

## THE IMPACT OF HUMAN RESOURCE STRATEGIES AND CAPABILITY DEVELOPMENT IN THE ORGANIZATION

Dr. Roshan Lal \*

Dr. Sonu Madaan\*\*

### ABSTRACT

*The HRM Strategy and capability Development are playing a vital role in the organization. These have to be developed based on the overall business strategy and it has fully followed the main initiatives included in the business strategy. The HRM Management Team has to focus on the clear design and definition of the HRM Strategy. The HRM Strategy has two main goals i.e. to help the organization to understand to the priorities and initiatives of the HRM function and to help to the employees of the HRM Function to prioritize the activities of the function. The response to liberalization has created opportunities for technology upgrading and sophistication, resource mobilization from new sources, highly competitive input/output market, high growth and buoyant environment and HRM issues associated with strategic initiatives of diversification, mergers and acquisitions, restructuring, joint ventures, strategic alliances and for overall internationalization of the economy change from a regulated environment to a free market environment has direct implications for SHRM practices in India, This paper first describes the impact of Human Resource Management Strategy and Capability Development on the organization. It also shifts its focus on strategies to achieve excellence in their implementation. This research paper also highlights the critical factors and how to deal with them so that the organizations can adopt in terms of human resources that would strategically ensure them of success.*

**Key Words:** Business Strategy, Management, Opportunities, Mobilization and Organization.

---

\* Professor & Head M.Phil. & Ph.D. Programme, MM Institute of Management, Maharishi Markandeshwar University, Mullana-Ambala (HR) India.

\*\*Assistant professor, MM Institute of Management, Maharishi Markandeshwar University, Mullana-Ambala (HR) India.

## 1.0 INTRODUCTION:

**1.1 Conceptual Framework of HRM:** -Human Resource Management (HRM), in the sense of getting things done through people. It's an essential part of every manager's responsibilities, but many organizations find it advantageous to establish a specialist division to provide an expert service dedicated to ensuring that the human resource function is performed efficiently. People are our most valuable asset is a cliché which no member of any senior management team would disagree with. Yet, the reality for many organizations is that their people remain:-

- Under-valued.
- Un-trained.
- Under-utilized.
- Poorly motivated, and consequently.
- Perform well below their true capability.

**1.2 Impact of Corporate culture on HR Strategy:-** Corporate Culture is one of key elements for Human Resources. Corporate Culture is a very difficult complex of corporate values, decision processes and human behavior in each organization. The Corporate Culture is not born, it evolves and develops over a longer period of time and it is not created by the single person. The corporate culture forms the norms in the organization. The corporate culture is the most important aspect, when evaluating the formal and informal decision processes in different organizations. The corporate culture with the stress on informal behavior of employees will definitely lead to less formal decision processes and will support the quick reaction to the external changes on the market. Generally, the Corporate Culture consists of 4 main building blocks:

- The attitudes.
- The Experiences.
- The Beliefs.
- The Values.

The corporate culture is in many cases the most important factor to sell the organization as the best employer in the neighborhood. For HRM, the corporate culture is a very important input for setting the HR Strategy. HR Strategy is a document to show the employees in HRM and the rest of the organization the main imperatives and key initiatives of Human Resources to be achieved and how they will impact the

whole organization. HR Strategy can be completely new and innovative, but many times the HR Strategy uses the basic blocks, which can be found on the market and putting just different priorities. Generally, there are about 10 different HR Strategies, which are used and the priorities and initiatives differ. Also, the HR Strategy is very dependent on the sector, in which the organization operates. The manufacturing company can have very different HR Strategy from the financial institution.

This is the step-by-step plan of action by which an organization employs, utilizes or manages, develops, and deploys its human resources in order to attain its defined corporate mission and objectives. A human resource strategy is devised in respect of recruitment, employee deployment, motivation and engagement, and employee retention. By doing this, an organization puts itself in the position of being able to achieve its mission and objectives through its human resources.

**1.3 Strategic HRM:** - It is a pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals" to derive human resource needs (skills, behaviors, culture) from strategy formulation. It considers strategy implementation by means of HRM practices, which further individuals' capabilities and motivation as well as actual performance. Strategic HRM is a complex process which is constantly evolving and being studied and discussed by academics and commentators. Its definition and relationships with other aspects of business planning and strategy is not absolute and opinion varies between writers.

Thus, in simple terms strategic HRM can be defined as the linking of human resources with strategic goals and objectives in order to improve business performance and develop organizational culture that foster innovation, flexibility and competitive advantage. In an organization SHRM means accepting and involving the HR function as a strategic partner in the formulation and implementation of the company's strategies through HR activities such as recruiting, selecting, training and rewarding personnel. HRM strategies, also known as Human Resource Management strategies, are your organization's plans for managing people, culture, structure, and training and development, and for determining how people fit into your organization's future growth.

## 2.0 ASPECTS OF HUMAN RESOURCE MANAGEMENT STRATEGY:

---

There are some aspects or pillars on which the strategic management stands and the HR manager must consider these points before going for strategic formulation:-

**2.1 People:** -One of the first aspects of HRM strategy is determining the type of person who is needed to work in the organization. This is not just a matter of personality but also of the personalities and work styles that are needed to help organization to achieve its overall business strategy.

**2.2 Programs:-** An organization's programs include several elements. The first is attracting the kinds of people that the owner decided are the right fit. After he made the right hires, he has to look at how to train people to do their jobs effectively. In addition to training, organization must decide how to retain employees after hiring and initial training.

**2.3 Culture:** - A large part of HRM strategy relates to the overall culture of the organization. He should take the time to determine the leadership and management style of the organization. Organization's senior management should decide on a closely related range of styles in order for a culture to "trickle down." This could be related to customer service, beating the competition or rising to the top of the market itself. One of the best ways to begin thinking about your organization's culture is to research how other organizations and human resources professionals have created a culture.

**2.4 Structure:** -HRM strategy also extends to organization's structure. The manager decides what jobs will carry out which functions. Along with this, you should determine which jobs go with which departments and who is going to manage those departments. A human resources consulting firm can help you with this structure.

**2.5 Development:** - The manager already decided how to train the people he brings in, but what are the plans for training them in the long run? Does the organization plan to publish "learning plans" that allow an employee to map out his future career, even if it isn't in the department in which he started out? Talent and learning management system providers can help manager to map out development plans, see sample learning strategies, and decide how to manage training within your organization.

### **3.0 MAIN OBJECTIVES OF THE STUDY:**

The main objectives of the present study are as follows:-

1. To find out the main Human Resource Strategies are found in the organizations.
2. To find out the Capability Development System can be adopted by the effective organizations.
3. To analyze the main outcomes with the combined efforts of HR Strategies and Capability Development in the organization.

#### **4.0 FACING OF THE RAPID CHANGE:**

Faced with rapid change organizations need to develop a more focused and coherent approach to managing people. In just the same way a business requires a marketing or information technology strategy it also requires a human resource or people strategy. In developing such a strategy these critical questions must be addressed: -

- Kinds of people needed to manage and run the business to meet strategic business objectives.
- Kinds of people, programs and initiatives must be designed and implemented to attract, develop and retain staff effectively.

In order to attain these four key dimensions of an organization must follow: -

- **Culture:** the beliefs, values, norms and management style of the organization.
- **Organization:** the structure, job roles and reporting lines of the organization.
- **People:** the skill levels, staff potential and management capability.
- **Human resources systems:** the people focused mechanisms which deliver the strategy - employee selection, communications, training, rewards, career development, etc.

#### **5.0 CRITICAL SUCCESS FACTORS OF STRATEGIC HR:**

The Critical Success Factors have to be defined on several layers, at least two basic layers. The general layer connects the Strategic HR critical success factors to the business objectives and the business strategy and the concrete layer explains the real meaning of the critical success factors. By developing the skills and abilities of the HRM Function employees the HR Management Team can assure the highest achieved benefits for the organization and the measurement of the accomplishment can be pretty accurate. The critical success factors have to be defined in the detail as the HR Employees and also the line management can make a proper view on the

---

measure as the measure "Leadership" can mean different things to the people in the organization. The main areas to cover in the beginning of the implementation of the Strategic HR are:

**5.1 Leadership:-** The Leadership Critical Success is one of the most important aspects to implement in the effort of introducing the Strategic HR Approach in the organization. The Leadership Critical Success Factor is about the work of the HRM Function with the managers to see the workforce in the organization as the key asset of the organization, which needs its investments and the development is a key to the success in the future. The Leadership Critical Success Factor defines how the organization will approach its employees and work on the human capital development.

**5.2 Talents:** -The Talents Critical Success Factor is about movement from the HRM Function servicing as the sourcing supporting function to deliver the best potential candidates to hire to the support unit helping to identify the gaps in the organization with right retention and development initiatives. Generally, the organization does not have money enough to develop all of its employees and the investment must be protected.

**5.3 High Performance Corporate Culture:** - The High Performance Corporate Culture is about a transfer of the responsibilities from the management levels to the individual employees and supporting employees to act individually, but with the mind of the business goals of the organization. On the other hand, the HRM Function has to develop new performance management system, which supports the direct link between the individual performance and the performance of the whole organization.

**5.4 Strategic Planning:** - The Strategic Planning Critical Factor is about movement from the reaction to the business objectives and the following planning activities to the proactive planning in the organization. The planning must be organized around the major business initiatives and the HRM Function has to follow the strategic tasks defined by the Top Management of the organization. This critical success factor looks easy to implement in the Strategic HR, but it takes a lot of effort from the HRM Function.

## **6.0 STRATEGIC CHALLENGES:**

HRM Strategic Challenges can be defined in four main areas:

**6.1 The Leadership Development:** - is one of the biggest HRM Challenges. The leadership development is the only way to secure the organization for the future. The supply of the leaders is very limited and the organization has to focus on the growth of the potential available inside the organization. The HRM Function has to take the responsibility for the initiatives to identify and grow the potential inside the organization and to secure the best potential to stay in the organization. The leadership development initiatives are extremely costly, but the organization has to recognize the need to invest in such initiatives. This is a major HRM Challenge.

**6.2 The line management is another HRM Challenge:** - The line management is the main user and client of the HRM Value Added processes and they have to be able to use the processes correctly. The HRM Function can be seen as the enemy, but the HRM Challenge is to develop and train the line management in the daily usage of the value added HRM Processes to make the organization more efficient.

**6.3 The globalization:** - Another HRM Challenge. The HRM Function has to make its policies, procedures and processes to work on the global level. Currently, most of the HRM Policies is focused on the concrete country, but the employees have to start to move from the country to another country and the HRM Processes have to be able to support such a need in the organization. The globalization has a huge impact on the HRM function and is usually not ready to take more responsibility in the movement of the workforce around the Globe.

**6.4 The Outsourcing:** - The main issue for the HRM Function. The HRM Function has to be able to outsource its non-core services for the organization and it has to be able to keep the service level for the organization. The outsourcing HRM Challenge is pretty huge as it requests a lot of standardization and practice from the HRM Function.

## **7.0 POSITION AND STRUCTURE OF HUMAN RESOURCE MANAGEMENT:**

Human resource management department responsibilities can be broadly classified by individual, organizational, and career areas. Individual management entails helping employees identify their strengths and weaknesses; correct their shortcomings; and make their best contribution to the enterprise. These duties are carried out through a variety of activities such as performance reviews, training, and testing. Organizational development, meanwhile, focuses on

fostering a successful system that maximizes human (and other) resources as part of larger business strategies. This important duty also includes the creation and maintenance of a change program, which allows the organization to respond to evolving outside and internal influences. The third responsibility, career development, entails matching individuals with the most suitable jobs and career paths within the organization. Key Responsibilities of HRM are as follows: - Human resource management is concerned with the development of both individuals and the organization in which they operate. HRM, then, is engaged not only in securing and developing the talents of individual workers, but also in implementing programs that enhance communication and cooperation between those individual workers in order to nurture organizational development. The primary responsibilities associated with human resource management include: job analysis and staffing, organization and utilization of work force, measurement and appraisal of work force performance, implementation of reward systems for employees, professional development of workers, and maintenance of work force.

**7.1 Job analysis:** - consists of determining—often with the help of other company areas—the nature and responsibilities of various employment positions. This can encompass determination of the skills and experiences necessary to adequately perform in a position, identification of job and industry trends, and anticipation of future employment levels and skill requirements. "Job analysis is the cornerstone of HRM practice because it provides valid information about jobs that is used to hire and promote people, establish wages, determine training needs, and make other important HRM decisions

**7.2 Organization, utilization, and maintenance:** - of a company's work force is another key function of HRM. This involves designing an organizational framework that makes maximum use of an enterprise's human resources and establishing systems of communication that help the organization operate in a unified manner. Maintenance tasks related to worker-management relations primarily entail: working with labor unions; handling grievances related to misconduct, such as theft or sexual harassment; and devising communication systems to foster cooperation and a shared sense of mission among employees.

**7.3 Performance Appraisal:** - is the practice of assessing employee job performance and providing feedback to those employees about both positive and negative aspects of their performance. Performance measurements are very important both for the

---

organization and the individual, for they are the primary data used in determining salary increases, promotions, and, in the case of workers who perform unsatisfactorily, dismissal.

**7.4 Reward systems:** - are typically managed by HR areas as well. This aspect of human resource management is very important, for it is the mechanism by which organizations provide their workers with rewards for past achievements and incentives for high performance in the future.

**7.5 Employee Development and Training:** - is another vital responsibility of HR personnel. HR is responsible for researching an organization's training needs, and for initiating and evaluating employee development programs designed to address those needs. These training programs can range from orientation programs, which are designed to acclimate new hires to the company, to ambitious education programs intended to familiarize workers with a new software system.

**7.6 Meaningful contributions to business processes:** - are increasingly recognized as within the purview of active human resource management practices. Of course, human resource managers have always contributed to overall business processes in certain respects—by disseminating guidelines for and monitoring employee behavior, for instance, or ensuring that the organization is obeying worker-related regulatory guidelines—but increasing numbers of businesses are incorporating human resource managers into other business processes as well.

## **8.0 A CASE OF A SMALL BUSINESS AND HUMAN RESOURCE MANAGEMENT:**

A small business's human resource management needs are not of the same size or complexity of those of a large firm. Nonetheless, even a business that carries only two or three employees faces important personnel management issues. Indeed, the stakes are very high in the world of small business when it comes to employee recruitment and management.

Small businesses also need to match the talents of prospective employees with the company's needs. Efforts to manage this can be accomplished in a much more effective fashion if the small business owner devotes energy to defining the job and actively taking part in the recruitment process. But the human resource management task does not end with the creation of a detailed job description and the selection of a suitable employee. Indeed, the hiring process marks the beginning of HRM for the small business owner.

Finally, the small business owner needs to establish and maintain a productive working atmosphere for his or her work force. Employees are far more likely to be productive assets to your company if they feel that they are treated fairly. The small business owner who clearly communicates personal expectations and company goals, provides adequate compensation, offers meaningful opportunities for career advancement, anticipates work force training and developmental needs, and provides meaningful feedback to his or her employees is far more likely to be successful than the owner who is neglectful in any of these areas.

## **9.0 STEPS INVOLVED IN DEVELOPING HRM STRATEGY:**

### **Step 1: Clear Picture of understanding Business Strategy:**

- Highlight the key driving forces of your business. What are they? e.g. technology, distribution, competition, the markets.
- What are the implications of the driving forces for the people side of your business?
- What is the fundamental people contribution to bottom line business performance?

**Step 2: Developing a Mission, Vision and Objectives Statement:** That relates to the people side of the business.

- ❖ Do not be put off by negative reactions to the words or references to idealistic statements.
- ❖ It is the actual process of thinking through the issues in a formal and explicit manner that is important.
- ❖ Employees' contribution.

**Step 3: Conducting a SWOT Analysis of the Organization:** -Focus on the internal as well as external strengths and weaknesses of the business and the organization.

- Consider the current skill and capability issues. Vigorously research the external business and market environment. High light the opportunities and threats relating to the people side of the business.
- Impact business performance.
- Consider skill shortages.
- The impact of new technology on staffing levels.

**Step 4: Conducting a Detailed Human Resources Analysis:** - Concentrate on the organization's COPS (culture, organization, people, HR systems)

- **Consider:** Where you are now? Where do you want to be?

- What gaps exists between the reality of where you are now and where you want to be?
- Exhaust your analysis of the four dimensions.

**Step 5: Determine Critical People Issues:** - Go back to the business strategy and examine it against your SWOT and COPS Analysis

- Identify the critical people issues namely those people issues that you must address. Those which have a key impact on the delivery of your business strategy.
- Prioritize the critical people issues. What will happen if you fail to address them?

Remember you are trying to identify where you should be focusing your efforts and resources.

**Step 6: Develop Consequences and Solutions:** - For each critical issue highlight the options for managerial action generate, elaborate and create - don't go for the obvious. This is an important step as frequently people jump for the known rather than challenge existing assumptions about the way things have been done in the past. Think about the consequences of taking various courses of action. Consider the mix of HR systems needed to address the issues. Find out the needs to improve communications, training or pay revision. Once all above things have worked through the process it should then be possible to translate the action plan into broad objectives.

These will need to be broken down into the specialist HR Systems areas of:-

- Employee training and development.
- Management development.
- Organization development.
- Performance appraisal.
- Employee reward.
- Employee selection and recruitment.
- Manpower planning.
- Communication.

Develop your action plan around the critical issues. Set targets and dates for the accomplishment of the key objectives.

**Step 7: Implementation and Evaluation of the Action Plans:** -The ultimate purpose of developing a human resource strategy is to ensure that the objectives set are mutually supportive so that the reward and payment systems are integrated with employee training and career development plans. There is very little value or benefit in training people only to then frustrate them through a failure to provide ample career and development opportunities.

## 10.0 HRM WARNING INDICATORS:

The organization is more than likely in trouble if any of the following reasons:-

- Chronic industrial relations problems.
- No proper means of resolving employee grievances.
- Increasing / erratic employee turnover.
- Increasing number of customer complaints.
- No pride in the organization.
- Inter-group conflicts.
- No proper career paths for ambitious talented employees.
- Dissatisfaction with pay and Working conditions.
- Unclear job roles.
- No clear performance measures.
- Quality is unimportant.
- Bad product service / delivery records.
- poor recruitment standards
- No management development programs.
- No induction training Programmes for new employees.
- Critical skill shortages.
- Inter-departmental conflict.

## 11.0 HRM CAPABILITY DEVELOPMENT STRATEGY:

Human Resource Management (HRM) has already emerged as a separate discipline to personnel. In personnel management, people management strategy is developed through a process that is separate to the development of the business strategy and in which the primary focus of attention and effort is within the HR function and on the current state. In HRM, people management strategy links to and cascades from the business strategy. It looks forward from the current state, focusing on making incremental changes to the way people are currently managed in order to implement the objectives in the annual business plan.

A strategic approach to capability development of HRM responds to this requirement by focusing on people's current and potential skills and abilities as a source of human capital and organizational transformation. It goes beyond just adding value to the business by supporting the

delivery of business objectives for today. This capability provides the basis for delighting an organization's stakeholders, such as a company's investors, and which is the reason why a company's market worth can be so much more than just its book value. The focus here is on the future state, looking at what needs to be different and then working backwards from this future position.

**11.1 Ways of HRM Capability Development Strategy:** - The following are the main ways involved in HRM Capability strategy. The key differences between this approach and the process used for developing HRM strategy is:

**11.1.1 Strategy starts with a People Vision, not just the Business Strategy:** - The people vision focuses on the future and describes what might be possible based upon people's capability, or their potential capability. The inputs into both the business strategy and the people vision include the organization's mission, vision and values; the requirements of its customers, investors and other stakeholders; and any business trends, challenges and opportunities. Further inputs into the people vision include the current capability of the organization; the capabilities of the organization's competitors; workforce changes and opportunities; and line managers' and employees' perspectives about people and people management in the organization. And as discussed in the following point, the business strategy and people vision are also informed by each other.

**11.1.2 The Business Strategy and People Vision are tightly integrated with each other:** - Capability development is tightly integrated with development of the business strategy. This ensures that the capability the organization is developing is aligned with an organization's needs: its vision, mission, values and strategy. But this requirement for integration does not just mean that the people management strategy should simply support and align with the business strategy. It also means that at least on some occasions and for at least some of the time, the business strategy should be informed by the people management strategy rather than solely the other way around.

**11.1.3 Diagnosis is against the future state People Vision:** - HRM diagnosis compares current people management activities to what may be required to implement the business strategy. It is grounded in the current state. It focuses on the potential capability of the people working in the organization and the gap between this and their current capability. It is therefore focused on output rather than activity, and on the future, rather than the current state.

**11.1.4 Innovative Strategy Development:** - HRM capability development strategy deals with bigger and more strategic questions than within HRM. It requires innovative, unique, best fit approaches that go beyond current best practices to ensure human capital is developed in a way that is right for a particular organization at a particular point in time. After all, investors are not going to pay for human capital that is the same as every other organization. They want to see capability linked to an organization's particular strategy, its differentiation and its competitive advantage.

## **12.0 MEASUREMENTS IN HRM STRATEGY AND CAPABILITY DEVELOPMENT:**

**12.1 Setting Strategic Measures:** - Once strategy has been developed, measures can be selected to support the management of this strategy. These measures should refer to the nature and level of human capital within the organization, but also to the other elements of the HRM. Value chain, the initial inputs and investments the processes or activities etc. which the organization is implementing to develop its human capital and the impacts of this development on an organization's business processes, its customers and financial results are considered..

**12.2 Benchmarking:** - Benchmarking helps ensure that measures have been set to be appropriately stretching, and can also generate new ideas and innovations. One type of benchmarking focuses on metrics measuring the effectiveness and efficiency of people management processes, and the other type focuses on the processes themselves. In this process-based approach, organizations can benchmark their own approach to HRM with that of another organization. Most often, this involves benchmarking a particular process with the same process in one or more benchmark organizations within the same sector.

**12.3 The Methodology in Practice:** - Participants could include the CEO; other Board members; the leadership team; HR, Finance, IT and other functions; line managers; core talent representatives; other talent pools especially young people to balance what is likely to be a fairly senior group; customers and key shareholders; preferred suppliers of people management services, outsourcing partners and thought leaders connected with the organization.

**12.4 Understanding:** - The objective on the first day is to build a common database where everyone has had the same sort of information and has had the chance to discuss and question this information with people from other stakeholder groups. As much as possible, data

should focus on the future. Anticipated customer and labour market trends are likely to be more useful than analysis of historic trends within the organization. Information should also balance metrics and benchmarks with anecdotes and stories.

**12.5 Creating a People Vision:** - It is useful to start with some creative thinking exercises. The only constraint on these groups is that they have to help in imagining the capabilities the organization will need about five to ten years into the future. Groups can generate ideas and examples about their chosen future; and the barriers and enablers that may be encountered in the journey of getting there. At the end of the day, people come back together to share the ideas that have been generated.

### **13.0 COMBINED IMPACT OF HRM STRATEGY AND CAPABILITY DEVELOPMENT**

Employees get into groups to work on the areas they are most interested in. Each group is tasked with creating a multi-mind map in which the central theme focuses on an aspect of the people vision. Some of the branches relate to the impacts of these outputs. The organization will be able to act differently as a result of these capabilities, and other branches will relate to the actions that the organization needs to execute to develop these capabilities. Measures for activities and inputs also need to be identified. The final stage in the process is preparing each of the programs for communication. Each mind map needs to be unpacked into an HRM value matrix and visual and compelling communications prepared to cascade the HRM strategy and capability development to the rest of the organization.

### **14.0 CONCLUSIONS:**

As global business competition shifts from efficiency to innovation and from enlargement of scale to creation of value, management needs to be oriented towards the strategic use of human resources. Strategic human resources management practices enhance employee productivity and the ability of agencies to achieve their mission. Integrating the use of personnel practices into the strategic planning process enables an organization to better achieve its goals and objectives.

Combining human resource practices, all with a focus on the achievement of organizational goals and objectives, can have a substantial affect on the ultimate success of the organization. To manage future operations effectively, it is essential that companies produce "business leaders" and "innovators" through SHRM Approach and Capability Development Approach. Research is

part of all the other six functions of human resource management. With the number of organizations participating in some form of international business, the need for HRM research will only continue to grow.

Therefore, it is important for human resource professionals to be up to date on the latest trends in staffing, performance appraisals, compensation and benefits, training and development, employee and labor relations, and safety and health issues in the global market. One professional organization that provides statistics to human resource managers will be the Society for Human Resource Management and Capability Development in the largest professional organization for human resource management professionals.

## REFERENCES:

1. Boxall, P (1992), "Strategic Human Resource Management: Beginnings of a New Theoretical Sophistication?" *Human Resource Management Journal*, Vol.2 No.3. Pp. 3-23.
2. Elwood F. and James W. (1996), "Trends Toward a Closer Integration of Vocational Education and Human Resources Development", *Journal of Vocational and Technical Education*, Vol. 12, No. 2, p.7
3. K. Aswathappa (2002), "Human Resource & Personal Management" (3<sup>rd</sup> edition) TMH , 39-50.
4. Biswajeet Pattanayak, *Human Resource Management*; PHI (2<sup>nd</sup> edition), Pp. 309-326.
5. Kelly D (2001), "Dual Perceptions of HRD: Issues for Policy: SME's, Other Constituencies, and the Contested Definitions of Human Resource Development", <http://ro.uow.edu.au/arts/papers/26>
6. McLean G. N. (2006), "National Human Resource Development: A Focused Study in Transitioning Societies in the Developing World". In *Advances in Developing Human Resources*; Vol. 8, No. 3, Pp. 63-75.
7. McLean, G. N. et al. (2004), "Human Resource Development as National Policy". *Advances in Developing Human Resources*, Vol. 6, Pp. 125-137.
8. Mintzberg, H, Quinn, J B, Ghoshal, S (1998), "*The Strategy Process*", Prentice Hall.
9. Nadler L Ed., (1984), *The Handbook of Human Resources Development*, John Wiley and Sons, New York.

10. Armstrong, M and Baron, a. (2002) *strategic HRM: the key to improved business performance*. Developing Practice. London: chartered institute of personnel and development.
11. Schuler, R.S. (1992), “Strategic Human Resource Management: Linking People with the Needs of the Business”. *Organizational Dynamics*, Vol 21, No 1. Pp18-32.
12. Wright, P.M. and McMahan, G.C. (1992), “Theoretical Perspectives for SHRM”, *Journal of management*. Pp. 215-247.
13. Truss, C and Gratton, L (1994), “Strategic Human Resource Management: A Conceptual Approach”, *International Journal of Human Resource Management*, Vol.5, No.3, Pp. 137-158.