CHAPTER 3

IMPACT OF GLOBALIZATION ON HR PRACTICES

3.1 Introduction:

Globalization has made the world very small. We have to cast human beings a tune with newer requirements for which they require knowledge. Knowledge is based in experience, faith, common sense & interest for particular point of view change in selection recruitment programme, induction programme, Training and Development policies are needed to be made.

This chapter discusses the impact of Globalization on HR practices in Pharma industry. Most of the HRD programmes are limited to classroom training in many organizations. This is another drawback of HRD. On-the-job training, MBO intervention, developmental programmes, career planning, counseling and such other methods must also be used for developing the people. Actually speaking unless a proper learning atmosphere is created, no training programme would be able to produce expected results.

In many organizations, adequate information and data base may be must, therefore, be given first priority, which many managers neglect. Lacking, this is a serious threat to accuracy of information without which
HRM practice is difficult. Collection, storing and retrieval of information

In many organizations, even the personnel professionals misunderstand HRM as synonymous to HRD. Some class room training programmes are generally arranged, which are called HRD programmes. These programmes are understood as human resources management. Such cursory classroom programmes are not the actual HRD programmes, and even a well planned and executed HRD programme is not HRM. HRD is only a part of HRM which is an integrated approach to management. Undoubtedly, human resources management suffers from such limitations. But the impact it has made on the managerial effectiveness has been spectacular wherever it was introduced. Actually speaking a real need exists in every Indian Organization for an HRM approach.

3.2 Increasing importance of HRM

The human resources management approach which has been gaining the attention of management professionals during the last decade has become the need of the hour due to various reasons.

Widespread industrial unrest, growing trade union influence on work force, strained worker management relationship, increasing gulf between management and their people, emergence of militancy in trade unionism, and the growing conflict in the industrial relations scene have resulted in the
workers getting out of gear of the management in many organizations in India. This has made the managements to think in terms of carrying their workers with them. Convincing the workers of the management's concern for them may, perhaps, go a long way in getting along with them and ensuring their better performance. This has naturally resulted in the present human resources movement.

Humanization of work environment in countries like Japan, quality of work life movement in countries like United States, and the quality circles approach in India itself have initiated action to attain better organizational commitment among the work force. The human resources approach is in consistency with these movements.

Changes in business environment have substantially affected the approach to manpower. Technological changes are prominent among them, computer revolution, introduction of microprocessor CNC machines in manufacturing operations, mechanization and automation of office operations, quick communication systems like satellite communication and facsimile introduction or robots, electronic revolution, and such other new developments have revolutionized the vital areas of business. Operational efficiency or manpower must cope with such a revolutionary change in the technology which necessitated a new approach to manpower.
Political philosophy has also undergone substantial change not only in India, but elsewhere in the world, which necessitated a renewal in approach to human side of enterprise.

Globalization of business is another important aspect of change which takes place in the business environment of today necessitating a human resources approach to manpower. It is not only those Indian firms operate and compete abroad, but they have to compete with multinationals and foreign firms in India itself. Business philosophy, skills, expertise, efficiency and particularly global corporate citizenship philosophy fostered by internationally successful firms necessitate Indian firms to deliberately update their perspective to suit the internationally emerging trends. In conformity with the human resources approach emerging globally, Indian managers must also foster a human resources philosophy to guide their management practices.

A widespread feeling now influences at least some management practitioners that the technological development has gone to the extent of machines taking over the human jobs. For example: highly skilled milling, grinding and lathe machines are replaced by CNC machine tools which can take over, not only manual functions but even the intelligent human functions and Robots can take up human functions in place of real human
beings. Increasing influence of illusions tend to reduce the importance of human role. In fact no machine can replace man. The more the technological development, the greater would be the dependence on man. One simple error a computer makes can lead to havoc, where skill and intelligence of man are indispensable. Greater the technological development, greater skill and technical capability are required of people who operate. Obviously greater human approach to people would be required.

Moreover installation, monitoring of machines, production, operation, maintenance and controlling the operations need large number of trained and skillful people. Technicians, repairers and service people are also necessary. The more the technical development and automation, the more would be the dependence on human beings. There would, therefore, be greater need for humane approach to manpower. Similarly use of more capital intensive methods would result in greater productivity of men necessitating greater motivating and greater human resources approach of management.

Large scale production, increasing effects of recession, technical and technological developments and so on have opened up new training needs for the people at work. Human resources development programmes have therefore; become the need of the hour. Government policy of importing technology has also necessitated introducing new facilities and avenues for
training and development. Fresh initiatives and emphasis on research and development in the realm of industry also led to a new policy of human resources development to cope with the increasing demand for technically capable people. Resultantly a need arose for a new approach to human resources.

### 3.3 Functional Scope of HR Management Professionals:

In the context of the changing trends, a well thought out and formulated policy for human resources development and management would be necessary due to various reasons. A human resources planning, which takes care of the resourcefulness of the people to be recruited and employed, should be envisaged well in advance. Human resources development and management must be based on such a realistic plan formulated by the human resources manager under the full commitment and cooperation of the top management of every organization. It must be a cooperative effort of all managers to incorporate a human resources management practice in an organization.

Human resources development and management must be based on a realistic plan. Selection, socialization and development programmes must cope with the actual need of the urbanization, actual contribution made by the human resources must be compared with the standards expected of them.
for the purpose of evaluation. This is the job of the human resources manager. A pragmatic appraisal system must therefore, be introduced by the human resources manager in consonance with the humane approach which is the crux of the “human resources management”. This is the task of the human resources manager. It is the responsibility of the human resources manager to introduce and push forward the human resources philosophy throughout the organization and to train educates other managers to foster and implement the human resources approach.

HR managers must ensure that the human resources must be developed in accordance with the thrust of the challenges of technical, technological and leadership requirements of the contemporary world. It is an important task of the HR manager to match the people and their performance of his organization with the organizational and social objectives and goals. A human resources manager must be able to develop and establish an organizational culture of team work. Cohesiveness, organizational commitment, and mutual respect and regard so that coordination would become easier and effective.

Some managers really consider their workers as human resources while some others just make lip service to hide their misdeeds against them. Some traditional managers still feel that workers are to be hired and fired.
Certain others progressive traditional managers feel that the workers must be kept under some sort of fear though it would be better if they pleased. Human resources managers who work in such organizations may have difficult task to introduce and inculcate a humane approach. Unless he is able to create an awareness of human approach in all departments and at all levels throughout the organization his role may not be successful.

Human resources manager is a key manager in an organization. He is the one who formulates human resources policies, strategies, and plans. It is he who provides direction for all the human resources activities and he ensures implementation of human resources plans, policies and strategies through the managers in various deponents and at various level. Of course, formulating human resources policies, he gets the direction from the top management. He directly reports to the top management regarding all the personal policies. By virtue of his pivotal position of, directing all the manpower policies and strategies relating to all the functional areas, there need not be any controversy about his position in an organization. He is, and he must be, a line executive (operating executive) who is aware of all the functional areas directing the people at work. If the chief executive of a company or a financial executive, is a line manager, human resources manager is also a line manager since he is directly involved in
understanding, guiding and managing the operating people. If the HR manager fails, the whole operation fails. After all, managing people is the most crucial aspect of management.

Human resources manager is not only involved in planning, recruiting or placing the people, but developing, training, motivating, actuating, redeeming by counseling, appraising, and so on. Actually speaking, he plays a pivotal role in an organization. Many important functions are to be carried out by the human resources management in the context of an organization.

3.4 Functions of HR Management Professionals in Globalised Economy:

We have already noted that HRM is of very recent origin. Hence, its actual position in an organization is yet to be specifically defined. However, taking into account the crucial role played by HRM in an organizational the following general functions can be associated with the HRM function:

(i) Creating and promoting a human resources philosophy in the organization, and getting the approval and commitment of the top management;

(ii) Determining the human resources needs of the organization;
(iii) Educating the executives and managers of the organization regarding the various aspects of the human resources approach adopted in the organization;

(iv) Assisting and educating the top management regarding the human resources policies, strategies and approaches;

(v) Conducting research, collecting information, analysing, interpreting and utilizing the research data for policy making and manpower planning;

(vi) Striving to establish an organizational climate and culture of team work, mutual respect, sense of belonging and commitments.

(vii) Formulating and envisaging human resources planning and career planning;

(viii) Recruitment, selection, placement, replacement, etc.

(ix) Designing, developing, introducing, directing and evaluating the human resources development programmes;

(x) Developing and maintaining an effective communication system (upward, downward and lateral communication);

(xi) Developing and implementing a compensation plan acceptable to both management and employees;

(xii) Establishing and maintaining a cordial industrial relations system;
(xiii) Maintaining an acceptable employee welfare scheme;

(xiv) Conducting periodical counseling sessions and heading all the counseling activities in the organization;

(xv) Redeeming, recovering and reinstating the guilty employees wherever possible;

(xvi) Establishing a regular system of evaluation and appraisal;

(xvii) Establishing and maintaining an occupational health and safety mechanism;

(xviii) Inflicting punishments for any proved offence, taking into account the situation of the accused;

(xix) Establishing and maintaining a scheme for separation;

(xx) Establishing and maintaining a team spirit and cohesion not only in the HRM department, but in other departments also.

All activities relating to these functions are the tasks of the HRM department. These functions listed need not be considered as all inclusive. Functions of HRM can be determined in accordance with the needs of the respective organization. If the top-management provides adequate opportunities, HRM function will have a great future in countries like India in the years to come.
3.5 Dynamics of Challenges in a global Environment before HR Management:

In the face of enormous and rapid change in the business environment in India backed by liberalisation of economy, globalisation of business, modernisation of technology and large scale employment, a need exists for a fresh look at the human resources. Multinationals, foreign investors and NRIs entering the Indian business in a big way, communist countries adopting the path of capitalism and large scale technology transfer, all such factors necessitate a wider perspective of human resources in the days to come. Some of the factors, which pose greater challenges to the human resources management in future, are:

(i) A larger, faster and greater growth of industrialisation is expected in the next decade;

(ii) There is possibility for more take overs, acquisitions and mergers in future in India;

(iii) With the presence and influence of more multinationals and transnationals, as well as higher standards and competitions, there is possibility for many small indigenous units to be sick;
(iv) There is a possibility for the emergence of many large and giant enterprises having economies of scale, leading the units without the merit of economies of scale and large scale production to wind up;

(v) ISO 9000 and other international standardisation requirements are bound to dictate higher quality specifications making it difficult for less quality conscious business enterprises to survive;

(vi) Large investment and modernisation would require highly skilled and technically trained people who would replace less-trained, unskilled and redundant workforce;

(vii) Increasing number of industrial houses are bound to introduce schemes for golden handshake;

(viii) Import of technology may become more common in the days to come resulting in increasing requirement of highly skilled manpower;

(ix) Greater and greater training needs are bound to be identified for updating the technological and behavioral skills;

(x) There would arise greater needs for interpersonal skills, behavioral and counseling skills of executives and hence greater training needs in this direction are bound to arise;

(xi) Greater privatisation of business and increase of employment in the private sector may lead to greater training needs in the private sector;
(xii) Human resources would gain greater importance by virtue of greater skills and technologic.11 expertise, and hence human side of enterprise may gain greater importance;

(xiii) There would be possibility for change in Government approach to industrial relations policies; and HRM approach may receive widespread recognition. Even legislations to regulate industrial relations in this direction can be expected;

(xiv) Greater number of technically and professionally trained manpower may replace untrained or marginally trained executives, technicians and supervisory staff;

(xv) Well trained executives and enlightened workforce will expect greater growth prospects, higher remuneration, facilities to prove their skill and capability, and avenues for participation;

(xvi) As a result of increase in standards, intellectual and educational levels and potentiality, higher levels of needs like self-actualisation needs, esteem needs and social recognition needs may supercede primary needs like physiological needs. Hence, organisations should be able to provide ways and means for satisfying such higher needs. Humane treatment, avenues for self-actualisation, T–group formation,
facilities to maintain uninterrupted communication with the top management (top boss), etc., will, therefore, become necessary;

(xvii) Quality of work life and quality circle programmes may receive greater acceptance;

(xviii) Computerised information system will be increasingly used in human resources management, and hence effective appraisal system will be in use increasingly; and

(xix) Enlightened management will realise more and more the need for human resources approach to deal with their people on account of emerging business environment backed by all the above factors.

All these factors may necessitate the management to assign greater importance for HRM and HRD in the days to come. Moreover, the pressures on management for increasing efficiency and performance would be high, particularly by virtue of higher investment and higher competition.

Management will be required to constantly access and reassess competence level and accordingly update their approaches and objectives, and restructure its organization from time to time. Redundant manpower must either be replaced or retrained, fresh talents and skills inducted, and existing people must be reeducated. The company's people must be properly motivated afresh and compensation package planned. A humane approach to
human resources is going to be the need of the hour. The task of HRD manager is bound to be dynamic, while all the managers must foster the "HRD Approach".

In the days to come, HRD manager will have a very pivotal role today in effectively managing a business, He is the one who has to plan the manpower needs of his organization and meet such needs. He is supposed to keep the employee morale and motivation levels high by matching the organizational needs and the personal needs of the organisation's own people. Thus, it is he who is primarily responsible to establish and maintain a vibrant organization.

There would not be any exaggeration if we remark that the HRM manager will be at the centre of management in any organization in the days to come. It would become indispensable for the top boss or general management to ensure the human resources manager's involvement in selling corporate objectives and formulating and implementing the strategies and strategic plans. He will be an important constituent of the management team running the business of the company.

The human resources manager of tomorrow will not only be an important executive who manages the human resources of the organization but he will be involved in the whole actuating process of the entire
organization. Similarly, human resources management is not merely going to be an exclusive job of the HR manager, but every executive in the organization should be made responsible for the effective management of people in his organization. Thus, actuating process and the management of human resources in actuating process will receive greater attention of all managers from top to bottom, while the human resources manager would play the key role of being part of all policies, programmes, plans and strategies of the future of organizations. While other functional executives will be involved in developmental programmes, every HRD programme must be properly planned and directed by the human resources manager in consultation with other functional area managers.

The HR manager of tomorrow will not be (should not be) contented with mere personnel management or industrial relations, but should be more involved and concerned with developing, educating, team-building, counseling, lending, motivating, caring, organisation -developing, and actuating. The dynamic organization of tomorrow will be a demanding organization, and the HR manager must be ready and be fully equipped to accept greater challenges.
A day will come, and it will not be far off, when a human resources Professional or a manager with a humane bent of mind, alone will be able to successfully manage a business.

Globalization of business and business environment during the last Decade and concomitant liberalization process initiated in India in 1991 have Brought with them greater challenges to human resource management. While projecting the weakness and inadequacies of traditional personal policies, it has highlighted the strengths of HRM approach in global corporations, which entered into the realm of Indian business in a big way after the Jiberali5ation Process. Globalization has opened up new avenues and opportunities for the organizations, which foster a human resources management approach, while posing threats to the traditionally managed organizations, which shy away from the HRM vision.

Business environment in India and other developing countries have Undergone a tremendous change, while east European countries and the former communist countries have opted for market economies. Many economic blocs have emerged like EEC bloc, while countries like India and China have made substantial policy changes in order to integrate their economies with the global business. Industrial licensing and other restrictions like MRTP Act and FERA have undergone considerable
relaxation in India. Multinational Corporations, foreign corporate investors and non-resident Indians have been encouraged to make greater investment in India. MNCs are allowed to invest on areas reserved for even small scale sector, while areas like tourism Development, hotels, diagnostic centers and other selected areas have attracted 100 percent foreign investment. While global corporations and MNCs have come investment partners even in China, products from capitalist countries are now finding a very lucrative market in that country, once a closed economy. All such revolutionary changes in business environment globally have opened up new challenges for HRM professionals. Companies now depend more on their managers and people for their success, and for many companies "People are our business." HR professionals are expected to involve themselves as the strategic planning process of their companies.

There emerged a fundamental change in the basic management philosophy and the very organizational structure to combat the emerging changes in business policy and philosophy. In place of traditional managers, professional managers increasingly take Positions on key jobs, and the traditional unskilled and semiskilled workforce is replaced by technocrats and software are and hardware experts. New challenges are now, therefore, faced by human resources professionals. On the other hand, top managers
without the skill to manage their human assets have become a big liability for the dynamic organizations of today; and the trend will increase for tomorrow.

Emergence of huge industrial establishments, amalgamations, takeovers and acquisitions have resulted in large scale production, automation, modernization, economies, lies of scale and synergies in the market, which necessitate an accelerated change in the approach to human organization and humane element of enterprise throwing open greater challenges to managers in general and human resource professionals in particular. The emphasis is now shifted from “performance" to "people first and then performance" approach. Hence human resource planning and development must integrate with it a career planning and succession planning which must meet the need for dignity of employment and affiliation and self-actualization needs of the organization’ s own people.

Upper echelons of management, particularly policy makers are now more aware of the fact that their success depends on their people, and hence the fundamental change is noticed in the top management policy everywhere. Such policy changes have unleashed new challenges before the HRM professionals. They are now more concerned with innovation, integration and, internationalization of human resources. Mere lip-service to
human resources will no more be of any use in the years to come or even today. Innovative ideas to maintain and motivate people to take pride in their organizations and to fully integrate and identify with their work environment would be a challenging job before not only the human resource manager but before the top managers also. Similarly on account of the dynamic changes in technology tomorrow's workforce will consist more of white collared employee and executives of different capabilities and wide variety of knowledge workers of international backgrounds. Consequently, human resource professionals will be expected to initiate innovation, integration and internationalization which will be a great impending challenge before them. After all they will able to manage an international workforce for which their skills and capabilities must be updated.

It is an indisputable fact that contemporary HRM professionals must great visionaries who can operate in a global perspective, and can effectively adapt to the rapid changes which take place in the business environment and within the organization itself. They must be effective team building, organization builders and conspicuous contributors to the organizational renewal process. The classical pyramid structure is bound to undergo some challenges in accordance with the modernization and environmental changes while a renewal process must rejuvenate the organizations to offset the
changes of future. HRM professionals are expected to shoulder remarkable responsibility for such a dynamic task.

As observed earlier the time ahead will be more challenging for human resource professionals. Their capability should be determined their skills to solve human problems and not by their positions. Their role may be important, but they must more be role models to others in the organizations in managing the human element of enterprise with dignity.

One of the most important challenges before the human resource professionals is the need for team building and managing multidisciplinary Multi linguistic, multicultural and multinational teams in the most cordial and harmonious way so that every individual and every group in an organization will have a sense of belonging. It requires efficient planning capability to procure the best talents available, designing and conducting appropriate human resources development programmes, maintaining an retaining the appropriate manpower, establishing and maintaining a caring organization, career planning and succession planning, keeping the people in high spirits through counseling, guidance, and motivation, providing a essential direction to all functional areas to manage people with dignity maintaining a cordial industrial relation and organizational climate preventing and settling industrial conflicts, and ultimately preparing for the
inevitable separation. Almost all these aspects are linked with a conducive quality of work life for the establishment of which the HR manager should be instrumental.

Human resource planning and development must be directed toward choosing the best talents for different positions, projects and tasks at an appropriate age, developing, placing and retaining them, while providing them the most suitable opportunities for the fulfillment of their aspirations and affiliation needs. The real challenge in this respect is to place the right people at the right job. Obviously HRM professionals must possess a higher degree of professional competence in the days to come. Industrial relations scenario in India is widely characterized by frequent labor unrests, politically motivated trade unions, multiplicity of unions, inter union and intra union rivalries, work stoppages without any discrimination, industrial disputes etc. The greatest task before every human resource, manager today, therefore, is to establish and maintain a cordial industrial relations system and harmonious organisational culture and work culture. In the contemporary Indian conditions, it is not considered to be an easy task. It is bound to pose greater threats and challenges before every HRM professional. Industrial harmony and peace must find a prominent place in the thoughts, actions, policies and practices of the human resource
management in the days to come. When the quality of workforce improves the situation may improve since an ethical considerations on the part of human resource managers.

3.6 Ethical Considerations in HRM:

The need for ethical considerations in industry was felt as early as in 1957 in India, which was discussed at length in the Indian Labour Conference held in July 1957. In accordance with this, the code of discipline was evolved which came into force on 1st June 1958. The code affirmed faith in democratic principles in industry. It was considered ethical on the part of both management and unions to settle all differences, disputes and grievances by mutual negotiations. It aimed at promoting constructive co-operation between management and their workers. The code of discipline was set of self-imposed and mutually agreed voluntary principles of discipline and worker management relations.

The code of discipline represented ethical principles which made it necessary for the management to give up unfair labour practices while it prevailed on trade unions not to indulge in any coercive and unethical methods. Mutual agreement was the basis for the code of discipline, and any action that stands in the way of cordial relations must be avoided by both the parties. Voluntary and mutual settlement of disputes and grievances and
cordial relations, voluntary arbitration and conciliation without the interference of any outside agency, etc. were the ethical principles of the code.

Employers and employees were expected to recognise each other's role, rights and obligations and to eliminate all forms of coercion and violence. It was expected to promote discipline in industry and to avoid work stoppages, so that peace and harmony could be established in industry. Managements had to determine whether their employees were satisfied with the conditions of work. The code of discipline provided for amicable settlement of any dispute or deviation between the employers and their employee" and promote constructive co-operation between the two.

The actual effect of the code was not very substantial; and in course of has become inoperative. Industrial disputes have gone up and labour unrest reached extraordinary proportions. Employer-employee relations could not be substantially improved by formal principles of the code of discipline. Trade unions seem to have found no favour with ethical values in their approaches. A strike which was declared by Datta Samant in the Textile Industry of Mumbai could kill not only the industry and textile worker themselves but Samant himself could not save his life. The strike was not yet formally called off What ethical values the trade unions follow?
It is in such a background that the HRM approach has emerged India, which has its basic foundations on ethical values to be followed workers and management. In a situation of class struggle, union rivalries management trade union conflicts etc. ethical values may suffer. The very concept of human resource is based on ethical values, and hence HRM: approach On the pan of management will facilitate a cordial industrial climate.

The very approach to the manpower of an organization, viz., "resource, to be drawn on" or "valuable assets" is primarily an ethical approach. Any organization or its management views its people as dignified individuals to be drawn on or to be depended upon. Individual employees enjoy a great dignity in an organizational to be depended upon. Individual employees enjoy a great dignity in an organization of HRM philosophy, since people are treated with dignity. People at work, their capabilities, talents, potentialities, achievement motivation, commitment, performance ability, Positive traits etc. are of great value to the organization, and hence the organization has a benevolent approach to develop individuals. HRM views the growth and I development of each individual as its first priority. "People are our organization" approach aims at developing the people first by which the organization improves its performance, which primarily needs an ethical approach.
Labour class has ever been suffering from an identity crisis, and a lack of dignity which was, perhaps, the reason why Marxism could gain ground in a considerable part of the globe within a limited time. HRM approach considerably addresses to this problem since the People are viewed, with dignity, and they enjoy dignity and prestige in an HRM organization. As people are reckoned as precious resources, they enjoy a lot of self-respect.

An organization of HRM intervention, which projects its people and emphasizes their contribution for the success, has a totally new approach, attitude, perspective and strategy in managing people. Human resource development is an area of priority accompanied by career development, which must be ethically viewed. Human resources development and human resource planning are the two sides of the same coin, while the latter integrates with its career planning and succession planning so that people get to know in advance about their career path and prospects for growth. This enables them to achieve adequate self-development mainly because of the organization’s concern for their career growth. It is relevant to emphasize the organizational efforts, plans and programmes to implement various HRD programmes to suit the respective needs from time to time. Problem employees always suffer from a serious sigma in traditional organizations. Their survival, growth and dignity are generally in question in
a traditionally managed situation. But counseling, which is one of the most important functions of HRM, strives to gain recovery and revitalization of the problem employees so that they may gain confidence to face life again, HRM approach is not only concerned with converting the strength of individuals into achievements, but with enabling the individuals to overcome their weaknesses. Counseling provides a hope for the hopeless and vitality for the depressed, it is absolutely ethical on the part of the HRM manager to strive to restore the repressed reproached and the depressed. “It is humanly to err, but godly to forgive,”

The ethical content of the HRM approach is very evident in the constant emphasis given for human values in HRM practice, Human value are the basic ingredients of HRM intervention. Thus it can be stressed that there is a great need for ethical approach in human resource management.

HRM emphasizes the humanization of work environment, backed by dignity of employment, job satisfaction, team building, good organizational climate, quality of work life, welfare and social security of employees, a proper reward system, no exploitation of the workforce, appropriate compensation plan, etc, all of which are power packed with ethical coating. Ethical approach should not only be reflected in Management's policies, but
even in the policies, programmes and practices of employees and their unions for the HRM system to be successful.

Humane treatment, self actualization, self discipline, T-Group formation, better communication, high level and maturity & understanding in a stress free situation is essential. Stress is generally of 2 types, 1. The stressed people are motivated to contribute more negative output and prone to commit mistakes & therefore when demand in the market is for defect free high quality of products in real situation the output is reverse to same. Not only this on account of consistent stress the incumbent is not able to justify defined output since he is not able to cover mind and body while complying the goals. Hence, in the globalization circumstances this particular point to be needed to be covered.

On account of globalization the world has turned into a small village. So even if a pin falls in Western countries, its noise reverberates here. Hence its direct and indirect impact ought to be considered.