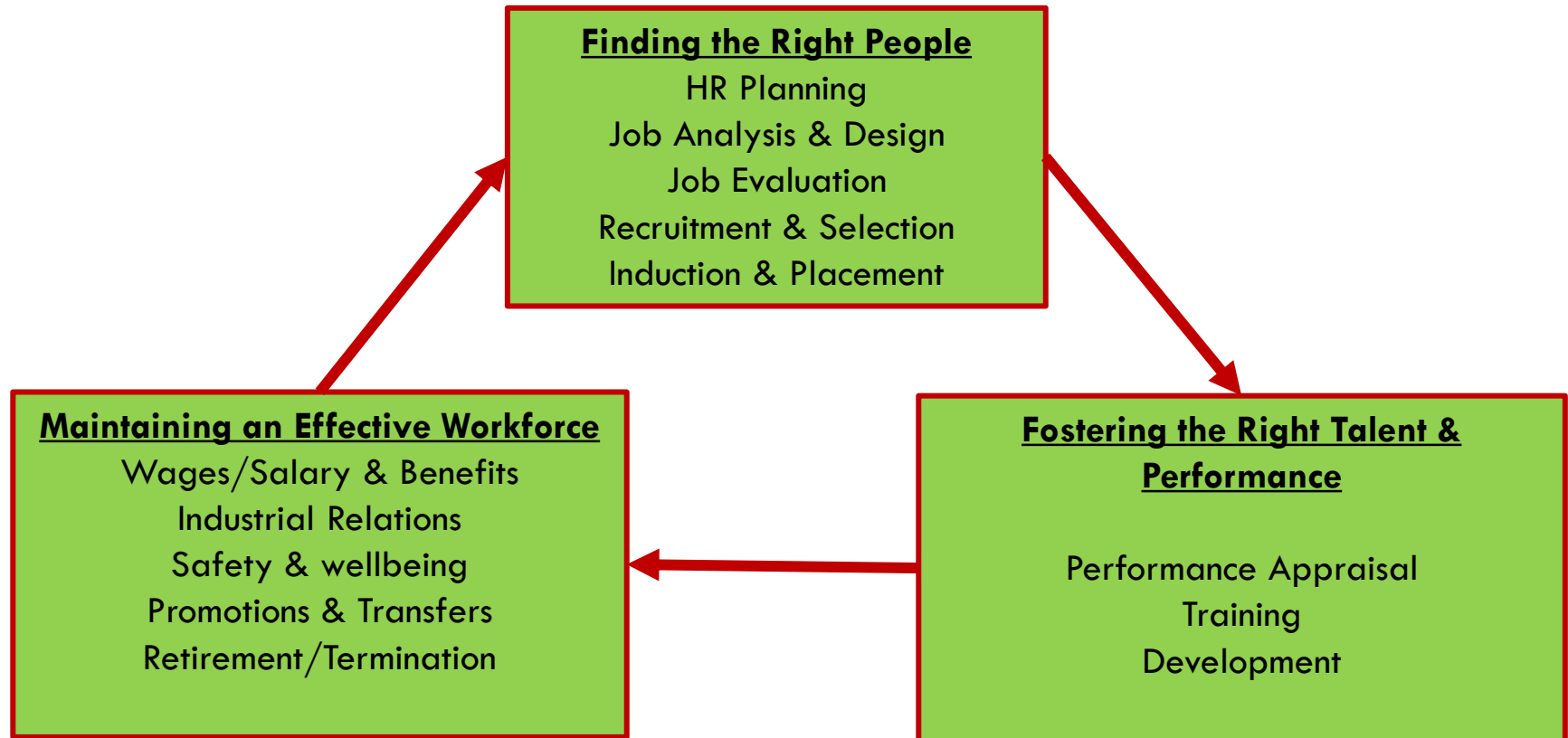
KEY HRM PRACTICES

Key HRM Objectives



HORIZONTAL INTEGRATION

Horizontal Integration Means the Fit Among the HR Practices



CRITICAL THINKING 1

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



COMMENT

COMMITMENT HR STRATEGY

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

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

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

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

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

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



MULTIFACETED ROLE OF HR PRACTITIONERS

Ulrich and Brockbank (2005) reformulated the following roles for HR practitioners in the 21st century.

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

HR COMPETENCY FRAMEWORK

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

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

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



COMMENT

OUTCOMES OF HR COMPETENCIES

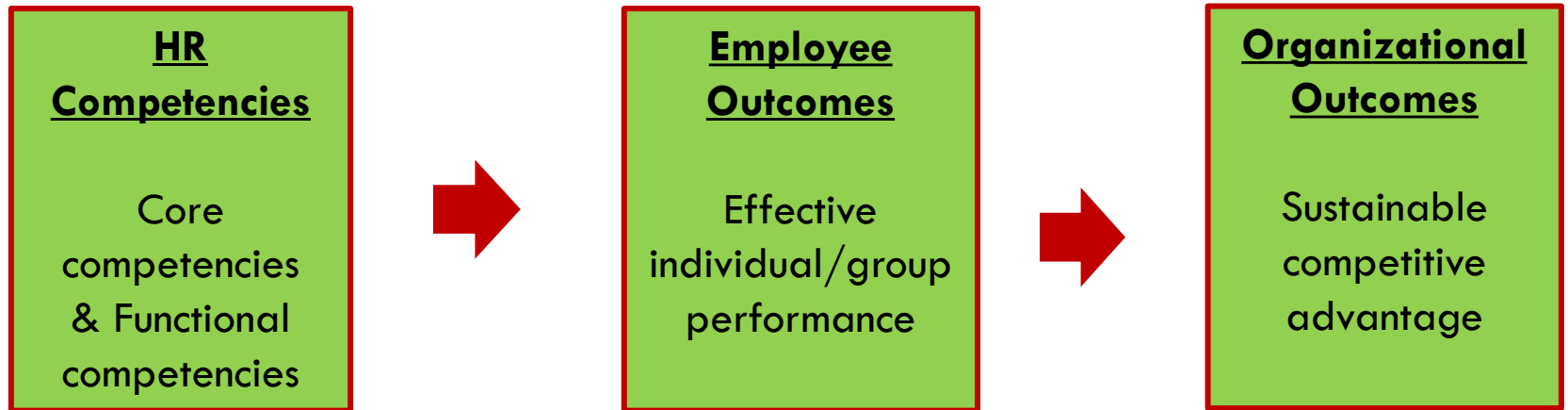
HR competencies are indispensable for sustainable competitive advantage.



HR competencies lead to higher organizational performance

OUTCOMES OF HR COMPETENCIES

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



HR competencies lead to higher employee & organizational performances

SUMMARY

- 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

- 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

- **Date:** 9th April 2025
- **Time:** 12:00 – 2:.00 pm
- **Topic:** Human Resource Planning