



MANAGING HUMAN RESOURCES

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Indira Gandhi National Open University

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BPCC 187: MANAGING HUMAN RESOURCES

The course on Managing Human Resources (BPCC187) is a skill based course offered in sixth semester of BA Programme of IGNOU.

The main objectives of this course are to introduce key concepts of Human Resource Management (HRM) to the learners, to develop an awareness towards contemporary HR issues and challenges and to familiarise the learners with the techniques of managing human resources at the work place.

The course is of 04 Credits and is divided into four blocks. Each of these blocks represents a specific theme which is discussed in terms of units. The units are arranged in a logical sequence so as to cover the main aspects of each theme.

Before proceeding to read the units, you are advised to go through instructions about how to read the course material. Given below is the explanation of the organization and sequencing of the unit.

Organization and Sequencing of a Unit

The following is the structure of each unit:

1.0 Objectives

1.1 Introduction

1.2 Section (Theme of the section)

1.2.1 Subsection of 1

.....

Check Your Progress I

1.3 Section (Theme of the section)

1.3.1 Subsection of 2

.....

Check Your Progress II

Let Us Sum Up

References

Key Words

Answers to Check Your Progress

Unit End Questions

As the scheme suggests, each unit is divided into sections for easy reading and better comprehension. The numbering and length of each section and subsection may vary from one unit to the other, depending upon the depth of information in each unit. Each section is indicated by **BOLD CAPITALS** and each sub.section by a **relatively smaller but bold typeface**. Divisions within the sub.sections are in **relatively smaller bold typeface** so as to make it easy for you to understand.

Let us now discuss each section of a unit.

Objectives

We begin each unit with the section Objectives. It tells you briefly about the objectives of the unit what you will learn after you study the unit.

Introduction

The section Introduction will mainly focus on introducing the theme of the present unit.

Illustration

There are several illustrations in each unit in the form of figures and diagrams. The main purpose of these illustrations is to make the study comprehensive and interesting.

Check Your Progress

We have given self-check exercises under the caption Check Your Progress at the end of main sections. You can provide your answers in the space given below each question/ exercise.

You will be tempted to have a glance of the main text as soon as you come across an exercise. But we do hope that you will resist this temptation and turn to the main text only after completing the answers.

You should read each unit and note the important points in the margin provided in the course material. This will help in your study. It will also help you to answer the self-check exercises and the assignment questions, as well as help in revising your course before appearing for your Term End Examination (TEE).

Let Us Sum Up

This section of each unit under the heading Let Us Sum Up summarises the whole unit for the purpose of ready reference and recapitulation.

References

We have given a list of references in each unit. This is a list of books and articles used by the course writers to prepare the units. This reflects that your course material is based on a wide spectrum of literature available on a particular theme, related to your course. This also informs you of the wide literature available in the particular area of study. If interested in widening your knowledge, you may look for the mentioned references. Each reference mentions the name of the author, year of publication, title of the book/article, name of publisher and place of publication.

Suggested readings help you to increase your level of understanding of a particular theme in each unit.

Key Words

The key words at the end of the unit explain the basic ideas, technical terms and difficult words.

Answers to Check Your Progress

Answers to Check Your Progress are given in this section.

Unit End Questions

Besides Check Your Progress, we have given Unit End Questions in each unit. Practicing these questions will help you in answering assignments and Term End Examination Question Paper, though the pattern and style of questions asked may not be similar.

Audio and Video Aids

Some Units have been selected for the audio and video programmes to supplement the printed material. This will help you to understand the units with greater clarity.

Apart from this, you may also access IGNOU's FM radio channel, Gyanvani (105.6 FM), which is available across many cities in India, for regular programmes, related to themes on Psychology. You can listen to the live discussions by faculty and experts on the topic of the day and interact with them through telephone, email, and through chat mode.

You may also watch Gyandarshan TV channel (free to air educational channel), for programmes related to topics on Psychology. The schedule of Gyanvani and Gyandarshan is displayed on www.ignou.ac.in. The radio and TV channels may also be accessed on Gyandhara, webcast facility for Gyanvani and Gyandarshan, provided by the University.

Assignment

You will receive a set of assignments for the whole programme. These are Tutor Marked Assignments, which are to be submitted to the respective Study Centre after completion. These assignments will be evaluated by academic counsellor from your Study Centre. Ensure that you complete all your assignments because the grades that you get in each of these assignments are included in the final evaluation of your degree. Before answering the assignments, read all the units and additional material (if available).

Guidelines for Assignments

While working on the assignment, kindly ensure the following points,

- 1) Clearly write your Enrollment number
- 2) Answer them in your handwriting and in your own words (**do not copy the sentences from the course material or any other source**).
- 3) Write clearly and neatly so that it is easy to read your answers
- 4) Leave margins on one side of your answer sheets so that evaluator may write his/ her comments on your performance.
- 5) Organise your answers well based on the question asked.
- 6) You will submit the assignments at your Study Centre on or before the date mentioned as per the admission cycle. Kindly check the dates from www.ignou.ac.in or your Regional Centre website.

Term End Examination (TEE)

Consider the following points while answering TEE.

- 1) Questions need to be answered in **one's own words** and they need to be focused based on the question asked.
- 2) Answer the questions keeping in mind the word limit.
- 3) Organise answers well based on the question asked and also keep in mind any bifurcation given in the marks.
- 4) Ensure that you mention correct question numbers for respective answers.

Preparation of Course Material

The syllabus of course material BPCS187 is designed by an Expert Committee (see page 2 of this course) and prepared by Course Preparation Team which comprises the author(s) of units, content editor(s), language editor, and the course coordinator. The expert committee selected the themes and sub.themes of the blocks and units, keeping in view the prescribed syllabi of UGC (CBCS model).The authors of units have provided their expertise in elaborating them in the form of the main text of each unit. The content editor has carefully examined the course contents and has made an attempt to make the material clear and comprehensible.

For any query or feedback related to the course, you may kindly contact the course coordinator at,

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COURSE STRUCTURE

BLOCK 1 INTRODUCTION TO HRM

Unit 1: Human Resource Management (HRM)

Nature, Scope and Objectives of Human Resource Management
Functions of Human Resource Manager
Strategic Human Resource Management

Unit 2 Human Resource Development (HRD)

Nature of Human Resource Development (HRD)
Functions of Human Resource development
Roles of Human Resource Development Professionals

Unit 3 Diversity at Workplace

Meaning of Workplace Diversity
Gender issues
Cross- Cultural Issues

Unit 4 Contemporary Issues and Challenges

Concept of Corporate Social Responsibility (CSR)
Globalisation
Role of Technology

BLOCK 2 HUMAN RESOURCE PRACTICES

Unit 5 Job Analysis

Definition and Nature of Job Analysis
Uses of Job Analysis
Methods for Collecting Job Analysis Information

Unit 6 Selection

Meaning of Selection
Techniques of Selection
Barriers to Effective Selection

Unit 7 Training and Development

Meaning and Nature of Training and Development
Process of Training and Development
Methods of Training and Development

Unit 8 Performance Appraisal

Meaning and Nature of Performance Appraisal
Process of Performance Appraisal
Methods of Performance Appraisals

BLOCK 3: HUMAN RESOURCE MANAGEMENT FUNCTIONS

Unit 9: Employee Retention and Engagement

Concepts and Management of Employee Turnover and Employee Retention

Misconceptions related to Employee Turnover and Retention

Strategies to Reduce Employee Turnover and Enhance Employee Retention

Concept of Employee Engagement

Ways to promote Employee Engagement

Unit 10 Career Management and Development

Concepts of Career Management and Development

Stages and Process of Career Development

Psychological Contract

Employee and Employer Role in Career Management

Unit 11: Employee Safety and Health

Employee Safety and Health

Causes and Prevention of Accidents

Workplace Hazards and their Prevention

Promoting Occupational Safety

Unit 12 Employee Counselling and Wellness Services

Nature and Scope of Employee Counselling

Approaches in Employee Counselling

Process of Employee Counselling

Stress and Stress Management

Employee Wellness and Health Promotion Programmes

BPCS187 MANAGING HUMAN RESOURCES

COURSE INTRODUCTION

Dear Learner,

The course on Managing Human Resources (BPCS187) is a skill based course offered in VI Semester of BA Programme of IGNOU. To provide an overview of this course, the course structure is divided in to four blocks.

Block 1: The title of the very first block of this course is Introduction to HRM. This block has four units. Unit 1 is titled Human Resource Management (HRM) and this unit will mainly focus on the nature, scope and objectives of HRM. Strategic HRM will also be covered in the unit. Unit 2 focuses on Human Resource Development (HRD) and will highlight the nature, role and functions of HRD. Unit 3 is titled 'Diversity at the workplace' and will cover the concept of diversity, gender issues, including stereotypes and sexual harassment. Cross-cultural issues with a focus on Hofstede's model will also be highlighted in the unit. Unit 4 will focus on the contemporary Issues and challenges and will include sub topics, namely, corporate social responsibility, globalisation, role of technology and its impact.

Block 2: Block 2 is titled Human Resource Practices and includes 4 units. Unit 5 will discuss about job analysis and will include nature and uses of job analysis. Methods for collecting job analysis information will also be covered in this unit. Unit 6 is about selection and will include the meaning and techniques of selection besides the barriers to effective selection. Unit 7 deals with training and development and will cover nature process and methods of training and development. Unit 8 is about performance appraisal and will focus on the nature, process and methods of performance appraisal.

Block 3: Block 3 is titled 'Human Resources Management Functions' and four units will be covered under this block. Unit 9 deals with employee retention and engagement and will focus on management of employee turnover and retention; significance and ways to promote employee engagement. Unit 10 relates to career management and development and will cover stages and process of career development; psychological contract; Employee and employers role in career management). Unit 11 is regarding employee safety and health and will include causes and prevention of accidents; workplace hazards and ways to prevent them, promoting occupational safety) and the last unit is about employee counselling and wellness services and will cover nature and scope; stress management; employee wellness and health promotion programmes.

BLOCK 1

INTRODUCTION TO HRM

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UNIT 1 HUMAN RESOURCE MANAGEMENT (HRM)*

Structure

- 1.0 Objectives
- 1.1 Introduction
- 1.2 Nature, Scope and Objectives of Human Resource Management
- 1.3 Functions of Human Resource Manager
- 1.4 Strategic Human Resource Management
- 1.5 Let Us Sum Up
- 1.6 References
- 1.7 Key Words
- 1.8 Answers to Check Your Progress
- 1.9 Unit End Questions
- 1.10 Activity

1.0 OBJECTIVES

After reading this unit you will be able to,

- discuss the nature, scope and objectives of human resource management;
- explain the functions of human resource management; and
- explain strategic human resource management.

1.1 INTRODUCTION

Yamini was MA Psychology, IGNOU second year learner and was selected as an intern in A2Z company that was in to manufacturing of clothes. She wanted to understand how a human resource department works and for that she was interacting with the human resource manager of the company Ms. Sheela. The following is the conversation between Ms. Sheela and Yamini.

Ms. Sheela: Welcome Yamin to the human resource department of A2Z.

Yamini: Thanks a lot Maam. I am very happy to be selected as an intern and am very eager to learn.

Ms. Sheela: Yes Yamini. Let me help you to get initiated in the field of human resource management. So what do you think an industry does?

Yamini: Industries are of different types. They could be services industry or manufacturing industry or construction industry.

* Prof. Suhas Shetgovekar, Faculty, Discipline of Psychology, IGNOU, Delhi

Ms. Sheela: *You are right. And what is the most important resource in these industries?*

Yamini *(with a smile): I could have said it is finance or raw material Maam. But based on what I have learnt in my MA Programme, I would say it is the human resource.*

Ms. Sheela: *You are absolutely right Yamini. And the human resource department is mainly to focus on this most important resource in any industry or organisation, that is human resource.*

From the above conversation, I hope, it must be clear (and also from the course title) that human resource management mainly focuses on human resource. And this resource is especially important because they are unique and different, they come from varied and diverse backgrounds, belonging to different genders, age, having different educational qualifications and work experience and bring along with them their unique personality, set of attitudes and beliefs and experiences.

It is very important to focus on this human resource in an organisational set up in order to ensure that the organisational goals are achieved.

In the present unit, we will mainly focus on the nature and scope of human resource management. We will also explain the objectives of human resource management and highlight strategic human resource management.

1.2 NATURE, SCOPE AND OBJECTIVES OF HUMAN RESOURCE MANAGEMENT (HRM)

In an organisation, there are human resources that are involved in different kinds of work related activities. They could be managers, workers and so on. Human resource management, in simple terms, can be explained as an approach to manage the individuals in an organisational set up. It is mainly based on the following principles:

- Human resources is the most important resource to achieve organisational objectives and goals.
- The policies and procedures related to the human resources are to be in accordance with the larger goals and strategic plans of the organisation.
- Organisational culture and the values that can determine the organisations achievement of its goals and objectives and thus they need to be focused on and changed is required.
- Human resource management needs to work in direction of integrating the employees to work together in coordination with each other to achieve the common goal.

Thus, human resource management focuses on acquiring (recruitment and selection), motivating (with suitable reinforcements and rewards),

development (training and development programmes) and management of the human resources. And the function of the human resource department starts right from the point where a job or position is created in an organisation.

A human resource department in an organisation also acts as a bridge between the management and the employees and the department needs to focus not only on the development of the employees but also need to integrate the objectives of the human resource department with that of the organisation.

Human resource management can be differentiated from personnel management. Personnel management is comparatively a narrower concept that can be clubbed under human resource management along with human resource development (Aswathappa, 2015). The scope of HRM is much broader and the focus is on treating the human resource as an important resource in the organisation, nurturing them, facilitating team work and so on.

Human Resource Management (HRM) can be broken in to three main terms:

Human: In an organisational set up these are the employees or the workforce.

Resources: can be explained in terms of asset, finance, people and so on that are available in a scarce or limited manner.

Management: Denotes optimal and adequate use of the resources so as to achieve the organisational goals and objectives.

The five main activities that can be included in management (Dessler, 2013) are as follows:

- **Planning:** Planning includes establishment of standards and goals, development of rules, processes and procedures. It also includes forecasting and development of plans.
- **Organising:** Organising includes, distribution of tasks, establishment of departments, delegation of authority, establishment of communication channels and so on.
- **Staffing:** Staffing includes recruitment, selection, organising training programmes, performance evaluation, providing counselling facilities to the employees and so on.
- **Leading:** This involves maintenance of morale and motivation amongst the employees, ensuring that the tasks are carried out in time as required and so on.
- **Controlling:** Setting standards for quality, sales etc.; comparing the actual performance with standards and taking suitable measures for correction if required.

Thus, HRM can be described as adequate and appropriate utilisation of the workforce in the organisation to achieve the organisational goals and objectives.

HRM can be explained as the process that involves employing individuals, providing them with training, providing them with compensation, developing policies and strategies for these individuals. It can also be described as a formal system that mainly focuses on management of the individuals in the organisation. The main purpose of HRM is to enhance production and profitability of the organisation by effectively managing the human resource.

The basic mission of HRM is acquiring, developing and retaining the talent in the organisation. to facilitate the alignment of the human resources in the organisation with the organisational objectives and contribute to the production and profitability of the organisation in terms of achieving the organisational goals.

Dessler (2013, page 658) defined HRM as the policies and practices involved in carrying out the 'people' or human resource aspects of a management position, including recruitment, screening, training, rewarding and appraising". He also described HRM (page 4) as "the process of acquiring, training, appraising, and compensating employees and of attending to their labour relations, health and safety and fairness concerns".

DeNisi et. al. (2014, page) defined human resource management as competitive set of managerial activities and tasks concerned with developing and maintaining a qualified workforce- human resources- in ways that contribute to organisational effectiveness".

Werner and DeSimone (2012, page 8) define HRM as "as the effective selection and utilisation of employees to best achieve the goals and strategies of an organization, as well as the goals and needs of employees".

Thus human resource management mainly involves managerial activities that are directed towards effective management of human resources in order to enhance organisational effectiveness and achieve the organisational goals.

Human resource management thus, includes relevant activities related to job analysis, recruitment, selection, training and other employee welfare activities. These activities are important not only to ensure that right employees who are fit for the job are selected. But also to ensure that there is no high turnover, employees are being productive and are able to work in a safe and conducive environment. Organisational productivity and profitability can be increased with the help of an effective human resource department.

The scope of human resource management is vast and covers various activities from job analysis, recruitment, selection, placement, training and

development, performance appraisal and so on. It also covers human resource planning and human resource development.

The status of a human resource department and the scope of its activities in an organisation will depend on nature and size of the organisation as well as the management- philosophy followed and whether the organisation has a global presence. The activities of human resource department will be much complex when compared to a human resource department in a smaller organisation. The size of the human resource department will also depend on the size and nature of the organisation. An organisation that has global presence will have a much larger human resource department that is involve din complex activities related to diversity management and also needs to be updated with the laws and policies of the land or country in which the organisation is based. Further, the functioning of human resource department will also be determined by the senior management philosophy and the way they perceive the role of human resource department in the organisation. Further, it is also possible that an organisation outsources its human resource activities.

The main objectives of HRM (Aswathappa, 2015) are as follows:

- **Societal objectives:** We need to remember that any organisation is a part and parcel of society. Thus, the organisation needs to be sensitive towards the needs and challenges of the society. But at the same time it needs to ensure that this does not have a negative impact on the organisation. The human resource department can play an important role here in order to ensure that the needs of the society are met in ethical and socially responsible manner and that in doing so there is no detrimental effect on the organisation. For example, the human resource departments will play a role in ensuring legal compliances as per the rules and regulations.
- **Organisational objectives:** The focus of this objective is on enhancing organisational effectiveness. Thus, varied functions of HRM are to be carried out keeping in mind the organisational goals and objectives. For example, various functions like selection, training, performance appraisal will be carried out base don the goals and objectives of the organisation. An human resource department is one of the departments in the organisation and needs to function in accordance with the organisational goal.
- **Functional objectives:** The human resource department needs to function in accordance with the needs of the organisation. For example, functions of HRM will be carried out based on the organisational needs.
- **Personal objectives:** This objective mainly focuses on the employees where they are facilitate din order to achieve their personal goals and objective keeping in mind that these also enhance the employees contribution to the organisation leading to increased productivity and profitability. For example, training programmes and career development programmes can be organised for the employees.

Check Your Progress I

- 1) What is HRM?

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1.3 FUNCTIONS OF HUMAN RESOURCE MANAGEMENT

As the nature, scope and objectives of HRM are clear, let us highlight some of the functions of HRM.

The major areas with regard to functions of HRM include planning, staffing, development and maintenance of employees. We already discussed about planning and staffing in previous sub section. We also touched upon employee development and maintenance, where various strategies are planned in order to enhance the development of the employees like training and career development programme and various welfare activities, rewards and reinforcements to maintain the employees in the organisation.

Let us look at some of the specific functions of HRM:

- 1) **Human Resource Planning:** Planning is an important component of managerial activity. And human resource planning includes determining the number of employees that would be required to achieve the organisational goal. Planning necessarily depends on research and needs to be carried out keeping in mind the larger goals of the organisation. Planning is to be carried out various functions of the HRM as well which are again in coordination with the objectives and goals of the organisation. For example, if the organisation is planning to launch a new product, then the human resource department will work in that direction based on the staff required, training requirement and so on.
- 2) **Job analysis:** Job analysis can be explained as a process through which we collect information about a job. It is carried out in terms of job description and job specification. Job description mainly denotes the work activities that need to be carried out and job specification specifies the skills and experience required.
- 3) **Recruitment, selection and placement:** These are three important functions of HRM. Based on the job vacancies in the organisation, the human resource department needs to carry out recruitment activities like advertising, campus recruitment and so on. The main purpose is to have

a large pool of applicants from which the employees can be selected. Selection mainly involves the process where the employee is selected based on his/ her performance. For the purpose various selection methods like interview, group discussions and so on can be used. Once the employee is selected then he/ she can be placed in a suitable department. All these functions are very relevant for the smooth functioning of the organisation.

- 4) **Induction and orientation:** When a new employee joins an organisation, they need to be provided information about the organisation, its mission and vision and its policies. One of the main functions of HRM is thus organising induction and orientation programmes that not only help employees acquaint with the organisation and the work activities but also helps in impressing upon them the expectations of the organisation.
- 5) **Training and development:** As we know that the only constant thing is change. And with changing situations, technology, globalisation and so on, the human resource department in an organisation needs to ensure that the employees are provided with training on technical skills, behavioural skills and so on on a regular basis. Various development programmes also need to be organised for the employees to enhance their career development. Training and development not only helps upgrade the human resource but they also play an important role in boosting the morale and motivation of the employees. In fact in the context of training and development, we can also mention about Human Resource Development (HRD), that mainly focuses on the development of the human resources. In the next unit, we will discuss about HRD in detail.
- 6) **Performance appraisal:** Performance appraisal needs to be carried out by the human resource department on a regular basis. The appraisal can be carried out using various methods of appraisal. Such appraisals are important in determining, promotions, demotions, training needs etc.
- 7) **Labour relation:** An important function of HRM is labour relations. In an organisation there are trade unions and the human resource department is required to interact and negotiate with these trade unions on various issues like employee benefits, pay, grievances, disputes etc.
- 8) **Compensation and benefits:** The human resource departments also need to determine the compensations and rewards that are to be given to the employees. A lot of planning may be required in this activity. And this is also important as it is related to the morale and motivation of the employees.
- 9) **Record keeping:** Yet another function of HRM is record keeping that is maintaining all the information related to all the employees in the organisation. This necessarily may not involve paper work as many human resource departments make use of Human Resource Information

System (HRIS), a software, to maintain the details and record of the employees.

Check Your Progress II

- 1) Explain job analysis.

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1.4 STRATEGIC HRM

When we mention the word strategy, we mean a plan that is future oriented in order to achieve the organisational goal. Organisations frame strategies in order to make a place of themselves in the challenging and competitive environment. Thus, when we refer to strategic HRM, we mean human resource management that is strategy oriented.

Strategic HRM has been defined by Aswathappa (2015, page 76) as process of developing practices, programmes and policies that help achieve organisational goals”. Thus, the programmes and policies need to be in accordance with the strategies of the organisation.

Dessler (2013, page 80), defines strategic HRM as “formulating and executing human resource policies and practices that produce the employee competencies and behaviours the company needs to achieve its strategic aims”.

Thus, from the above definitions it is clear that all the human resource activities are to be linked to the organisational strategies and organisational goals and activities. The organisational strategic plans are formulated and goals are determined. On the basis of these strategies plans and goals, the required employee behaviour and skills can be outlined. And based on these requirements. The HRM strategies can be formulated.

Strategic HRM can be differentiated from the traditional HRM. When compared with traditional HRM strategic HRM focuses on the internal and external customers partnership as against employee relations that is the focus of traditional HRM. Strategic HRM also promotes a transformational leadership rather than transactional leadership. It focuses on the employees and the knowledge rather than the products and the finance and the initiatives taken are fast and proactive as against reactive and fragmented initiatives taken in traditional HRM (Aswathappa, 2015).

Strategic HRM has many benefits. The status of human resource department improves in the organisation as there are relevant activities to be carried in accordance with the organisational goals and these activities can lead to increase in organisational productivity and profitability. Thus, the functioning of human resource department becomes much more complex than mere record keeping. Human resource department will play an important role in merger and acquisition processes. When an organisation carries out merger or acquisition, various aspects need to be taken care of ranging from cultural fusion dealing with the anxieties of the employees. In this as well, the strategic HRM will function in accordance with the strategies and goals of the organisation. Thus, strategic HRM enhances the involvement of human resource department in the functioning of the organisation.

Let us now discuss the process of strategic HRM (Aswathappa, 2015):

Scanning of the environment: First of all the environment in which the organisation exists is scanned. In this context, environment can be the forces both internal and external that can have an impact on the organisation. Some of the external forces include legal system, economic conditions, technological developments and cultural aspects. Internal forces on the other hand include organisational culture and structure, SWOT (Strength, Weaknesses, Opportunities and Threats) analysis in the organisation, employee morale and motivation, labour relations and so on. Human resource department of an organisation may play an important role during this phase.

Identification of sources of competitive advantage: Competitive advantage can be due to the quality, rates, customer service and so on. The core capabilities of an organisation are based on these competitive advantages and the core capabilities are based on the competencies of the employee. Thus, the HR strategy in this regard can focus on how the employee competencies can be developed in order to achieve organisational goals.

Identification of HRM strategies: Employee competencies can be built with the help of following HRM strategies:

- **Learning as socialisation:** The employees can be provided with training and educational programmes to enhance their competencies. Such programmes not only focus on developing the competencies of the employees but to ensure that employees follow the values and beliefs of the organisation.
- **Devolved informal learning:** These can be termed as indirect interventions that could be carried out by line managers. They focus on creating awareness about learning opportunities and career development for the employees.
- **Engineering:** Organisational development techniques are used in order to enhance social capital. Social capital can be explained as “knowledge that is derived from networks of relationships within and outside the organisation” (Aswathappa, 2015 page 80).

- **Empowered informal learning:** This strategy can also help in development of social capital. This is also delegated to the line managers. The focus of the human resource manager is on building learning based infrastructure.

Learning as socialisation and engineering can be termed as direct investments where the human resource manager plays the primary role. Whereas, devolved informal learning and empowered informal learning can be termed as indirect investment, where the human resource manager plays a secondary role.

Implementation of HR strategies: Here, the policies, practices and plans and HR strategies are implemented. This phase is quite complex and due care needs to be taken during implementation of the strategy. Effective implementation of strategy requires efficiency, motivation skills, leadership skills and effective coordination.

Monitor and evaluation: This is the last phase where the strategy that was implemented is monitored and evaluated for its efficacy. This mainly involves activities like setting performance goals and standards, measurement of performance based on the goals, analysis of any deviation from the accepted tolerance limits and carrying out modifications as and if required.

Some of the strategic HRM tools that can be used are:

- **Strategy map:** Strategy maps can be used in order to obtain an overview of how various departments in an organisation contribute to the attainment of organisational goals and objectives.
- **HR scorecard:** This is a process in which the financial and non-financial goals or metrics are assigned to the HRM activities that are essential for achievement of the organisational objectives.
- **Digital dashboards:** With the help of graphs/ charts, the progress of the organisation on various metrics in the HR scorecard can be displayed.

Some of the barriers to strategic HRM are as follows:

- The tendency of the organisation to focus on the present performance of the organisation rather than the future or long term orientation.
- Lack of ability of the human resource manager to think strategically.
- Lack of value or importance by senior managers to the role of human resource department in the organisation or in the achievement of organisational strategic goals.
- Though the functional managers may perceive themselves as human resource managers, but they do not focus on the human aspect.
- Problems related to quantification of outcomes and benefits of human resource activities and programmes can serve as a barrier to operation of strategic HRM.

- Investment may not be made by the organisation in human resources as it is seen as not being owned by the organisation and thus viewed as a risky investment.
- Resistance to strategic HRM as it could lead to drastic changes in the organisational structure and functioning.
- The requirements of the human resource department may not be fulfilled as the human resource manager is focusing on the strategic management.
- Lack of understanding about the strategic needs, inadequate analysis of the environment, lack of focus on cultural factors, inadequate implementation of strategy can also serve as a barrier to strategic HRM.
- Lack of connection between the human resource department and the employees in the organisation can also serve as a barrier to strategic HRM.

Check Your Progress III

1) What is strategic HRM?

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1.5 LET US SUM UP

To sum up, in the present unit we mainly discussed the nature, scope and objectives of human resource management. Human resource management, in simple terms, can be explained as an approach to manage the individuals in an organisational set up.. HRM can be explained as the process that involves employing individuals, providing them with training, providing them with compensation, developing policies and strategies for these individuals. It can also be described as a formal system that mainly focuses on management of the individuals in the organisation. Further in the unit we also explained the objectives of human resource management including human resource planning, job analysis, recruitment, selection and placement, induction and orientation, training and development, performance appraisal, labour relations, compensation and benefits and record keeping. Lastly, we discussed about strategic HRM. Strategic HRM has been defined by Aswathappa (2015, page 76) as process of developing practices, programmes and policies that help achieve organisational goals”. Thus, the programmes and policies need to be in accordance with the strategies of the organisation. The process of strategic HRM was also highlighted in the unit.

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1.7 KEY WORDS

Human Resource Management: HRM can be explained as the process that involves employing individuals, providing them with training, providing them with compensation, developing policies and strategies for these individuals. It can also be described as a formal system that mainly focuses on management of the individuals in the organisation.

Strategic HRM: Strategic HRM has been defined by Aswathappa (2015, page 76) as process of developing practices, programmes and policies that help achieve organisational goals”. Thus, the programmes and policies need to be in accordance with the strategies of the organisation.

1.8 ANSWERS TO CHECK YOUR PROGRESS

Check Your Progress I

- 1) What is HRM?

DeNisi et. al. (2014, page) defined human resource management as competitive set of managerial activities and tasks concerned with developing and maintaining a qualified workforce- human resources- in ways that contribute to organisational effectiveness”.

Check Your Progress II

- 1) Explain job analysis.

Job analysis can be explained as a process through which we collect information about a job. It is carried out in terms of job description and job specification. Job description mainly denotes the work activities that need to be carried out and job specification specifies the skills and experience required.

Check Your Progress III

- 1) What is strategic HRM?

Dessler (2013, page 80), defines strategic HRM as “formulating and executing human resource policies and practices that produce the employee competencies and behaviours the company needs to achieve its strategic aims”.

1.9 UNIT END QUESTIONS

- 1) Explain the nature and scope of HRM.
- 2) Describe the objectives of HRM.
- 3) Highlight various function of HRM
- 4) Describe strategic HRM.

1.10 ACTIVITY

Contact an HR manager in an industry/ organisation and interact with him/ her to get a better idea about the functions of a Human Resource Manager as carried out by him/ her in the his/ her industry organisation. Before you contact the Human Resource Manager, visit the website of the organisation and understand the nature of the industry/ organisation (For example, is it a manufacturing industry, or a service industry and so on). This will give you a perspective in which you can understand the functions of the Human Resource Manager in that industry.

UNIT 2 HUMAN RESOURCE DEVELOPMENT*

Structure

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Nature of Human Resource Development (HRD)
 - 2.2.1 Features of Human Resource Development
 - 2.2.2 Development of Human Resource Development
 - 2.2.3 Significance and benefits of Human Resource Development
- 2.3 Functions of Human Resource Development
- 2.4 Roles of Human Resource Development Professionals
- 2.5 Let Us Sum Up
- 2.6 References
- 2.7 Key Words
- 2.8 Answers to Check Your Progress
- 2.9 Unit End Questions
- 2.10 Activity

2.0 OBJECTIVES

After reading this unit, you will be able to,

- discuss the nature of human resource development;
- describe the function of human resource development; and
- explain the roles of human resource development professional.

2.1 INTRODUCTION

In the very first unit, we mentioned about Yamini, who was doing her MA Psychology from IGNOU and was interning at A2Z company. During her interaction with her academic counsellor Ms. Rita and fellow classmates, she wanted to understand what was Human Resource Development and how it was different from Human Resource Management. Their conversation was as follows:

Maam Rita (academic counsellor): So Yamini, how is your internship at A2Z going on?

Yamini: Maam, it is really good. I am learning a lot about HRM.

* Prof. Suhas Shetgovekar, Faculty, Discipline of Psychology, SOSS, IGNOU, Delhi

Maam Rita: That is good Yamini.

Yamini: But Maam, I had a doubt, that I wanted to ask.

Maam Rita: Please go ahead.

Yamini: We can explain HRM as management of human resources, where the workforce in an organisation is utilised in an adequate and appropriate manner so as to achieve the organisational goals and objectives.

Maam Rita: Thats right Yamini

Yamini: But then Maam what is HRD and how it is different from HRM?

Maam Rita: Well, that is a very important question and in a way the answer lies in the term. HRM focuses on management and is a broader term. Whereas, HRD has its focus on the development of human resources and is one of the main functions under HRM.

Yamini: That makes it quite clear Maam. But is HRD an important aspect of HRM?

Maam Rita: Absolutely Yamini, HRD is an important aspect of HRM as when the employees are developed, they will adequately contribute to the achievement of organisational objectives and goals. And next time you visit A2Z, do speak to Ms. Sheela (Human Resource Manager at A2Z) regarding the activities carried out by them with regard to HRD.

Yamini: Yes Maam, I will surely do that. Thanks a lot Maam.

From the above excerpts, it must be little clear what HRD is. In the very first unit of this course, we discussed about HRM and in the present unit, we will focus on HRD.

2.2 NATURE OF HUMAN RESOURCE DEVELOPMENT (HRD)

In the previous unit, we discussed about various functions of HRM and one such function is HRD (mentioned under training and development). The focus of HRD is on the development of human resources and mainly focuses on how the human resources can acquire competencies and skills that can help the organisations achieve its objectives and goals effectively. Thus, HRD will mainly deal with helping the employees achieve their potential and enhance their skills and capabilities so as to help them perform their present and future roles in the organisation effectively. HRD mainly focuses on the competencies and skills of the employees that need to be accordance with the present and future job related demands in an organisation.

HRD can be explained as process that includes development and realisation of employee potential so as to enhance his/ her performance at work. This can be done with the help of training programmes, developmental courses

and so on. Werner and DeSimone (2012, page 4) defines HRD as “a set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn necessary skills to meet current and future job demands” . Thus, the employees are given opportunities to develop their skills and knowledge, which in turn will not only enhance the overall performance, work motivation and job satisfaction of the employees but will also contribute to the achievement of organisational objectives and goals.

2.3.1 Features of Human Resource Development

Some of the features of HRD are as follows:

- It is systematic and continuous process in an organisation.
- The focus of HRD is on both individual and organisational development.
- The focus of HRD is on the development of human resource, that is viewed as one of the most important resources in the organisation.
- HRD activities aim at enhancing the capabilities and potentialities of the employees so that they are able to perform their jobs adequately and efficiently.
- HRD highlights the maximum utilisation of the employee potentialities so that the employee is able to achieve his/ her individual goals as well as the organisational goal.
- HRD can promote positive inter personal relationship amongst the employees.
- It creates a positive climate in an organisation that promotes development of employee competencies.
- HRD activities aim at developing a positive organisational culture that focuses on learning, positive interpersonal relationship between seniors and subordinates, promoting sense of belongingness amongst the employees, enhancing employee motivation and quality of work life of an employee.

2.3.2 Development of Human Resource Development

HRD can find its origins in apprenticeship training that would take place in 18th century, though the term HRD has been used since 1980s (Werner and DeSimone, 2012). During the 18th century, most of the household items were made by skilled artisans, who would have their small shops. These artisans were involved in making furniture, clothing and various other household items. These artisans often employed workers, who needed to be trained and these workers would receive meagre or no wages as they received the training. These workers, often continued working in these shops under the artisans with almost no or very little wage till they became proficient in the art or trade. Once these workers mastered the trade or art and acquired the necessary skills, they were termed as “Yeomen” and could then leave the

artisans and set up their own shops. Though, often these skilled apprentices would continue to work under the artisans, as they would not be able to afford the tools and other equipment required to set up their own business. Thus, the number of yeomen was growing and in order to deal with that situation, the master artisans, created a network of franchise (private) that could regulate the wages quality of products working hours and so on with regard to the apprentices. Over the years, the craftsmen guilds became more and more powerful and “Yeomenaries” were thus created by Yeomen in order to counter these craftsmen guild that would control various aspects of the apprenticeship. It can be said that Yeomenaries were earlier form of labour unions that we have today.

Development of HRD can also be traced to the vocational schools (also known as manual schools) like the one established by DeWitt Clinton in 1809. These vocational schools focused on providing the unskilled individuals who were either unemployed or had some kind of criminal record with occupational training. Such vocational schools laid the foundation to the development of vocational education and were also perceived as a solution to significant social problem of unemployment and employment of individuals with criminal records.

Industrial revolution in 1800 further lead to development of factory schools. Industrial revolution lead to replacement of hand tools with machines that lead to development of a production system that was much better. Thus, even semiskilled worker could produce more using machines when compared to the skilled workers or artisans in small shops. Though, as machinery was involved, the demand for engineers and skilled mechanics did increase. Factory schools were thus created in order to train the employee to use the machinery. One such factory school was at Hoe and Company in New York in 1872, that was also first to be documented. These factory schools were different from the apprenticeship programmes not only in terms of duration (that was shorter) but also in terms of skills needed.

The Model T was launched by Henry Ford in 1913 and this was the first car to be produced at large scale on an assembly line. This and the World War I that raised the demand for military equipments that were required to be manufactured in industries that produced non military goods lead to an increased need for training semiskilled and unskilled workers. This as well in a way contributed to the overall development of HRD.

Yet another major contribution to the growth of HRD as a relevant aspect in industries and organisations was the human relations movement. Human relations movement was a result of campaign that was led by Mary Parker Follett and Lilian Gilbreth. The campaign was against the unhealthy working conditions, lower wages, maltreatment and abuse that was received by the unskilled workers in the factory, many of whom were also children. The movement brought in to focus the human part of human resources and recognised a need for better and humane working conditions for the workers.

The human relations also focused on human behaviour. Abraham Maslow's hierarchy of needs can also be discussed in this context, where he stated various needs including, physiological needs, safety needs, need for love and belongingness, need for self respect and self actualisation. The theory stated that human resource can be motivated at the workplace by focusing on these hierarchy of needs.

World War II further contributed to establishment and enhancement of training programmes. The industries, especially the once related to defence established their own training departments. American Society for Training Directors (ASTD) was formed in 1942 in order to standardise training as a profession.

1960s and 1970s played a crucial role in the development of HRD as the need to encourage employee involvement and need to coach and counsel employees was recognised. ASTD thus was renamed as American Society for Training and Development (ASTD). Later the term HRD was approved by ASTD based on numerous conferences that were organised by them. The term HRD was defined and further clarified as a result of publications of books on the topic by authors like Leonard and Zeace Nadler in late 1980s and early 1990s. By 2010 HRD was well recognised and ASTD emerged as a significant organisation that had members across the world

2.2.3 Significance and Benefits of Human Resource Development

It is important to understand that developmental activities are significant and need to be carried out for employees at all levels, from workers at the shop-floors of industries to lower and even senior management. And these developmental activities could focus on technical knowledge or even behavioural skills are relevant for the employees to work in coordination with each other. Thus, the focus of HRD is on enhancing the knowledge, skills, expertise of the employees in order to make them more productive, satisfied and motivated.

HRD is needed in every organisation that wants to thrive in an environment that is not only fast changing but that pose various challenges to the organisation in terms of globalisation, increased competition and so on. HRD can help organisations become dynamic and grow in such a way that they are able to counter the varied challenges that the organisation may face given the rapidly changing situations. HRD can play a significant role in growth and development of the organisation

There are various benefits of HRD, that are discussed as follows:

- HRD activities can make employee competent and help them realise their potentialities.
- It will help create a positive work climate in the organisation, where the employee will feel valued.

- It promotes work motivation and job satisfaction amongst the employees and could also enhance overall quality of work life of the employees.
- It also promotes acceptability towards change amongst the employees.
- There is a climate of trust, respect and team spirit amongst the employees.
- It plays a role in enhancing the individual and organisational effectiveness.
- HRD activities can play an important role in systems and service improvements of an organisation.
- It will also enhance diversification in an organisation which can also enhance the overall effectiveness of the organisation.

Thus, it can be seen from the above benefits that HRD is relevant for any organisation. Thus, it is important that organisation recognises the role and significance of HRD and promotes necessary activities in the direction of developing the human resources.

Also it is important that the organisation values human resource development and make necessary efforts in direction of facilitating HRD. In fact, it is important that HRD related activities start right from the time when the employee joins the organisation and need to continue as he./ she progresses in his/ her career at the organisation. And this needs to be carried out for all levels of employees.

HRD programmes and activities also need to be synchronisation with the vision and mission of the organisation as well as that of the HRM department of the organisation. Thus, the activities related to HRD are planned in a manner that are in accordance with the organisational goals and objectives. HRD includes various activities like training and development, career development, coaching, mentoring and so on that focus on enhancing the overall all potentialities, skills and knowledge of the employees.

In an organisation, HRD can be carried in formal or informal manner. An example of a formal HRD activity would be a training programme on some technical aspect of using a new machinery. Whereas, an example of informal HRD activity would be mentoring that normally takes place when a senior employee helps a new joiner in understanding the work related activity.

HRD professionals are also faced with various challenges to which they need to deal with effectively. Some of the challenges include globalisation and facing the competition in global economy. The human resources need to be adequately trained and prepared to compete in global economy and the managers and superiors also need to device strategies to deal with the workers given such a challenge. HRD professionals also need to focus on effective management of workforce diversity. They also need to promote a learning culture in the organisation, which can be a challenge in itself. While

carrying out HRD activities, the HRD professional may also come across ethical dilemmas and they need to deal with them effectively.

Check Your Progress I

- 1) What is HRD?

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2.3 FUNCTIONS OF HUMAN RESOURCE DEVELOPMENT

As the nature of HRD is now clear, let us look at the functions of HRD. First we have to remember that HRD as such is a primary function under HRM and there are various functions that can be categorised under HRD. These functions are explained as follows:

- 1) **Training and development:** The main focus of any training and development is modifying or enhancing the knowledge, attitude and skills of the employees, There are two significant terms here, training and development. Training mainly focuses on helping employees enhance their knowledge and skills so that they are able to do their jobs well. For example, training programme can be provided to employees say to use a new machinery in an organisation. Training can also be given to enhance behavioural skills of the employees. Training can also be given to modify of change attitude. For example, there can be training programmes on gender sensitisation. Development on the other hand has a long term focus. The developmental activities cater to enhancing the competencies of the employees keeping in mind the present and future job related responsibilities. Activities related to training and development can take varied forms in an organisation. There can be orientation and induction programmes, that focus on providing a new employee with information about the organisation, its values, norms, job related activities and so on. There can also be training programme son technical aspects of the job or even skills. Training and development activities also involves coaching, mentoring and counselling that can hael enhance overall development of the employees. Further, training and development programmes can be for employees at all the levels and thus there could be such programmes for workers as well as senior managers in the organisation.

- 2) **Organisational development:** Organisational development can be explained as a process that involves enhancement of the organisational effectiveness and increasing the wellbeing of the members of the organisation. And this is done with the help of varied intervention strategies that are based on the concepts of behavioural science. The emphasis of organisational development is on both macro and micro organisational changes. Macro organisational changes mainly focus on the organisation. Whereas micro organisational changes focus on the individuals, teams and groups in the organisation. HRD professional can play an important role in not only bringing about the change but also in developing suitable intervention strategies.
- 3) **Career development:** Yet another significant function of HRD is promoting career development of the employees. As we have been stressing again and again in this unit, that the focus of HRD is on enhancing the competencies of the individuals so that they are able to do their present and future job responsibilities adequately. And career management and development can be termed as being in accordance with this aspect of HRD. Career development can be explained as a continuous process that involves progression of the employees through various stages that can be characterised by unique set of issues, tasks and themes. Career development can be categorised in to two main processes namely, career planning and career management. Career planning involves establishing career plans keeping in mind the skills and abilities of the employees. Such planning is often carried out by the employees with the help of counsellors and others like superiors and so on. Career management involves implementation of the plans that were chalked under career planning. Thus, career management includes steps that can be taken to achieve the career plans. It also focuses on the role of the organisation in the career development of the employees.
- 4) **Strategic management:** Strategic management can be explained as decisions and actions taken at managerial levels in order to bring about an alignment between the organisation and the external environment. The main focus of strategic management is to enhance the organisational performance. Strategic management involves various processes like formulation and implementation of strategy and control. In strategic management, it is important that senior managers revisit and reassess the organisational mission, goals and objectives, strategies, programmes and policies, varied resources technology and so on. Further they also need to assess the external environment that provide opportunities or pose as threats to the organisation. And based on the internal and external assessments then the organisational aspects that need to be changed or modified are identified. In this context, we can discuss about external and internal alignment. External alignment is an alignment between organisational strategic plans and the external environment. Whereas, internal alignment denotes the alignment between the organisational

strategic plan with the mission, objectives and goals, beliefs and values and so on of the organisation. An alignment is also required amongst various subsystems of the organisation like management practices (treatment meted to the employees and how the employees are managed) , organisational structure (hierarchy and structure in the organisation), human resource system (various HRM activities like selection, performance appraisal and so on) and other work related practices and systems (technological aspects, information system used and so on). Thus, for an organisation to function effectively and achieve its goals, all the subsystems need to be aligned and need to function in tandem with each other.

HRD professional can play a significant role in strategic management. they need to not only participate in the strategic management process of the organisation, but also provide training and education to the line managers regarding the concept of strategic management and methods of strategic management and planning. HRD professional also need to play an important role in providing training to the employees and these training programmes need to aligned with the organisational golas and strategies. The HRD strategy of the prganistaion also need sto be aligned with the organisational goal and strategy.

When we discus about the functions of HRD, it is important to note that HRD functions are not limited to HRD professionals and supervisors and immediate superiors of the employees do play a role in HRD. Often, the organisations may rely completely on the supervisors and line manager sto carry out training and development activities for the employees. Or an organisation may as such not have a separate training and development department or even an HRM department. In which case involvement of supervisors and line managers would be required.

Check Your Progress II

- 1) What is strategic management?

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2.4 ROLES OF HUMAN RESOURCE DEVELOPMENT PROFESSIONAL

There are various roles that an HRD professional (Weiner and DeSimone, 2012) is expected to play. These are discussed as follows:

- 1) **Learning strategist:** In this role the HRD professional will focus on how HRD activities can be carried out in such a way that they support the organisational strategies and lead to achievement of organisational goals.
- 2) **Business partner:** In the role of business partner, the HRD professional will collaborate and work with other managers and personnel in the organisation in order to determine the implementation and evaluation of the HRD activities.
- 3) **Project manager:** In this role, the HRD professional is involved in carrying out planning and implementation of HRD activities. They also need to focus on the financial aspects of the HRD activities.
- 4) **Professional specialist:** In this role, the HRD professional will focus on application of his/ her expertise to certain areas. For example, it could be development and evaluation of a training programme.

HRD professionals need to possess three main competencies to carry out the roles effectively. They are personal, interpersonal and business/ management. These can be termed as foundational competencies as suggested by Bernthal and colleagues (Werner and DeSimone, 2012).

Besides the above main roles there are various other roles as well.

- **HR strategic advisor:** Consultations with personnel who make strategic decisions regarding HRD issues that could be relevant in setting forth the organisational strategies and goals.
- **HR systems designer and developer:** Provide the HRD management with help in designing and developing HR systems that can have an impact on the organisational performance.
- **Organisation change agent:** Provide assistance and advice to the management regarding change related strategies in an organisation.
- **Organisation design consultant:** provide assistance and advice to management on designing work systems and promote effective use of human resources.
- **Learning programme specialist or instructional designer:** Assessing the needs of the learners, designing and developing learning programmes and preparing learning materials and aids for the learners.
- **Instructor or facilitator:** Facilitating learning by presenting learning material and facilitating structured learning experience for the learners.
- **Individual development and career counsellor:** Helping employees in assessment of their competencies, set goals and develop career plans that are realistic.
- **Performance consultants:** provide support and advice to line managers regarding interventions to improve group and individual performance.

- **Researcher:** Using research methodology and statistical techniques to study HRD activities and practices and determine their effectiveness.

Check Your Progress III

- 1) Explain the role of an HRD professional as a business partner.

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2.5 LET US SUM UP

To sum up, in the present unit we discussed about the nature of Human Resource Development (HRD). The focus of HRD is on the development of human resources and mainly focuses on how the human resources can acquire competencies and skills that can help the organisations achieve its objectives and goals effectively. The features of HRD were also discussed. The unit also focused on the development of HRD and also highlighted the significance and benefits of HRD. The functions of HRD were also covered in the unit with main focus on training and development, organisational development, career development and strategic management. Lastly, the unit deals with various roles that an HRD professional needs to play.

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2.7 KEY WORDS

Human Resource Development: Werner and DeSimone (2012, page 4) defines HRD as “a set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn necessary skills to meet current and future job demands”.

Organisational development: Organisational development can be explained as a process that involves enhancement of the organisational effectiveness and increasing the wellbeing of the members of the organisation.

Strategic management: Strategic management can be explained as decisions and actions taken at managerial levels in order to bring about an alignment between the organisation and the external environment.

2.8 ANSWERS TO CHECK YOUR PROGRESS

Check Your Progress I

- 1) What is HRD?

Werner and DeSimone (2012, page 4) defines HRD as “a set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn necessary skills to meet current and future job demands”.

Check Your Progress II

- 1) What is strategic management?

Strategic management can be explained as decisions and actions taken at managerial levels in order to bring about an alignment between the organisation and the external environment.

Check Your Progress III

- 1) Explain the role of an HRD professional as a business partner.
- 2) In the role of business partner, the HRD professional will collaborate and work with other managers and personnel in the organisation in order to determine the implementation and evaluation of the HRD activities.

2.9 UNIT END QUESTIONS

- 1) Describe the nature of HRD.
- 2) Explain the features and significance and benefits of HRD.
- 3) Explain the functions of HRD.
- 4) Describe the roles played by HRD professionals.

2.10 ACTIVITY

Identify any two studies carried on HRD or related aspects. Read the studies carefully and write a note (around 1000 words) on the main findings of these studies.

UNIT 3 DIVERSITY AT WORK PLACE*

Structure

- 3.0 Objectives
- 3.1 Introduction
- 3.2 Meaning of Workplace Diversity
 - 3.2.1 Benefits of Workplace Diversity
 - 3.2.2 Benefits of Diverse Workforce to the Employees
 - 3.2.3 Challenges of Diversity in the Workplace
- 3.3 Gender Issues
 - 3.3.1 Conceptual Difference between 'Sex' and 'Gender'
 - 3.3.2 Gender Differences
 - 3.3.3 Gender Stereotype
 - 3.3.4 Sexual Harassment
 - 3.3.4.1 Sexual Harassment Behavior
 - 3.3.4.2 Steps to Prevent Sexual Harassment
 - 3.3.4.3 Laws Against Sexual Harassment
- 3.4 Cross- Cultural Issues
 - 3.4.1 Types of Cross-Cultural Issues
 - 3.4.2 Hofstede's Model of Cultural Dimensions
- 3.5 Let Us Sum Up
- 3.6 Reference
- 3.7 Key Words
- 3.8 Answers to Check Your Progress
- 3.9 Unit End Questions

3.0 OBJECTIVES

After reading this unit, you will be able to:

- discuss the meaning of workplace diversity;
- explainvaried gender issues;
- explainvarious cross- cultural issues; and
- describe the Hofstede's cross cultural model.

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3.1 INTRODUCTION

In the previous unit, you were introduced to the nature, role, functions and relevance of human resource development. In the present unit, you will be introduced about the concept of diversity. The way an organization needs to have diverse technologies for its growth advancement, similarly, an organization needs to promote a diverse work force belonging to different gender, culture, expertise and educational backgrounds. Diverse workforce provides a more vivid and rich expertise. However, it is a challenge for the organization to manage its diverse work force.. There are various gender related issues, which will also be discussed in the present unit. The organization especially multinational companies involve employees from different countries who might not be acquainted with the culture of their colleagues belonging to other countries. The present unit will try to discuss about these related aspects in the further sections.

3.2 MEANING OF WORKPLACE DIVERSITY

Work place diversity refers to the tendency of the organisations to recruit and maintain employees belonging to different gender, sexual orientation, religion, age, ethnicity, education, and other related attributes. Giving a priority to diversity and inclusion initiatives has provided a scope of more diverse team work which ultimately provides a set up for success. The workforce diversity is not only a good initiative for organizational growth; it is also a step towards growth of humanity. Having a diverse workforce, that is, employees belonging to different genders, nations or culture is the relevant characteristic of a diverse workplace. The diverse workforce is not only relevant as well as beneficial for the organization/employers; it is beneficial for employees too. Let us discuss the benefits of work force diversity for the employers as well as employees.

3.2.1 Benefits of Diverse Workforce to the Employers

The following are some of the benefits of workforce diversity:

- **Increased talent pool:** The inclusion setup of work force diversity attracts a wider range of candidates who are looking for a progressive place to work. As a result, it provides an opportunity for the organization to recruit the best talent. The diverse workforce contributes differently due to their vivid background, thought, ethnicity, and other factors.
- **Increased innovation:** A heterogeneous group of employees contribute towards uniqueness, variety, thinking beyond, creativity, unique perspective and differential thought towards planning and decision making, which is a hardly possible if the group of employees, are homogenous. Therefore, including a diverse workforce leads to more innovation. Diversity in workforce and work environment contributes toward more ideas.

- **Increased work performance:** The diverse workforce creates a work environment which includes a representation of different cultures, backgrounds, and ways of thinking which provides an opportunity for employees to learn experience and enhance their expertise. Such opportunity in turn, provides an increase efficiency and performance of employees.
- **Increased output:** Diverse workforces not only contribute towards the talent pool of the organization, they also contribute towards better problem solving, decision making, enhanced output and productivity of the organisations.
- **Increase employee commitment:** In an environment where the organization promotes diversity, all the employees feel accepted and valued. This in return will definitely increase commitment of the employees as well as employee retention.

3.2.2 Benefits of Diverse Workforce to the Employees

The above points discussed the benefits of workforce diversity among the employers. Now, let us discuss what exactly the benefits of the work force diversity are for the employees:

- **Reduced conflicts:** The workplace which promotes diversity, there are more chances that employees can better understand each other's differences. This reduces the chance of conflict and often unites people with a common purpose rather than divide them.
- **Increased confidence:** The employees feel valued and are likely to also be more confident due to their unique qualities in a multifaceted organization. Therefore, diversity generates more confidence and increases the efficiency of individual as well as team members. It creates an environment where the ideas of each employee is given due importance and enhances the proximity among peer group as well.
- **Increased commitment:** If the employers provide a diverse and inclusion set up, the employees feel more committed towards the organization, as it values the relevance and capability of everyone. This ultimately enhances their morale and employee engagement.

3.2.3 Challenges of Diversity in the Workplace

- **Aligning diversity practices, individual goals and organizational goals:** It becomes a challenge for employers. Though each organization has its own unique features but aligning them to the diversity practices is a challenge for them. Employees from diverse back ground differ in their values and beliefs due to differences in culture and it is very difficult to keep in to account of them culture of each employees, so that their commitment is not affected.

- **Plan of Action and its implementation:** When an organization decides to include a diverse workforce, it needs to plan the strategies for the same, well in advance. The organization might fall in to trouble if it is unable to get a supportive workforce, team as well as resources in place, for implementing the plan of action smoothly.
- **Managing Training and Awareness Programs:** It is the responsibility of the organization to make each employee realise the importance of the culture, sex and other diverse backgrounds of other employees. Diversity can serve to be a boon for productivity of an organization, if it can train its employees to understand, cooperate and be sensitive towards other employees as well as the relevance of diversity.
- **Prejudices and biases:** It is a challenge for the organization to overcome the cultural prejudices and individual biases towards each other. This leads to a situation where, even with the best intentions, people have the tendency to bring bias into their everyday interactions, including in the workplace.
- **Rigidity and resistance:** The tendency of mental fixedness leads to rigidity in thoughts and behavior among individuals and that is why many people are not comfortable with unfamiliar people and changes brought in organization. It is difficult for the organization to overcome such internal resistances.

Though the above challenges are faced by organisations but proper training and awareness may help the organisations to minimise their effect.

Check Your Progress I

- 1) What is workplace diversity?

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3.3 GENDER ISSUES

Gender is also one of the crucial aspects that the employees need to be sensitised for, while the organization recruits a diverse workforce. The expected or assumed gender roles many a times lead to several expectations and issues. In the upcoming sub-section we will discuss about two such issues, namely- *gender stereotype and sexual harassment*.

Before we start discussing about the gender related issues in an organization, it is important for you to understand the conceptual differences between the terms ‘sex’ and ‘gender’ as well as ‘gender differences’.

3.3.1 Conceptual Difference between ‘Sex’ and ‘Gender’

The terms sex and gender are frequently used interchangeably. Though, both the terms have different meanings. The term sex highlights the biological category of male or female, as defined by physical differences in genetic composition and in reproductive anatomy and function. On the other hand, gender refers to the cultural, social, and psychological meanings that are associated with masculinity and femininity (Wood & Eagly, 2002). It is therefore clear that sex is associated with a person being biologically different (male/female), while gender is associated with the degree of masculine or feminine traits and related qualities. There are different terms related to gender which distinguish them from the term sex such as:

- *Gender Roles*: Each culture has categorised certain behaviours, attitudes, and personality traits that are expected to belong to the categories of masculinity or femininity and these refers to their gender roles.
- *Gender Identity*: An individual's gender identity refers to their psychological sense of being male or female. It is important to understand at this juncture that may be a person is biologically a female but has a male gender identity while being attracted to women, or any other combination of identities and orientations.

In contrast, *sexual orientation* refers to the direction of an individual's emotional and erotic attraction toward members of the opposite sex, the same sex, or both sexes.

3.3.2 Gender Differences

Differences in gender among individuals can be based upon their biological differences (male/female) with reference to their work capabilities; the gender roles and the various gender stereotypes. Basically, gender differences refer to differences in nature, behavior, capabilities and actions among individuals. For example, in context of temperament, boys are slightly less able to suppress inappropriate responses and slightly more likely to blurt things out than girls (Else-Quest, Hyde, Goldsmith, & Van Hulle, 2006). Further, researches also reflect that many of these gender differences do not show innate differences, instead they reflect the differences in personal experiences and the way they have been socialized. Researches reflect that several gender differences are not actual differences, but they are the differences due the various gender stereotypes. For example, Hyde in 2005 found that girls are not more fearful, shy, or scared of new things than boys; boys are not angrier than girls and girls are not more emotional than boys; boys do not perform better in the math subject than girls; and girls are not more talkative than boys.

3.3.3 Gender Stereotype

It refers to the beliefs and expectations people hold about the typical characteristics, preferences, and behaviours of men and women. Based on the

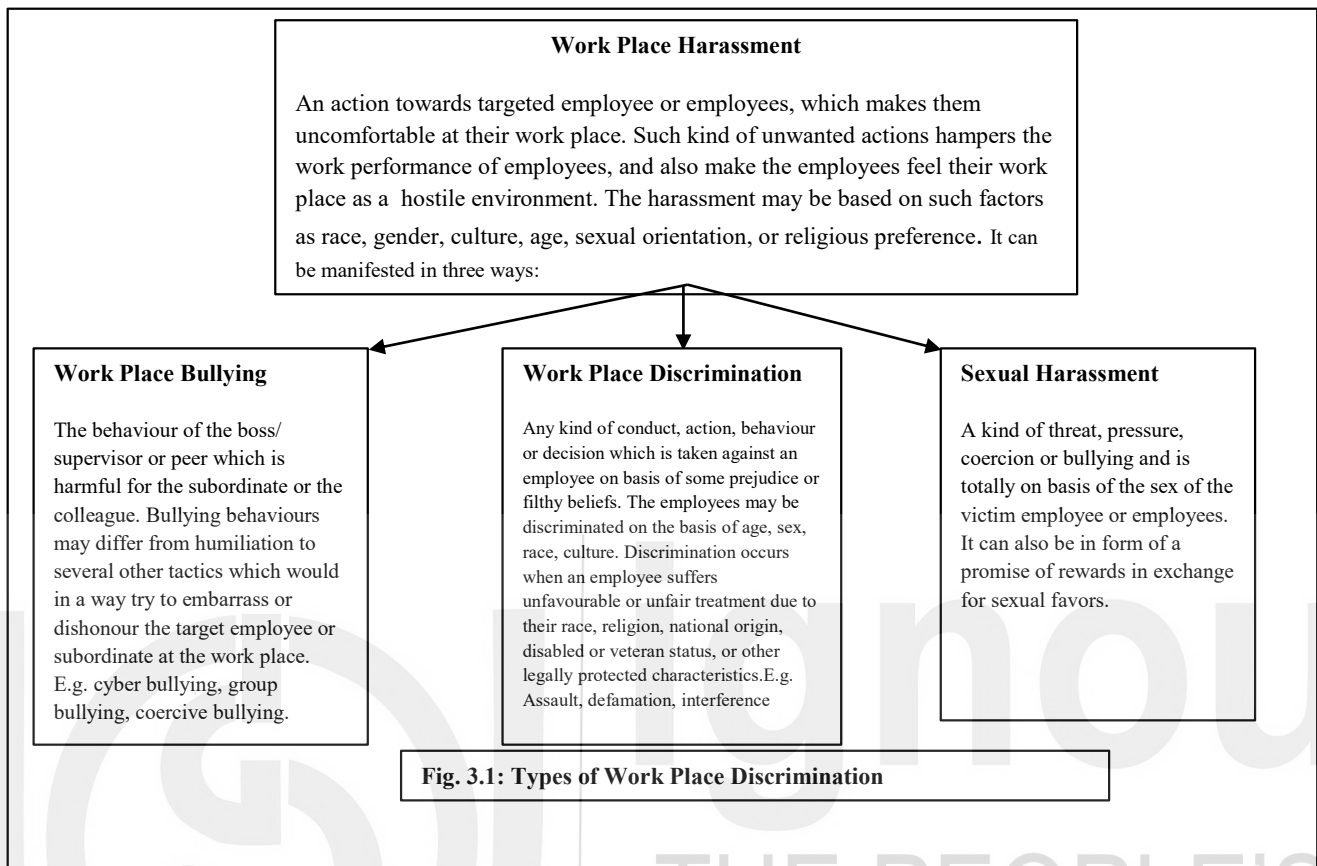
gender, the characters and behaviours of males and females are categorised in societies. Due to such categories, males and females are differentially treated (a concept called, gender discrimination) and therefore gender discrimination is one of the unavoidable consequence of gender stereotype. Since childhood we experience and come to know about several such discriminations and by the time we reach to the stage of adulthood, we ourselves tend to hold many such gender stereotypes. Bigler and Liben (2006) postulated the **Developmental Intergroup theory** which is a theoretical model of social stereotyping and prejudices. The theory explains several factors like, environmental control, social and legal policies as well as education significantly contributes toward development of gender stereotypes. Further, the theory also explains that the children start paying more attention to gender as a source of information about self and others because of their parents or related adults continuous focus on gender. The theory further mentions that the tendency to group people on basis of their gender and other aspects increases because adults use such labels or categories in daily routine activities, like, greeting people as- “ Good morning boys and girls!” or assigning of different desks and notice boards to males and females.

3.3.4 Sexual Harassment

The gender stereotypes leads to differential treatment towards males and females. When such treatment is reflected through sexual behaviors (e.g.- unwanted touch, sexual comments, jokes or eve teasing). Such a treatment is called as sexual harassment and it may be in form of physical behavior (e.g. unwanted touch) or mental (for example a person/victim may feel threatened if someone shares sexual jokes with someone). It is basically a result of gender discrimination and is a kind of work place harassment. It can take place at any social setting including- family, workplace, and school and so on. It should also be understood that the victims of such harassment can be of any gender that is, male, female or transgender.

Sexual harassment is a kind of threat, pressure, coercion or bullying and is totally on basis of the sex of the victim employee or employees. It can also be in form of a promise of rewards in exchange for sexual favors. The act of sexual harassment may also be in form of an unwelcome sexual gesture or behaviour whether directly or indirectly as sexual remarks; physical contact and advances; showing pornography; a demand or request for sexual favours; any other unwelcome physical, verbal/non-verbal conduct being sexual in nature. According to India's constitution, sexual harassment invades the fundamental right of a woman to gender equality under Article 14 of the Constitution of India and her right to life and live with dignity under Article 21 of the Constitution. Although there is no specific law against sexual harassment at workplace in India but many provisions in other legislations protect against sexual harassment at workplace, such as Section 354, Indian Penal Code (IPC) deals with “assault or criminal force to a woman with the

intent to outrage her modesty, and Section 509, IPC deals with “word, gesture or act intended to insult the modesty of a woman”.



3.3.4.1 Sexual Harassment Behaviour

There is a varied range of behaviours that falls under the category of sexual harassment. It may be related to a situation or an experience felt by the victims or the recipient. The motive or act of the perpetrator might vary from case to case or individuals to individuals.

Martha Langelan (1993) has categorized perpetrators in to four types of harassers. They can be mentioned as follows:

- *Predatory harasser*: A predatory harasser refers to an individual who experiences some kind of sexual thrills by humiliating others. They may coercively try to gain sexual favors and may harass their targets just to see their responses. The targets become their victims, if they are unable to resist or oppose such harassers.
- *Dominance harasser*: A dominant harasser is an individual who uses sexual extortion upon targets in order to dominate or boost their ego.
- *Strategic or territorial harasser*: These harassers apply strategies to harass their targets with an aim to seek privilege in jobs or physical locations, for example a male employee might harass a female employee in a predominantly male occupation.

- *A street harasser:* These are those harassers who are completely strangers and perform sexual harassment usually at roads and streets or at public places. Their behavior includes physical, verbal or non verbal actions and remarks which are sexual in nature.

3.3.4.2 Steps to Prevent Sexual Harassment

No doubts there are certain articles and amendments done in order to protect the act of sexual harassment at work place. But as said, 'prevention is always better than cure'. Then instead of waiting for the incidents to happen, the organisation as well as employees can take care of several factors in advance. Some of the steps which can be followed in order to avoid such unwanted actions can be as follows:

- i) The management may place notices, publish articles as well as circulate notifications against the prohibition of sexual harassment;
- ii) As regards private employers, steps should be taken to include the aforesaid prohibitions in the standing orders under the Industrial Employment (Standing Orders) Act, 1946;
- iii) The work environment as well as the work conditions should be as such that there is no hostile environment towards women at work places and no employee woman should have reasonable grounds to believe that she is disadvantaged in connection with her employment;
- iv) The organisations should formulate certain policies norms as well as disciplinary actions against such misconducts;
- v) The organisation should form certain committee which can facilitate victim employees to complain and deal with such kind of harassment.

3.3.4.3 Laws Against Sexual Harassment

The constitution of India has enacted several laws in order to protect the employees against exploitation, violence and harassment at work place. Some of them can be pointed out as follows.

Though, no laws have been amended against sexual harassment at work place, yet certain sections of IPC have regulated certain rules and guidelines against it. They can be mentioned as follows:

- 1) *Section 294:* This section mentions that a person or a group of person will be punished with imprisonment of either description for a term that may extend to three months, or with fine, or with both to the annoyance of others, if the person (a) does any obscene act in any public place, or (b) sings, recites and utters any obscene songs, ballads or words, in or near any public space'.
- 2) *Section 354:* The section mentions that an individual or group of individuals shall be punished with imprisonment for a term which may

extend to two years, or with fine, or with both if they assault or use criminal force on any woman, intending to outrage her modesty or knowing it likely that he will thereby outrage her modesty.

- 3) *Section 509*: The section holds that whoever intends to insult the modesty of a woman, utters any word, makes any sound or gesture, or exhibits any object, intending that such word or sound shall be heard, or that such gesture is seen by such woman, or intrudes upon the privacy of such woman, shall be punished with simple imprisonment for a term which may extend to one year, or with fine, or with both.'
- 4) *Indecent Representation of Women (Prohibition) Act (1987)*: According to this act, if an individual harasses another with books, photographs, paintings, films, pamphlets, packages, etc. containing the "indecent representation of women", they are liable for a minimum sentence of two years. Section 7 (Offenses by Companies) further holds companies where there has been "indecent representation of women" (such as the display of pornography) on the premises, guilty of offenses under this act, with a minimum sentence of two years.

Check Your Progress II

- 1) State whether the following are 'True' or 'False':

Sr. No.	Statement	True/ False
1	Gender refers to the cultural, social, and psychological meanings that are associated with masculinity and femininity.	
2	The employees feel less confident due to their unique qualities in a multifaceted organization.	
3	Having a diverse workforce is not only relevant as well as beneficial for the organization/employers; it is beneficial for employees too.	
4	An individual's gender identity refers to their physiological sense of being male or female.	

3.4 CROSS- CULTURAL ISSUES

It is important for you to understand that the culture of any society has a significant influence upon gender roles. It is the culture that eminently shapes the gender. The ethnicity, norms and ethics acts as an organising principle for the society and therefore, attempts to give meaning and roles to the males and females. They have also given roles and values to the third gender or the gender fluid identities. Different cultures of the various societies assign varied roles to the different genders which influences their work behavior at

organisations. Therefore, the different roles of the gender cannot be separated or analysed without their cultural as well as historical contexts. It should also be mentioned here that there still exists certain gender inequities in the field of workplace as well as home life. Therefore, culture is also a relevant aspect as it needs to be dealt in a more sensitive way. In fact, employers as well as employees should be sensitised towards gender and cultural issues.

3.4.1 Types of Cross-Cultural Issues

As mentioned earlier, a diverse workforce involves individuals belonging to different genders and society. In such a case, they might have differences in their way of dealing with life as well as work. Few of the cross cultural differences might occur in the following ways:

- *Differences in Behavior:* The individuals might behave differently while performing the same or similar tasks.
- *Differences in Decision Making:* Their priorities and ways of decision making might be influenced by their learnt gender roles and societal ethics. This also leads to differences in opinions, viewpoints and outlooks of individuals.
- *Differences in Communication Styles:* Based on their experiential learning, individuals might have differences not only in their ways of dealing with targets/goals; they might also have differences in ways of communication. In fact, there are certain non verbal communication styles which are similar but have completely different meaning and interpretations among various cultures. That is why, the differences in communication style across the genders and culture is a very sensitive aspect.
- *Differences in ways of handling conflict:* Due to the differences in approaches, opinions and thoughts, the individuals have differences in strategies towards handling grievances and conflict.

Therefore, the culture significantly influences the performance and behavior of individuals belonging to different genders.

3.4.2 Hofstede's Model of Cultural Dimensions

In the way back 1970's, a prominent psychologist Geert Hofstede gave a model which mentions certain dimensions on basis of which the various cultures can be distinguished. The model is also known as model of national culture. These dimensions can be the basis of comparing the similarities and differences between the culture of various societies. These dimensions can be categorised as follows:

- *Power Distance Index (PDI)* (high versus low): According to Hofstede, the PDI is a an index which focuses mainly on the level or the degree of

equality or inequality among the people belonging to a particular society of a country.

- *Individualism versus Collectivism*: It is the individualism or collectivism which determines the extent to which a society reinforces individual (being independent of others decisions) or collective (being dependent on others for making choices and decisions). It also refers to the degree to which the culture of a society gives importance to individual achievement or to the interpersonal relationships.
- *Masculinity versus Femininity*: A society that gives preference to Masculinity (MAS) focuses more upon the traditional masculine work role model of achievement, control and power. It focuses more towards heroism, assertiveness, outward and materialistic awards. On the contrary, a society which is more oriented towards femininity, gives preference to modesty, caring, cooperation and towards the quality of life. In the context of an organization, it is referred to as 'tough Vs tender culture'.
- *Uncertainty Avoidance Index (high versus low)*: It refers to the extent to which a society tolerates or accepts the level of uncertainty and ambiguity. The scores of these dimensions are determined by "high" or "low" rankings within each category.
- *Long- versus Short-Term Orientation (Originally named as Pragmatic versus Normative.)*: This is with reference to the time horizon of a particular society. The societies of countries which prefer long term orientation prefer to be more realistic or pragmatic, naturalistic, modest, and economical. Whereas, those societies which emphasize upon short-term orientation, tend to emphasize more upon the principles, uniformity and truth, and are typically more religious and nationalistic.
- *Indulgence versus Restraint*: This is a dimension which was recently added by Michael Minkov and Hofstede. The dimension is scored as high or low for any society of a country. Those societies which score high on IVR score, promote people to gratify their personal needs, drives and emotions, such as enjoying life and having fun. While, a society which scores low on the dimension, suppresses individuals' gratification. The society tries to control and regulate the behavior and conduct of people. Their norms tend to be stricter.

According to Hofstede, the organisations should consider these dimensions in order to understand the local culture of the employees belonging to different societies (1996).

Check Your Progress III

- 1) Fill in the following Blanks:

- a) The _____ harassers apply strategies to harass their targets with an aim to seek privilege in jobs or physical locations.
- b) _____ refers to an action towards targeted employee or employees, which makes them uncomfortable at their work place.
- c) The _____ leads to differential treatment towards males and females.
- d) _____ postulated the Developmental Intergroup theory.

3.5 LET US SUM UP

It can be summed up that the diversity of workforce provides a way of dealing different aspects from various view points. It is the varied work force which significantly contributes towards dealing with goals and targets of the organization. The unit discussed about the various benefits and challenges of the workforce diversity for both the employers as well as the employees. The unit also discussed the relevance of gender differences at work place. It further discussed about the various gender issues. At the end of the unit, you were explained about the various cultural dimensions which distinguish the cultures from each other, with the help of the Hofstede's cultural model.

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3.7 KEY WORDS

Work place diversity: The tendency of the organisations to recruit and maintain employees belonging to different gender, sexual orientation, religion, age, ethnicity, education, and other related attributes.

Gender Roles: The assigned/ expected behaviours, attitudes, and personality traits in the categories of masculinity or femininity by the culture.

Gender Identity: An individual's gender identity refers to their psychological sense of being male or female.

Gender Differences: Differences in nature, behavior, capabilities and actions among individuals.

Gender Stereotype: It refers to the beliefs and expectations people hold about the typical characteristics, preferences, and behaviours of men and women.

Workplace Bullying: The behaviour of the boss/ supervisor or peer which is harmful for the subordinate or the colleague. Bullying behaviours may differ from humiliation to several other tactics which would in a way try to embarrass or dishonour the target employee or subordinate at the work place.

Workplace Discrimination: Any kind of conduct, action, behaviour or decision which is taken against an employee on basis of some prejudice or filthy beliefs. The employees may be discriminated on the basis of age, sex, race, culture.

Sexual Harassment: A kind of threat, pressure, coercion or bullying and is totally on basis of the sex of the victim employee or employees. It can also be in form of a promise of rewards in exchange for sexual favours.

Workplace Harassment: An action towards targeted employee or employees, which makes them uncomfortable at their work place. Such kind of unwanted actions hampers the work performance of employees, and also make the employees feel their work place as a hostile environment.

3.8 ANSWERS TO CHECK YOUR PROGRESS

Check Your Progress I

1) What is workplace diversity?

Work place diversity refers to the tendency of the organisations to recruit and maintain employees belonging to different gender, sexual orientation, religion, age, ethnicity, education, and other related attributes.

1) State whether the following are 'True' or 'False':

Sr. No.	Statement	True/ False
1	Gender refers to the cultural, social, and psychological meanings that are associated with masculinity and femininity.	True
2	The employees feel less confident due to their unique qualities in a multifaceted organization.	False
3	Having a diverse workforce is not only relevant as well as beneficial for the organization/employers; it is beneficial for employees too.	True
4	An individual's gender identity refers to their physiological sense of being male or female.	False

Check Your Progress III

1) Fill in the following Blanks:

- a) The strategic/territorial harassers apply strategies to harass their targets with an aim to seek privilege in jobs or physical locations.
- b) Workplace harassment refers to an action towards targeted employee or employees, which makes them uncomfortable at their work place.
- c) The gender stereotypes leads to differential treatment towards males and females.
- d) Bigler and Liben (2006) postulated the Developmental Intergroup theory.

3.9 UNIT END QUESTIONS

- 1) Explain the benefits of diverse workforce to the employers.
- 2) Explain the benefits of diverse workforce to the employees.
- 3) Discuss the challenges of workforce diversity.
- 4) Describe the steps to prevent sexual harassment.
- 5) Elaborate the Hofstede's model of cultural dimension.



UNIT 4 CONTEMPORARY ISSUES AND CHALLENGES *

Structure

4.0 Objectives

4.1 Introduction

4.2 Concept of Corporate Social Responsibility (CSR)

4.2.1 Definition of Corporate Social Responsibility

4.2.2 Types of Corporate Social Responsibility

4.2.3 Significance of Corporate Social Responsibility

4.3 Globalisation

4.3.1 Meaning and Definition of Globalisation

4.3.2 Relevance and Impact of Globalisation

4.3.3 Types of Globalisation

4.4 Role of Technology

4.4.1 Role and Impact of Technology in the context of Globalisation

4.4.2 Role and Impact of Technology in the context of Human Resource Management

4.5 Let Us Sum Up

4.6 References

4.7 Key Words

4.8 Answers to Check Your Progress

4.9 Unit End Questions

4.0 OBJECTIVES

After reading this unit, you will be able to:

- define the concept of corporate social responsibility;
- explain the various types of corporate social responsibility;
- describe the significance of corporate social responsibility;
- discuss the meaning, relevance and types of globalisation; and
- elaborate the role and impact of technology.

4.1 INTRODUCTION

In the present unit, you will be introduced to the concepts of corporate social responsibility and globalisation. The unit will also focus on the impact of technology. With regard to corporate social responsibility, the meaning and

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types of corporate social responsibility will also be explained. Corporate social responsibility is a method with the help of which the corporate companies contribute towards the development of society. It can be carried out in many ways like sponsorships, donations and so on. Globalisation refers to exchange of human resource, skills, technologies, goods as well as cultural practices which helps in enhancing interactions and relationships between people and countries throughout the globe. Lastly the unit will also focus on the role and impact of technology towards development.

4.2 CONCEPT OF CORPORATE SOCIAL RESPONSIBILITY (CSR)

You must have come across various organisations and industries carry out activities carried out by the organisations for the development of society (which can be in form of imparting education, developing schools, helping out NGO's, building hospitals, investing money for betterment of women, children, old ones as well as disabled persons and many other related social activities) are known as '*Corporate Social Responsibility*'. The corporate social responsibility has turned out to be a magic stick not only to the society but also for the corporate itself. With help of such social work, the organisations are gaining customers, employees, and stake holders as well as making out more consumers for their product by giving a good impact or impression. In short corporate social responsibility is one of the approaches of the organization towards the development of society and in turn getting their own brand name. This in a way also helps them to follow the standards of taxation policies (as with the help of such investments, they can also prevent themselves from paying excess tax to the government).

4.2.1 Definition of Corporate Social Responsibility

Corporate social responsibility has been relevant for the welfare and growth of the society. Organisations perform such responsibilities as their obligation towards the society as well as to fulfil certain self motives or purpose. Anyhow, the act of corporate social responsibility has been defined in various manners. On similar grounds, different organisations have framed different policies and strategies of CSR. Some of the definitions of the process of corporate social responsibility are as follows:

According to the World Business Council for Sustainable Development, Corporate Social Responsibility can be defined as “a commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large” (Published in “Making Good Business Sense” authored by Lord Holme and Richard Watts, 2000).

In terms of *business standards*, the process of corporate social responsibility is: “Operating a business in a manner that meets or exceeds the ethical, legal, commercial and public expectations that society has of business”.

Different nations have also come up to explore the meaning of the corporate social responsibility on basis of their work culture and economical conditions. In the United States, CSR has been defined as “a social service being done on humanitarian grounds. It is an act which is done by the organisations to share of the profits with the society to charitable causes. It is seen as tainting the act for the company to receive any benefit from the giving”.

Wherein, the perspective of the European model is slightly different. They define the process of corporate social responsibility as “a process of operating the core business in a socially responsible way, complemented by investment in communities for solid business case reasons.”

Therefore, it is difficult to come up with a single definition which can be generalized throughout the global world market. But the ground of performing the act of corporate social responsibility remains the same throughout the world. It basically focuses on managing business, gaining customers, recognition and societal benefits.

4.2.2 Types of Corporate Social Responsibility

With an urge to have financial transparency as well as helping the society to develop, the organisations throughout the global market are adapting and implementing several corporate social responsibilities. As discussed earlier, these responsibilities ranges from child care to arrangements for care of the old aged people of the society. These different types of corporate social responsibilities can be broadly categorised as the following:

- **Responsibility towards the human beings of the society:** Organization is dependent upon human beings. As it runs within a society, gets its man power, customers as well as the consumers (the ones who will actually consume the product which may be bought by any customer) from the society. Therefore, many companies target the development of the human beings of the society which can be in form of running schools, colleges, hospitals, charitable organisations . Targeting the people of the society not only helps them to save their tax, it also helps them in getting more educated employees as well as recognition within the society.
- **Responsibility towards the external environment:** An organization is an open system and is dependent on the external environment for meeting the demand of raw materials and supply of its finished goods and services. The excess use of natural wealth and resources leads to several environmental hazards like global warming, sustainable resources and pollution. These environmental issues ultimately have an adverse effect on the business. Due to these reasons, organisations have also started providing a helping hand in making the environment pollution free. Businesses are being urged by environmental groups and

governments to reduce the pollutions that they provide to the external environment and make the society a better place to live in.

- **Responsibility towards nonprofit organisations:** Many organisations provide financial assistance to the charitable organisations like NGOs that run with an aim of providing social service to the organisations. In this way they try to indirectly aid the society.
- **Responsibility towards business environment:** Sometimes, an industry group can give awards to companies to promote a cause within a field of business. Corporate social responsibility awards can be given by industry leaders to draw attention to or raise standards in a certain area of social responsibility. For example, an award given by a public relations news organization that is promoting environmentally friendly causes might highlight the best public relations campaign promoting environmentally friendly or green behavior. Dairy organisations might use awards to promote humane practices in corporate dairy operations. These awards motivate the activities which helps the society to grow ultimately.

With the change in time and requirements of the society, the organisations are trying out several other modes which can benefit and help the society.

4.2.3 Significance of Corporate Social Responsibility

As discussed earlier, with the help of corporate social responsibility, an organization tries to maintain its moral and ethical standards. It is not only helpful for the corporate world; it is also beneficial to the society. Some of the significance of the corporate social responsibility can be pointed out as follows:

- It helps in enhancing relationships with existing and potential customers, clients, partners, vendors, stakeholders and society as a whole.
- It also contributes towards the development of nation with the help of the activities like imparting good education, health care facilities, enhancing vocational skills and so on.
- The initiatives further helps the society to have a comfort living.
- It helps in motivating the members of the society by providing training towards vocational and professional skills.
- The social activities performed through corporate social responsibilities helps in managing financial risks.
- By trying out various social activities, organisations also provide a ground for healthy competition for others. It enforces other organisations to impart social responsibilities in order to maintain their relationships with stakeholders and clients.

- CSR helps the organization in differentiating itself from the other similar or related companies. The unique activity adopted by an organization leads to more recognition and identification. Therefore, corporate social responsibilities help in creating a brand name for the organization.

Check Your Progress I

- 1) What is corporate social responsibility?

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4.3 GLOBALISATION

As the concept of corporate social responsibility is now clear. Let us now focus on the term globalisation

4.3.1 Meaning and Definition of Globalisation

Globalisation is a process which leads to an integration of the cultural, economical, social, political and religious system throughout the world. It provides an opportunity for the whole world becomes a single market (process called as economic globalisation) and the raw materials, services and capitals are traded between countries and also provides a flow of researches and information between countries at worldwide level. In fact, it is the globalisation that encourages the requisition of diverse workforce.

According to WHO, globalisation can be defined as “the increased interconnectedness and interdependence of people and countries, is generally understood to include two inter-related elements: the opening of international borders to increasingly fast flows of goods, services, finance, people and ideas; and the changes in institutions and policies at national and international levels that facilitate or promote such flows. Globalisation has the potential for both positive and negative effects on development and health” (source- <https://www.who.int/topics/globalisation/en/>).

4.3.2 Relevance and Impact of Globalisation

Globalisation is very relevant for sustainability or organisations in international markets. Few of the significance and impact of globalisation can be mentioned as follows:

- It encourages exchange of technology, training and skill development, organizational development as well as nation development.

- Though, managing a diverse workforce and imparting them the updated technical knowhow is a big challenge for the organisations (as discussed in the previous chapter also).
- It is a process which promotes adoption of new technologies, adapting the other existing technologies, cultural differences, foreign policies and managing change.
- It provides an opportunity for organization to recruit, retain as well as train its workforce to adjust to different cultures of various countries.
- It provides an opportunity to employees to work at overseas level and gain experience.
- It encourages individuals to overcome cultural differences and cultural identities.
- It helps the HR managers and related employees to gain an expertise on legal policies, tax laws as well as labor laws of other countries (since they need to deal with employee grievances).
- It also promotes development of linguistic skills for in house and foreign staff for the smooth flow of communication.
- It is a process which helps in development of trades and financial exchanges.
- It helps the world to unite as a global entity.

4.3.3 Types of Globalisation

Globalisation is taking place in several ways. It is not only the exchange of human resources, goods or trade but also the exchange of ideas and information is also being actively taking place through the process of globalisation. In this section, you will be introduced about the different type or ways of globalisation :

- **Economic globalisation:** The international trade of commodities and services, the spread of technologies and the flow of capital across borders has led to interdependence among the different economies of the world and this interdependence across countries is termed as economic globalisation . It has lead to expansion and integration of international markets.
- **Cultural globalisation:** The cultural globalisation refers to a process through which the different countries try to adopt the values, beliefs, principles, costumes and tradition of each other. This unification of culture helps the nations to understand the thoughts and feelings of people belonging to other cultures also and thereby they turn out to be sensitive about others' values too.

- **Financial globalisation:** The unification of international trade market has given out ways for financial and monetary exchanges. This is known as global financial system or financial globalisation which has an influence on all related countries. A depreciation or appreciation of financial value of a nation influences the financial system of other nations too.
- **Technological globalisation:** The technology has also integrated the world as a single unit. Social media for example, has interconnected individuals through a common platform of digital world. Internet has made communication through various modes easier and approachable.
- **Political globalisation:** Several international bodies or committees are trying out ways to maintain relations and security across borders. International organisations such as United Nations, World Health Organisations as well as NGO's at global level have been actively contributing towards maintaining peace, progress, employment, security, justice and so on within international boundaries. These contributions have led to political unity among nations, and are known as political globalisation .
- **Sociological globalisation:** Due to the globalisation process, people belonging to different societies are also connected together. This process of sociological globalisation has made people remain connected, share information instantly and interdependent. This has also led to integration of various societies.
- **Geographic globalisation:** The process of exchange of goods and services has given an opportunity to the people to travel across various countries for gaining experience, education, travel purpose and finding out better opportunities. This has ultimately led to the fluidity of geographical boundaries.
- **Ecological globalisation:** There are several organisations who are working out ways to save our ecology and environment at global level. The changes in weather, atmosphere and disasters influence people in similar manner across the different countries. Such precautions and steps of prevention to handle our environment globally have unified the ecology of the world at an international level.

Check Your Progress II

- 1) Explain economic globalisation.

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4.4 ROLE OF TECHNOLOGY

Technology refers to amalgamation of techniques with an aim to combine resources to solve problems, to advance, to update and to progress at different areas. Technology has a significant role in the process of globalisation as well as in managing human resources. In fact the need of technology advancement has now led to an emergence of a new discipline called, 'Technology Management'. It is a field that helps organization towards integrated planning, optimal utilisation of resources, effective designing, managing and controlling operational aspects with an aim to benefit employees as well as employers. In this section, we will discuss about the role and impact of technology towards globalization as well as human resource management.

4.4.1 Role and Impact of Technology in the context of Globalisation

As mentioned earlier, globalisation is a process of exchange of ideas, information, goods and services across the world. It significantly contributes and makes the world a single international level market. Such unification is possible only with the help of development, gain in expertise, skills and technologies. Few of the roles and relevance of technology in the context of globalisation can be pointed out as follows:

- **Managing business and markets:** Technology has a relevant role towards managing trade and business at an international level. It helps in overcoming trade barriers, cost of transport, and exchange of information at an international level.
- **Managing ethical standards:** It significantly helps in updating the ethical values of the societies of different countries across the world. This contributes towards sensitization and development of understanding between countries and helps in overcoming ethical issues within international boundaries.
- **Managing global network:** Globalisation has let different companies to have their outlets and branches in different countries. Technology helps these companies to manage tasks at global level.
- **Managing communication:** Technology has been helpful in managing communication across the world. It significantly contributes towards exchange of ideas, values and information throughout the world and thus helps the world to develop in unified way.
- **Managing employee engagement:** Technology provides an opportunity to the employees to work differently. They are now more connected, their participation has been increased, have developed international relations and share values of others. This in a way motivates them and

keeps them engaged. Further, the development of several platforms has also contributed towards community engagement.

- **Manages Collaboration:** It is the technology which has helped different companies to merge together at international level.

4.4.2 Role and Impact of Technology in the context of Human Resource Management

Technology has helped in managing almost every aspect of human resources, be it automatic attendance, checkout registrations, instant tweets and messages. Few of the other roles and impact of technology in human resource management can be pointed out as follows:

- The human resource (HR) technology helps in recruitment and selection of employees. It helps in advertising, attracting potential candidates and retaining existing employees.
- It helps active participation and administration of support workforce.
- It enhances the communication skills of employees and also helps in receiving and sending of information.
- Automated processes save time and energy of working professionals.
- It helps in collecting information from all employees at a time (e.g. through digital voting) and smoothen decision making strategies.
- It helps towards strategic alignment with the business objectives of the firms.
- It leads to enhancement of effectiveness and efficiency by reducing time, costs and energy of the employees.

Check Your Progress III

- 1) What is technology management?

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4.5 LET US SUM UP

Thus, it can be summed up that corporate social responsibility is a method with the help of which the companies of the corporate world significantly contribute towards the development of society. It can be done in many ways like sponsorships, donations and so on. Further, globalisation refers to

exchange of human resource, skills, technologies, goods as well as cultural practices which helps in enhancing interactions and relationships between people and countries throughout the globe. Lastly, it can also be summed up that the technology has a significant role as well as impact towards development.

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4.7 KEY WORDS

Corporate Social Responsibility: Activities which are being done by the organisations for the development of society (which can be in form of imparting education, developing schools, helping out NGO's, building hospitals, investing money for betterment of women, children, old ones as

well as disabled persons and many other related social activities) are known as ‘*Corporate Social Responsibility*’.

Globalisation : Globalisation is a process which leads to an integration of the cultural, economical, social, political and religious system throughout the world.

4.8 ANSWERS TO CHECK YOUR PROGRESS

Check Your Progress I

- 1) What is corporate social responsibility?

According to the World Business Council for Sustainable Development: Corporate Social Responsibility can be defined as “a commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large”

Check Your Progress II

- 1) Explain economic globalisation.

The international trade of commodities and services, the spread of technologies and the flow of capital across borders has led to interdependence among the different economies of the world and this interdependence across countries is termed as economic globalisation . It has led to expansion and integration of international markets.

Check Your Progress III

- 1) What is technology management?

It is a field that helps organization towards integrated planning, optimal utilisation of resources, effective designing, managing and controlling operational aspects with an aim to benefit employees as well as employers.

4.8 UNIT END QUESTIONS

- 1) Discuss the concept and types of corporate social responsibility.
- 2) Describe the significance of corporate social responsibility.
- 3) Elaborate upon the meaning and relevance of globalisation .
- 4) Describe the various types of technology.
- 5) Explain the role of technology towards globalisation .
- 6) Discuss the impact of technology towards managing human resources.