CHAPTER - 4

HUMAN RESOURCE MANAGEMENT
: ORGANIZATIONAL STRUCTURE
INTRODUCTION

In a manufacturing concern like tyre industry, the centre of company's activities is production department. Production of tyres is the main activity of this department. Human Resource Department makes a significant contribution in gearing up the activity of production department by providing suitable personnel to carry out the functions of the production department. If the production functions are properly organized then only the goals of the organization may to serve the purpose of the company, the organization structure should be achieved the best. organization structure and management complement each other. The basic task of management is to establish the organization structure in such a manner so that the same may successfully attain the general objectives of the company. Dalton point out the same thing in following words "Organization are stable social and technical system which bring the factors of production together in a coordinated effort to achieve given ends".1

To achieve the objectives of the enterprise, it is necessary to assign duties and responsibilities to each and every person in the organization and control and coordinate them. Create climate that can continuously identify, bring to surface, nurture and use the capabilities of people. Capabilities that are needed to do the present job or the future expected job well. Thus an organization is defined as "A process of establishing the pattern of relationship by assigning duties and responsibilities to each department, section, group and individual of an enterprise, clearly demarcating, the authority, responsibility and duties of each and providing the channel of communication and coordination to achieve the objective of the concern".2

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Organization Structure

Companies goals are changed according to the time and external pressure, which requires continuous attention on the aspect of organization design. As the organization structure influences the behaviour of employees and effectiveness of the company, designing of organization structure is therefore a basic executive responsibility. Designing of the organizational structure is the responsibility of the top management of the company.

In a small organization, the employee related functions are very restricted. Any company which has more than 150 employees, generally try to establish "HR Department" with a full time executives. In companies of approximately 500 to 1000 employees the employee relation functions are in the range of middle management. The head of the department is titles as HR manager or HR director. In setting up the HR department into the total structure of the company, a combined line and staff structure is always used. A basic problem is generally created while designing the organization structure in order to workout a balance between these two organization forms and to make a coordinated effort between them. In large organization, the demarcation between these two categories of executives - functionaries and advisories must be made clear other wise the confusion and tension are bound to come up. Franklin G. Moore, has rightly stated that "Staffmen are more often planners than they are doers and the linemen are more doer's than they are planners. If you put lineman on staff jobs probably they won't have the patience or ability to search out and analyse data and develop plans. They would like to give orders rather than advise . . . worst yet, when you change men around, the work of each department suffers, because an amateur is running each".  

Executives of line organization have the ultimate authority of command, direction and control. The company's forward movement, and its

selection of goals, policies and decisions are the only responsibility of the line part of the organization. Super imposed upon the line system is the staff organization. An executive heading a staff unit is of course the part of the line organization. As the departmental head, HR manager has to reports to the higher executives of line, and in turn direct and controls his own subordinates. With whom he has a line relationships? In the organizational structure the place of staff officer is of specialist. He authorizes to make planning, evaluating, facilitating, carrying out research and assisting line executives in attaining their objectives. Peter Drucker points out "That specialists must remain in their place to assure that they do not interface with the freedom of the line managers". The functional officers including HR managers can not be successful in the typical type of industry like tyre industry, unless they have sufficient background of the knowledge concerning field irrespective of their long and varied experience.

The management levels, below the top executives and administration should be classified in the following categories:

A. General Manager

B. Manager (With Assitt. Manager)

C. Junior Manager

These levels may be distinguished by the job performed in that particular level such as General manager (Human Resource) General Manager (Industrial Relation), General Manager (Accounting and Audit) and so on. In order to make the managerial slabs more effective, the jobs should be specified and described accordingly. Thus, a proper channel of authority may be established as given in the chart.

Exhibit 4.1: Structure of Personnel Department

- Vice President
  - Vice President for HR
    - Management Compensation
    - Plant Protection
    - Medical
    - Labour Relation
    - Human Resource development
    - Employee communication
    - Personnel Process
    - Safety Management
    - Organizational HR Planning
    - Personnel Research
    - Union Relation
      - Wage Compensation
      - Plant Personal
        - Management Development
          - Training
            - Employment
            - Equal opportunity programme
            - Employee Service
            - Appraisal systems
              - Cooperative programmes
                - Computer based training
                - On the job training
                - Selection
                - College recruitment
                - Systems & Records
Scope of Human Resource Management in Industrial Organization

Human Resource Management, as the name itself sufficiently illustrates, concern with management of personnel. The statement apparently makes it clear that all types of human resources are engaged in an organization. Human resources are the most important assets of modern organization. No organization can think of viability and effectiveness without the efficient utilization of human resource. As a matter of fact it is very tough task in the present age of technological advancement, knowledge explosion, sociological changes and increased Govt. intervention in business and industry.

The main objective of human resource management is to maintain better human relations in the organization by developing, implementing the policies, procedure and programme relation to the individual in the organization. With a view to achieve maximum contribution of the personnel realization of organizational goals. What is happening today, in human resource management is only revolution. The Human Resource Management is became very important than ever. Line management are getting involved in Human Resource Management and human resource managers are becoming members of the management team also. Virtually everyone in the organization can make a contribution to the management of people and the success of the organization at the same time. Human Resource Management thus plays an important role in achieving the organizations objectives and in the large context, the destiny of the nation.

The Organization of the Human Resource Management

The size and the complexity of a modern industrial organization inevitably call for a large number of workers. The different categories of employees are namely Manual labour, semi skilled and skilled workers, specialists and other add up to a sizable work force. The Human Resource Department should be organized in such a way that the needs and
conditions within the company may be properly served. The size of company, the geographical location of its units, the caliber of its work force and the importance that higher management attaches to personnel relations constitute some of the factors that may affect the organization of the concern.

The size of the Human Resource department and the organization of its activities usually are contingent upon the number of persons employed by the company, the scope of the personnel programme, and the importance that is attached to certain personal functions. If a company is engaged in extensive training and retraining operations, the training staff may become sufficiently large and that will be organization as a separate division. Similarly, if a company maintains an extensive programmes relating to such functions safety, wage administration or fringe benefits labour relations, the establishment of separate divisions for each may be necessary in order to properly administer the activities relating to above.

When a company has multi plant operations, a Human Resource Department is usually established at each plant in addition to the Human Resource Department located at the head office of the company. With this arrangements the HR manager in each plant is responsible directly to the plant manager and subject to functional control only. The HR department under these conditions is generally concerned with the coordination of HR policies and practices, the maintenance of centralized personnel records and the administration of that portion of the programmes that concerns the company as a whole.

The HR department is changed with the crucial responsibility of looking after the total workforce. The HR Department has to play a responsible role in procurement and selection of required work force as well as their satisfactory induction and orientation work.

Training is provided to newly selected personnel sufficient motivation is also provided to the workers to put forth their best. many more special
efforts are made by the HR Department. In order to get best return form the personnel employed for the accomplishment of the organizations goals.

Role of Human Resource Department

Human Resource Department in an effective firm has to function in highly competitive environment. Today it has play many roles in the organization. The primary task of the HR department is to ensure that in the organization, Human Resource are utilized and managed as effectively as possible. As bigger roles it plays, it is more likely that it will be effective in improving the organization’s productivity, enhancing the quality of workforce in the organization, complying with the necessary laws and regulations related to managing human resources effectively, gaining competitive advantage and enhancing workforce flexibility. "Traditionally many human resource department has a relatively limited involvement in the total organizational affairs and goals. Human Resource Managers are often concerned only with making staffing plans, providing specific job training programmes. Consequently these Human Resource managers are concerned only with the short term operational and managerial tasks. With the growing importance of human resource management, the HR managers are getting more involved in the organization, and establishing a partnership with line managers". Today, HR department is concerned with the innovative approaches and solutions as how to improve productivity and quality of worklife inspite of high uncertaining and intense international competition."5

The human resource functions in each organization is unique to that organization, the activities included in the HR department vary from organization to organization. In fact, the important roles which a personnel department usually plays in an organization are either exclusively or in conjunction with other departments. The few roles are exclusively assigned to HR department.

5 Schuler, Randalls : op. cit. p. 1843.
The primary role of HR department is to advise the line managers / top managers. It advises the line executives on HR policies, strategies, programmes procedure and human resource activities. The important areas where HR department are working in recent times are as follows: Manpower Planning Recruitment and Selection, Training and Executive Development, wage and salary Administration, performance appraisal and last but not least industrial relations and social welfare. The HR department performs various roles in the areas which are strictly under supervision of them. These are advertisement at the time of Recruitment, Expenditure paid on training programmes whether in house training or out door training, control filed at the time of employment, fixation of rate salary and wages etc.
Exhibit 4.2: Important Roles of Personnel Department

- Suggestive
  - HR Policies
    - HR Programmes
      - HR Procedures
        - HR Strategies
          - HR Activities
  - Working
    - Manpower Planning
      - Recruitment & Selection
        - Training
          - Wage & Salary
            - Performance Appraisal
              - IR and social welfare
  - Controlling
    - Recruitment, Advertisement
      - Expenditure on training
        - Employment contract
          - Fixational Rate of Salary & Wages
            - Implementation of HR policies
Among above mentioned activities some of them exclusively assigned to the HR Department. These may be enlisted as under:

1. Compensation and benefits issues
2. Employee services (saving & health plan)
3. Affirmative action and equal employment opportunity.
4. Job analysis programmes.
5. Pre-employment testing.
6. Attitude survey (Research)

Today all these above mentioned activities and many more can be assigned to the Human Resource Department. These functions may be effectively carried out by the HR department with the help of information system (HRIS) packages, often on a mainframe and increasingly on a personal computer (PC) with the right area wide network and database server.

Working of HR Department in Selected Tyre Companies

The tyre manufacturing units selected for intensive study are importance and leading companies in India, playing vital role in the production of tyres. These companies are working in a very competitive atmosphere, they are required to manage the affairs very scientifically and effectively. All the companies under review have set up their Human Resource Department separately and are attempting to manage the personnel matters more profitably in the interest of the organization. An attempt has been made under this study to make a detailed survey of the selected tyre manufacturing companies particularly in the context of the Human Resource Management. Under the following headings all in depth study and analysis of the organization and working of Human Resource Department has been made in respect of each unit of the selected companies.

Human Resource Department In Apollo Ltd.

Apollo tyres Ltd. is one of the prominent tyre manufacturing companies of the country. The company has attempted to gain the position of a world class tyre manufacturing company and has provided the best to the customer. In order to make best use of available human resource, the company has set up a HR department with following organizational structure.
Exhibit 4.3: Organizational Chart of Apollo Tyres Ltd.

Head, Corporate / HR

- Units - HR Heads
  1. Perambra
  2. Premier
  3. Limda
  4. Pune
  5. Mktg

- Head - Training & Development

- Team Manager (HR)
  - Executive HR (Chief Personnel Officer)
    - Officer - HR
      - HR Officer (Establishment)
      - Asstt. Officer (Policy Cell)
      - HR Officer (Staff cell)
      - Asstt. Officer (Recruitment)
      - HR Officers (Assessment Cell)
The organization chart of Apollo tyre Ltd clearly indicates that the company has setup a full fledged HR Department and well coordinated efforts have been made to coordinate and regulate human resource aspect with a view to make their best utilization. It also reveals that Apollo Tyre Ltd. has multi plant operations in Cochin, Baroda and Pune and hence Human Resource Department is separately established at each plant in addition to the Head Office. Human Resource Department located at the head office in Gurgoan (Haryana). The Human Resource Department is assigned with various personnel functions such as manpower planning process and other functions according to the pre determined personnel policies, programmes and procedures.

Apollo tyre ltd. has functional type of organizational structure i.e. staff specialist. The HR department of the head office advice to the particular line executive (HR managers) to whom he is attached. It is evident from the chart that Head corporate HR himself is the managing director of all the four units. (Prembra, Permier, Limda, Pune) and his office is attached to the head office in Apollo house Gurgoan. He looks after all four units and assist and advice to them on human resource functioning, planning and programming. With this arrangement, the Human Resource Manager also known as unit heads, head of (training & development) division and specialized team managers are recruited under him. They are responsible directly to the Head of corporate HR. They have to report personally to the head corporate HR and apprise him of the performance of their respectively units. The company's HR department located at Gurgoan is generally concerned with the task of coordination of HR policies and practices, the maintenance of centralized records, and the administration of that portion of the programme which concerns with the company as a whole.

The unique feature of Apollo tyres Ltd. is that it facilitates specialization. Under team managers, specialized HR executives and Hr
officers are appointed, who are accountable to the team managers and responsible to pursue the HR functioning properly.

HUMAN RESOURCE DEPARTMENT IN J.K. TYRES LTD.

J.K. Industries Ltd. has undertaken a long journey of its working and performance and now it has established its position in the industrial scene of the country. It has become, now a days, a mega corporate body with different manufacturing units since its inception in 1977, J.K. Tyres have constantly exerted to gain technological superiority and today it has emerged as the 16th largest tyre manufacturing unit in the world. It has now most modern cost competitive technologies and skilled manpower. J.K. Industries have very scientifically organized the Human Resource Department and as a result of this, the human aspect has displayed exemplary skills to achieve corporate objectives. The organizational chart of the company has been given below:
Exhibit 4.4 - Organizational Chart of J.K. Tyre Ltd.

Chairman / Managing Director

- Director (Works) A.V.P.
- Director (Tech.) A.V.P.
- General Manager (Engg.)
- General Manager (Personnel)
- General Manager (Management Services)
- General Manager (Commercial)
- General Manager (T/T)

Manager (Personnel)

Dy. Manager (Time Office)

- SR Officer (Personnel) (Salaries, ESI, Job)
- SR Officer (Welfare)
- Asst. Manager (Personnel)
- SR Officer (Time Office) (Personnel)
- Asst. Manager (Safety)

Time Officer Assistant & Officers (5 Units)
Exhibit 4.4 shows the organizational chart of J.K. tyres Ltd. It is a subsidiary chart gives additional details of organizational information. This chart is included in the organizational manual. It is used as record for orienting and inducting new employees as well as in training programmes. It is depicted from the chart that J.K. industries have functional type of organizational frame work, which shows the relations of people and/or jobs to one another. This type of structure also indicates the chain of command and span of control. J.K. Industries have large and monolithic functional structure into smaller autonomous, flexible administrate units. There are many specialized divisions, each division is a separate profit center and in each division has a few basic functional departments such as Welfare, Salaries, Safety, time office, personnel etc.

In J.K. Industries, in spite of its very attractive organization structure the chairman/managing director is solely responsible for each and every decisions regarding human resource management. He is the whole sole of all the units. He tenders advice to almost all the department in the plant. The work of the entire plant is divided into several departments, each based on the identify of activities. These are thus Technical, engineering, personnel, management service, commercial, works, industrial. The HR department recruits, trains and remunerates employees in all the departments. General manager is the chief/head of HR department, who looks after the HR functioning in the unit. He is responsible to assist and advice his junior Manager (HR). They would have primary authority and responsibility for hiring, training, disciplining and the handling of other function relating to the management of personnel within all departments. Then comes Dy. Manager who is also know as time office, incharge of all the activities or group of related activities i.e. welfare. Salaries, safety etc. Under him there are many asstt. Managers and Sr. officers specialized in these particular fields. They are responsible to pursue there specific work accordingly. Then comes few junior officers which are working to help
these seniors in their respective works. Basically they keep systematic records regarding specific area with them.

HUMAN RESOURCE DEPARTMENT IN CEAT LTD.

Ceat Limited has occupied its place of prominence in the field of Indian tyre industry. The company is trying to achieve the leading position in the fields of production and marketing of tyres. Due to sluggish demand, the company has to face some adverse conditions, though the ceat is a preferred company to deal, with its brand equity continuing to remain high both with the consumers and dealers. The ceat limited has adopted a scientific policy for the management of human resource. A separate department has been created by the company for coordinating and controlling the human resource aspect. The following chart provides the detailed information about the organizational structure of the Human Resource Department of the company:
Exhibit 4.5: Organization Structure of Ceat Tyres Ltd.

CHAIRMAN

Director (Exports)

Director (HR & Administration)

General Manager (HR)

DM (Law)

JDM (Law)

ADM (Law)

ADM (Industrial Relation & manpower planning)

ADM (Training & Manpower)

ADM (Protocol Officer)

DM (Maintenance)

ADM (Staff Welfare)

DM (Management Services)

JDM (Personnel Policy)

ADM (Personnel Services)

DM (Codification)

ADM (Service Condition)
Exhibit 4.5 depicts the organization structure of Ceat Tyre Ltd. An organization chart gives us adequate information merely at a glance. It shows that the size of the HR department in ceat is very complex and large. It has one of the most scientific type of HR department with number of employees. Ceat follows the line and staff type of structure, broken lines in the chart shows the addition of the staff with line executives. The line section looks after the doing function and it is in charge of implementing the plan and schemes prepared by the staff section and duly approved by the HR manager. In this way ceat have a fruitful division of work between staff and line.

In Ceat Ltd. the chairman/ managing director is the highest authority, looking after the whole organizational functions. Managing Director (Human Resource and Administration) is responsible for the HR functioning in the unit. He performs only mental exercise, effective contemplation, thinking, deliberation or planning, General manager (Human Resource), who assigns part of his administrative (reserved) duties to the staff positions. A G. manager (HR) always performs specific duties of planning, motivating and controlling. He can delegate operating duties to the divisional manager. These Divisional managers (DM) are the specialized staff of Ceat. Functional specialized duties are entrusted to these staff units. Ceat has numerous specialists such as industrial engineers, psychologists, personnel experts, financial advisors, legal advisors, operations research analysts, tax consultants chartered accountants, statistician, economist and so on. Under these DM's there are few junior divisional managers, Dy. Divisional managers, Assistant Divisional Managers used to achieve auxiliary objective more systematically. These staff officers are experts in their field and, therefore they take decisions, give advice and assistance to their superiors.
HUMAN RESOURCE DEPARTMENT IN MODI RUBBER LTD.

The Modi Rubber Limited has witnessed a dramatic growth in productivity and performance in the market in the past few years. This could be achieved by the company because of strong partnerships with its technical collaborations and employees who have made their best efforts for accomplishments of the company's goals. The company has always combined the resources of its manpower with the technical excellence to produce tyres of international quality. The company has got the outstanding position in the quality and enjoying the position of ISO 9001 company with a mark of 98% in Quality Audit Conducted by Continental.

The company has employed about 4000 persons and they are contributing a lot with their skill and hard work. The company has given top priority to Human Resource Development and training programmes. It has also taken a keen interest in the welfare of employees. In order to make better personnel administration the company has set up a separate Personnel Department. The organizational structure of the Personnel Department is shown with the help of the following chart:
Exhibit 4.6: Organization Chart of Modi Rubber Limited

Chairman

\[ \rightarrow \] Advisory Personnel

- Personnel Manager
- Work Manager
- Financial Advisor

Deputy Personnel Manager

- Personnel Officer
- Labour Welfare officer
- Industrial Relations Officer

- Superintending (Welfare)

- Superintendent (Personnel)
- Superintendent (Recruitment)
Modi Rubber Limited has scalar type of organization chart as shown above. It is the oldest and traditional form of organizational structure, which permits a clear line of authority to be maintained from the highest to the lowest level within the structure. The unit does not keep in pace with the latest HRD techniques, inspite of having a modernized plant, the company does not recruit many professionals for their HR department and as a result, suffers from short sightedness in Human Resource area. In Modi Rubber Limited, Managing Director / Chairman is the highest authority, advisory consultant is basically responsible for HR concerned activities. He is duly authorized for taking decisions, issues orders and instructions, implements plans and policies in the Human Resource area. Line executives (HR manager) are responsible for accomplishing primary or basic objectives as all auxiliary activities are entrusted to top management, which only administers, having the right and power to issue commands, and to exact discipline for violations.

There is direct & straight authority and responsibility from the general manager to HR managers, to the office executives, to superintendents and to the workers. The superiors have full authority over their subordinates for all their activities, subject only to the terms of contract that bind the employees to the organization. After HR manager, there are office incharge for specific area like welfare, industrial relations, personnel. They give orders to their subordinates, assign duties, take disciplinary actions, hire and dismiss. These superintendents are basically staff clerks. They keep official records with them regarding recruitment, selection, dismissal etc. Then comes foreman with the overload of responsibilities.

HUMAN RESOURCE DEPARTMENT IN GOODYEAR INDIA LTD.

Goodyear India Ltd. is one of the major tyre manufacturing company in India. It has constantly strived for achieving the excellence in the fields of production and marketing of tyres. The company has a strong base of professionals with high level of experience. It has given much importance
to the Human Factor and using modern techniques for training of personnel and executives development. A very effective sales personnel force has been developed by the company with a view to get their better performance. The company has recognized the role of Human Capital in the attainment of the organizations goals. A separate HR department has been established by the company which is performing the various personnel functions. A good number of training programmes have been also conducted for tapping the highest potential of the workers, executives and technocrats. The organizational structure of the Goodyear India Ltd. may be shown clearly with the help of the following chart:
Exhibit 4.7: Organizational Chart of Goodyear India Ltd.

Chairman / Managing Director

Director HR

Manager HR

Manager (IR) Industrial Relation

Manager (Training Development)

Manager (Security & Admin.)

Manager (Economic Research)

Manager (Industrial Engg.)
Exhibit 4.7 shows the organization chart of Goodyear India Ltd. showing the relationship between positions in each function and between the functions in the entire setup. It indicates form the chart that they are also following the same traditional method as followed by the modi's (shown in exhibit 6). Inspite of changing industrial trends and environment, they are still running on the old tracks (line type of organizational structure). In Goodyear too, authority and control flow vertically, as shown in exhibit. The HR department is divided into different divisions, depending on the identity of activities. Each division is under the charge of a manager. The chief executive delegates the authority to the HR manager, to division managers, who in turn, pass it on to supervisors, who pass it on to workers.

In Goodyear India Ltd., Director HR is responsible, to assist and advice to HR area. HR managers is the Key figure in the company who has to perform lots of duties & responsibilities i.e. taking decisions, issuing order and instructions, implementing plans and policies and finally supervising all the subordinates under him. He has to coordinates the activities of the personal working in various sections of the plant. The main branches of HR department are industrial relations, Training and development, security, Safety, Economic Research and Industrial engineering. With the increase in size and number of personnel separate divisions of the HR dept. have been organized. Each division is headed by the division manager expert in specific field and supervised by the HR managers.

**Appraisal of the Working of HR Department in Selected Tyre Units**

At the very first stage of the launching of this study. When we solicited general information on their HR policies and programmes, organizational structure from all the selected tyre units, we got to know that they are traditional and old type of HR departments in few tyre units but few have scientifically made HR departments too. We have collected our
informations directly from their Regional offices located in New Delhi and some informations through questionnaire based study.

On the basis of the above particulars, it may be noted that the industrial growth is closely linked with human resource management. Though late, but HRM and HRD are spreading very fast and many tyres companies have not only setup the HR departments and have recruited expert professionals to perform various personnel functions. Some units like Ceat, J.K. Tyres and Apollo has started working in this area seriously but sincerity is unexpectedly low because there is no clear cut and systematically framed HR policies and HR programmes. On the other hand, Goodyear India Ltd. and Modi Rubber Ltd. still running on the traditional bureaucratic model where organizations were designed to achieve technical functions (Man and Machine).

The exhibits in the foregoing pages display the organizational setup of the HR departments of the selected tyre units. In their coverage and complexity, the exhibits very much differ among themselves. For example, exhibit 6 & 7 (Showing the formal structure of Modi Rubber Limited and Goodyear India Ltd’s HR department) is as small and simple as Exhibit 5th (showing the organizational set up of Ceat tyre HR department) is as elaborate and complex. This phenomenon has to be accounted for by the size and nature of operations of the individual tyre units. As a matter of fact, smaller the undertaking (like Modi and Goodyear) small setup of its HR department is established. On the contrary, for bigger and faster growing of the organization, more elaborate and complex the structure of its HR department is quite inevitable.

Size and the nature of operations in fact prescribe inherent limits to the growth and development of all the managerial functions including the Human Resource function. For example with sizeable labour force in its operation. The natural outcome of this feature is the labour welfare officer at par with personnel officer. In rest of the exhibits, the functionary is
conspicuous by his non existence. Similarly the relative status of the HR manager in the management hierarchy of an enterprise also seems to be a function of the relative strength of the 'staff' functionaries in the units. In Apollo tyres ltd., J.K. Tyres, Ceat Tyres and Modi Tyres where 'staff' functionaries in the units form a fairly good part of the total strength of the executives, there obtains a commensurate rise in the status of HR manager also. In good year India ltd. however, there are proportionately a few of such executives.

Traditional type of functioning is still exists inspite of growing industrial environment. For example Modi Rubber Ltd. has straight line type of authority distribution, Managing Directors, are solely responsible for over all activities, similarly in J.K. Tyres which follow scientific type of trends has also adopted line type of authority. There all the HR concerned decisions are taken by the Managing Directors solely.

In Apollo, J.K. Tyres and Ceat tyres there are separate division are organized for training and development, industrial engg., Technology innovation, maintenance etc. as shows in exhibit 3, 4, and 5. which means that in their HR department new innovative approaches and solutions are used. It also includes up to date application of current techniques and exploring innovative approaches to human resource problems and concerns. On the contrary Goodyear and Modi are still standing with old and traditional approaches ( man and machine )

Decentralisation is also included in new trends where it helps in problem solving, strategic and conceptual skill, organization sensitivity, established relationships and acknowledged leadership skills, ability to analyse and plan from data and lots more but very few units are permitting this new trend in there HR department. For example in most of the tyre manufacturing companies corporate human resource leader is recruited who simply assists and advice. Perhaps the most effective person who can head the human resource department is an outstanding performer in the
organization. Apollo is only unit in which decentralization is permitted, there
corporate HR head is recruited to look after whole HR functioning. But in
Ceat, J.K. and Modi are following centralized type of trends inspite of
changing environments.

Such as appraisal may uncover not only the presence of deficiencies
but may also reveal strengths which were not recognized. Thus what the
exhibits revela seems to be logically sound and practically realistic.
Through research findings from the research of scholars a business can
benefit from the experience that other companies have had in handling
Human Resource matters.

Conclusion

Because of the increasing complexity of human resource
management nearly all organizations have established a human resource
department. In all of these five selected units the HR department are
performing all personnel activities i.e. influence productivity, quality of work
life, competitive advantage, flexibility and legal compliance all specific goal
associated with the organizations bottom line criteria.

Today, tyre units put much emphasis on formulation of their effective
marketing strategies, financial strategies and technical strategies. It shows
that few units like Goodyear, Modi, are singularly silent when it comes to
the area of human resource strategies. It is amazing that the one live
resource the human resource which manages and energies all the other
dead resources - money, product, machines is often dealt with in a
haphazard and adhoc manner and is not given serious thought through
human resource strategies. Furthermore, all the organizational systems are
run by human resource and how can they run those systems well unless
there are human resources systems to help them run well? How will we
know what skill are required unless we have human resource strategies to
link skills to the business plan? After all it is not skills for skills sake but
skills for the sake of fulfilling objectives.
The exhibits shown in foregoing pages are appraisal. But reading too much in the mazes of the boxes (in the exhibits) might, therefore, turn out a frustrating exercise. In fact, it is not what they innocuously reveal but what they significantly concerned that is important. And it is depicted form the exhibit reading that Apollo and Ceat has more scientific type of organizational structure. While J.k., Goodyear and Modi's are still existing in old type of organizational framework. More over, these exhibits hardly show what type of personnel / man in these positions, what is their intellectual up bringing and what is their grounding in the matters they have to frequently deal with. It is, in fact, in these areas where some of their (HR departments) gravest deficiencies lie; and where indeed the HR departments. In the tyre units need to be vigorously strengthened. So long as these deficiencies persist, it matters practically little whether there is separate, full fledged more scientific HR department; whether its own structural setup appears reasonably sprawling in the company's organizational chart.