Lecture 07: The Context of HRD (Contd.)

Welcome to the second session of the second week here we are going to discuss about the global perspective of Human Resource Development.

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Session 2

Global Perspective of HRD

And I am going to talking about the global perspectives we have to say that how HRD has evolve itself as a discipline or a period of time across time in nations and cultures. See if you look at the development of human resource development as a discipline mostly it is developed in the western part to the world, may be UK inverse.

But at the same time we also have HRD activities in emerging economy like in Asia or other countries, like China, India or other countries where they have develop full air what you want

tell you is that we have to see that in global perspectives how HRD as involve any develop itself kind either it is apply. In this process will talk about various activities that how HRD understood and practiced across the globe. I know that would be differences and western perspective are non western perspective because of the cultural differences.

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HRD from a global perspective

- Allow for "application in diverse cultures and values that pertain to different geographical locations"
- The definition of HRD varies "from one country to another, and national differences are a crucial factor in determining the way in which HRD professionals work"
- Need to understand, participate, and identify key contributions to the origins and growth of HRD across nations and cultures

Because of the social differences, because of the systems and practices that is updated by different countries when it comes to works process it organism and similarly find that all HRD also different across regent across culture, across natures and how it has develop that was what we are discuses it one by one the flow at HRD from the global perspectives basically. The idea is to see that how the systems and practices how been developed I have been practiced and diverse cultures.

The across geographical locations because the some kind of systems and practise kind and by update a across nations are cross cultures the kind of systems and practiced that have been develop and Asian countries are European counties at different what you call European countries or America or Canada. Say for example if you look at Japan the kind systems and a practise they have in the name human resources management and develop is different compare to (Germaine or china or India. So, what we are going to discussing about here is how HRD has you evaluated itself by the discipline cross cultures and cross different, develop geographical locations.

Now in the process we have to see that human resources development systems and practices it various from one country to another one nation to another and this cultural context and

social context is very important factor when you it comes to defining or determining how HRD professional are going or because the HRD professionals belong to particular nation or culture and this nation and culture is going to influences them that way they are going to work that what I mean to say here that how you are going to take if it is work. So if look at India how Indians take up has work how Indians consider work or how Indians find many in the work or how Indians while do work is going to be different from how Japanese find meaning.

And well with work or how Chinese find meaning well with work or how American find well meaning the work. I give one example to explain this factor they role of cultural and next numbers factors. Say for example Indians are working may be six days or seven days some times. we are working 24/7. So your values systems allow you are low cultural context allow you to work for longer hours I do not mind for working longer hours. Because the sometimes in does it is in but it is because part of the values systems that this no off working in this office working at home hours.

But, if you look at other countries and other cultures they do not carry their work to home. So, we there are totally segregate. So it is the part of the values systems which is part of the culture. So, when it comes to human source development these cultural contexts are going to affect the way the people are going to work and that others how you are going to provide meaning and value to the work.

Because when you are going to design and development HRD program you have to ensure that it is going to be in a particular context and situation and this context is coming from where the culture and the society. Because ultimately the people are going too far to the culture and society to they belong so we are for going to deny and develop a program you ensure that it is going to be meaningful for them, now so what you need to understand is that how HRD as a discipline has developed itself it means we are going to see that how it has developed how it has grown up across nations and cultures.

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HRD in Global Context

- The global context of HRD has fundamentally shifted due to changes in political, economic ad social and cultural factors.
- Implications for HRD profession and practices
- The degree of variation in HRD practice and profession around the globe may be attributed partly to the lifecycle of human development in different nations

So that is what we are going to discuss here is that we need to understand and identify major contributions which have been made by various countries and cultures in the growth and development of the people. The definition have come from different parts of the work and how it has kind of come up let us see, in a global context what we can see is that is the context come from where they know and the environment basically consist of the external environment.

Now when I am talking about external environment please that we are going to talk about political economic social cultural factors. So these political economic technical and social cultural factors why do you from one culture to another culture or one nation to another nation, like in certain countries you have a different kind of political system, certain countries you have a different kind of economics terms, social cultural systems are difference.

So there is a variation in political economic social and cultural systems of the organizations. So the kind of HRD systems that they are going to develop it has to be in tune with these kind of systems, because the kind of challenges HRD is going to face for the organization is emanating from the political economic and social cultural factors. So this environment must be kept in mind and this environment is going to be specific for a particular country for a particular geographic region.

So when you are going to design and develop any kind of HRD program you must keep that particular point in mind that what kind of political economic social cultural systems are operating in that particular reason is culture. Now moving to another important part is that unless you are able identify the political economic systems it is very very difficult for you to

identify the kind of systems and practices that you want to adopt for the human resource development.

So it has implications for both the practice and the profession. So you will find that yes there is a variation in the practice and profession is around the globe and it is basically at tribute to what the human development process. Now the human development across nations varies. What I mean to say here is that if you look at the life cycle of human development which you relate with human resource development.

So if there is a difference or variation in hum an development across nations you can expect variation in HRD practices in systems. Because human development is also related to HRD. Because HRD contributes to human development, because you have certain industries of human development and these industries of human development as related to what to better quality of life, economic, prosperity. So these kind of industries of human developments are directly linked with HRD practices system, because HRD contribute to growth and development of that people which provides them a better quality of life, which provides them economic prosperity.

So these things may be linked with each other and that is why if you look at human development index of a particular nation, you can associate that kind of systems and practices for the growth and development of the people is followed in that particular region. So with this context we see that how environment is going to be very very important factor, because this environment is going to very very specific in that particular context of the nation or the culture.

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HRD Perspectives: HRD and Its Environment

- HRD as system or process paralleling the other processes in the organization.
- The organizational system and the processes within each have their inputs, work processes, and outputs

So see HRD is also a system paralleling the other processes. What are the other processes? Say marketing processes, RND processes finance systems. So they all systems of the organization and all these systems run together. Though they are coordinated and integrated by the organization to facilitate better performance, but since HRD is also system a process like any other process in the organization, so this processes is also going to affected by the environment like marketing RND, finance, it is going to be affected by economic factors, technical factors.

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HRD Perspectives: HRD and Its Environment

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- The organizational system and the processes within each have their inputs, work processes, and outputs

So HRD is also going to be affected by social cultural factors, political factors, economic factors. Moving for the next part is we have to see and I have already explained it that is you are considering organize major system where you have been input, view the process and verify an output. So input is coming from various systems then you have transformation process for that and then you have certain outputs.

Now you have to understand organization as a separate system in that case you have to see that what is the input that you are going to use in terms of input what are the processes, processes could be related to the delivery and what is outcome, what is being learn by the people that could be the outcome, input could be how have designed and development the program who is going to deliver what is being delivered in terms of content processes that could be the input for an HRD system.

So if we are thinking HRD as a system then for that you have input, you have process and you also have output. Now output, input and process is to be related with each other. So input could be content designed of the program. Input could also be relate to what we call people who is going to be trained processes how the program is being delivered implementation who is the trainer in this kind system resource and top management commitment also part of the system.

And then output could be improvement in learning knowledge skill, now when we are thinking HRD is a process, so this is how we go about it HRD process module which could be identify that designed assessment design and delivery and outcome. Now when we are treating this as a system and process and then we have other processes is a marketing it will

also add similar systems, you also have finance which could be in the system. Now each what of them appeared own processes, but these processes are also integrated with these processes. Because HRD is going to have budget from the finance, the output is going to be marketed by the organization.

So they need to coordinate their activities with each other. So all these processes run together in the organization. Each one of them have this would separate systems and processes. And that is where you have to see that when you are looking at HRD, you have to identify the environment in which it is going to work. So it is very important to identify the environment in which the HRD activities takes place and the environment is coming from what you call the nation, the culture, the society, the community to which the organizations and systems belong Organization system belong, now moving further let us see how we are going to talk about it.

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So in this case if you look at the last point, so each system with unique in the sense. You have a marketing system, you have a HRD systems or you have finance systems. So all of them are integrated with each other, so when we are talking about a systems processes, structure and machine technology and human resources each of them are going to integrate their activities with each other.

And the larger environment which is basically culture, society, community, technology in these kind of things. It is not that, it is going to influence only HRD, but it is going to influence of political system, it is going to effective the marketing and everything. Because

you are going to work in a frame work which is going to be influence by the external environment and the internal environment.

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HRD in Context of the Organization and Environment (Swanson and Holton, 1998)

Now we are going to discuss about the environment It is very very important to see the kind of environment in which you going to work. So look at this picture, so the environment is coming from where the economic forces, political forces and cultural forces, there could be technical forces, there could be social forces which is not mentioned here, but they could also be a part of the environment. Now what you have decided about the environment which means that you are going to extend the external environment to identify the kind of environment that you have which is going to help you to operate within the organizational frame work.

It means the external environment is going to decide certain things related to organization, because environment is the most important thing when it comes to deciding about or having it is influence on the structure, the technology and the kind of people that you are going to have or the kind of strategy objectives then organization is going to have, because see people are coming from the external environment, your technology is also coming from the external environment. Based on the environment you are going to decide a structure which is going to facilitate certain process including learning base the environment you are going to said about your strategy to remain competitive in the market.

So once you have scan the environment and you have identified the kind of structure technology in strategy that you have. So you decide about the kind of people that you

require. Moving to the next stage when you are treating HRD as a systems, so you are going to use certain inputs, you are going to process it and then you are going to have certain outputs. So the input is basically related to the first part that is identify the needs of the people. Once you identify the needs of the people the next stage what you do.

You are going to say that how you are going to process this input to make them competent. So you are going to implement HRD process design and develop a program implementation evaluate them in terms of what they have learned so the learning is basically the outcome which is related to human resources. And they have their influence on the breathing that you have in the organization with in the kind of technology that you are going to use and they are going to decide the kind of structure that you would like to have they would decide what the kind of misunderstanding strategy that is required.

So ultimately it is by human resource who is going to decide how you are going to scan the environment and based on the environment and analysis how you are going to decide about the kind of structure technology in strategy that you are going to use. So the role of human resources in a scanning the environment is very very important. For example, if you look at these two lines see they are integrated here. Look at this. Similarly other side it means the role of human resources cannot be undermined because it is the people who make difference when it comes with strategy, structure and technology.

So what I mean to say here is that if you look at the border frame work within that it is the knowledge and skill of the people which make a difference in the organization, because they are going to see that how they are going to cooperate with the challenge of the environment. They are going to decide based on this environmental forces what kind of strategy is to be devised what kind of structure is to be kept there, what kind of technology is to be used. And then depending upon the requirement of the organization the role of the RHD is to ensure that they made up certain processes to develop the competencies of the people.

So that they are able to do it. So in that way you can link environment organization of the HRD activities from environment you move to the organization you identify the requirement of the people and based on the requirement to ensure the competence of people through this systems approach process, so that you are able to develop those outcome symptoms and competencies which helped them to proceed further and that's why you are find that there is two way link is there.

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Global Perspective of HRD

- Understanding HRD in emerging markets rather the western perspective
- Imposing western concepts, theories, and models in emerging markets
- Historical influences of HRD from a non-Western perspective
- Applying Western HRD practices in non-Western regions
- Similarities and differences across territories regarding the HRD
- Convergence of theories, and models due to globalization

Moving to this let us see that how we are going to look at the global perspectives. So they are two different approaches. One that is in the developing markets or the emerging markets and when that is developed in the western perspective. So western perspective understanding human resource development is different compare to HRD in the emerging markets. Now if you look at the western perspective and the definition that's comes from that is the role of HRD is to ensure growth and development of the people. This could be universal principle for both western perspective or you are going to adopt in non-western perspective. But how you are going to achieve this goal the process is going to be different. The process is going to be includes by what the social cultural factors. So these social cultural factors are going to be important that is where the difference appear in achieving those goes in objectives which could be universal in nature. So if you look at this particular point it means that if you want to impose western theories practices in models in emerging market is it viable.

The question is that can be impose these concepts, theories and models in emerging markets even if you are going to impose it, there is no guarantee of possibility that it is going to be successful. Why because of the difference in national culture, social values, ethical values. Because of these the western concept theories and models should not be applied into the emerging markets which has the different kind context and this context is coming from the economic system, the political system, the cultural system, the social system. Now if you look at the development of human resource development in non-western perspective you will find that there has been growth not only in India but other countries.

There have been people who are concerned with the growth and development of the people. Though not in a very formal way but informal way for example in China, in India we have very rich tradition of learning. Like in India we have this gurukul paarampara which is very as well as civilization people use to go and learn from teachers even in the jungle.

So this kind of perspective may not be useful today but it does not mean that learning was not taking place and they use to learn lot of a skills which was very very useful for their work since we did not have an organized industrial format at that point of time but it does not leaning was not taking place, so the context was different and that's what I am trying to emphasis is that not necessarily that we are going to impose western concepts, models and theories in non-western context.

And that is why it is not important to apply western HRD practices in non-western regions but in need to ensure that what kind of practices are going to be more useful in this kind of context and then you also need to ensure that see they could be difference in the HRD systems and practices in western and non-western systems and practices. What is more important is that though we are talking about different stage in systems of HRD across nations across cultures or geographic or territories one thing that is more important is it possible to converse and come to the common point where it is going to be useful whether it you are working in a western society or non-western society the reason is today we are going to complete in a global economy.

So the difference between say western and non-western is basically there going down why because today even if you look at the field of culture the globalism has lot of impact. Globalism has not only impacted economies it is also impacted societies and cultures and that is where they is a need to converse and see what is good for a particular society and whether we can adopt certain practices though they may appear to be western in different context all together or not.

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Origins and historical influences of HRD from a global perspective

Historical Time line of HRD
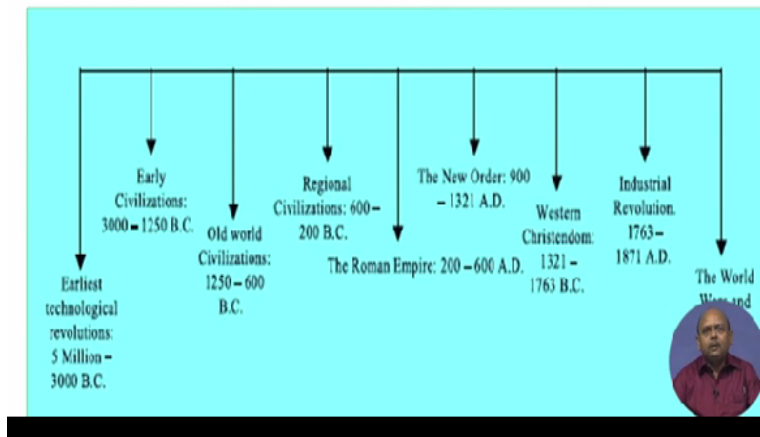
So we have to understand it from the macro regional perspective and also compare these perspectives and see what is going to be useful for us and then make use of it. Now if you look at this this gives your time line basically of human resource development starting with the early technological revolutions long that is a before 2000 BC when people used to live in jungles and used to what you call this stone age and this kind of things where people were using and trying to learn from certain things like using hammer of this stones and these kind of things moving to civilisation or the civilisation with the trying to grow and development trying to understand certain things to old civilisation.

And civilisation which developed in different parts of the world like you have Greek civilisation you have other civilisation you have like Indian civilisation then Roman empire and then the new adult came up then the western systems came up then ultimately this industrial revolution started in the late 18th century and then there was a world war and then you had a formal industrialization systems,. Say this line time that is not that important since that what happened the basic idea for riding this time line is to see how people have started learning starting from the old age since the beginning of the civilisation to date and see the growth in development that has happened.

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HRD during the Industrial Revolution: A.D. 1763-1871

Historical Events	New Perspective or ways of thinking	Impact on growth of HRD
The Industrial revolution and the creation of a new social class of workers	Vestibule training helped factory workers transfer skills and knowledge;	Formal type of training and learning among workers Developed;
Herbart - psychological processes of learning as a means of devising educational programs based on the aptitudes, abilities, and interests	The success of Herbart's methods led to their adoption in the teacher-training systems of numerous countries.	Establishment of roots of training within organizations
The emancipation of the serfs in Russia in 1861 and the abolition of slavery in the United States in 1863.	The rise of Marxism and the worker movement through out the world, Rise of trade unionism	Establishment of the working class and labor relations between employers and employees
The provision of social welfare in Germany	Employee welfare measures	Formal Industrial re

Because of that it means it is continually learning and upgrading the knowledge on skill base and the outcome is that what we have today has a move on modern industrial world, now here are going to emphasis on the early civilisation but I am giving two examples that has happened especially have to industrial revolution if you look at some the historical events and how it has impacted human resource development you can clearly say that the movement this industrial revolution started. So it provided a new way of thinking like vestibule to turning where you will try to actually train factory workers to work in the industry and then actually the formal training started among the workers.

Then other development takes place in the educational psychology and it was found that learning basically it needs to be devised in a way that which should be based on attitude and ability and interest of the people, so when you are going decide the learning program you should keep the learners perspective in mind. So that you can make in the learner scan better learn. And this kind of idea was actually adopted in a school teaching to start with where in the teacher training system they was supposed to be trained.

That how you are going to teach children so that they are able to better comprehend it. And that provide a route for training even in the context of the organization and finally you know the certain events, historical events like this emancipation of the surfing I mean the slavery that is also a form of slavery.

Then the US and Russia was there, and acutely historical events give rise to certain things like Marxism movement that is known as workers movement and in the Russia and other communist apart and also if you look at the western part you know that rise of the trade

unionism in 18 hundred started and this basically established and working class on the labour relations on employment.

And finally if you look at the social welfare activities which is started in Germany with organization with supposed to take certain welfare images and that is where the formal industrial relations have started working.

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HRD in the new worlds and aftermath 1917-

Historical Events	New Perspective or ways of thinking	Impact on growth of HRD
Concepts of scientific management and the Hawthorne effect	time and motion studies to find the one best way to accomplish a task	HRD was viewed as an essential tool;
theory of education, called functionalism, encouraged mental testing and adaptive behaviour	Emphasis on hands on learning in teaching	Development of industrial psychology
Training within industry develops the job instruction method	Quantitative and qualitative analysis	People need to learn skills
Introduction of computer-based training (CBT) and impact of personal computers	Individualized instruction delivered over internet	Development of economies of scale Sset standards for skill levels

Now this was the pre industrial relations of the first place of industrial relations now after that you know that lot of development has takes place scientific management came into existence where we had talked about time management studies there is how we can better rate of certain things in a more efficient way and then HRD was used at the essential to because they are think that people need to be trained to follow certain prescribed norms and systems to perform their job. That is all. So they are going to more productive.

So HRD was viewed as a way to see that people are going to be more productive by following fixed operating procedures not deviating from that, because that was the basic concept of scientific management then theory of education came, which was based on adult learning principles and here emphasis was on hands on learning. So that you can understand how things are done.

This basically resulted the growth of industrial psychology. So you are going to apply certain principles of psychology in the context of the industry. And then industry training start it is with people were being trained that how to perform job and then you win for certain analysis that in order to look the impact and then people learn to need to learn certain new a skills. If

you look at the latest development now have computer base training and these kind of things and you have individualised personality structures delivered are the internet even if this is been delivered the entire internet.

So you can watch and see what is happening in the field human resource development and that is been done at a large scale that is why call it economy of skill, so you convey our skill basically is related to what you call a mass base production system. Opposite of that is economy of is scope where you are going design and develop certain things which fulfil the requirement of a specific set of people.

So both economies of skill and convey of scope developed here and accordingly people who were trained to see that how they can make use of this If you look at the historical development yes definitely if you look through this if you find that is lot of input I want in to shape and craft human source development practices in across nations similarly we will also find that they are variations in HRD practices.

And it is related to the life cycle and also the new economies in other countries have created an opportunities and challenges for the HRD, say for example the new liberalization policy of

the government of India inputs lot of challenges on organizations to see that how they can develop their people to face the new challenges.

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Session 3

Strategic Human Resource
Development

Right and that is all thank you.