



3rd Orientation Programme

**STRATEGIC MANAGEMENT OF
HUMAN RESOURCES AMONG ACADEMIA**

COMPENDIUM



**Academic Staff College
Directorate of Entrepreneurship
Kerala Veterinary and Animal Sciences University**

Technology, Globalization, Millennials: The Future of Human Resource Management

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Prologue

Throughout the world people are highly dependent on technology and their standard of living is determined based on their use of technology. Technology has changed human life in terms of food production, distribution and consumption, creation of dwelling space, education and healthcare, travel and communication. New technological advancements such as Artificial Intelligence, Automation and Robotics have transformed the nature of work and workforce, enterprises, industry and the economy as a whole. The present technological wave is certainly a disruptive than the past eras of human history.

The term globalization in business management denotes doing business in more than one country, operating and expanding the business throughout the world, establishing manufacturing and distribution facilities in any part of the world. Ultimately the firm will have a global organizational structure, organizational culture and strategies. In this globalised era, competitive advantage of a firm is mainly depends on effective human resource management, and not on its capital or product features.

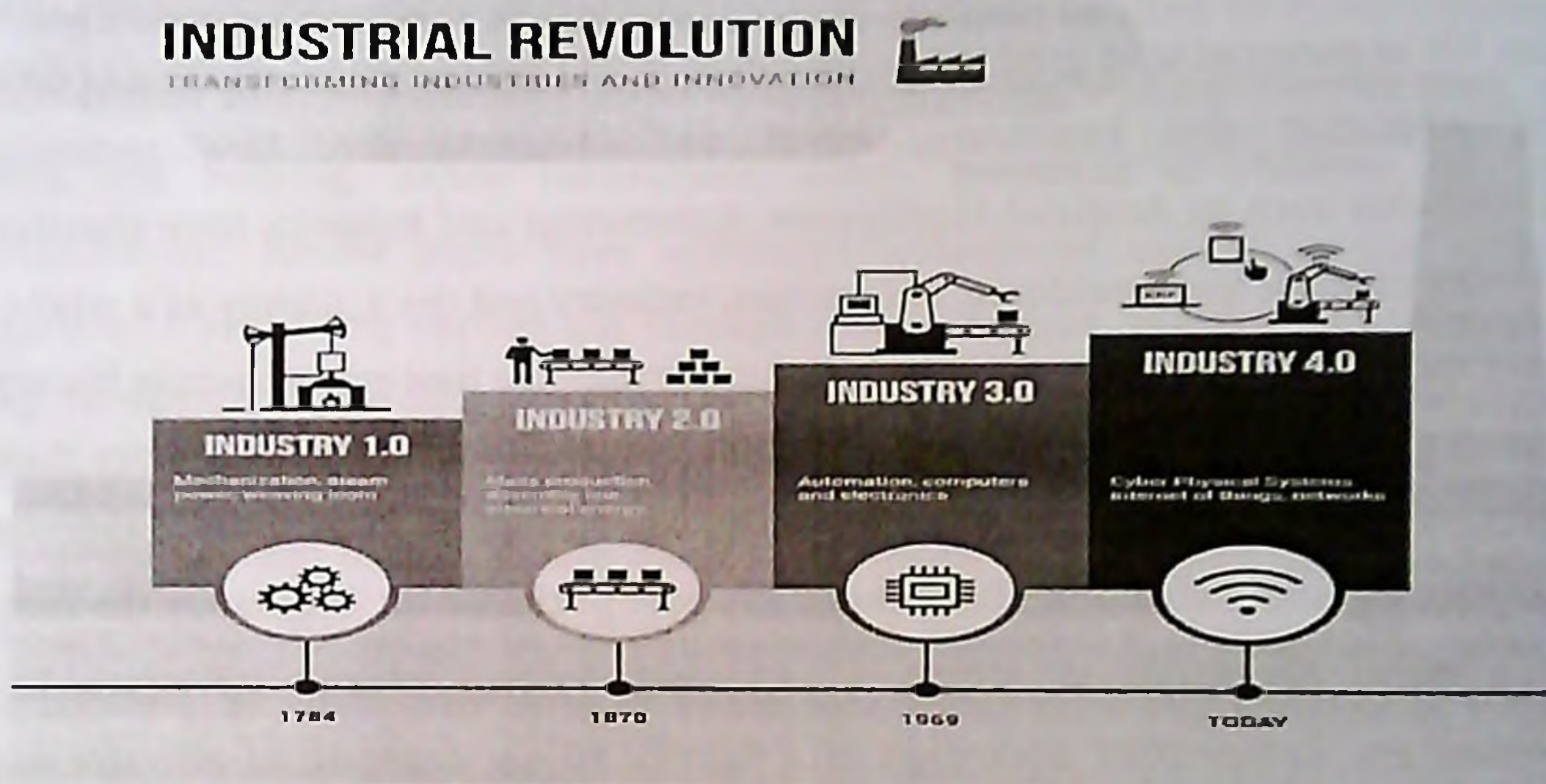
Millennials or Generation Y, whose birth years ranging from the early 1980s to the early 1990s were brought up under liberal political economic ideology. They grew up in the age of technology and less likely to practice religion than previous generations. By 2025, around 75% of the global workforce will be of millennials and the lions share would be from the emerging nations like Brazil, Russia, India and China.

In this background the present paper attempts to highlight the issues of future Human Resource Management under three headings namely:

- Technology and the Future of Work
- Globalization and the Future of Work
- Millennials : The Future Workforce

Technology and the Future of Work

Klaus Schwab, Founder and Executive Chairman, World Economic Forum, Geneva, states that the First Industrial Revolution used water and steam power to mechanize production. The Second used electric power to create mass production. The Third used electronics and information technology to automate production. Now a Fourth Industrial Revolution is building on the Third, the digital revolution that has been occurring since the middle of the last century. It is characterized by a fusion of technologies that is blurring the lines between the physical, digital, and biological spheres.



Source: <http://spacenews.com/sponsored/industrial-revolution/>. Retrieved on 3rd July, 2018.

Murat Sönmez, Managing Director, Head of Center for the 4th Industrial Revolution & Global Network, World Economic Forum states that the fast-emerging technologies like self-driving cars, artificial intelligence and data-intensive precision medicine will address the ever-growing social challenges that many countries face.

Here, it is worthwhile to mention the apprehension of Nobel Peace laureate Muhammad Yunus. "To me AI is the most dangerous technology. While we are excited about all that AI can accomplish to make our lives more beautiful, at the same time thousands of people will lose their jobs with machines taking over." "AI is now at a stage where it can wreak havoc, starting with autonomous cars that will render thousands of drivers jobless...Even in journalism, machine journalists and story tellers are getting awards for their articles and book," .

Pointing out that human beings will be reduced to beggars ultimately, he said, it is time to introduce Universal Basic Income, which can be given to all in order for people to take care of their basic needs.

He fears that AI which is expected to become as intelligent as human beings and gradually become more intelligent than human beings, would look upon human beings like they were "cockroaches" on this planet.

He feels the time has come to bring in restrictions and stringent guidelines for the use of technology.

"Today, technology does not have many guidelines like we have for medicines, food items etc. Very soon AI will be fighting wars, killing people, settling scores that are where we are headed. Therefore, I am pleading for some social guidelines that will tell us what can be done and what cannot be done with technology. We must bring in technologies that can serve the poor, in preventive healthcare for instance" .

Globalization and the Future of Work

The term globalization in business management denotes doing business in more than one country, operating and expanding the business throughout the world, establishing manufacturing and distribution facilities in any part of the world. The major advantages of globalization are cheaper and varied products for consumers, labour migration, and absence of trade barriers, outsourcing, and wider market accessibility to companies and so on. The major disadvantages are exploitation of workers, completion, merger and acquisitions (*It's Not the Big That Eat the Small ... It's the Fast That Eat the Slow*), widening gap between rich and poor.

The impact of globalization on HRM is as follows:

1. Managing cultural diversity
2. Managing expatriates
3. Difference in the employment laws

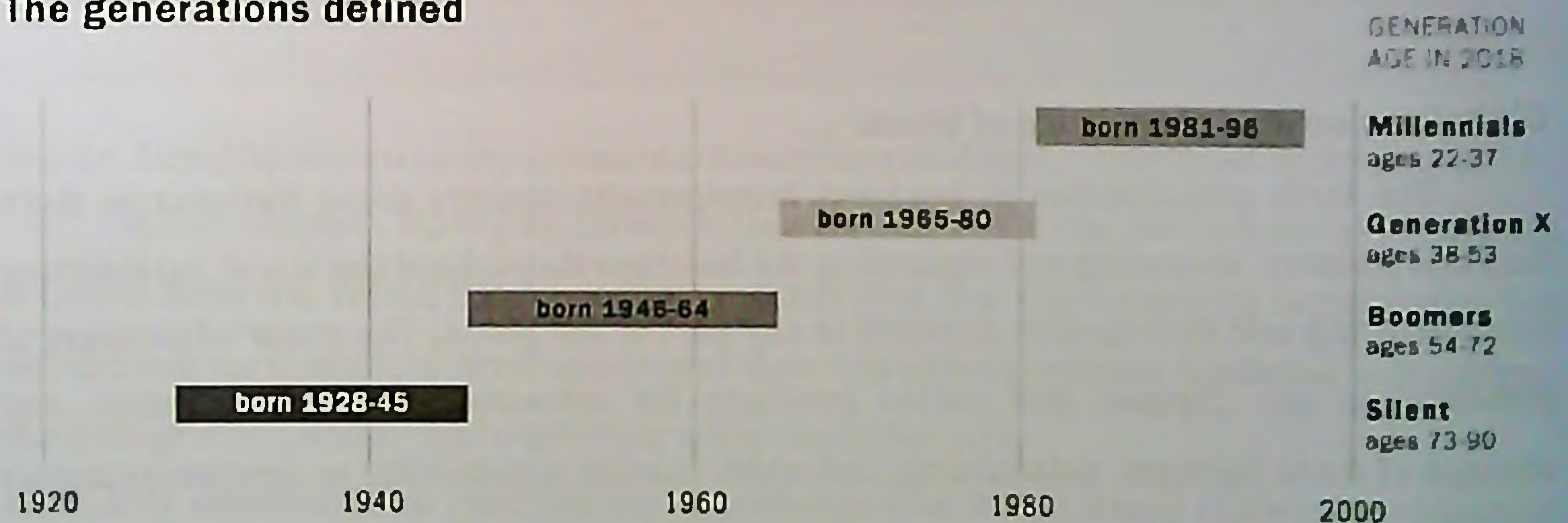
4. Managing outsourcing of employees
5. Managing virtual employees
6. Corporate Social responsibility
7. Coping with flexible working hours
8. Evolution of more part-time and temporary work (especially among the women, the elderly and students)
9. Coping with emerging technologies and quality measures
10. Changing perspective from subordinates to business partners

Ultimately the firms will have a global organizational structure, organizational culture and strategies. In this globalised era, competitive advantage of a firm is mainly depends on effective human resource management, and not on its capital or product features.

Millennials: The Future Workforce

The Pew Research Centre of USA is carrying out research on different generations and their attitudes and behavioral patterns. Anyone born between 1981 and 1996 (ages 22 to 37 in 2018) will be considered as millennials, and any one born from 1997 onward will be part of a new generation may be called as post millennials.

The generations defined



PEW RESEARCH CENTER

Source: <http://www.pewresearch.org/fact-tank/2018/03/01/defining-generations-where-millennials-end-and-post-millennials-begin/>. Retrieved on 3rd July, 2018.

Subramanian and Kalpathi states that millennials bring plenty of energy, enthusiasm, and varied thought processes to our workplaces, and many of them

passionately seek out meaningful experiences and want to create an impact. The challenge is that to provide them with purposeful work, a sense of autonomy, challenging assignments, and learning opportunities and invest in their growth, which will ultimately result in sustainable growth for the organisation.

Millennials were brought up with digital technology and it has an effect on how they communicate. They expect technology driven personal life and innovations in workplace. Millennials want to be better-off than their parent generation but not thought about their retirements. However, they are motivated much more than money and looking for companies ensures more in life than 'just a job' and opportunities for career progression. In spite of their personal demands of pay, place of work, they look for corporate reputation. They are also realistic in accepting jobs with low salary during economic downturn.

Millennials are also giving much attention for training and development and flexible working opportunities over financial benefits. Millennials want their work to have a purpose, to contribute something to the world, and they want to be proud of their employer. They want to work with the same brands which are appealing to them as consumers. Millennials value diversity and gender equality. They believe in continuous learning and spend time for gaining new experiences and absorbing new information.

Millennials want to work in the way that suits them best. They are more productive if they have greater autonomy over where, when and how they work. Another important issue in the workplace is that the intergenerational tension. Bringing generations together should be a priority task for HR Managers. Further the HR managers should understand the generation (diffuse intergenerational tension), get the deal right (what they will offer and what they expect), help millennials to grow (like rotational assignments), give feedback and they want and value it, set them free (they work with clear instructions and concrete targets), encourage learning (training and development), allow faster advancement (they value results over tenure), expect millennials to go (employees turnover).

Epilogue

The world Economic Forum in its report highlighted ten global challenges namely ending hunger, achieving food security and improved nutrition, income inequality, unemployment rate, climate change, universal financial access, fourth industrial revolution, gender equality, change in the trade and investments, lack of long-term investment in

infrastructure and affordable health care. Among all the above issues, fourth industrial revolution will have far reaching impact on human race. Technology replaces human role in all sectors. Globalization transformed the business world and retains only the cream. Growing unemployment rate and mismatch of skill and job requirements adversely affects the Millennials. It is high time that the policy makers should think differently and adopt the following measures to mitigate the problems:

- evolve an education system and learning for a changed workplace,
- encourage the private sector to invest in human capital,
- introduction of universal basic income,
- innovate how human work alongside machines

Thus technology, globalization and millennials are determining the future of job and needs more research studies to face the future world.

Issues for Discussion:

1. Will Artificial Intelligence (AI) transform the role of a teacher, doctor, engineer, and lawyer? If yes, how?
2. Globalization exploits youths in India. Argue in favor or against the statement.
3. Creativity and innovation are no longer the prerogative of the chosen few. Identify the factors driving the millennials to be creative and innovative.

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