

# CIMQUSEF'2010

## Trends in Human Resource Development

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# Technology

- Technology and global economy
- The major driver: Information Technology
  - Information Technology as new source for knowledge and practice.

# Globalization

Globalized world

Intense competition

Flexibility for a company

# Opportunities/Challenges

For emerging countries: Challenges

Information Age

Knowledge Economy

Hierarchies Fading

Management by Team Leaders

# Management by Teams

- Autonomous management
  - How to control without being controlling
  - Flexible supervision
  - Make decisions about
    - How work is done
    - Scheduling
    - Choose team members
    - Hiring the employees

# Challenges for Higher Education Institutions

- Competitive Pressures facing Institutions of Learning
  - Students/Workers whose knowledge and ideas are Practical and current
    - Skills and abilities can deliver results
    - Universities and other institutions should participate in job related education and training:
      - Focus
        - on Research
        - Business/industry/non profit organizations

# Challenges for Higher Education Institutions

- Peter Drucker:
- “ Any institution has to measure itself against the standards set by each industry’s leaders anyplace in the world.”

( Cited by Dr. Hermann Simon, Hidden Champions of the 21<sup>st</sup> Century, 1<sup>st</sup> Global Peter Drucker Forum, Vienna, Nov. 19,2009)

# New Generation of Workers

- Educated (Higher education graduates in most cases)
- Generation “Y” characteristics
  - Literate
  - Heavy tech users: cell phone, text messaging, computers, games...etc.
  - Connected 24/7
  - Politically disconnected in many instances
  - Great in multi-tasking
  - Money focused



# Some Indicators

- Teaching and Research
  - Occupation of graduates after 12 months
  - Student wastage rates
  - Number of publications/patents/Copyrights
  - Number of agreements with business/industry/NP
  - Percent of the budget allocated to research
  - Percent of the budget allocated to Technology
  - Faculty Development Budget, (conferences, research, travel, sabbaticals... etc.
  - Shared governance
  - Tenure of faculty based on performance
  - Assessment of Institution's performance