

## **Developments In Business Simulation & Experiential Exercises, Volume 19, 1992**

### **HUMAN RESOURCE PLANNING: MANAGING THE ONLY RENEWABLE RESOURCE FOR A COMPETITIVE ADVANTAGE**

Charles Gray, Eastman Kodak Company

Managers in the '90s will need to move beyond the traditional disciplines of Finance, Strategy and Technology to maintain a competitive advantage. Arguably, the most important discipline may be Human Resource Management. Without an effective HR Strategy other strategies will not be possible. This presentation will explore the role Human Resources plays in a corporation and describes the interactions between organization design, communications, staffing, development, rewards and feedback systems.

Effective HR Management may be achieved through HR Planning. A performance technology model will be presented that demonstrates HR as a system that interacts with the business strategy and illustrates the need to integrate functional HR disciplines for success.

#### **COMPANY PROFILE**

Eastman Kodak is a global manufacturing company with expertise in Imaging, Chemicals and Health. Headquartered in Rochester, New York, Kodak is well known for the quality of its products and its regard for employees. Faced with similar competitive pressures as other American companies, Kodak recognizes that human resources are a critical organizational capability.

#### **PERSONAL DESCRIPTION**

Charles Gray is the Manager of Human Resource Planning and Development for the Kodak Apparatus Division (KAD). KAD is responsible for worldwide equipment manufacturing. Gray is a graduate of the Rochester Institute of Technology with degrees in Communications and Instructional Technology.