CHAPTER II
REVIEW OF LITERATURE

Introduction

The chapter second deals with the detailed review of research articles and books on the concerned topic. In this chapter the review has been taken of the eminent person's research articles, published books and literature.

Today, India is increasingly acknowledged as the emerging 'services hub of the world' with over 24 percent share of the global information Technology/ off-shored IT enabled services market. Its rich human resource base is the key driver of this phenomenon.

According to the recent report of the working Group set up by Department of IT on ' Strengthening the human resources foundation of the IT services and IT- enabled services industry". significant pressured exists on the present education system to ensure steady and quality supply of appropriately skilled human resource and thus maintain its momentum and share of the global opportunity.

The current graduate output and employment preference trends suggest that in the absence of any corrective interventions there could be significant shortfall to the tune of 0.5 million ( roughly 23 percent of the
industry's requirements of 2.1 million) for IT services and IT enabled services in various industries.

Obviously, such huge present and future demand of IT professional has put the existing professional in high demand, thus resulting into turnover of such professional in industries related to IT services and IT enabled services. This has put such industries on defensive so as to address the issue proactively and ensure that the skilled manpower is not only appropriately selected but also retained during their productive lifetime.

Such industries inherently being technology based are very dynamic in nature. In the field of IT, technology is upgraded at a very faster rate making the skill sets of the professional obsolete in shorter span of time. Considering the scarcity of the professional and owing to the high cost of recruitment and selection, it is regarded as a better and economical option to retrain the existing professional for the assignments based on latest technology.

Thus, while working in the very competitive markets, these industries are shouldered with the responsibility of distinguishing such human capital from other employees and designing special strategies for selection of such professional, their retention in the organization against the lucrative offers of the competitors and simultaneously retraining
them at the speed of technology upgradation. These strategies are developed and implemented across the nation.

The challenge of recruiting, retaining, and retraining information technology staff is one that affects the entire organization and not just the IT section. On this background, the proposed study will address some of the issues surrounding there IT staff crisis and will propose a number of steps that organizational IT leaders can take to minimize the effect of staff turnover.

**REVIEW OF LITERATURE**

In this research work a rigorous and vast survey of literature is being done to bring out various trends and currents in the topic of the study.

**Mr. Kesho Prasad**, highlighted in his article *Getting the Right People* that the changing concepts and the explorations in the field of HRM, resorting to multitudinal HRD interventions for ensuring that people develop a mindset of a very high order for any organizational transformation to meet the challenges of the day.

This work includes Historical Perspectives, Growth of Personnel Management in India, The Emerging Scenario: Focus on the People, The Changing Concept of Personnel Management, New People Management, What Motivates People?, Selecting the Right People
According to R S Dwivedi, (Human Relations and Organizational Behavior) he presents by his book, book offers an understanding of the global perspective on human behavior at work by comparative analysis of prevailing situations in Asia, Europe and in the US.

Quality of Work Life (QWL) and Empowerment, and Innovative Approaches to Designing and Managing Organisations – II: Other Approaches

K Prasad, tried to highlight on (Strategic Human Resources Management: Text and Cases) This book of Human Resource Management focuses on the evolving and modern concepts of HRM and personnel function. It links Human Resource Management with business strategy. It is written in a lucid way and is made comprehensive with the inclusion of learning objectives, case studies, and diagrammatic analysis of the concepts.


According to Raymond A. Noe, John R. Hollenbeck, (Human Resource Management: Gaining A Competitive Advantage)

Four challenges companies face are the global challenge, the challenge of meeting stakeholder needs, the high performance work practices challenge, and the challenge of competing in the new
economy. The authors bring these challenges to life by highlighting real-world examples pertaining to these 4 issues and relating it to the concepts within the chapter. This best-selling McGraw-Hill Human Resource Management title provides students with the technical background needed to be a knowledgeable consumer of human resource (HR) products and services, to manage HR effectively, or to be a successful HR professional. While clearly strategic in nature, the text also emphasizes how managers can more effectively acquire, develop, compensate, and manage the internal and external environment that relates to the management of human resources. Gary Dessler deals in his book about the Human Resource Management. book provides a comprehensive review of personnel management concepts and practices. It focuses on the high-performance organization, building better, faster, more competitive organizations through HR; while continuing to offer practical applications that help all managers' deal with their personnel-related responsibilities. A six-part presentation covers the strategic role of human resources, recruitment and placement, training and development, compensation, labor relations and employee security, and international HRM. For human resource personnel, especially managers.

According to George W. Bohlander, Scott A. Snell, (Managing Human Resources) he tried to Covers all aspects of human resource management and its impact on both individuals and organizations. The
text builds on a foundation of research and theory, taking a practical approach focusing on critical issues and successful practices. Users and reviewers of the text praise its pleasant writing style, user-friendly design, and highly effective examples. In fact, over 500 different organizations from a variety of settings are used as examples to illustrate key points. The Highlights in HRM examples provide exact illustrations of organizational practices and policies. Important issues and critical trends are spotlighted in each chapter and reflected in the comprehensive and chapter ending cases included in the text. Balance of theory and practice, hands on activities, applications, and examples will help learners develop the competencies to understand and help their organizations create a sustainable competitive advantage through people.

Wendell L. French, (Human Resources Management) tried to highlights in his book Ideal for management majors who plan to become HRM professionals, this highly accessible text presents a conceptual model of the field, placing HRM in the overall context of business management. Students gain a broad, practical understanding of how HRM policies affect the workplace from productivity, quality, and customer service to employee morale. French addresses timely issues changing the current role of HRM, including international topics, the Internet, emerging legal concerns, social responsibility.
According to Richard M. Hodgetts, Kathryn W. Hegar, (Modern Human Relations at Work) the original intent of the book remains paramount: to provide an up-to-date book for readers who are novices in the area of human relations or for practitioners with little formal training in the subject. This edition examines the most interesting human relations developments of the early millennium. Many of these issues, while not found in other human relations textbooks, relate to current topics discussed in today's newspapers and magazines.

Gregory Moorhead, (Organizational Behavior: Managing People and Organizations) tried to explain the, Places core concepts of human behavior and industrial psychology in a real-world context. The text's applied approach and succinct coverage of topical issues helps prepare students to meet practical, day-to-day challenges. Strong end-of-chapter exercises, activities, plus an optional case and exercise book make this flexible text suitable for students at the undergraduate level. Likewise, the authors' emphasis on the latest research continues to attract graduate students.

Mr. Peter Dowling, Denice E. Welch, Randall S. Schuler, (International Human Resource Management: Managing People in a Multinational Context) highlighted in his book Written by authors with broad international experience, this current and comprehensive resource contains extensive international research and examples without losing its
appeal to a U.S. audience. This book focuses on the choices that confront multinational enterprises in international HR management and factors to consider in making those choices.

According to Ronald R. Sims, (Organizational Success through Effective Human Resources Management.) Not only are performance and human resources management (HRM) bound tightly together, but Sims even goes so far as to say that the way people are managed in coming decades will be the most important determinant of organizational success. He shows how success is determined by a firm's skill in HRM.

Lynda Gratton, Veronica Hope Hailey, Philip Stiles, Catherine Truss, (Strategic Human Resource Management: Corporate Rhetoric and Human Reality.) tried to put his views on,"Life is tough in organizations, both for managers and the managed. Negotiating the rapids of restructuring, downsizing, and refocusing the core business brings with it huge upheavals in job security, the smashing of traditional career structures, and a constant imperative for employees to update...

According to Ronald J. Burke, Cary L. Cooper, (Reinventing Human Resources Management: Challenges and New Directions) The authors of this text review the most current thinking on HR initiatives associated with current organisational performance and investigate how
the field will need to mobilise in new ways to meet the demands of the future.

Abraham K. Korman, Allen I. Kraut, want to put his views that (Evolving Practices in Human Resource Management: Responses to a Changing World of Work) The ninth volume in the Professional Practice Series, sponsored by the Society for Industrial and Organizational Psychology, a division of the American Psychological Association The past two decades have seen astonishing changes in the way we do business that is highlighted in this work.

Chris Brewster, Hilary Harris, Paul Sparrow, highlighted in his book on, (Globalizing Human Resource Management) Establishing the agenda for global HR, this book looks through the eyes of HR professionals themselves. It gives a broad, coherent overview of the field of IHRM and a detailed, practical analysis of what is needed to be successful in this crucial area of modern management.

According to Dennis R. Briscoe, Randall S. Schuler, (International Human Resource Management: Policies & Practices for the Global Enterprise.) An ideal foundation text for international human resource management, this text represents most of what is currently known or experienced within the field.

Paul G. Kaponya, (The Human Resource Professional: Tactics and Strategies for Career Success.) want to put his views
This first of its kind book addresses the very special tactics, strategies, and modes of behavior the human resource management function demands of those who want to succeed in a field that faces a work environment roiled by rapidly-changing technology, and increased domestic and global competition.

E. Patrick McDermott, Arthur Eliot Berkeley, *(Alternative Dispute Resolution in the Workplace: Concepts and Techniques for Human Resource Executives and Their Counsel)* highlights on the explosion of workplace litigation and the skyrocketing costs associated with it, employers in both the private and public sectors are seeking new ways to swiftly and inexpensively resolve disputes with their employees. Alternative dispute resolution (ADR) procedures offer ways to do this.

Richard Rudman, *(Performance Planning and Review: Making Employee Appraisals Work.)* he tries to opined on appraisal work, he stated that,

New edition of an established text for managers and students on performance planning and review. Updated to include contemporary practices such as 360-degree feedback and team performance planning and review, the book reinforces that this essential management tool is a continuous process, not a once-a-year event.
According to Carol T. Kulik, (Human Resources for the Non-HR Manager.)

Human Resources for the Non-HR Manager appeals to anyone interested in management issues. The book explains why human resource issues are increasingly the responsibility of front-line managers, and not the HR department. Chapters present the basics of HR-the fundamentals of hiring, performance.

Pawan S. Budhwar, Yaw A. Debrah, (Human Resource Management in Developing Countries) highlighted in his book that,

Bringing together contributions from leading HRM academics, this unique volume highlights the main national factors which significantly influence and dictate HRM systems in developing countries. The subjects include Human Capital in Developing Countries, Management, and Personnel Management in Developing Countries.

According to Paul Sparrow, Chris Brewster, Hilary Harris, (Globalising Human Resource Management.)

Establishing the agenda for global HR, this book looks through the eyes of HR professionals themselves. It gives a broad, coherent overview of the field of IHRM and a detailed, practical analysis of what is needed to be successful in this crucial area of modern management. The subjects include International Business Enterprises--Personnel Management

According to Timothy Dean Keeley, (International Human Resource Management in Japanese Firms: Their Greatest Challenge) he put his opinion in his book. This book examines one of the greatest challenges facing Japanese multinationals as they continue to expand foreign direct investment: how to integrate local managers into the management process of overseas subsidiaries, as well as in that of the parent companies themselves. The subjects include Industrial Management--Japan, International Business Enterprises--Management, International Business Enterprises--Personnel Management, Organizational Change--Management.

include Civil service--Personnel management, Human resource management--Technique, Workplace multiculturalism--Management

Peter Zorkoczy, opined in his book entitled "Information Technology: An Introduction" that the use of information technology (IT) has revolutionized the structure of management and the nature of competition in a variety of industries. IT is especially important in the service sector, which now accounts for about 74 percent of the value added in the U.S. gross domestic product (GDP) and about 76 percent of national employment (Table S.I) and enjoys a healthy $52 billion trade surplus.

According to National Research Council (U.S.). Information Technology in the Service Society: A Twenty-first Century Lever


"If the automobile and airplane business had developed like the computer business, a Rolls Royce would cost $2.75 and would run for 3 million miles on one gallon of gas. And a Boeing 767 would cost just $500 and would circle the globe in 20 minutes on five gallons of gas." Tom Forester's comparison points up the dramatic reduction in the cost
of computing and this collection of essays he has assembled unfolds the equally dramatic changes that the revolution in electronics, computing, and telecommunications has brought about in the way we live and work and maybe even think. "The Information Technology Revolution "emphasizes actual case studies and much of the material has been written by computer engineers in the front line of technological change. Extensive chapters deal with the revolution in telecommunications, artificial intelligence and the "fifth generation" of supercomputers, the rise of the personal computer and the use of information technology in schools, factories, offices, banks, shops, and hospitals. Among the social issues discussed are computer crime, privacy, the impact of new technology on women, the Third World, 'smart' weapons, and the future of work itself. A final section of the book assesses the extent to which this revolution is transforming Western society. "The Information Technology Revolution is a sequel to Forester's edited collection "The Microelectronics Revolution (MIT Press paperback, 1980). It contains entirely new material published.

**Tom Forester,** *(High-tech Society: The Story of the Information Technology Revolution)* highlighted in his book that, High Tech Society is the most definitive account available of the technology revolution that is transforming society and dramatically changing the way we live and work and maybe even think.
According to Anand and Shapiro, *The Economics of Information Technology: An Introduction*

The work covers Competition and market power, Technology and market structure, market structure, Intellectual property, switching costs, intellectual property, Information technology, The Internet boom, Moore's law, open source, combinatorial innovation,

Differentiation of products and prices, price discrimination, consumer surplus, marginal cost Switching costs and switching costs, price discriminate, inkjet Bottom of Form Concise and accessible review of some of the important economic factors affecting information technology industries.

Patrick H Bowman, tried to put his opinion in the book entitled "*IT Made E-Z: A Guide to the Information Technology Industry*"

This book provides a brief overview of the Information Technology world. It is meant to be an aid for business professionals in the technical field such as hiring managers, human resources, technical sales, recruiting and students as well as novices in the technology field looking to obtain an understanding of the overall structure and components that make up the IT world. IT Made E-Z is a collection of information and technology terms that provides an overview of several key technology areas and describes the functions of various personnel associated with its operation. If you are seeking an understanding of
what Information Technology is and what components, mechanics and personnel it entails, this is the book for you. IT Made E-Z will help you gain an understanding of key IT industry terms and operations and how they all fit together in the real world.

In overall all the research scholer’s, academicians, computer field workers and all eminent presents tried to highlight on the use of computer and I.T. in the field of Industries. Overall some researchers suggested how to avoid I.T. crimes with the help of cyber Law’s. overall computer in the field of I.T. sector and overall industrial units is playing pivotal role.
REFERENCES


Alternative Dispute Resolution in the Workplace: Concepts and Techniques for Human Resource Executives and Their Counsel, Greenwood Publishing Group, USA.


