

---

# Integration of management models

**H**uman resource management in the 1980's and 1990's was dominated by two opposing schools of thought. The "hard" management school focused on quality management systems, for example, business excellence models, total quality management forms, business process re-engineering and the ISO standards.

The other human resource management school adopted the 'soft' approach and focused on the human face of quality. Happier, healthier and more competent

workers were thought to translate into higher levels of productivity.

However, there is little evidence to prove that either of these models is particularly successful. In South Africa, an integration of these models has been achieved by the Institute of People Development (IPD). Mark Orpen, chief executive officer of IPD claims, "Some synthesis of the two models underpins many of the successful case studies. We could even call this a general condition for sustainable growth in many companies."

- Lisa Witepski

---