

Human Resources management belongs to one of the most important parts of management in general. It's mainly because of immediate connection with the company's most valuable assets, which are the employees. Human Resources management, as well as roles and competencies of human resources professionals, has been significantly developing during last years. Those are not responsible only for administration anymore, but should be able to execute also other roles in order to add real value to the business. For this thesis Ulrich's Roles model was used to give an explanation about four of the most important roles of Human Resources.

It's common, that the theory is different from reality. In practice, we could find a lot of Human Resources professionals, who are totally overloaded by administration with no time for strategic tasks. Here the shared services concept could be seen as a fitting tool. This reason would be probably not sufficient without other economic impact on the company as cost saving or efficiency increasing. Those two reasons are usually the most required one and in case implementation is done successfully, companies could save up to 50 % of total costs. Some companies have also made dramatic improvements in efficiency and effectiveness of HR through the introduction of shared services.

The company has to think about several steps before implementing the concept of shared services. The decision, which services are going to be moved to the center, how many employees are going to be hired there, in which languages are they going to offer the services or in which location the center will be settled, has to be made.

Implementation of shared services can also bring several problems to the organization as a different cultural environment or lost of direct contact with customers. This was confirmed by SAP Company which found its Shared Services Center in Prague in 2004.