



Papers-Writings.net
PROFESSIONAL CUSTOM WRITING AGENCY

CASE BRIEF

HUMAN RESOURCE MANAGEMENT

by Student's Name

Code + course name

Professor's name

University name

City, State

Date



INTRODUCTION

It is becoming increasingly difficult to ignore the fact that human resource management is a significant element of any successful business. Nowadays, there is a wide range of models and approaches aimed at the improvement of ethical environment and overall performance of any company. However, it ought to be noted that the majority of these models do not even attempt to address the entire operational performance of a certain enterprise. Most of them are mistakenly obsessed with ethical perspective of human resource management while the rest of aspects also need to be addressed. Still, there are some complex approaches. One of such trends is Ulrich's model, which has become a factual revolution in the field of human resource management and organisational behaviour. As long as the model is sophisticated, it consists of several major components. The most functional component of Ulrich's model is human resource management business partnership. Thus, it has to be discussed in detail; for this reason, the following paper focuses on that aspect.

To be more specific, the following study identifies the terms of human resource management, Ulrich's model, and strategic partner. Then, thoroughly examines the main functions of the business partner in terms of human resource management and cross-functional strategic planning. In consequence, the evidence of these functions is also tackled within the related section of the paper. Eventually, the benefits of human resource management business partnership of Ulrich's model are also described. One should pay attention to the fact that the study does not express any negative criticism towards other models of human resource management but provides academic argumentation of the model's advantages.



ULRICH'S MODEL

Human resource management is an important element of any successful business. This discipline addresses improvement and control of relationships among personnel, leaders, and customers of a company in order to establish a positive ethical environment as well as optimization of key strengths of the company. Generally speaking, human resource management is particularly focused on the creation of positive working atmosphere, solution of the conflicts, and enhancing of organizational behaviour of the company's employees. It is hard to deny the fact that psychological background of a particular company contributes much to its operational performance (Hunter et al. 2012). It can be explained by the fact that human resource is the main executive of the company's operations. Therefore, the welfare of personnel in terms of working environment is directly related to the strategic outcomes of the firm. For this reason, a proper management of human resource enforcements is essential for any thriving business.

As a consequence, any human resource management presupposes implementation of a distinct model, which is aimed at certain objectives. It is pivotal to note that these objectives need to comply with the overall strategic planning of the company. In other words, human resource management models are not applied for regulation of ethical environment within an enterprise only (Price 2011). A chosen model is supposed to organise performance, layout, and well-being of the workers in a way, which is the most apt for current strategic goals of the firm. For example, it can be alignment of teams' tasks according to the company's business strategy, or merging of several groups for creating a temporary department (Campbell, Judge & Robbins 2011). The main purpose of any human resource management model is to establish a



profound commitment of the workers in regard to a particular set of strategic objectives on the basis of a complete teamwork, ethical well-being, and professional enthusiasm towards achievement of new goals (Aswathappa 2013).

Among a wide range of human resource management models, Ulrich's model is one of the most profound and up-to-date ones. Ulrich's model can be defined as a human resource management approach, which considers a role of human resource in the largest context of the business performance of the company (Gordon & Gordon 2014). The majority of models are excessively striving to satisfy customers as well as personnel rather than provide an environment, in which both stakeholders will be able to embody their desires and ambitions, with the maximum of benefit for the strategic advantages of the organization (Hunter et al. 2012). Hence, Ulrich's model places the emphasis on such term as business strategic partnership. The term can be defined as an internal stakeholder who is particularly interested in cooperation within the company for creating positive working relationships and gaining the widest extent of the company's strategic advantage. Needless to say, such a component is significantly pivotal for any organisation.

To examine human resource business partnership in a more specific way, it is appropriate to be explicit about general statements regarding its essence and role in the entire strategic planning of any enterprise. The key strength of this component is based on the fact that human resource business partnership is able to serve the function of transition between not only members of a particular team or group but within the entire organisation (Avolio & Yammarino 2013). Namely, human resource business partner can create reliable connections between various parties on the basis of advancement of strategic advantages. To the greatest extent, the main benefit of human resource business



partnership can be regarded as a capacity to satisfy strategic needs of the company throughout the optimisation of human resource environment and satisfaction of the personnel via providing them with conditions, in which they will be able to reach the expected strategic goals.

FUNCTIONS IN TERMS OF HUMAN RESOURCE MANAGEMENT

To start a description of HRM functions of business partnership, it is necessary to be explicit about its overall characteristics. First of all, it is a proactive stakeholder who arranges all essential activities in terms of human resource management and related aspects of the company's performance. As a consequence, it is the most loyal human resource management that does not create redundant hierarchical relations. For instance, an average worker will be informed directly to complete a certain task, without being told by their team leader or any other head (Kark & Yaffe 2011). For this reason, business partnership serves a function of communication within the enterprise so that separate individuals or the entire department do not have to find each other or communicate throughout board team (Price 2011). In addition to that, a human resource management business partner is a strong anticipator of upcoming success so that the rest of the personnel are strongly empowered to boost the related advancement. It can be explained by a result-oriented and integrative nature of human resource business partner (Hill & Kram 2011). Needless to say, ability to manage so many aspects is referred to an extreme smartness of human resource



business partners.

Human resource management business partnership is also a meaningful mean of deployment strategic enforcements beyond the terms of human resource management. It deals not only with organisational issues but with cross-functional perspectives of the entire firm. As it has been already mentioned, cross-functional objectives are usually met throughout a flexible communication established by human resource business partner. Turning to the subject of human resource management, business partnership is important in terms of reasonable transition of tasks, workforce, and collaborations (Crawshaw, Budhwar, & Davis 2014). In other words, such approach does not limit human resource to attachment to a single group or team (Fleetwood & Hesketh 2010). The main principle can be considered as “everyone knows everyone”.

It is worth saying that human resource business partnership presupposes analytical methodology in relation to decision-making in terms of human resource strategic alignment (Armstrong & Taylor 2014). Therefore, involvement of information technologies, especially Cloud-based Business Intelligence, is a strongly effective tool for identification strategic needs of the company from the perspective of human resource. The same technologies can be applied to various cases within organisational structuring of a chosen team or department (Shermerhorn 2005). As long as human resource management business partnership is a result-oriented approach, it utilizes retrieved strategic data and makes decision in regard to appropriate actions in accordance with conditions of a current situation within the enterprise (Mohamed & Nguyen 2011). By the same token, a wise business partner usually analyses the company's performance on the basis of output data after fulfilment or failing a certain task so that the firm is provided with



an objective evaluation.

It is pivotal to mention that human resource management business partner does not implement any activities. Therefore, the employees are given the opportunity to act in their preferable way since the result is more important than a distinct framework for taking actions. That will enable the personnel to feel comfortable at performing their operational duties and empower them for enhancing their professional skills (Bryant 2014). Along with that, non-HR cross-functional issues need to be also involved in the process. Every single worker as well as a team is expected to be enabled for a framework-free operational performance. One may argue that it will cause frequent strategic deviations (Fleetwood & Hesketh 2010). It is certainly true to a particular extent, but it is to be said that workers who do not use a freedom of choice for the improvement of the company's performance have to be at least penalized. Human resource management is mistakenly recognized as a discipline aimed to value workforce only, without being strict in terms of organisational leaderships (Levi & Ritti 2009). It is becoming increasingly apparent that Ulrich's model does not comply with a traditional understanding of human resource management.

TYPICAL EVIDENCE OF THE MODEL'S FUNCTIONING

As it has become abundantly evident, Ulrich's model is primarily aimed at addressing the largest context of business performance. Hence, it is an extent of the model's producing the effect on the company. Namely,



Ulrich's model does not limit itself to a particular organisational boarder. In fact, the space can be divided into the following segments. First of all, human resource business partnership is capable of conducting a process of strategic human resource management and management of organizational infrastructure. At the same time, it provides personnel with management of transformation and change, as well as management of employee business contribution (Kelliher, Mane & Truss 2012). These four aspects are addressed throughout average working routines on a day-to-day basis so that the workers are not forced to make additional efforts to meet strategic objectives of the company.

Taking this point into account, it should be admitted that being a strategic partner means to ensure the firm's success by alignment of human resource procedures according to current business objectives of the enterprise. Empowering of staff, organisation of their daily performance, and methodological human resource planning is a basic set of procedures requirements to launching the model's operational mechanism (Bell 2014). Human resource management business partner is supposed to conduct a SWOT analysis of the workforce and of the enterprise in order to distinguish what the personnel can do and what the firm should complete within a particular time frame (Ulrich 2011). The rest of the issues do not belong to the concerns of the primary focus as long as the staff should be enabled to feel free in regard to completion of certain task (Becker 2005). The main purpose of human resource manager is to outline the objectives vividly.

With respect to optimisation of the organisational infrastructure, it is appropriate to mention that it does not have to necessarily deal with only a plain arrangement of comfortable facilities for the employees. In addition to that, optimisation of corporate infrastructure presupposes a reasonable group or team formation, establishment of teamwork



relations, and justified rewarding/penalising of certain groups or workers (Ulrich 2011). As long as human resource management business partnership presupposes a requirement to the involvement of sufficient deal of creativity in human resource management, team leaders are expected to enhance the workers' professional capabilities far beyond the standard level of operational knowledge (Rees & Smith 2014). For this reason, a wide range of workshops, seminars, teambuilding events, and rewarding systems have to be initiated on a regular basis. It is also possible to hire an event specialist who will be responsible for inventing and scheduling various events for the entire company or its separate segments and individuals.

Eventually, a need to arrange the personnel's business contribution is based on simple human resource management rules of leadership and ethical coding. Providing a constant assistance concerning the employees' anxieties and needs is a key source of establishment a positive working atmosphere and orientation at a successful result. It can be explained by a psychological level of gratitude (Ulrich, Smallwood & Sweetman 2012). In the event that a particular worker is currently facing some hardships in the family, finance, or personal help, a wise human resource management business partner will also provide that individual with a reasonable help even though it may seem to be excessively informal (Klenke 2011). In return, the worker will perform with a greater enthusiasm as they distinctly realise that thrive of the organisation is directly connected to their personal well-being. This aspect is quite obvious so that there is no any particular implication, which may require the study to touch upon the explanation of the discussed aspect.

BENEFITS OF HRMBP

Needless to say, human resource management business partnership is an evident strategic initiator for human resource. All actions, transition, and decision-making processes are passed throughout this party of human resource management. As it has become increasingly apparent, strategic partner is an agent of internal communication and operational alignment of the company. One may argue that CEO is the main coordinator of the company. It is obviously a relevant statement, but it is worth mentioning that a strategic partner is a factual implementing agent of the strategic performance of the firm (Ulrich, Smallwood & Sweetman 2012). In the same vein, business partner serves as a function of internal communicative point. In other words, representation of human resource department and promotion of close cooperation with other departments is one of the primary duties of human resource management business partner (Jones, Murray & Pool 2006). That perspective is related to dedication of the workers on the basis of HRMBP work.

Hence, revealing of potential strengths and talents of the workers is also a beneficial characteristic of a strategic partner. The related requirement is quite explicit for any human resource management model; but in the context of Ulrich's model, detection of potentially gifted workers is a natural outcome of human resource management. The managers, leaders, and strategic partners do not make extra effort for screening the personnel in regard to their positive traits of character and strong skills (Bratton & Gold 2012). That benefit relies heavily on the other advantage of strategic partnership. Human resource management business partner gives always a relevant feedback in relation to the performance of the company or a selected individual as long as the



evaluation is built with the related data and observation of according activities taken in order to meet a required objective (Ulrich 2011). This does not have anything to do with criticism as the evaluation does not mean description of the drawbacks only.

Thus, strategic partner conducts a selection of members for a particular team. Hiring new workers can be also conducted by this party as long as they are the most acknowledged about the needs and capacities of the company. However, the principle of diversification is usually considered since any corporation does not have to be tied to a certain perspective of external as well as internal business environment. As a result, human resource management business partner is an evident contribution to the formation of enthusiastic personnel (Bratton & Gold 2012). Overall, all these activities are primarily oriented at immersing of human resource objectives in daily operative agenda of the firm and vice versa. Satisfaction of the corporate strategic needs on the basis of reasonable optimisation of workforce and loyal human resource policy in terms of business success are the most drastic advantages of human resource management strategic partnership. This concept can be traced throughout all perspectives of human resource management and strategic planning.

As a consequence, strategic partnership is always seeking a cross-functional project in order to enhance the productivity of the company. This is an evident advantage, as well, so that all innovations of the company are usually conducted in terms of the Ulrich's model. Staff selection before a project launch complies with the same rules of group formation and recruiting so that CEO can be sure concerning the project executives. Finally, business partner is a stakeholder who can be easily relied on. It can be explained by an extreme commitment of such stakeholders as they consider the personnel as the most valuable



resource of the company (Ulrich 2011). Therefore, such teams do not face serious challenges in regard to conflict mitigation. Still, it does not necessarily mean that these human resource managers are exceedingly kind towards their subordinate (Foley 2013). Absence of commitment and disrespect to other workers is an evident reason for an employee's dismissal.

CONCLUSION

It is appropriate to make a general comment on the paper that has focused on the discussion of human resource management business partner in terms of Ulrich's model. The paper has introduced the subject initially. Then, the terms of human resource management model and Ulrich's model have been defined and contextualised. The paper has described the key functions of human resource management business partner in terms of corporate human resource management and cross-functional strategic planning. In consequence, the related evidence of these functions has been given an account. The study has summarised the main benefits of human resource management strategic partnership in order to prove the effectiveness of the chosen approach and Ulrich's model as a whole. Therefore, it is possible to admit that the paper has conducted a complete research, and its findings are the following.

In general, the main advantage of human resource management business partnership of Ulrich's model is based on the ability to advance in the strategic performance by optimisation of workforce and its key strengths. To be more specific, a strategic partner serves a function of



communicative agent and aligner as long as they correlate human resource objectives with a current strategic aims of the firm. In such a way, the company develops naturally since the employees are not forced to complete operational task according to a corporate framework. The main purpose is to meet the objective properly. As a result, the personnel are satisfied with their contribution to a business success while the company is flexible from the perspective of obtaining a strategic advantage. Thus, it should be admitted that the main outcome of the model is a business success based on the workforce welfare and satisfaction of the workers' desires throughout a thriving performance of the enterprise.

