ABBREVIATIONS

I. Standard Abbreviations

1. AVE: Average Variance Extraction
2. CAHRS: Centre for Advanced Human Resource Studies
3. CBSEM: Covariance based Structural Equation Model
4. CIPD: Chartered Institute of Personnel and Development
5. HRCS: Human Resource Competency Study
7. NIPM: National Institute of Personnel Management
8. PLS: Partial Least Square
9. PLS-SEM: Partial Least Square - Structural Equation Model
10. SEM: Structural Equation Model
11. SHRM: Society for Human Resource Management
12. SHRM: Strategic Human Resource Management

II. Other abbreviations used for convenience

13. SC: Strategic Companion
14. SRM: Strategic Role of HR Manager

SC1/SRMSC1: Participating in the process of defining business strategies
SC2/SRMSC2: Ensuring the alignment of HR strategies (Ex: increasing employees’ commitment, value, culture, etc.,) with business strategies
SC3/SRMSC3: Utilizing the HR Manager’s ability to make strategy to happen
SC4/ SRMSC4: Participating in all strategic level decisions of the top management

15. OP: Operational Proficient

OP1/SRMOP1: Actively participates in the process of delivering enhanced HR processes
OP2/SRMOP2: Resolves complex operational issues in attendance, pay roll, etc.,
OP3/SRMOP3: Helps in building creativity in operational work
OP4/SRMOP4: Catalyst, Advisor and expert in meeting stakeholder’s needs

16. **EF: Employee Facilitator**

EF1/SRMEF1: Participates in the process of improving employee commitment like counseling, motivating, etc.,

EF2/SRMEF2: Ensures that the employees are aware of company vision, mission and strategies

EF3/SRMEF3: Enlarge opportunities for employees to demonstrate their skills, competencies and abilities

EF4/SRMEF4: Proving for adaptability of employee to accept the change

17. **CP: Change Preceptor**

CP1/SRMCP1: Opening up to experiments in the changed environment

CP2/SRMCP2: Supporting to keep the firm always in competitive spirit

CP3/SRMCP3: Framing the HR policies and processes that increases the organization’s ability to change

CP4/SRMCP4: Acting as a facilitator in framing the management’s policies

18. **SR: Strategic Recruitment**

SR1: Understanding business strategy and resource demands while scrutinizing personnel skills

SR2: Executing large national and global recruitment programs

SR3: Aligning each job requirements with the organization’s strategic plan

SR4: Acquiring best talent through consulting agencies and head hunters

SR5: E-Recruitment (like portals, social websites) to pace up with competitive environment

SR6: New applicant tracking system through websites
19. **SS: Strategic Selection**

SS1: Making competency-based selection

SS2: Knowing the candidate’s achievement of results in given situation

SS3: Adopting ‘Make’ approach to hire individuals who are willing to learn the skills required for the job

SS4: Identifying individuals’ **value fit** to match with organization’s **value fit**

SS5: Creating flexible individuals to increase the company’s capacity to adapt for change

SS6: Hiring candidates who are potential enough to grab opportunities

20. **SE: Strategic Expertize**

21. **HC: HR Competency**

SE1/HCSE1: Analyzing and forecasting the expectations of investors

SE2/HCSE2: Understanding how to compete against other organizations in the market

SE3/HCSE3: Participating in translation of business strategy into a talent (workforce), culture (workplace) and leadership

SE4/HCSE4: Recognizing local opportunities for organization’s success

22. **RA: Reliable Activist**

RA1/HCRA1: Building trust and relationship with top executives by fulfilling their expectations

RA2/HCRA2: Stepping outside the safety zone to challenge current practices

RA3/HCRA3: Taking an outside-in perspective to identify opportunities and treats

RA4/HCRA4: Identifying personal leadership and self-improvement

23. **RE: Riddle Expert**

RE1/HCRE1: Managing tension between employee needs and collective organizational goals

RE2/HCRE2: Managing stress between taking time to gather information and making timely decisions
RE3/HCRE3: Managing tension between flexibility and standardization
RE4/HCRE4: Managing stress of analyzing high-level strategic issues and operational details

24. **CT: Culture Transformer**
CT1/HCCT1: Creating line of sight between strategy and individual behaviour
CT2/HCCT2: Crafting the right organizational culture to deliver organizational results
CT3/HCCT3: Identifying and overcoming the causes of resistance to change in organizational culture
CT4/HCCT4: Monitor and communicate progress of culture change processes

25. **HCC: Human Capital Curator**
HCC1/HCHCC1: Developing, promoting and monitoring talents based on organization’s needs
HCC2/HCHCC2: Identifying and prioritizing key positions for overall organization’s growth
HCC3/HCHCC3: Building opportunities for promotion
HCC4/HCHCC4: Differentiating leadership potentials from technical expertise

26. **MS: Management Steward**
MS1/HCMS1: Effectively balancing employee well-being and business performance
MS2/HCMS2: Providing monetary and non-monetary rewards for employees
MS3/HCMS3: Designing appropriate work recognition system
MS4/HCMS4: Looking after employees health benefits

27. **IP: Innovative Proponent**
IP1/HCIP1: Coordinating policies to know how people use social media at work
IP2/HCIP2: Leveraging social media for business purposes
IP3/HCIP3: Incorporating new technologies that improve workforce productivity
IP4/HCIP4: Enhancing social media for collaboration at work
28. **AC: Analyzer and Compliant**

AC1/HCAC1: Accurately interpreting statistics relating to human resource

AC2/HCAC2: Understanding the limitations of using data in ambiguous situations

AC3/HCAC3: Incorporating new and changed version of data analysis while interpreting information

AC4/HCAC4: Ensuring that the HR Practices comply with government laws

AC5/HCAC5: Upholding the morale and rights of the employees

29. **IHRM: Integration of HRM with organizational objective**

IHRM1: Identifying or designing various strategy options related to HR practices

IHRM2: Taking decisions of best strategy among strategy alternatives

IHRM3: Analyzing the internal and external environment of the business

IHRM4: Formulation of strategy made as per organizational requirements to meet its objectives

IHRM5: Creating and maintaining a competitive advantage

IHRM6: Assessment of possible merger, acquisition or divestiture strategies

IHRM7: Connecting human capital issues to business strategy

IHRM8: Adding value by ensuring compliance with rules, laws and guidelines

IHRM9: Creation of a healthy organizational culture

IHRM10: Increasing HR departments credibility

IHRM11: Improving co-operation between HR department and line managers