

10. INTERNATIONAL HUMAN RESOURCE DEVELOPMENT

(Pace, Smith & Mills, 1991)

Introduction

- Background
- Societal and cultural factors
- International setting
 - Class structure and status
 - Social institutions
- The objectives of international HRD
- Applying international HRD outputs
 - Class structure and HRD learning transfer
 - Social institutions and HRD transfer
- Communication and international HRD
 - Intercultural setting



BACKGROUND

- HRD activities extend beyond national boundaries
- Cultural aspects relate to relationships or processes within society
- International factors cover the large and macro systems and influence on behaviour
- Intercultural factors involve smaller or micro elements within a society or system
- Assume that trainers and trainees come from different societies or cultures



SOCIETAL AND CULTURAL FACTORS

SOCIETAL FACTORS

CLASS STRUCTURE	
Open	Closed

SOCIAL INSTITUTIONS		
Family	Religion	Education
Economic		Political

CULTURAL FACTORS

BASIC		
Ideas	Norms	Materials

COMPOSITE		
Ideologies	Technologies	Communication

INTERNATIONAL SETTING

Class structure and status

- Open system – achieved rather than ascribed status
- Closed system – in ideal case, upward mobility is not possible

Social institutions

- Family – nuclear as against extended
- Religion – support/barrier to change and innovation
- Education – conservative as against progressive
- Economic – public or private control of economic activity
- Political – facilitative/restrictive access to resources and opportunity

THE OBJECTIVES OF INTERNATIONAL HRD

Objectives – develop more productive individuals, develop skills for training others

Two different but associated situations:

- Professional
- Applied situations

Concepts describing total involvement of HRD professionals and service receivers

- (i) Structure
- (ii) Processes
- (iii) Mechanisms
- (iv) Transfer



APPLYING INTERNATIONAL HRD OUTPUTS

Class structure and HRD learning transfer

- Class structure – pecking order
 - Mobile/open as against immobile/closed, class as against caste systems
- Status – socio-economic



Social institutions and HRD transfer

- Family
- Religion
- Education
- Economic
- Political

Continuation

Culture and HRD transfer

- Ideas – relationship between humans and nature
 - Submissive
 - Harmonise
 - Mastery
 - time orientation – present oriented or future oriented
- Norms
- Materials
- Ideologies
- Technologies



COMMUNICATION AND INTERNATIONAL HRD

Six levels

1. Personal
2. Interpersonal/group
3. Organisational/intergroup
4. Cultural/ethno-central
5. Institutional/societal
6. International/intercultural

REVIEW

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