

# The Strategic Role of Human Resources Development in the Management of Organizational Crisis

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## ABSTRACT

*Together with the global economic crisis, the impact of organizational crises on human capital and its performances has become increasingly obvious. From this perspective, the strategic role of human resources' development is crucial, being analyzed in this article. It provides the conceptual basis for human resource management practitioners, to understand how to strengthening and developing human potential enables the construction of crisis management skills, manifested at the institutional level.*

**KEYWORDS:** *strategic development, human resources, institutional crisis, organizational stress, professional training*

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## 1. General Considerations Regarding the Strategic Human Resources Development

In the context of economic crisis, when organizations go through turmoil and changes at different levels, the strategic human resource development (DSRU) may provide a useful conceptual framework for the organizations' management (leadership teams) in order to better manage the crisis manifested at the institutional level (Wang, Hutchins & Garavan, 2009; Radulescu and Ioan, 2009). According to experts, the strategic development of human resources has to promote practices which improve individual performance, of each employee, as well as the global one, reached at the organizational level (Garavan et al., 1995). However, the strategic development of human resources emphasizes the proactive management change, which enables organizations to survive in an increasingly complex environment, unstable, competitive and global (Grieves, 2003). In fact, it is argued that the strategic approach of human resource development is an imperative request in the globalization era. Thus, strategic perspective implies creating and implementing policies and human resource development practices which can ensure their contribution to acquiring the organizational goals (Davenport, Prusak & Wilson, 2003; Garavan, 2007; Zula & Chermack, 2007).

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