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# HRBP 理论在 A 公司的应用

## 摘要

近年来，由于 HRBP 理论其自身具有一定的先进性，故作为传统人力资源管理改革的一个大方向被广泛提及，甚至已然掀起了一阵应用 HRBP 理论进行变革的热潮。但在这股热潮下，许多企业由于忽略了自身的实际情况，以及本身对 HRBP 模式的了解程度有限，使得其在应用过程中问题重重，最终效果不如人意。故本文从当前大热的互联网行业中入手，选取在其中具有一定代表性的 A 公司，结合当前 HRBP 模式在应用中普遍存在的问题，——包括 HRBP 事务性工作多，没有实现职能转变；HRBP 角色定位模糊以及 HRBP 业务素养缺乏等问题，通过调查访谈以及公司内部文献查阅研究方式收集信息。了解 A 公司在建设自身 HRBP 体系时，针对解决这些普遍问题所进行的探索，并通过 SWOT-PEST 分析模型以及实证分析，从内外两个维度剖析 A 公司当前面临的问题，并结合华为、阿里巴巴等 HRBP 模式先行者的实际应用，提出针对性的改进措施及建议，以期为 A 公司以及其他应用 HRBP 模式的企业提供一定的参考。

**关键词：**HRBP 模式；互联网公司；实证分析；SWOT-PEST 分析模型

## ABSTRACT

In recent years, because HRBP theory has its own advanced nature, it has been widely mentioned as a general direction of traditional human resource management reform, and even has set off a wave of application of HRBP theory for change. However, under this craze, many companies have neglected their own actual situation and their own understanding of the HRBP model is limited, which makes the problem in the application process, and the final result is not satisfactory. Therefore, this paper starts from the current hot Internet industry, selects a company with a certain scale, and combines the problems existing in the application of the current HRBP model, including HRBP transactional work, no functional transformation; HRBP role Fuzzy positioning and lack of HRBP business literacy. Through the investigation and interviews and the company's internal literature review and research methods to collect information, to understand the company A's exploration of solving these common problems when building its own HRBP system, and through SWOT-PEST analysis model and empirical analysis, from two internal and external dimensions The current problems faced by Company A, combined with the practical application of HRBP model pioneers such as Huawei and Alibaba, propose targeted improvement measures and suggestions, in order to provide certain reference for Company A and other enterprises applying HRBP mode.

**Keywords:**HRBP model; Internet company; empirical analysis; SWOT-PEST analysis model

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