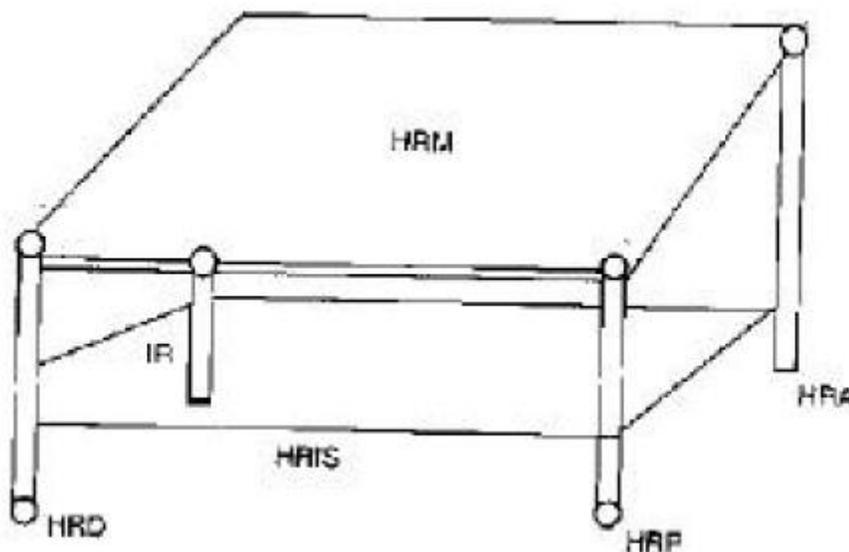


## HRD

Based on research and conclusions, the view of Strategic HRM as a function as four legged table(see the table below) with a tie bar and a brittle top. Functionally Human Resources Management was divided into five distinct sub functions and the table can thus be visualized:



1. Human Resources Planning (HRP): This took care of the optimal allocation and utilization of the human resource. Hence it is concerned with ascertaining the needs of the organization and establishing ways and means to meet these needs so that the objectives of the organization are met and

production continues unhampered. Recruitment, promotions, transfers and resignations to be dealt with.

2. Human Resources Administration (HRA): This took care of the erstwhile Establishment function in some parts and the legal compliance function in others. It had to make sure that all the returns were filled up and submitted to the concerned authorities in order and in time. Payroll functions came under the purview of this sub-function. Peripheral functions as Safety, Canteen, Crèche and Conveniences would also fall under its purview.
3. Human Resources Development (HRD): This is the most proactive sub function of the specialization. It begin at the level of training need identification, conducting climate surveys and actually conducting training programs. Training is an ongoing but short-term process while organizational development was goal directed and long term. Both had a direct role in the organization corporate culture building.
4. Industrial Relations (IR): This is essentially related to power relationships between the owners of capital and the dispensers of labor. It is not a systems concept to Develop or a process or regulation concept of Power but more of a power and control concept a the Human.
5. Human Resources Information Systems (HRIS): This is the bloodline of the specialization for it stored information and rendered it easily accessible so that decision -making could be facilitated. The key words are the balance between secrecy and transparency

6. Human Resources Management (HRM): This is the smooth and shining tabletop, which is propped up by the four legs. It is smooth denoting the fact organizational objectives are achieved smoothly. It is shining to denote that there is efficiency in the achievement of these objectives. It is stable denoting that the processes are efficiently utilized for the achievement of these objectives. The shine, the stability and the smoothness is maintained by adherence to values and maximizing on the core competencies. Its brittleness is brought about by the fact that we are dealing with the human being whose subjective self ,very often overpowers his objective self in all walks of life.

The tie bar is consequently responsible for the other four legs being stable. And only by giving equal weight to each sub function can the length of the legs be equal and this stability be enriched.

It has been argued all along that HRD, HRP, HRA and HRIS cannot be separated from one another and that there is a symbiotic relationship between them. IR or Industrial Relations has always seemed to be the odd one out in the scheme of things for the Management School trained HRM expert. This is ironic since all value is created by labor and capital is nothing but man made aid to production.

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