

Challenges for Global Human Resources Managers in corporate sector

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Abstract

As management is an environment in which people works together to accomplish a selected goal by the organization. Human resources is that group of talented people recruited and retained by the organization who accomplish the selected goal. And now a day's organizations are becoming global due to some changes in the economy and most important to compete with the competitor and to stay in the market. so it become more important for human resources expert to retained the employees and faces a new challenges .we can enumerated some important challenges these are : The Changing Role of the HR, Demanding for talents, Outsourcing, Working Environment, Diversity, Technology, Leadership development, Organization culture,

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Introduction:

Corporate sector include all MNCs and larger private company for indenigious to developing country like Wall-mart, Shells and Motors. It is a part of economy made up by the company. It is a subset of the domestic economy, excluding the economic activities of general government, private households, and non-profit organizations serving individuals.

The management activities are different for every manager. Some managers find out different strategies, and implement them in their respective fields. Obviously they arrive at better results. They are called 'experts'.

Experts are the senior persons in the middle level of the organization who performed all the work related the Human resources in the organizations. Expert in the organization play an important role and he should have vital quality in them .these is given below:

1. Experiences : Expert should have experience of his/her field only then he can predicted the future and can have a changes in the organization easily if needed
2. Knowledgeable : As it is said knowledge is a power so expert must have a knowledge of his/her felid
3. Leader: He/she should must have a leader quality and must know how to lead
4. Innovative: As innovation is important in the organization these days if there is no change according to the change in the economy then the organization will not survive much longer in the market or on global scenario. So the expert should be innovative ready to adopt change

So these are the some of the important qualities required in the expert

Management is the process of designing and maintaining an environment in which individuals working together in groups, efficiently accomplish selected goals. Management applies to any kind of organization. The basic aim of managers is the same: to generate a surplus.

Characteristics of HRM in corporate Sector

1 Ample Function

Human resource management is concerned with managing people at work. It covers all types of people at all levels in the organization. It applies to workers, supervisors, officers, managers and other types of personnel

2 People-Oriented

Human resource management is concerned with employees as individuals as well as groups. It is the process of achieving the best fit between individuals, jobs, organizations and the environment. It is the process of bringing people and organizations together so that the goals of each are met.

3 Action-Oriented

Human resource management focuses on action rather than on record-keeping or procedures. It stresses the solution of human resource problems to achieve both organizational objectives and employee's personal goals.

4 Individual-Oriented

Under human resource management, every employee is considered as an individual so as to provide services and programs to facilitate employee satisfaction and growth.

5 Development-Oriented

Human resource management is concerned with developing potential of employees so that they get maximum satisfaction from the work and give their best efforts to the organization.

6 Persistent Functions

Human resource management is inherent in all organizations and all levels. It is not confined to industry alone. It is equally useful and necessary in government, armed forces, sports organizations and the like. It permeates all the functional areas, e.g., production, marketing, finance, researched.

7 Young Disciplines

Human resource management is of comparatively recent origin. It started in the last part of the 19th century. It is relatively a new specialized area as compared to manufacturing and marketing.

8 Interdisciplinary

Human resource management involves application of knowledge drawn from several disciplines like sociology, anthropology, psychology, economics, etc. In order to deal with human problems effectively, a manager must depend upon such knowledge.

Challenges for Human Resources Manager

1. **Changing the role of HR:** In the competitive world human is the only resources who can compete with diversity in the organization as demanded. Because they can fell, learn and compete.
So it is important in today's competing world that manager should know how to retain the good, professional and experienced candidate so that he can run the organization smoothly
2. **Demanding for talents:** It is important for CEO of the company to have a experienced and professional in his organization so that organization can achieve the target goal set by them. as in the globalization world competition is increasing for the organization to have the best and how to retain "the Best" candidate in organization



As they are 4 generations working in today's era. And generation "x" and "y" is the generation which is talented and can easily adopt the change as demanded.

3. **Outsourcing:** Mean to have a something easily available and affordable by the organization or we can say that organization do not get that work done in the company but from the outside of the company from other. In an era of globalization, this makes sense. Employers seek global, rather than local markets, so that economic factors in one location do not hinder progress. Employers see the positive impacts of locating offices and factories in global markets and tapping the strengths of local employees who are familiar with business and employment practices in the new locations.

There are some reasons to have Outsourcing .These are given below

1. Cost reduction – economies of scale, automation and process improvement, especially for transactional work
 2. Focus – allows HR to allocate time to strategic, not transactional, concerns
 3. Regulatory compliance – minimizes or transfer legal risk to the outsourcer and obtains specialized regulatory expertise.
 4. Access to best technologies – mutual benefits to ensure technology is continually upgraded
 5. No available internal resources – provides an HR capability for a company that does not have one, cannot staff it, or cannot afford a full-time resource, but has reached a size and complexity where expertise is required
4. **Working Environment:** It is vital part in the HR because organization success is depend on it. And there is no competitive advantage to have a stress-out, exhausted worker in the organization. And there is direct link between quality of work life and employee performance and engagement.

As organization is becoming global Diversity is a new issues faced by the organization. and diversity mean a change it can be in working enviroment,economy, technology, culture, education, need of the employees and organization too.



5. **Diversity:** It is a complex change occurring in the global scenario as it is very important required to the company to survive in the global scenario. diversity is a change it can be in technology, workforce, culture, etc. The reality is that today's workforce and the workforce of the future will be made up of a diverse, complex collection of employees, all with different needs and experiences. And this is good, because an organization with a broad variety of people with a diverse range of perspectives is better able to do business with a variety of people, to solve a variety of problems and to make a variety of decisions.

As companies become more global and are using more offshore services, it creates the need for diversity strategies that go beyond our own national borders. It will take a whole new level of education, tolerance and a Willingness to embrace change. HR will need to provide cross-cultural support and training for virtual global teams.

- 6 **Technology:** To today's young professional's computers, PDAs, cell phones, Facebook, twitter, etc. have become appendages, keeping them constantly connected. Eventually technology is going to eliminate most HR jobs as they exist today. Which is another reason for HR professionals to become more strategic? Technology, with all its self-service and anytime-anywhere communications capabilities, coupled with outsourcing, guarantees there will be fewer HR people in corporations.

Technology continues to impact us profoundly, both in our personal lives and in the workplace, and it will continue to evolve. While it has some positive and negative impact

7 Leadership development: Leaders are not borne and are not prepared through practices. Leader is a person who knows about every aspect of the organization and know the strategies how to manage the changes demanded in global era. Some below are the given qualities of leadership

1. Flexible: He should easily adopt the change as required.
2. Knowledgeable: He should have knowledge about his field. He should be expert in his field
3. Experienced: He must have some kind of experiences so that he can easily predict the problem in future and easily resolve it with ought wasting any time
4. Skills: Skills are the important. As in today's changing scenario it is required that everyone should have some skills because only then you can survive in the changing global scenario

8. Organization Culture

The regular habit called Culture! Ethical behaviour should be a core component of company culture. Ethics related language in formal statements not only sets corporate expectations for employee behaviour, it also serves as a shield for companies in an increasingly complex and regulatory environment.

But what is culture? What drives it? How do values affect corporate performance?

Culture is not a concierge serving up free fresh fruit in the cafeteria, nor is it a values chart hanging on the wall purporting commitment to integrity, respect, honesty and customer satisfaction. Organizational culture is the shared assumptions, beliefs and norms of behaviour of a group. It has a powerful influence on the way in which people behave.

8. Recruitment: It is important for managers to the best candidate and retained it for a long period and had a proper advantage from his education and skills.as the organizations are becoming global

Factor affecting Global Human resources Management:

Changing scenario has been effected by lots of factors especially when an organization are becoming global these are given below

1. Culture: It is important to know the culture of that nations in which you are performing and want to satisfy your customers and employees. Because if you don't act according to that nations culture than you can not stay for long period in the market.
2. Economic factor: Currency fluctuations ,Inflations restriction on transferring affects the HRM
3. Political Instability: You can easily understand it that if there is instability in economy political party it can create a lots of problem to the foreign company especially in India like country because lots of work related to organization /MNCs are being decided by the political parties

Some of Case Studies of Global Human Resource Management:

1. Google's HR Practices: A Strategic Edge?

Google, based in Mountain View, California, is the world's most popular search engine. The company was not just known for its innovative breakthroughs in the technology front, but is also known for its unique culture and innovative Human Resource (HR) policies. In a survey conducted by Business Week magazine,

Google was the most sought after company by college students, MBAs, women, engineers, and diverse individuals. Google ranked 1st on the 10th annual '100 Best Companies to Work For' list of Fortune, a well-known international business magazine. HR practices at Google is named 'People Operations', which is designed to underline the fact that it is not a mere administrative function, but ensures to build a strong employee-employer relationship.

Google's HR practices clearly reveal the impressive results of the company's approach, which help in increasing employee productivity. The case facilitates discussion on whether the 'Best Place to Work For' culture at Google is to really attract and motivate the employees or if it is with a business motive.

Objectives of Case Study

- To analyse how employees help a company in differentiating itself from its competitors in knowledge-based industries
- To analyse how companies attract the best-knowledge workers and retain employees in a competitive environment
- To analyse the innovative HR practices and the 'Best Place to Work For' culture at Google
- To analyse the future implications of Google's HR practices in the long run.

Industry IT Industry Reference No. HRM0037C Year of Pub. 2008 Teaching Note Available Struc.Assig. Available

Keywords

Google; HR Practices; Innovative Work Culture; Benefit Packages; Retention; Recruiting Machine; Competition for talent; Knowledge-based industries; HRM Case Studies; Workplace Design; Employee Benefits

2. The Tata Group: HR Challenges

The Tata Group, one of the largest and most respected business conglomerates in India, had an outstanding heritage of adopting some of the best HR practices.

Over the years, the Group had expanded rapidly and a common HR platform was needed across the group. A Group HR Strategy was formulated and implemented across the group, with great success. With many Group companies expanding globally, executing the HR policies across the various entities would be a challenge. It remained to be seen if the Tata Group would maintain

the founding ethics and values in its quest for growth and global expansion. The case allows for discussion on challenges faced by large conglomerates in adopting standardized HR policies. It also allows discussion on issues pertaining to employer branding and how the brand equity could be sustained in a globalised scenario.

Objectives of Case Study

- To discuss Tata's HR initiatives as a model employer
- To discuss how the Tata brand equity could be sustained in its quest for growth across the globe and if the brand would suffer dilution in its pursuit for growth. Industry Business House Reference HRM0021C Year of Pub.2006 Teaching Note Available Struc.Assign. Not Available

Keywords

Employer Branding; Tata Group; Ratan Tata; JRD Tata; Corporate Branding; TBEM; TCS; Tata Steel; Tata Motors; Balanced Score Card; Brockbank Model; Tata Work Levels; Performance Ethics; Quality of Work Life; Employee Retention.

3. Google's HR Dilemma

Google's high growth rate is creating new HR challenges for the company. Google has built a culture where a well-chosen elite accommodates flexibility, shifting roles and, above all else, urgency. As Google grows in size and strength, it is a challenge to maintain the pace of innovation and convey a sense of empowerment to Google's engineers and product managers. There is a risk of the organisation losing its dynamism and becoming more bureaucratic. The case discusses Google's recruitment process, its efforts to entice the best talent in the industry, its unique work culture and its efforts to maintain the pace of innovation. Can the fast growing company also develop an inventive streak in human resources as it competes for an increasingly tight supply of search-programming talent?

Objectives of Case Study

- The case traces Google's HR policy, recruitment, work atmosphere and its efforts to manage innovation
- It also discusses Google's efforts to maintain the feel of a small team, the innovative edge and the challenges it faces in the process. Industry Online Company Reference No. HRM0020P Year of Pub. 2006 Teaching Note Not Available Struc.Assign. Not Available



Keywords Google; HR; Team; Innovation; Supply of talent; Search programming; Recruitment process; Work atmosphere; Stock options; Employee retention programme; Data based discussions; Hiring; Business

CONCLUSION: Diversity is the big challenge in the global era because all the above given challenges are just because of diversity. As diversity is change it can be in education, technology, culture, environment, people, education and many more .so the expert need to make diversity strategies and expert should have leadership quality to lead with the diversity issues in the organization with the global scenario.

As diversity is the big issue in today's era because there are mainly 3 generations working generation 'x', 'y' and Baby boomers. So it all about the generations and about their culture, pattern of Working, environment, skills, educations etc to retain them in changing era. Google is becoming global and making strategies to retain the difference generation, retaining and selecting the best employees in the organization culture of the organization is too there big issue. Same as the TATA Group as becoming global and making strategies to branding employee and brand equity to sustain in the global market

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