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HRD: A PEEK INTO THE UNCERTAIN FUTURE

Asif Hamid Charag

Student (Master of Business Administration)

Abstract:-The Problem.In today's world what majority of people look for is meaningful work at their work places. Not only this, the workforce of today has also looked for the integration of work with their social life in general. Now the question is whether there is any relation between HRD and the social lives of human resource. Whether the current concept of HRD is enough and the way we want to shape its future is actually going to hold.

The Solution.According to A. Maslow besides basic needs of an individual which are fulfilled by his job, humans also have a tendency to get themselves attached with others which Maslow termed as social needs. We need to formulate policies and strategies in a way that promote social cohesion rather than strengthening the concept of developing individual in isolation.

The Stakeholders The intended audience for this article includes HRD scholars, scholar-practitioners, consultants, and students interested in the construct of meaningful work, and the implications of reframing HRD around meaning and purpose.

Keywords: Social capital, Human Resource Development, Human Development, Social cohesion, Individualism.

INTRODUCTION

Modern business consists of several types of resources. Gilley, Egglund, and Gilley (2002) describe them as physical, financial, and human resources. The Industrial Revolution created several challenges related to people, leading to a need for the management of these resources (York, 2005). Although before industrial revolution there was a guild system, in which expert and experienced craftsman used to select and train the new workers as apprentices. Industrial revolution took place in the sixteenth century, with factory system of mass production and mass distribution, there was separation of ownership from management. Managers were not able to maintain personal touch with the employees. So the concern for the welfare of workforce is not something new, it has been in existence since ages. What we call human resource management today, dates back to 1800 b.c., which is evident from the inscriptions of Babylonian code of Hammurabi and Kautilya's Arthashastra, which explains in detail the importance of selection, incentives, performance evaluation, quality of a manager and wage rates.

However, the modern view of HRM first gained prominence in 1981 with its introduction on the prestigious MBA course at Harvard Business School. The Harvard MBA provided a blueprint for many other courses throughout North America and the rest of the world. These ideas spread to other countries in the 1980s and 1990s, particularly Australia, New Zealand, parts of northern Europe – especially the UK, Ireland and Scandinavia – and also South and South-East Asia and South Africa. Today, the HRM approach is influential in many parts of the world.

To reach here HRM has evolved through a number of phases and has also advanced into a next level of more development oriented phase known to us as Human Resource Development. Human Resource Development (HRD) is in a state of becoming. The need for HRD in itself can be said to have its roots in the recognition of need for education and training. So we can say the man has progressed from survival-driven learning to individual development oriented HRD.

So in the first section this paper will try to trace the evolution of Personnel Function to the modern concept of Human Resource Development. In second section, the evolving concepts regarding HRD and analysis of those concepts. The concluding section summarizes the paper's findings, and also makes recommendations for further research.

Evolution of Personnel Function or Human Resource Management

1. The Commodity Concept

"Man really attains the state of complete humanity when he produces, without being forced by physical need to sell himself as a commodity."

— Che Guevara

In classical political economy and especially Karl Marx's critique of political economy, a commodity is any good or service produced by human labour and offered as a product for general sale on the market. But in commodity concept of personnel function a worker was also considered to be a commodity. It was bought and sold like a commodity it had a value, use value, exchange value as well as price. So all the characters of a commodity were also associated with the worker of that time. The arrangements for their working conditions were worst, workers worked from dawn to dusk, unsafe work environment, meager or no wages etc

2. The Factor of Production Concept

In economics, factors of production are the inputs to the production process. The classical economics of Adam Smith, David Ricardo, and their followers focuses on physical resources in defining its factors of production, and discusses the distribution of cost and value among these factors. Adam Smith and David Ricardo referred to the "component parts of price" as the costs of using three things and included land or natural resource, labor and the capital stock. Similarly Frederick Winslow Taylor wrote principles of scientific management in the nineteenth century. Taylor's Scientific Management was criticized for being more mechanical and less human as well as focusing only on economic needs of workforce. So labour was considered just like any other factor of production.

3. The Paternalistic Concept

Workers in order to protect their rights started forming trade unions. So management out of compulsion started offering benefits like housing, medical, canteen, crèches, recreation etc. but these reforms were considered to be a matter of favour rather than as rights. So the employers of that time recognized the need for adopting the concept of paternalism. Paternalistic concept originated from patriarchy. By definition, patriarchy is a form of social organization in which the father is the supreme authority and is the highest-ranking member in the family, clan, or tribe. Descent follows the male line with all the children belonging to the father's family, clan, or tribe. Patriarchy can manifest itself as either an authoritarian or a paternalistic style, that is, patriarchy covers a broad spectrum of concepts ranging from authoritarianism to paternalism. Paternalism has different styles from authoritarianism, although it does have some characteristics in common with authoritarianism because both authoritarianism and paternalism belong to patriarchy.

Paternalistic concept is a cooperative style of management in which the employer acknowledges and considers the employees' rights and feelings. This type of relationship is analogous to a father who does not forcibly control or direct the activities of his child or children but guides them in an understanding and loving way.

4. The Human Relations Concept

The principle of humanity means that humankind shall be treated humanely in all circumstances. After the period of Scientific Management proposed by F. W. Taylor, which was reprimanded by workers, another concept, Human Relations Concept, was proposed by Elton Mayo. Elton Mayo suggested that to improve productivity physical, social and psychological needs of workers must be met. As he suggested that money is less a factor in determining output, than group standards, group incentives and security. So Hawthorne studies which were conducted by Professor Elton Mayo established that people do have social needs of esteem, respect, recognition and people are also part of informal groups with informal norms which can influence their output and productivity. So a worker should be treated as human being rather than a factor of production.

5. The Human Resource Concept

To many people it is seen as just a fancy or pretentious re-labelling of what used to be called 'personnel function'. But to many managers and management theorists it is vital to the survival and success of organizations in the twenty-first century. Why they think so really derives from one single, simple idea: that people – their skills, knowledge and creativity – are the key resource for economic and organizational success. Employees are most valuable assets of an organization and there should be a conscious effort to realize organizational goals by satisfying needs and aspirations of employees.

6. The Emerging Concept: HRD

The term HRD has become very popular in recent past. HRD has evolved to meet the changing individual, organizational and societal environment it inhabits. Its historical development has mirrored changes in the nature of work and reflects the diverse cultures and values it occupies (Alagaraja and Dooley, 2003). The formal concept of HRD was done by Prof. Len Nadler in 1969 in American Society for Training and Development Conference.

HRD is based on the belief that an investment in human beings is necessary and will invariably bring in substantial benefits to the organization in the long run. It aims at overall development of human resources in order to contribute to the wellbeing of the employees, organization and the society at large. There should be opportunity for self-fulfillment in one's work. The sole focus should be on developing human Resources.

HRD-Evolving Concepts Regarding HRD and Their Analysis

P. SubbaRao defines, HRD "is a process which helps the human, managerial and behavior knowledge, skills, and abilities and mould the values, beliefs, attitudes necessary to perform present and future roles by realizing highest human potential with a view to contribute positively to the organizational, group and social goals."

The various concepts of HRD are

Training and Development

Training and Development is vital part of HRD. In this contemporary world change is inevitable. The word change encapsulates everything i.e. change in technology, change in job requirements, change in the ways businesses compete etc. It is one of the biggest factors that contributes to need of training and development. As Peter Drucker also said that the fastest growing industry would be training and development as a result of replacement of industrial workers with knowledge workers. Training and development (T&D) encompasses three main activities: training, education, and development.

Training: This activity is both focused upon, and evaluated against, the job that an individual currently holds.

Education: This activity focuses upon the jobs that an individual may potentially hold in the future, and is evaluated against those jobs.

Development: This activity focuses upon the activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to evaluate.

Organization Development

Douglas McGregor and Richard Beckhard while "consulting together at General Mills in the 1950s, the two coined the term organization development (OD) to describe an innovative bottom-up change effort that fit no traditional consulting categories" (Weisbord, 1987, p. 112)

"Organization Development is an effort planned, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization's 'processes,' using behavioral-science knowledge."

Today's organizations operate in changing environment, so it becomes one of the challenges for an organization to manage change and for people to remain effective. Therefore, in my opinion organization development can be defined as:

"Organization development is the application of behavioral-science knowledge to implement an organization-wide planned efforts to increase organizational effectiveness and incorporate/adapt to changes on continuous basis."

Career Development

It is a lifelong process of managing your career or employees' career within or between organizations to learn new skills and making improvements in order to move towards a personally determined and evolving preferred future.

Therefore, career development is the creation of career pattern by/of an individual which influences the shaping of one's career over his entire life. Currently many universities have also established career development departments to provide counseling assistance and help students in starting their careers.

EVOLVING CONCEPTS AND ANALYSIS

Despite numerous attempts to define the field of HRD, consensus does not yet exist on a specific definition for what HRD is and includes.

Some of the definitions of human resource development found in literature

<i>Author</i>	<i>Definition</i>
<i>Stead and Lee (1996)</i>	<i>HRD is a holistic societal process of learning drawing upon a range of disciplines.</i>
<i>Nadler (1970)</i>	<i>HRD is a series of organized activities conducted within a specific time and designed to produce behavioural change.</i>
<i>Harbison and Myers (1964)</i>	<i>HRD is the process of increasing the knowledge, the skills, and the capacities of all the people in a society. In economic terms, it could be described as the accumulation of human capital and its effective investment in the development of an economy. In political terms, human resource development prepares people for adult participation in political processes, particularly as citizens in a democracy. From the social and cultural points of view, the development of human resources helps people to lead fuller and richer lives, less bound by tradition. In short, the processes of human resource development unlock the door to modernization.</i>
<i>Gilley and Egglund (1989)</i>	<i>HRD is organized learning activities arranged within an organization to improve performance and/or personal growth for the purpose of improving the job, the individual and/or the organization.</i>

Several criticisms have been directed at the manner in which HRD has been defined. Nair et al. (2007) argue that current definitions of HRD are limited in scope solely focused on organizations to the exclusion of individuals and society. Swanson and Arnold (1997) highlight the overemphasis placed on the organizational perspective and suggest that it is difficult to find an article on HRD that does not make some reference to the relationship between HRD and organizational strategy.

HRD was believed to be concerned mainly with individual development within an organization. It was usually associated with training and development of human resources within an organization. As the time passed by many researchers advocated the broad definition of HRD. They proposed rather confining the term to the organizational context and the concept can be used at macro level. They advocated that the relevance of term human resource development cannot be recognized only at micro level (organization) but also at macro level (nation). That the issues that are being addressed at micro level can also be addressed at macro level with the same concept. Over the years, the concept of human resources development has evolved from solely focusing on individual capacity to also building institutional capacity at the national level, through socio-economic

policies and development plan and strategies. Human resources development is, therefore, regarded as facilitating the development of national human capacities to achieve sustainable, inclusive, equitable development and, at the same time, enhance well-being of individuals.

Even if some people used to differentiate between Human Resource Development and Human development but now such a distinction is slowly disappearing or has almost disappeared. For them HRD is limited to skill development and knowledge acquisition often demanded by organizations for employment purposes. The world has realized that the broadness and all-inclusive nature of the concept of HRD depends on the context in which it is used.

In early nineties UNDP indicated a broad meaning of the term HRD within the context of Human development. It defines HRD as referring to those

policies and programmes that support and sustain equitable opportunities for continuing acquisition and application of skills, knowledge and competencies which promote individual autonomy and are mutually beneficial to individuals, the community and the larger environment of which they are a part.

Similarly, United Nations Office for ECOSOC Support and Coordination Human Resources Development defines HRD as

empowering people by fostering the contributory capacities that they can bring to the improvement of their own quality of life and that of their families, communities, enterprises and societies.

Such definitions of HRD imply that people may be developed individually, or as groups, or as communities and collectives. Thereby, broadening the scope of HRD. An examination of the literature also reveals that some people believe that HRD has a greater role to play (McLean And McLean, 2001; Stead and Lee, 1996; Harbison and Myers, 1964 etc).

Human Resource Development as a concept is in a state of becoming. HRD has evolved to meet the changing individual, organizational and societal environment it inhabits. The world has progressed in many ways and directions. The fruits of development have benefited the world. Although the benefits of development cannot be seen as distributed equally throughout the society. Some sections have not benefited from this development like poor people. There is some inequality inherent in the system. The fact has been recognized by UNDP also as they have introduced In-Equality Adjusted Human Development Index from 2010. Therefore, for the development of people at macro level there should be some mechanism to restrict these inequalities to minimum. Nowadays new concepts are emerging around HRD. These concepts are being developed to cover whole society or nation under the umbrella of development.

Rather than confining the concept of HRD to organization and narrowing the scope. World is recognizing the need for developing its work force right from the beginning and at mass level. Various countries have recognized the fact that investing in people at early stages of life is much more beneficial than investing at latter stages of life. One such concept is being promoted right now by Nepal in the form of the concept called "Gross National Happiness". This concept differs from HDI as it includes some variable that too are important to measure the development of nations work force and one such variable is sustained development. Keeping these things in consideration the concept of social capital is being promoted these days. The basic theme of this concept is that the basic building block of the society is family. If we can develop a family which is basic unit of social capital concept we are actually developing whole society.

Social capital refers to the institutions, relationships, and norms that shape the quality and quantity of a society's social interactions. Increasing evidence shows that social cohesion is critical for societies to prosper economically and for development to be sustainable. Social capital is not just the sum of the institutions which underpin a society – it is the glue that holds them together.

Social Capital is relatively a new concept and has not yet had time to settle down as a concrete concept. Several attempts to define Social Capital have been made by various authors like Robert Putnam in political science (1993, 1996), James Coleman in educational sociology (1988), and Francis Fukuyama in economic history and sociology (1996), as well as to the active patronage of the World Bank (Narayan and Pritchett 1997). This multiplicity of definitions of social capital can be attributed to its varied uses. Although different social sciences emphasize different aspects of social capital but for most social capital means trust, social cohesion, networks and norms, and the ways these allow people to be more effective and help them in achieving common goals.

Social capital is generally understood as matter of relationships, as a property of groups rather than of individuals. The focus of social capital, therefore, lies in the concept of social cohesion. Social capital can be used in policy making to help a society in strengthening its social fabric. Social capital can reintroduce a moral dimension into policy thinking. It can help in inserting a longer-term perspective into policy-making. This concept can help build societies collectively which in turn will lay a strong foundation for a prosperous nation.

Social capital focuses on relationships between and among groups and the norms that govern them. Although this does not necessarily entail a specific value position on the part of those who use it as an analytic device, it has strong normative connotations, implying that trusting relationships are good for social cohesion and for economic success (Leadbeater 1999). However, strong ties can also be dysfunctional, excluding information and reducing the capacity for innovation (Granovetter 1973).

However, there can be negative normative associations beside positive ones – so that some networks embody the 'dark side' of social capital, to the detriment of the wider society and even of its own members. These forces are the threats to the concept of social capital. The strength of positive association forces or negative association forces will determine which way this concept is going to take in near future. Currently social concept seems to be a nice concept, if used in policy making, will help to glue society together. This concept if used in right context to nurture and strengthen the basic unit of society, i.e. family,

can have very positive ramifications on shaping societies.

The concept of social capital has been acknowledged only relatively recently, but the term has been in use for almost a century while the ideas behind it go back further still. In recent years, the term got popular with the publication in 2000 of Robert Putnam's bestseller, *Bowling Alone: The Collapse and Revival of American Community*. Putnam argued that while Americans have become wealthier their sense of community has withered. Cities and traditional suburbs have given way to "edge cities" and "exurbs" – vast, anonymous places where people sleep and work and do little else. As people spend more and more time in the office, commuting to work and watching TV alone, there's less time for joining community groups and voluntary organizations, and socializing with neighbors, friends and even family.

Similarly East Asia's traditional culture is believed to historically originate from the philosophies of egalitarianism and familism under the logic of harmony. But the cooperative/collectivist attitudes of Korean culture is believed to amplify 1997 economic crisis of Korea owing to the fact that this is not consistent with the growing global culture. After the crisis Korea increasingly moved to more individualistic approaches to reassure foreign investors, maximize the vitality of the market mechanism, and reflect the growing individualism of Koreans. Highly cooperative/collectivist manners are not entirely compatible with the global market that requests a new balance between traditional cooperative/collectivism and western-style individualism.

There are growing evidences that are contrary to the current macro concept of HRD to develop people in groups and try to strengthen the concept of social capital. The policies and strategies that are being developed are based on the assumption that societies or families can be developed as a group. But this growing individualistic approach which is being adopted by people all over is the challenge for the collectivistic approach social capital.

On one hand we are trying to remove inequalities in societies. Inequalities which have been nurtured by our own grouping of people in different segments. Groups based on sexes, castes, color etc are the various forces working against the concept of social capital or what Putnam termed as 'dark side' of social capital concept.

More and more time spent by individuals on social networking sites is another threat for the concept of social capital. Spending more time on these virtual networks means less time for the basic and most fundamental unit of social capital i.e. family.

Some people believe that dividing people into different groups based on numerous variables and particularly sex is another cause for growing and nurturing this individualistic concept. Slogans like men and women are equal on one hand and preferential treatment for a particular group and trying to inculcate an independent based behavior is another major cause which is promoting the concept of individualism. It is not that we are against the upliftment of any group but the policies and strategies which we are formulating need to be balanced if we are trying to promote social cohesion.

HRD started as a concept of individualistic approach within an organizational context. The scope of this was later on acknowledged on macro level i.e. extending the concept for betterment of the society or nation. This is the approach that we should be working towards. Trying to help people to develop the sense of interdependency. So that we can promote the concept of developing social units. This is the only way by which we can strengthen the collectivistic approach of HRD. Otherwise, if we fail to uphold this approach we surely and certainly are going towards where we started from i.e. individualistic approach.

The changes that have taken place in organizations during the last decade—the move towards more loosely coupled network systems—when considered together with the cataclysmic transformations of People Power in Eastern Europe at the close of the 1980s, signal the end of the obedient 'good citizen'. This is the era of empowerment of the individual. It is also the era, paradoxically, in which we have recognized most clearly the interdependence between individuals. It is the age of collaborative individualism.

CONCLUSION

"BRIAN: Look. You've got it all wrong. You don't need to follow me.

You don't need to follow anybody! You've got to think for yourselves. You're all individuals!

FOLLOWERS: Yes, we're all individuals!

BRIAN: You're all different!

FOLLOWERS: Yes, we are all different!

DENNIS: I'm not."

Monty Python's Life of Brian

This is the approach we should try to inculcate in people. Ultimately we should frame policies and strategies in such a way that we will be able to develop all inclusive nature of development. Rather than dividing societies into different groups, and promoting inequalities and individualism, we should try to recognize the fact that if we will try to build the basic unit of social capital without any other division only then we will be able to uphold the collectivistic nature of human resource development.

If we fail to do so and will go on with current framework of developing strategies and policies in a way we are formulating currently, then surely and certainly the future if HRD will once again tend to move in the direction in which it started in an organization i.e. individualistic approach. Then the concept of developing a society or organization as one unit will

not be feasible, anymore. Even though the efficiency of HRD on macro level will not deplete it will only take a shape where from we started and that is developing a nation or society by developing an individual in an isolation. This concept may then be termed as individualistic-collectivism.

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