

# HUMAN RESOURCE MANAGEMENT

## MODULE 2: Lecture 2

### The Components of Human Resource Management & the Role of the HR Function

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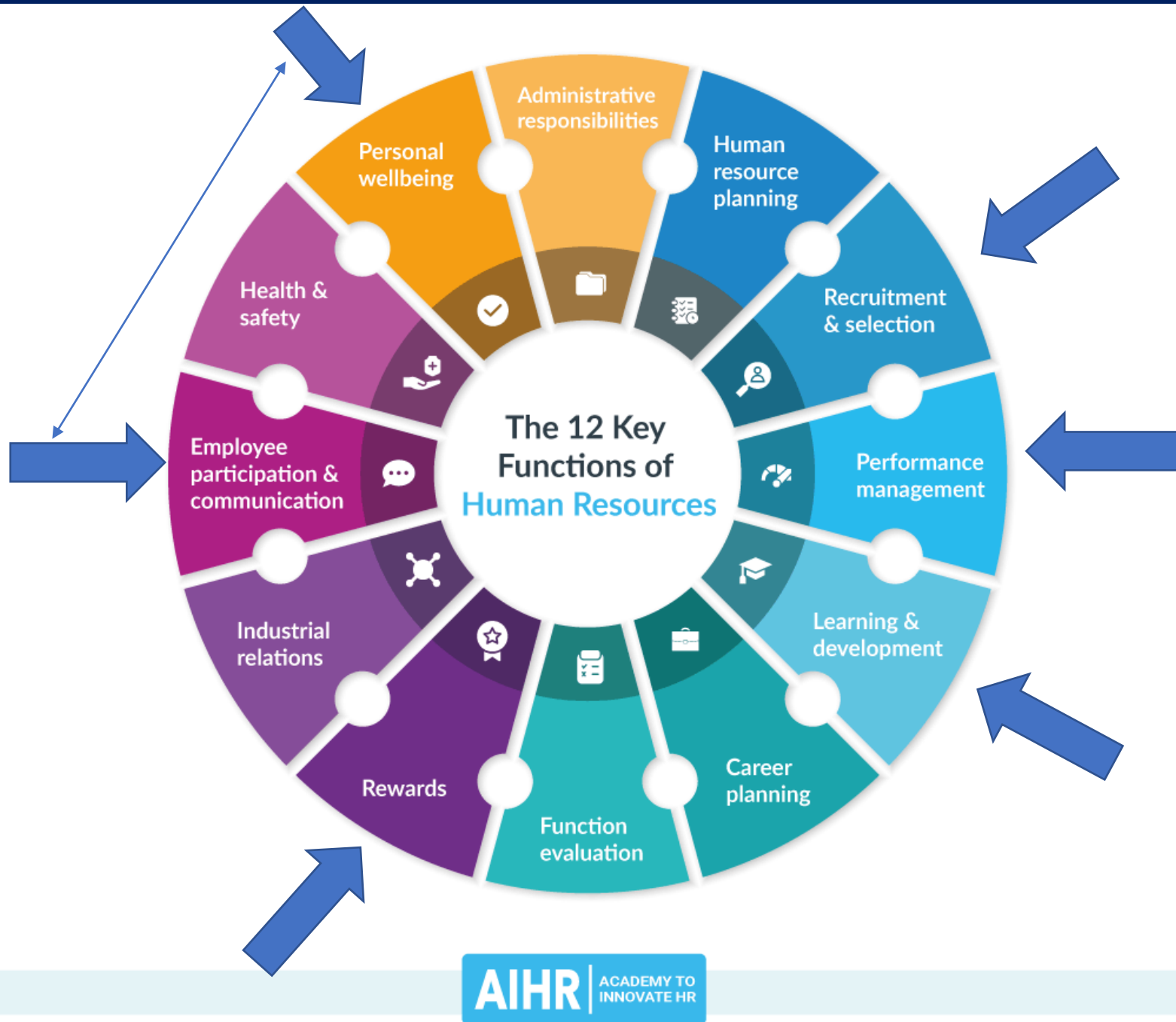
# Learning Outcomes

- The different key areas in HRM
- The role of the HR function
- The role of people working in HR
- The HRM role of Line Managers in people management



# The key areas in HRM





# 1 - Recruitment & selection

What do you think does this process involve?



# What is R&S?

- **Recruitment** is the process of finding and engaging the people the organisation needs.
- **Selection** is that part of the recruitment process concerned with deciding which applicants or candidates should be appointed to jobs.



# Components of R&S

- Defining requirements
- Attracting candidates
- Sifting applications
- Interviewing / assessment centres
- Testing
- Assessing candidates
- Obtaining references
- Checking applications
- Offering employment
- Onboarding
- Following up



# Other terminology used in R&S

**Talent Management**

**People Resourcing**

**INTERNAL & EXTERNAL**





# 2 - Training (Learning) & development

How do you learn and develop your skills and competences?





# Defined

- Ensuring that organisations have the knowledgeable, skilled and engaged people they need.
- Enabling individuals to acquire knowledge and skills through experience and social contacts, coaching, mentoring and guidance provided by managers and others, self managed learning, learning events and programmes

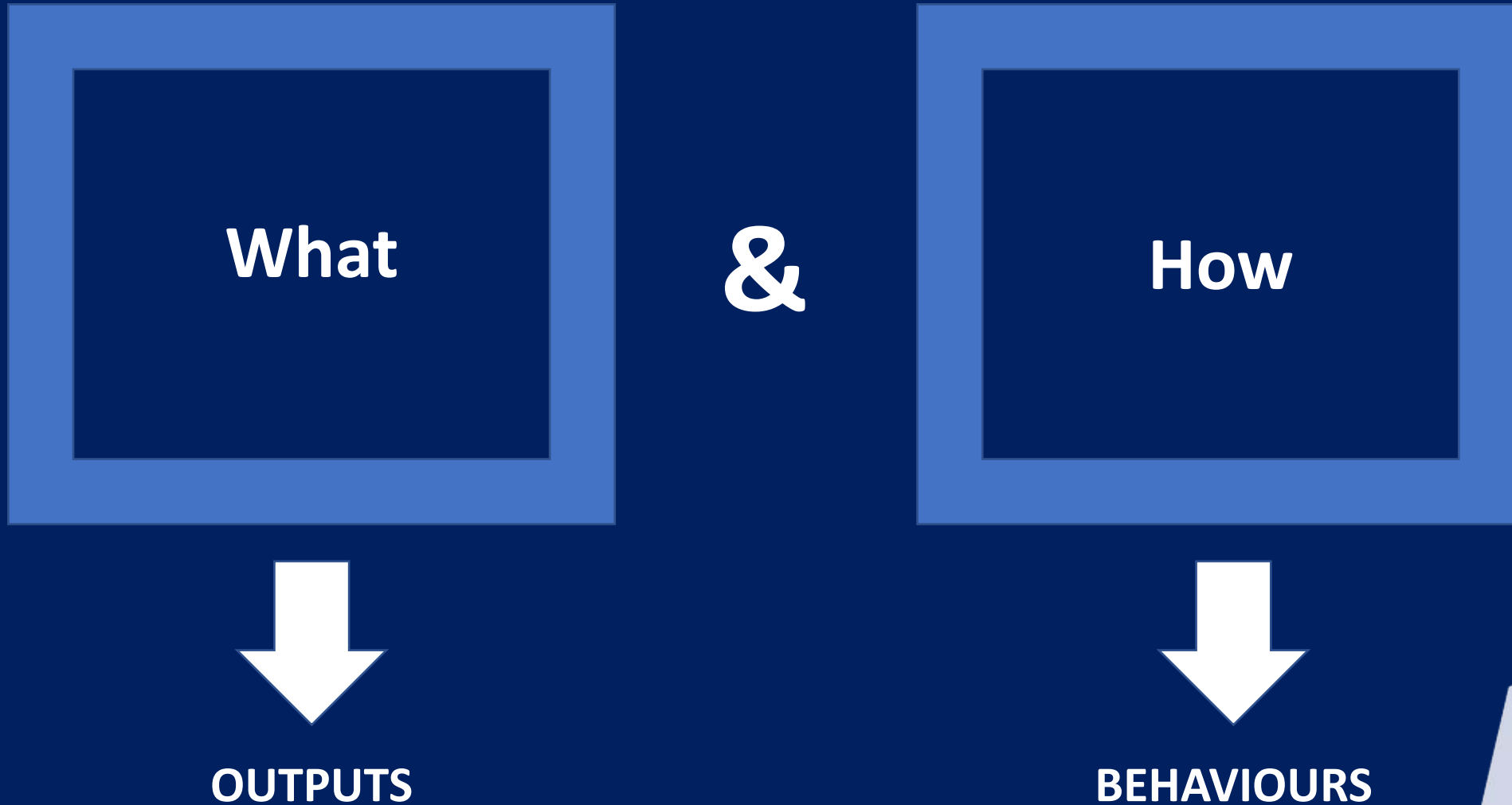
**Learning /  
Training**  
(Acquiring  
knowledge /  
skills)

**Development**  
(Growth of  
knowledge /  
skills)

**Education**  
(Acquiring  
general  
knowledge in  
life)



# Performance is about the.....





# Examples





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# 3 - Performance management



Continuous process of improving performance by setting individual and team goals that are aligned to the strategic goals of the organisation, planning performance to achieve the goals, reviewing and assessing progress and developing the knowledge, skills and abilities of the people



# 4 - Rewards (Compensation & benefits)





# Defined

Deals with the strategies, policies and practices required to ensure that the value of people and the contribution they make to achieve organisational, departmental and team goal is recognised and rewarded.

It provides answers to two fundamental questions:

1. How do we value people?
2. How are we going to reward them according to that value?

Reward management is not just about pay and employee benefits. It is equally concerned with non-financial rewards such as recognition, autonomy, learning and development opportunities, and the increased job responsibilities

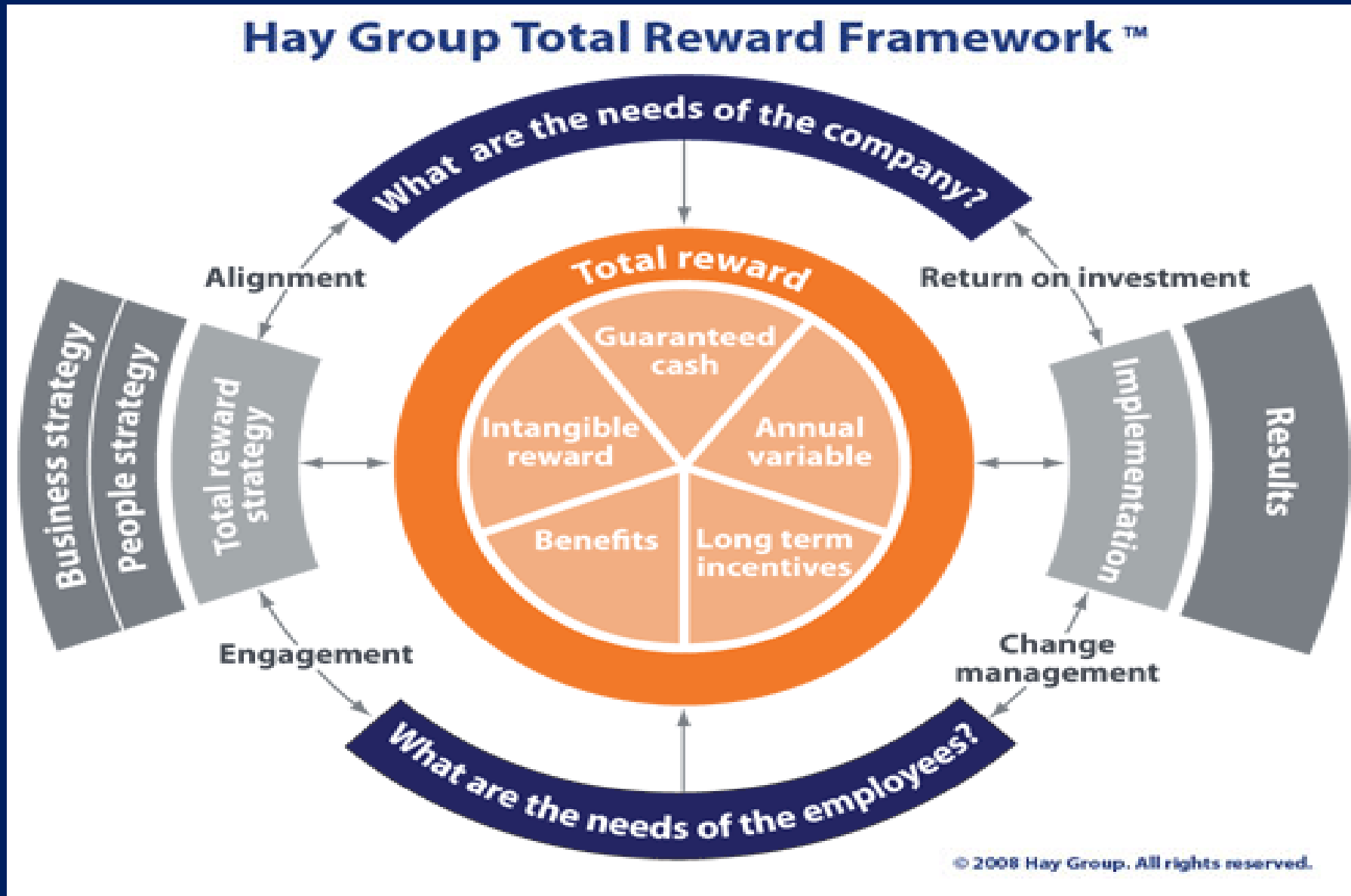


# Question

What are the  
components of reward  
and benefits ?



# Total reward framework



# 5 - Employment relations and well being



# Definition



Concerned with managing and maintaining the employment relationship – how management and employees live and work together and what can be done to make that work. This includes relating to people individually and dealing with them collectively through trade unions where they exist (industrial relations).

# Components

Employment relations

Psychological contract

Industrial relations

Employee voice

Employee communications





# The role of the HR function



# HR's contribution

**Provide insight**

**Contribute to  
strategy**

**Improve  
organisational  
effectiveness**

**Facilitate change**

**Deliver HR  
services**

**Provide  
expertise**

**Provide advice**

**Enhance  
employee  
experience**

**Promote  
wellbeing of  
employees**

**Promote social  
responsibility**

**Ensure  
compliance**





# The role of people working in HR



# What is the role of HR?



# Ulrich's 5 role model

**1 - Employee advocate – focuses on needs of employee through listening, understanding and emphasising**

**2 – Human Capital Developer – prepares employees to be successful in future**

**3 – Functional expert – concerned with HR practices**

**4 – Strategic partner – business expert, change agent, knowledge manager, consultant**

**5 – Leader – leading the HR function, collaborating with other functions and providing leadership**



# The HRM role of Line Managers in people management



# Role of Line Managers in HRM

Pulcell *et al* (2003)

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Implementing HR policies

Making policies effective

Day-to-day leadership  
(operational issues,  
communication,  
performance, problem  
solving etc)

Controlling work  
(supervision, monitoring,  
quality, motivation etc)



- **Recruitment**
- **Training**
- **Performance management**





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