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HRD comprises training and development, organisation development and career development. Consequently, HRD is focused on the three elements that contribute to individual performance improvement. For their part, Woodall et al. (2002) see the key contribution of McLagan's HR wheel as distinguishing IIRD from other IIR functions.

The publication of Hamel and Prahalad's (1994) *Competing for the Future* brought with it the realisation that the competitiveness of firms is closely linked to the possession of core competencies. They postulated that organisations can possess unique clusters of factors that allow the firm to be competitive and the skills possessed by employees is one of those factors. Likewise, Cappelli and Singh (1992) maintain that employees can potentially create competitive advantage, where competencies attained

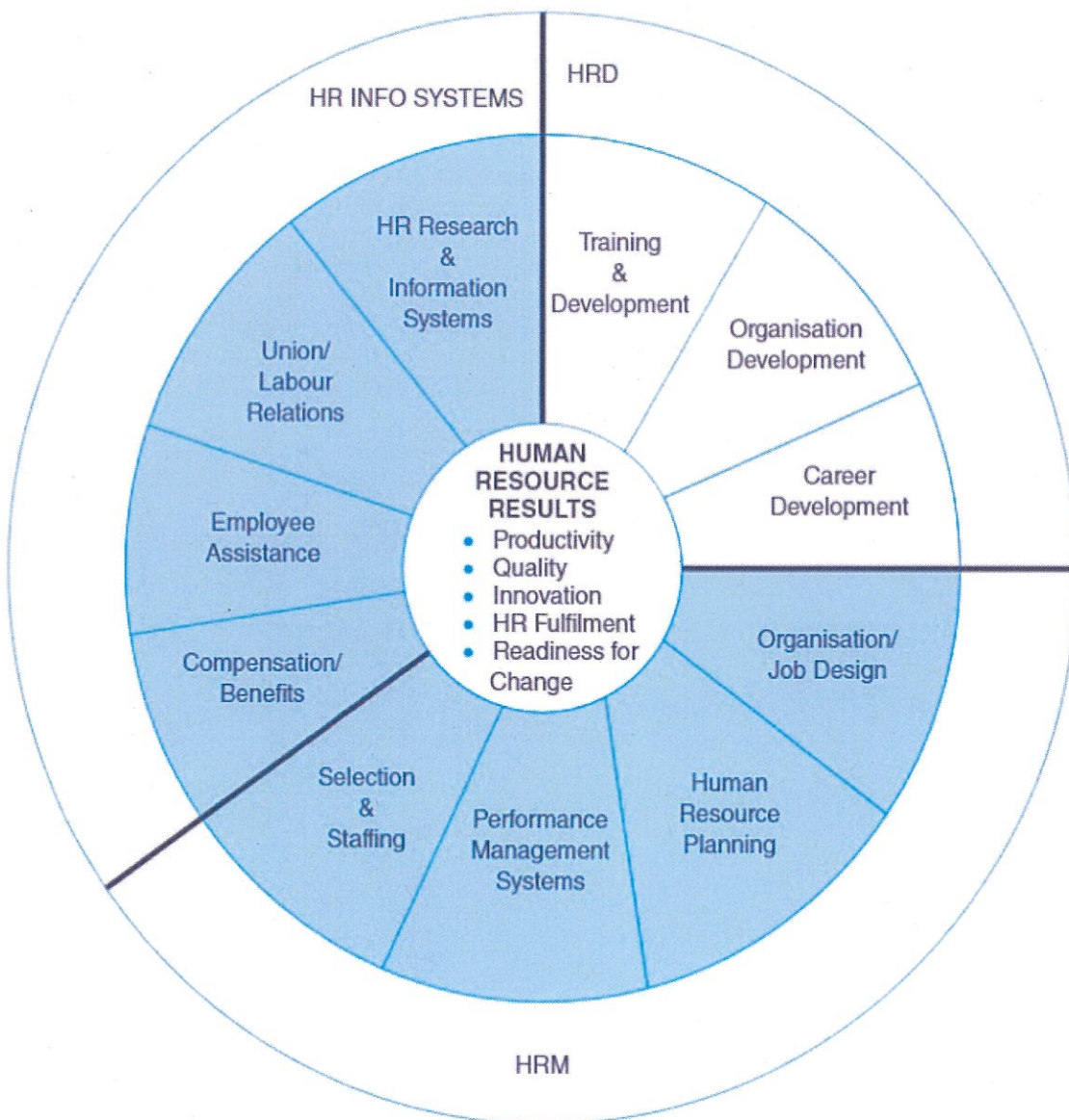


Figure 1.1 McLagan's human resource wheel



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