

Changing Perspectives and Emerging Challenges for Management Track: Human Resource Management

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Abstract

'Human Resource' is the greatest asset of any organization. Organizations are at par because of HR(Human Resource) philosophies. In today's chaotic time, retaining faith in HR has not only become difficult but also important. Along with other components of business, recently HRM (Human Resource Management) has also become highly complex.

In today's rapidly changing world, things are changing overnight. So it is really difficult to tell what will happen next. But HR professionals can not afford to wait for change to occur. HR leaders must be hopeful of new developments clinch them and develop the strategies necessary for their organizations to succeed. In organizations, it is important to determine both current and future organizational requirements for both core employees and the dependent workforce in terms of their skills/technical abilities, competencies, flexibility etc. The analysis requires consideration of the internal and external factors that can have an effect on the resourcing, development, motivation and retention of employees and other workers.

This paper aims at discovering opportunities and challenges in contemporary trends in HRM.

Key words : Human Resource Management, TQM, BPO, Continuous Leadership

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Introduction

The advent of the era of globalization and liberalization, with the elevated speed achievements of Information Technology, has transformed the whole world around us. It has made Human Resource a centre of attraction, more than ever before. Globalization has witnessed the problems related deregulation of markets, outsourcing of production, uneven service facilities etc., particularly to China and India.

HRM is a process of bringing people and organizations together so that the goals of each other are met. The role of HR executive is shifting from that of a defender and screener to the character of a plotter and revolutionize mediator. Workforce directors are the innovative communal heroes. The name of the game nowadays in industry is human resources. At the present time it is not feasible to show a good pecuniary (financial) or working report unless your personnel associations are in array.

Over the years, highly practised and comprehension based jobs are escalating while low practised jobs are diminishing. Indian organizations are also witnessing an alteration in systems, management cultures and beliefs due to the universal configuration of Indian organizations. There is a need for multi expertise expansion. Function of Human Resource Management is fetching all the more important.

Human resource is a term used to describe the individuals who make up or innovate the workforce of an organization. The concept of HRM implies that employees are the resources of employer. Human Resources refer to a function within an organization charged with the overall responsibility for implementing strategies and policies relating to the management of individuals (i.e., the Human Resource Management of the organization).

There is an old saying that in hi-tech organization of the future, there will be only two mammals be running the entire organization...a human and a dog. The duty of the human will be to feed the dog and the dog will guard that person and does not touch anything.

Human resource is a relatively modern management term, coined as late as the 1960s. The origins of the function arose in organizations that introduced 'welfare management' practices and also in those that adopted the principles of 'scientific management'. From these terms emerged a largely administrative management activity, coordinating a range of worker related processes and becoming known, in time, as the 'personnel function'. Human resources progressively became the more usual name for this function, in the first instance in the United States as well as multinational or international corporations, reflecting the adoption of a more quantitative as well as tactical approach to personnel management, demanded by corporate management to gain a competitive advantage, utilizing limited skilled and highly practiced workers.

A small sampling of recent issues includes the following:

- Loss of manufacturing, service, and technical jobs, either through global outsourcing, productivity gains or shifts in the economy
- Organizational restructuring and redirection
- Ethics of corporate leaders and corporate employees.
- Benefits, particularly social security and health care.
- Corporate mergers.

With these points, we can come to a small but deep conclusion, that HR is interesting on one side and complex on the other.

In the past, there was a saying that one day machines will eliminate human labor, but in reality, human labor is more important in today's organization than ever before.

Table 1: Evolution of HRM

Time period	HR Focus	HR Activity	Example Event
Before 1890	Industrial technologies	Disciplinary systems	-
1900-1910	Employee well-being	Health and safety programs	National Cash Register (NCR) forms first personnel department to handle employee issues
1920s	Task design, efficiency, and impact of work groups on individual workers	Time and motion studies Employee counseling and testing	Period of scientific management
1930s	Unionization of workplace Passage of major labor laws	Communication programs Anti-union campaigns Personnel becomes staff support to operational line units	Major labor relations legislation: Norris-LaGuardia Act National Labor Relations Act (Wagner Act)
1940s	Employee benefits and compensation	Wage increases Cost-of-living adjustments Pension, health and other benefit plans	General Motors and the United Auto Workers sign first contract with “escalator” clause
1950s	Employee relations Specialized personnel functions	Training and development Separate divisions within personnel established: recruitment labor relations, training, benefits, etc.	The Hawthorne studies from the human relations movement find widespread applicability.
1960s	Employee participation	Employee involvement Management by objectives, quality circles, sensitivity training	Peter Drucker's encyclopedic <i>The Practice of Management</i> (1954) finds widespread applicability.

1970s	Government intervention	Employee rights issues now regulated in areas of discrimination, equal opportunity, safety and health and various benefit reforms	Griggs v. Duke Power is the first U.S. Supreme Court employment discrimination case.
1980s	Employee recognition Displacement	Enrichment of employee knowledge, skills and abilities through: job rotation, formation of integrated task teams and outplacement	William Ouchi's Theory Z examines the applicability of Japanese employment practices to Western companies
1990s	Changing demographics of work force Technology	Diversity programs Employees rights issues Global perspective Information Technology	About 70 per cent of married women are employed, more than double the 1960 rate.
2000 and beyond	Strategic HR planning	Transition from service and support to consultative and leadership role	Exemplified by David Ulrich's book Human Resource Champions, which examines the role of HRM in the 21 st century.

Purpose and Significance

In a lay man's language, the strategy of an organization's human resource management should be to maximize return on investment in the organization's human capital and minimize pecuniary risk. Human resource managers try to achieve this task by successfully utilizing the supply of practiced and qualified individuals and the capabilities of the current personnel, with the organizations ongoing and future business plans and requirements to maximize return on investment and secure future continued existence and success.

HR professionals are intensely aware of the changes taking place

within the profession itself. In its strategic leadership role, HR must deal with more intricacy in its areas of responsibility and must find ways to measure the value of human capital and make obvious its return on investment.

To drive organizational success, HR professionals must understand the implications of these trends not only for HR, but also for their organization as a whole. HR leaders will find opportunities in these developments and must put programs and practices in place today, to meet the challenges of tomorrow.

In ensuring such objectives are achieved, the human resource function is to implement an organization's resource requirements effectively, taking into account centralized, state and local labor laws and regulations; ethical and principled business practices; and net cost, in a manner that maximizes, as far as possible, employee inspiration, pledge and efficiency.

Contemporary Challenges of Human Resource Management

The role of the HR manager must be parallel to the needs of the changing organization. Successful organizations are becoming more malleable, supple, quick to change directions, and customer-centered. Within this environment, the HR professional must learn how to manage effectively through planning, organizing, leading and controlling the human resource and be knowledgeable of emerging trends in training and employee development.

Nowadays, challenges of HRM are increasing like fire in a forest. Cut-throat competition has made the task of satisfying everyone quite complicated. Few challenges are as follows:

- **Global Competition:** Today, Indian companies are seeking business opportunities in the global arena to grow and prosper. International competition in goods and services is forcing

major economies into a global association. Competition and co-operation with foreign companies has become an important focal point for businesses. We can see an interesting movement in import-export trend in India, over the past few years. Now, more HR professionals are becoming responsible for helping to make the efforts at business globalization effective. Hence, while managing across borders global competition provides new and broader opportunities for organizations, and it also represents a “quantum leap in the complexity of Human Resource Management”.

- **Advancements in IT:** This has enabled organizations to take advantage of the information detonation. The effect of computer networks is so spectacular that at a broader level, organizations are changing their way to do business. E-commerce is rapidly becoming the organizational challenge of the new millennium. Few areas that have benefitted through HR software are process automation, quick handling of employee grievances, resource utilization etc. The Human Resource Management implications are just mind boggling.
- **Increasing Diversity in the workforce:** Another important challenge for Human Resource Management is the changing pattern of workforce. The increased diversity of the workforce has caused organizations to re-examine practices, policies and values. The perception that the employers must obligate to equal employment prospect through positive, confirmatory actions has a record of more than 30 years. Another inclination says about the increasing average age of the human resources and inhabitants. Trends in human resources diversity pose many challenges to HR managers.
- **Managing Increasing Changes:** In a survey by AIMA, 71.8

per cent of executives polled said that they have at least one change proposal going on in their organizations. Yet amazingly, in contrast to the Home Department practice, only about two-thirds of the executives believe that their companies have any sort of formal change – management program to support these initiatives. This is ill-fated because successful change rarely occurs naturally or easily. Given the rate of knots of today's commerce, organizations can once in a blue moon locate at rest for long. In highly cut-throat environments, where competition is worldwide and innovation is nonstop, alteration has become a hub of proficiency of organizations.

- **Managing Human Capital:** The term Human Capital explains the comprehension, skills and capabilities of individuals that have economic value to an organization. It is ethereal (intangible) and cannot be managed the way organizations manage technologies, products, etc. The rationale is that the employees own their own Human Capital. If an esteemed employee leaves a company, then he takes his Human Capital along with him and on the other hand, any investment the company has made in training and development of that person is lost. Managers must continue to build up better-quality proficiency, knowledge and experience, within their workforce, in order to build human capital in organizations. Recruitment programs focus on identifying, staffing and hiring the most excellent and the brightest talent available. Training programs add stars to these recruitment practices to provide practiced enhancement, particularly in areas that cannot be transferred to another company if employee leaves. Accordingly, managers have to

do a good job of providing developmental homework to employees and ensuring that their job duties and necessities are stretchy enough to allow for expansion as well as for learning.

- **Meeting customer expectations:** This is the backbone or strength of character for any organization. A manager must imagine further than internal management issues, like customer necessities of quality, excellence, innovation, variety and responsiveness. In today's market scenario, innovation is taking an important place. How well does a company understand its customers' desires? How swift can it build up and get new manufactured goods to market? How successfully has it responded to out of the ordinary concerns? Management innovations such as TQM and Six Sigma are two approaches to responding to patrons.

-**TQM** is a set of main beliefs and practices whose foundation thoughts including understanding customer desires, doing things accurate the first time and go-getting for uninterrupted enhancement. The meaning of the word 'total' is often misunderstood – it does not refer to total quality, instead it is a translation from the Japanese terminology for 'company -wide'. A consequence of organizational growth and compartmentalization has been the inability of any one 'department' to make an effective impact on quality improvement without cooperation and involvement of other departments”. The barriers of TQM are:

- Poor communication or lack of communication
- Lack of overall mission and goals
- Competition between departments, shifts, areas.
- Too many levels of management that filter

information

- Decisions and resource allocation without regard to social memory

- **Six Sigma** is a procedure used to interpret customer desires into a set of most advantageous tasks that are performed in gig with one another. At many organizations, Six Sigma simply means a measure of quality that strives for near flawlessness. Six Sigma is a closely controlled, data-driven approach and line of attack for eliminating defects (driving toward six standard deviations between the mean and the nearest arrangement limit) in any process from manufacturing to transactional and from product to service. The statistical demonstration of Six Sigma describes quantitatively how a process is performing. To achieve Six Sigma, a process must not produce more than 3.4 defects per million opportunities.

A Six Sigma defect is defined as anything outside of customer specifications. A Six Sigma opportunity is then the total quantity of chances for a defect. Process sigma can easily be calculated using a Six Sigma calculator. The elementary goal of the Six Sigma line of attack is the accomplishment of a measurement-based strategy that focuses on process improvement and variation reduction through the application of Six Sigma improvement projects. This is accomplished through the use of two Six Sigma sub-methodologies: DMAIC and DMADV. The Six Sigma DMAIC process (defines, measure, analyze, improve, control) is an enhancement system for existing processes falling below specification and looking for incremental improvement. The Six Sigma DMADV process (define,

measure, analyze, design, verify) is an improvement system used to develop new processes or products at Six Sigma quality levels. It can also be employed if a current process requires more than just incremental step up. Both Six Sigma processes are executed by Six Sigma Green Belts and Six Sigma Black Belts, and are overseen by Six Sigma Master Black Belts.

Figure 1 : HR practitioners' Future challenges

Adapting a leadership role
Acting as a catalyst for social change
Transforming performance management system
Ensuring HRM interventions add value
Building intellectual capital
Innovating new products, services and processes
Supporting new organizational designs
Supporting formal and informal HRM practices

Challenges for the HR Practitioners

Organizations that do not locate their prominence on attracting and retaining talents may find themselves in awful consequences, as their competitors may be outplaying them in the planned employment of their human resources.

With the increase in competition, locally or globally, organizations must become more flexible, supple, responsive, and customer-focused to succeed. And within this change in environment, the HR professional has to evolve to become a planned associate, an employee supporter or advocate, and a change guide within the organization. In order to succeed, HR must be a business obsessed

picture and be able to manipulate key decisions and policies. In general, the hub of today's HR Manager is on strategic human resources withholding and talents development. HR professionals will be present to help motivate organizations members and their loyalty, so as to achieve the highest point. The HR manager will also encourage and struggle for principles, moral, philosophy, way of life, and mysticism within their organizations, especially in the management of workplace multiplicity.

A HR manager can meet the challenges of workplace multiplicity; motivate employees through gain-sharing and executive information system through proper planning, organizing, leading and controlling their human resources.

Opportunities for HRM

In today's rapidly changing world, it's difficult to foretell what might happen next year. Things are changing overnight, so it's really difficult to tell what will happen next.

But HR professionals can't afford to wait for change to occur. HR leaders must be hopeful of new developments, clinch them and develop the strategies necessary for their organizations to succeed.

That's why the Society for Human Resource Management conducts a biennial survey of HR professionals and collects their views on the issues that will have the greatest impact on the workplace in the next decade. In the most recent Workplace Forecast, HR professionals identified the top five workplace issues: “Health care costs; HR technology; safety and security; demographic changes; and the changing nature of the HR profession itself”

Rising health care costs constitute a major threat to national economic growth. A growing number of business leaders cite high health care costs as the chief obstacle to hiring new workers. If the upward corkscrew continues, the result will be higher business costs, undercutting U.S. competitiveness in the global marketplace. One of

HR's prime responsibilities is Securing employee access to health care while controlling costs.

While HR technology does not appear to be well-established in many organizations (see SHRM's 2005 HR Technology Survey Report), there is broad agreement that competency in technology-based HR systems will be essential for HR professionals to participate in setting organizational strategy.

Safety and security continues to be a major issue on the political agenda and has now emerged as a significant concern in the workplace. HR professionals bear the responsibility of ensuring that their organization's employees are protected. While creating new privacy concerns for employees, technology may hold the key to many security solutions--another reason for HR professionals to gain technological competency.

Demographic changes, particularly the aging of the workforce, present significant challenges as organizations prepare for the next wave of retirement. These circumstances provide opportunities for HR professionals to demonstrate leadership by implementing creative staffing policies such as phased retirement, job-sharing and retiree "recycling."

Things to be done for sure shot success

HR is having pivotal role in any organization as they are handling people who in turn are managing all other activities.

1. Inculcate innovative incentive plans that recognize employee contributions and grant enhancements.
2. Full utilization of skills and practices in order to exploit environmental opportunities and neutralize threats.
3. Indulge in non-stop quality improvement through TQM and Six Sigma approach.
4. Rely on self-managed teams and decentralized operations to

deliver goods in difficult times.

5. Lay off workers in a smooth way explaining facts to unions, workers and other affected groups.

Key focusing things

The HR managers should focus on certain things which are often unintentionally escaped. These key points are as follows:

a) Fair game policies- HR policies should be based on reliance, ingenuousness, fair play and harmony.

b) Inspiration- Develop circumstances in which people are willing to work with fanaticism, inventiveness and zeal; inspire people, so as to feel like conquerors.

c) Relations- Fair dealing of people and timely rectification of accusations would no doubt give a way for healthy work-place relations.

d) Timely Up-gradation- Workers should be timely upgraded for technological changes as and when needed. This will not only help the individual but also the entire system.

e) Quality awareness- Quality should be enhanced in all aspects. There should be a proper commitment for in all aspects of personnel administration.

Due to the new drift in HR, in a nutshell the HR manager should take care of people considering them as resources, reward them justifiably, and amalgamate their ambitions with corporate aspirations through suitable HR policies.

Key functions of HR for the challenges to be faced

Human Resources may develop policies, standards, processes etc and even may set strategies that should implement in all the areas.

The distinctive ranges of organizations are as follows:

1. Maintaining alertness of and fulfillment with local, state and

central labor laws.

2. Staffing, selection and training on an ethical manner.
3. Maintain employee's records confidentially.
4. Proper organizational design and development is to be maintained.
5. Performance, conduct and behavior by the management are to be taken into consideration.
6. Industrial and employee relations should be maintained.
7. Human resources (workforce) analysis and workforce personnel data management is also to be considered.
8. Compensation and employee benefit should be well thought of.
9. Training and development of the employees should be done at regular interval of time.
10. Employees should be motivated so that they may work with full enthusiasm and loyalty.

Accomplishment of such policies or standards may be straightly managed by the HR function itself, or the function may indirectly supervise the implementation of such activities by managers, other business functions or via third-party external partner organizations.

The BPO industry and the Human Resource challenge in India

The Business Process Outsourcing industry is one of the fastest growing industries in India – growing at a rate of almost 40 per cent, year on year. While, this presents an excellent employment opportunity, it also brings its unique set of challenges. Some of these challenges are:

- Recruiting the right talent – huge demand supply imbalance
- Retaining employees who are expected to leave the organization due to
 - monotonous nature of the work

- odd working hours
- competition poaching trained talent within the industry
- Rising cost of labor and employee expectations

Motif's HR practices

Motif, Inc., a specialized Business Process Outsourcing company - serving Fortune 500 clients - has demonstrated expertise in rules based back office transaction processing services and personalized email and chat response services which involve decision making. Motif's services include Financial, HR – Benefits administration and Retirement services, E-Commerce and Mortgage.

To meet the above challenges, Motif has implemented various HR best practices. Motif has created an open and transparent work culture reflective of the US work environment where respect for every employee, open door policy, constructive debates and ideas are at the core of HR practices. Motif also practices a 'Work hard Party hard' culture and has regularly scheduled company events along with monthly performance awards. Motif encourages every employee to think out of the box and has rewarded employees for their contribution towards the development of innovative tools and process re-engineering methodologies. This has been the guiding force that has fostered growth and satisfaction among employees.

Motif has incorporated HR best practices in:

- **Recruitment**

Motif is an equal opportunity employer. A rigorous selection and pre-employment screening process have been established which help bring in the best talent available to provide competitive advantage to its clients. Employees are provided a clear understanding of Motif's standards of productivity, quality, and conduct which has increased

efficiency, facilitated compliance with company policies and procedures, improved job satisfaction and has helped the company in retaining talent.

- **Training**

Motif's continuous investment in training and development has resulted in value creation for employees and high quality performance. Motif's training team, led by a resident US trainer, has been instrumental in establishing valuable training programs which include product training, Americanization, understanding of the US culture, business writing skills and soft skills. Motif has continuously enhanced the curriculum and the learning experience by incorporating feedback and introducing new self improvement programs.

- **Performance Management**

Motif has an objective quarterly performance evaluation process. This has resulted in regular performance assessment and coaching of employees to help them achieve targets and improve performance.

- **Continuous Learning**

Motif's commitment to employee development has resulted in starting the Motif University. The Motif University offers courses (developed with an ongoing training needs assessment process) to employees to upgrade their technical and soft skills. 'The Motif Challenge' is another initiative in continuous learning. It is a competition where every employee can showcase their talent of implementing a business idea. This brings out the competitive and creative skills within Motif's employees.

Motif values creativity and has institutionalized 'Innovation awards' for employees whose contributions have helped Motif

deliver continuous value addition to its clients. Other regular performance awards at Motif include top individual, top team, 'Above and Beyond' awards.

- **Wealth Creation**

Motif's intent of 'wealth creation' for all those who contributed to its success resulted in the sharing of profits of the company with the employees. Motif has been consistently doing this for years. Going a step further, Motif recently offered 'Employee Stock Option Plans (ESOP)', to its long serving employees. ESOPs create a sense of ownership among the employees and encourage them to directly relate their performance to the growth of the company.

- **Giving Back to the Community**

Motif is committed to contribute towards the betterment of the community and society at large. Activities such as the Annual Motif Charity Walks, Annual Blood Drives, Christmas Day celebrations with underprivileged children have developed, among the employees, a pride of association towards the company. This has encouraged them to become responsible citizens besides being better professionals.

The Result

These innovative HR practices have been the key differentiators and have resulted in:

- Motif being ranked one among the -
 - Top 10 BPO Companies to work for in India – two years in a row (2004 & 2005)
 - 5 Preferred BPO employers in India
 - 11 Dream Companies to work for in India

Motif is striving to realize its vision of continuous value creation for its customers, employees, investors and society and working towards being the most preferred employer.

Figure 2 : Motif's key differentiators

Source: IDC – Dataquest Employee Satisfaction Survey, 2004 & 2005

Conclusion

The advancement of Human Resource Management can be traced back to the Human Resource pressure group in the pre-historic episode. However, in the up-to-the-minute age, i.e., up to 1930s, it was referred to as personnel management and the center of attention was on the employer-employee relations. Studies on Human Resource were at the outset guided by Taylor's scientific management principles and then measured off all the way through the Hawthorne studies to the behavioral school based on the theories of Abraham Maslow, Herzberg and Douglas McGregor.

Various developments in the 21st century indicated the advent of the facts and IT epoch. During the initial phases, IT was perceived as an all-pervasive phenomenon and attempts were made to jingle each and every organizational process to this enlargement. On the other hand, the know-how of a outsized number of organizations both at the worldwide and the countrywide stratum has led to the trepidation that IT has to play only an encouraging role in achieving organizational objectives and for this rationale an organization has to focus on its

three nucleus areas, i.e., people, process and performance.

In organizations, it is important to determine both current and future organizational requirements for both core employees and the dependent workforce in terms of their skills/technical abilities, competencies, flexibility etc. The analysis requires consideration of the internal and external factors that can have an effect on the resourcing, development, motivation and retention of employees and other workers.

External factors are those largely outside the control of the organization. These include issues such as economic climate and current and future labor market trends (e.g., skills, education level, government investment into industries etc.). On the other hand, internal influences are broadly controlled by the organization to predict, determine, and monitor, for example the organizational culture, underpinned by management style, environmental climate, and the approach to ethical and corporate social responsibilities.

Human Resources Development is a framework for the expansion of human capital within an organization or (in new approaches) a municipality, region, or nation. Human Resources Development is a combination of training and education, in a broad context of adequate health and employment policies that ensures the continual improvement and growth of the individual, the organization, and the national human resourcefulness. Adam Smith states, “The capacities of individuals depended on their access to education”. Human Resources Development is the medium that drives the process between training and learning in a broadly fostering environment. Human Resources Development is not a defined object, but a series of organized processes, “with a specific learning objective” (Nadler, 1984) within a national context, it becomes a strategic approach to inter sectoral linkages between health, education and employment. ■

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