

Material 2.1.1m

INTRODUCTION TO UNIT 2

Focus of the unit, learning goal, connection to unit 1

The aim of Unit 2 is to highlight innovative development and changes in Human Resource Management (HRM) and career work. These are partially caused by the megatrends in the world of work, but also by innovative theories concerning work-based learning and competence development in enterprises, thus including a change in the understanding of leadership in enterprises and the role of the employees.

The goal is to make students aware of the impact which these developments have for working, learning and cooperating in enterprises. They are based on the concept of the Learning Organization, the acceptance of Corporate Social Responsibility and on the appreciation of Cooperation beyond the own organization, learning by networking and counselling playing an increasing role.

In unit 1 as megatrends in the world of work have been mentioned:

- Accelerating pace of technological change.

Through automation routine jobs will be replaced. The knowledge component is increasing in all work tasks. The world of work is on the way to a knowledge economy. Enterprises will become “Learning organizations”. The inclusion of less talented or handicapped people becomes a challenge.

By digitalisation working processes become more and more interconnected. Networking and cooperation become a must.

- Shifting demographic patterns

The aging of the industrialized societies makes it necessary that people stay longer in employments. This requires lifelong learning and offering adequate jobs for elder people. Working teams will be composited of different generations with different value systems.

- Globalization

Enterprises have to manage worldwide activities requiring special competences. The migration of the workforce is increasing. Working in multicultural teams becomes the rule.

- Climate change

The climate change demands the turn to a so-called “green economy”. Enterprises are expected to take corporate social responsibility by protecting the environment, using resources economically, showing social conscience.

- Covid 19 pandemic

Hopefully the pandemic will soon end. But it demonstrated the implication of enterprises in unforeseen health questions and the need for agility and rapid adaptations in extraordinary situations.

Because of the growing complexity of the working and business processes as well as the resulting demands for the staff, there is a stress to individualize the measures of personnel development. One measure may be intensifying counselling.

The three innovative concepts and developments in enterprises following the changes in the world of work (technological change, demographic change, globalization, climate change, Covid 19 pandemic) are:

- **Turning to a Learning Organization**

- **Commitment to Corporate Social responsibility**
- **Benefiting from Networking and Cooperation**

They build the topics of the three learning sessions of Unit 2. The learning goals are:

- Explain the requirement of individualization of personnel development (as consequence of the innovative concepts and developments in enterprises)
- Describe relevant methods aiming at individualized learning, coaching and counselling methods

(session 1)

- Explain Corporate Social Responsibility (CSR) as a driver in our society
- Identify the role of HR professionals for CSR
- Describe examples of successful social responsibility activities

(session 2)

- Describe best practice in networking and cooperation between Human Resource Management in enterprises (HRM) and professional Career Guidance and Counselling (CGC)

(session 3)