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Managing Change and Beyond...

tapasya

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HR : The Ace in the Pack

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Human Resource Management is today at the centre of a corporate's business plans and making definitive contribution to its strategy to achieve growth and market share. This issue takes a look at the way HRM is shaping up in the 21st century.

Editorial



P. G. Vijayraghavan



The last few weeks have been eventful for the world of business. Particularly for India as events unfolded in quick succession which could have a profound effect on the way the world views India's ability to manage its businesses. The failure of Kingfisher Airlines with its attendant implications for the passenger, the employee, the owners and the economy could not have escaped the attention of the observers of India's much touted ambition to climb to Super power status. It is well understood that in the 21st century no country can hope to progress if access to faster communication is denied to its people. And civil aviation was the one major infrastructure segment that was promoted with gusto and encouraged for investment by the private sector, with the coming of the liberalization process. Sadly, however, Kingfisher is not the first instance of civil aviation being in the hands of unprofessional management, and questionable supervision by Central agencies whose decisions are widely perceived to be a key area of crony capitalism where talent has been given short shrift; and the corrupt and the sham managers got the upper hand. Sad that an important cog in the infrastructure wheel is at the receiving end of a package of mismanagement and cronyism which can do no good for India's growth story. There is no reason to believe that the story is different in other segments of the economy. Already, aviation figures indicate a sharp fall in traffic in the past couple of months and if the loss of confidence in the nation's airlines continues, it is anybody's guess where the growth story will end.

Simultaneously another unsavoury story has been unfolding in the West culminating in some tough questions on how much trust should we or can we place on our management icons when one whom the world views as the epitome of all virtue, falls by the wayside as a victim of avarice. Which might actually be 'justified' if at all, by one who had a good enough reason to do so (as perhaps, when an indigent individual is forced by circumstances to do so, not permissible, in any case, but understandable given the circumstances). But when one endowed both with material wealth and the wealth of management knowledge bows to the call of the greenback, it is a sign of extreme weakness. Yes, we refer to the fall of Mr Rajat Gupta who enjoyed a status that was iconic and nowhere behind that of other Indian gurus like C. K. Prahalad or Vijay Govindarajan. Understandably there is sadness that an astute business strategist and consultant to the world's mightiest businesses should have fallen prey to the insidious ways of another businessman and parted with privileged information that is nothing less than 'state secret' as far as the investment world is concerned. One can quite understand the sadness but it is difficult to see the logic of those who berate the sentence of two years delivered by Judge Rakoff, which by all accounts seems extremely and

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painfully lenient, almost apologetically so, in his own words. Is the philanthropic past of a businessman a good enough reason to dilute an offence as serious as insider trading is considered to be? Could the share scams of Harshad Mehta, C R Bhansali and Ketan Parekh be considered to be any less serious if they had been the epitome of social service earlier? What then, of the losses suffered in the processes by the stakeholders concerned? Forget the monetary loss, what of the loss of credibility the system has suffered? Do they not merit consideration in this manipulation for profit (even if ostensibly, not for personal gain, in the case of Mr Gupta)? There are a number of issues of moral behavior, rather than mere legalities that seek answers and these are unsettling to say the least.

The Rajat Gupta saga is a sad reminder of the essential fickleness of the human mind and that the urge to fall for temptation is not beyond even the most intellectually gifted and highly respected by society. For the world of business, this has come as a fall of the greatest proportions and what is more, a fall which was totally avoidable and unnecessary.

This issue takes a fresh look at Human Resource Management and its place in a corporate's business plan. Some of the best practitioners of the science of HRM have contributed their thoughts to this fascinating subject which has over the years been evolving into a clinical study of how the human mind functions at the work place and responds to impulses emanating from superiors, colleagues, juniors and others. Besides, it is not the workplace environment alone that decides the employee's productivity. Her happiness index makes for better results and employers, even if gradually, are at pains to try what can help achieve a higher happiness index for their employees

Do write to us with your opinion on the articles that appear in this issue. It is always a pleasure to receive feedback and suggestions which have gone into the making of Tapasya of today.

tapasya wishes you a Happy & Safe 2013



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The Editor, the Institute and the Publisher bear no responsibility for the same.



This column focuses on and profiles individuals who, through the power of their achievements and the force of their personality have become success stories and created a niche for themselves in society

Profiling : Rajendra Singh, Waterman of India.



He has been a pioneer in water management in a fast changing water resources environment in India. And has proved that community participation is the key to efficient management of our resources. A much acclaimed social activist in conservation of our biodiversity he has to his credit revitalizing over 9 rivers in Rajasthan which had been dry for over 60 years, and erecting countless checkdams and johads to conserve rainwater in a rainstarved and drought prone State. Rajendra Singh visited Indira Group to speak to the students on India's Water Woes: Template of Solutions under the auspices of the Tapasya Gyanganga Lecture Series. (Transcript by Surhuda Kulkarni.)

His success in revitalizing dead rivers in Rajasthan like Ruparel, Arvari, Sarsa, Bhagani and Jahajwali has resettled the villages through which these rivers flow, for, they would have been turned into ghost towns and mere hostile geography! He has been always against the concept of huge dams and projects that eat into the vitals of the economy by way of ever escalating costs and time overruns, but also because of the severe damage these projects can cause to the environment.

His Organisation, Tarun Bharat Sangh, has helped build over 8,600 johads and other water conservation structures to collect rainwater for the dry seasons, and has brought water back to over 1,000 villages. His greatest success came when TBS volunteers, constructed a johad at the source of a dried Arvari River, following this villages that lay in its catchment area, and along it also built tiny earthen dams, with largest being a 244-meter-long and 7-meter-high concrete dam in the Aravalli hills, eventually when the number of dams reached 375, the river started to flow again in 1990, after remaining dry for over 60 years. Due to his relentless efforts, in May 1992, Ministry of Environment and Forests notification banned mining in the Aravalli hill system all together, and 470 mines operating within the Sariska sanctuary buffer area and periphery were closed. Gradually TBS built 115 earthen and concrete structures within the sanctuary and 600 other structures in the buffer and peripheral zones. The efforts soon paid off, by 1995 Aravri became a

perennial river. The river was awarded the 'International River Prize', and in March 2000, then President, K. R. Narayanan visited the area to present the "Down to Earth — Joseph. C. John Award" to the villagers.

A qualified Ayurvedic practitioner, but his first love is Water – its conservation, supply and quality of it – and a champion of traditional methods of conserving water as the nectar of life. He works in close contact with the Forest Department in Rajasthan to protect the forests in and around Sariska, the site of the famous tiger reserve.

ShriRajendra Singh was a member of the National Ganga River Basin Authority (NGRBSA) which he quit recently owing to the stated indifference of the Government to the popular sentiment led by Dr G. D. Agarwal, ex-Director, IIT, Roorkee, on the state of the Ganga and its failure to take measures to detoxify it. He has come to be popularly known as the Waterman of India, and has been honoured with the Magsaysay Award.

(Also see Events @ Indira in this issue for a brief report on his address)



It's interesting to look at where India stands in terms of natural resource management. Our country has always been a global leader in natural resource and life management but it is sad to note that modern development has brought in its own woes.

The ancient purification systems were part of our 'rich culture' and ironically, the modern management became our poor 'administration'. Our culture took care of our nutrition and our modern management led to destruction and depletion.

On Destructive governance by the British :

Decimating a culture by destroying its rivers: In 1932, when the imperialistic British Raj realised that their reign over the subcontinent is soon going to be over, they appointed one Hawkins, a social administrator, as the Commissioner of Benares. This social administrator had a destructive approach, as was natural for any ruling side to have, in the wake of the almost terminal nature of their rule over the country.

Hawkins found out destructive ways to ruin a smooth administration and one of the worst discoveries he made was the means to malign the drinking waters of Benares. Contaminating river waters was the easiest form of destruction that would lead to havoc. He passed orders to empty the waters of three major drainage channels into the pure Ganges. This was the same pristine Ganges that belonged

to the land of the KumbhMela, which has been a traditional platform where lakhs of devotees congregate to think for the good of the country. India had a rich cultural past and thought provoking meets like the 'Kumbhmela' saw a confluence of lakhs of people. Hawkins had the evil intentions of contaminating this culturally rich city, Benares and he passed the historic and dubious order in 1932, which was opposed by six scholarly professors along with Madan Mohan Malaviya. When the team of professors met Hawkins opposing his move, he shrewdly convinced them that, "The waters of the drainage are proposed to merge with that of the Ganges as this merger will only add to the beauty of the city." He also reassured the team that the British government was concerned about the beauty of the city.

Ancient water management : India has always been a pioneer in traditional methods of restoration of water. Benares too, had in place, a three tier management of water systems and a robust water management plan. The waste water was collected in a huge tank, a 'nistaritalab' where the waste water was filtered. After the first stage of filtration, the used water was sent to another tank where it was purified again and eventually sent to a third underground reservoir, where the water was naturally cleansed and restored as it mixed with streams and springs underground and formed the water table. This was the most natural process of 'river osmosis', which was practiced by our ancient experts.

Old versus new: What happened in Benares was followed in other cities too. The river waters were merged with drainage waters and the pure mother Ganges was malign. The ancient purification systems were part of our 'rich culture' and ironically, the modern management became our poor 'administration'. Our culture took care of our nutrition and our modern management led to destruction and depletion.

There's a great division between culture and management. Our culture has been rich and based on social means and modern management is based on exploitation for personal reasons. Most of the modern day development policies are based on exploitative and destructive means. Take for example the state of



Maharashtra that is the third most developed state in the country and has seen huge portions of budgets spent on water management. Ironically, this state sees the maximum number of farmers' suicides owing to drought conditions.

Case of Rajasthan: Rajasthan is an example of how modern systems of management defeated the ancient water restoration methods leading to the decline of the water systems in modern day Rajasthan. Let us go back 700 years ago to ancient Rajasthan, where huge tanks were built to preserve water.

One such tank, the Gadsisa tank was there in Jaisalmer city too, where horse and elephant figurines etched out in stone were erected on the walls of this water reservoir which catered to 5,000 people and 15,000 camels. These animal shaped sculptures, in reality made for the measuring levels of the water in the tank. The principles on which the old science of engineering were based consisted more of common sense rather than calculations. The principles were simple and yet made more sense. For instance, the elephant figurines towards the bottom end of the reservoir indicated that water would be sufficient for about three years when the elephants submerge in water. Similarly, when water levels reached the top end where horses were fixed, it indicated that the water levels would suffice for longer periods.

Old principles of management :

We can sum up that the ancient science of engineering was based on principles like use of local resources of energy, community based operations, community driven de-centralised water management and conservation and disciplined use of natural resources. The governments were locals too. The governance was based on community based principles too. The distribution and water management was entirely community driven and indigenous wisdom was truly respected. Conservation and restoration was truly upheld. Today's principles see displacement of resources and this leads to destruction.

Neo destructive methods :

The so called development principles of today have arisen out of displacement and destruction. When foreign and

alien methods of development are adopted, it leads to destruction. When India got freedom, all the rivers were so clean that one could drink the waters out of them straight. The Ganges, despite the destructive methods adopted by Hawkins, was a fairly clean river till India got freedom. The reason was adoption of non geocultural methods of development that bear a scanty respect for both the preservation of the Earth and the Humans.

Rajasthan presented very sustainable models in water management. Small wells in the form of tubular structures, beautifully and explicitly built huge wells and tanks, small ponds with trees on their banks all made up for wonderful water management systems in ancient Rajasthan. The evaporation of water due to extreme solar heat and natural fury was another concern so the local population believed in planting trees by the side of water bodies. The cool shade of these trees arrested water absorption by the sun by 30 percent.

We can sum up that the ancient science of engineering was based on principles like use of local resources of energy, community based operations, community driven de-centralised water management and conservation and disciplined use of natural resources.

The picture became dismal after the independence. There were many reasons responsible for the decline in the quality and management of water



resources. Some of them can be cited as, increase in human and livestock population, water extraction technology, changed paradigm of development, state takeover of community functions, creation of dependency syndrome, disintegration of community institutions, neglect of traditional systems and a general loss of creativity and initiatives among people.

Human greed, a culprit :

All the faulty management arose out of human greed and selfish behaviour. Humans forgot the overall good of the planet and their greed overtook the needs. Large scale industrialisation led to depletion of resources. The modern education system is also responsible for the ills of water management system. The education system taught us to exploit the water tables in the Earth's crust. The human race went on exploring method after method of water exploitation at a fast pace. The modern technology also gave us pollution as a byproduct of development. The effluents of the factories and industries got released into our rivers.

There was a time when our ballads and poets sang the greatness of the river Ganges, the purest of all. All Indians were proud of its holiest river. The modern education system, the industrialization and the modern principles of development were all responsible for the depletion of natural resources. The displacement of indigenous knowledge by modern education led to disaster. That's what happened to India, a disastrous development. This is called as our 'GDP' growth that has further deepened the gap between the rich and the poor.

Community participation, our big hope :

There is pollution, fear, angst and everything even as our GDP rises in its so called parlance. However, the situation is not ALL frightening. There are some upsides too. Our state took over our community functions. The politics of vote, greed and corruption forms the woe of modern day governance. Therefore, public participation is important. There are many public leaders in the country who have reversed our 'dependence' syndrome on our governance and have led the public to creatively change the situation for better. There is better management of natural and life resources.

On what triggered his passion for conservation :

When I was a young government servant way back in the eighties, Mangu Kaka, 72, a poor villager from Gopalpur village in Rajasthan inspired me to take up the cause of water restoration. One day, a gullible looking Mangu Kaka approached me. Naive he looked, but his words were full of wisdom. He said, "Rajendra, you are so capable. You must take up the noble cause of restoration and rehabilitation of villages. The solution lies in reviving the dried rivers. You must take it up as a task without being skeptical about your abilities and you will achieve results. You can bring in a change". Little did I trust this illiterate villager's instincts, as my approach was based on logic and reasoning. Mangu Kaka asked me to meet him in person the next day with a spade and some other tools at the river basin. I reached there with my friends. The rest is history as Mangu Kaka taught us how to extract water out of dry areas. A huge meeting took place to celebrate the victory of our first water management exercise. Soon 36 villages followed suit in only six months. People realised that they can bring a change to the water situation and to their lives. It became a big movement. Community management of common resources had its first success.

Resource Management

How johads or checkdams are built : Our system of building johads, or small sustainable dams, is very unique. We do not go against the principles of nature for building these dams. Rather, we go by natural forces and our dams are semicircular in shape rather than the usual straight line.



They can take the flow of gushing water with great ease. They are long lasting and sustainable dams which do not require use of heavy materials like iron and steel to withstand the force of the water.

We construct dams as per the gradient of the Earth in an area. Great care is taken to reduce the effects of solar evaporation of water and this is rather important in keeping an area green. Crevices are constructed which absorb the excess ground water. Water also reaches the ground table through these crevices and evaporation is avoided.

Hope for future :

The future is not fully bleak, though. Rajasthan is again a case in renewable model in use of water resources. We have plenty of time tested models of revival of resources. Our communities need to look at local resources and mull ways and means of restoring natural resources in their respective areas. Most importantly, there is a dire need of awareness on this count. I became aware of all these problems and took up the cudgels against these issues.

Rivers restored, villages rehabilitated : My organisation has actively acted upon all these issues. We have successfully restored seven out of eight dry rivers in Rajasthan and an area of 8600 sq. km has been converted from dark zone to white zone. Nearly 1200 villages that were displaced in the 80s due to drought conditions have now been restored. This process of revival came out of the communities' own awareness and assessment of the condition and not due to any financial aid from the government. This revival was very necessary to prove that the participation of the communities is equally important.

River Parliaments:

For the revival process to start, it's so mandatory to have clear cut demarcations of geopolitical boundaries. In our case, we demarcated geopolitical boundaries and a moot 'river parliament' was set up for the benefit of operations in Rajasthan. This parliament works on the principles of democracy, identifies issues and tackles problems. There are no 'demands' only actions in accordance with a 11 point formula for proper use of natural resources. Every representative's opinion is counted and the parliament

functions accordingly. This is a successful and time tested method of community development over the last 17 years. This community driven parliamentary process will be successful. This is a fool proof method for development. India doesn't have a people driven democracy but a corporate driven democracy.

When the Aravari river was revived, corporates were invited by Government to exploit it for fishing. The localites stood against the government and raised their voice against unfair practices. The Aravari parliament never saw any breach of law. It operates very smoothly.

Need to teach sustainable development:

The green revolution indeed brought in abundant crop but was largely responsible for drying up of the Aravari river. The river almost dried up in 1985. These are the lopsided development policies initiated by our governance. There is a dire need to incorporate sustainable development as a discipline in management. There is a deep need for involvement of communities in river restoration and water management. Setting up of river parliaments is a positive step forward in this direction.

Our communities need to look at local resources and mull ways and means of restoring natural resources in their respective areas. Most importantly, there is a dire need of awareness on this count.

**Our role in water management :**

I can proudly state that water management in the dry regions of Rajasthan not only changed the geographic pattern of the areas under revival but has brought about an economic and overall wellbeing among the beneficiaries. About 18,600 sq km of land was restored and seven rivers were given a fresh lease of life. More importantly, this development is long lasting and permanent. Huge barren patches of eroded land were made green. The women folk benefitted the most as they now have a sense of economic freedom, thanks to their new earned independent status. They make sufficient money to sustain themselves from their green ventures like milking cows, goats and camels and crop cultivation. People who were mere manual workers have now become proud owners of their lands and are making financial profits out of their crop yields.

Key people in Management:

In any society, there are people with various combinations like motivators, negative minded people and opportunists. The ruling politicians and opportunists, for their benefit, generally try to exploit the common man and have their own way out. There has to be a strong sense of awareness in the common man about the power of community participation in bringing about a change.

Need for awareness :

The need to create awareness on the issues pertaining to community participation in water management are very important. We need to create awareness among people so as to

empower them with simple tools. The concept of river parliament has arisen out of this awareness.

*"Two things are infinite : the universe and human stupidity; and I'm not sure about the universe."
- Albert Einstein*

The Changing Face of Human Resource Management

P G. Vijairaghavan

It is not often that we are fortunate to witness an entire culture change. And even more fortunate if we are part of the change process.

Business systems have evolved since the Industrial Revolution, ever since workmen started to work on machines; although it is reasonable to presume that crude procedures deciding the ways of business did exist even prior to that. The dominant factor in determining the direction the business would take was usually the availability of capital and material resources. Labour was a given and it was presumed it could be moulded to the needs of the business. The growth of business from simple trading entities to monolithic organizations that encompass not just nations but beyond have made it necessary for them to adopt more rational approaches to growth. Be it finance, management, resources like raw materials today, there is no gainsaying the importance of scientific decision making which impacts business in a positive way. Significantly, men and women who help in the conduct of business have begun to be recognized as an important cog in the wheel of progress and managements can ill afford to treat the personnel in their organization as just another resource. If anything, they have acknowledged the need to consider their people as assets as distinct from mere resources and the reason is simple. People can think; people have sentiments, people value their respect and people constantly need to be appreciated. People do need money but research has proved that people value these other imperatives equally if not more to be able to contribute in the growth and welfare of the organization they serve.

The coming of the technology age, if one may try to put a finger on it, has in fact changed the perception about the role of individuals in business over the past forty years. Until then, the HR function in the organization was the domain of the more unromantically christened "Personnel" Department. The function usually was restricted to appointments, promotions, salary increments, designations, devising occasional training modules for the staff and of course the function necessarily related to exit of staff for any reasons - resignations, retirements, dismissals et al.

That the workforce in the organization responds to positive impulses and improved environment at the workplace has been accepted widely. No wonder then, organizations have proactively been encouraging staff to express themselves without hesitation or fear of reproach to their superiors on the state of the company; or making time for them to unwind in the office premises; or

Curtain Raiser



Curtain Raiser

unleash their creative talents ... and the list can only get longer.

The change that has come over the management of people in organizations is so sweeping and far reaching that it is hardly comparable to what they did but a few years ago. People were never an integral part of the business model in yester years; today they are the prime constituent of a business plan and only the singularly uninitiated management would consider making a plan without giving its people pride of place in it; and if it did so, it would run the risk of being back in the Dark Ages and pay the penalty for its ignorance. The emphasis today is on retaining talent within the organization, and companies go the extra mile to ensure that the employee does not feel the need to look elsewhere for professional satisfaction or social empowerment. The past ten years synchronizing with the coming of the 21st century have seen a vast change in the way the employee is looked at by corporate across the world.

Managing Human Resource is a unique challenge to those who relish professional excellence. For one thing, Human Resource Management is based more on managing Human Relations - between superiors and juniors, between peers in the organization and between the organisation's personnel and all stakeholders of the corporate. As such, it presents a complex matrix of relational challenges which management of other resources do not present, for obvious reasons. This change is what we have tried to define in this issue through the efforts of some of the best known names in the HR firmament. We do hope it stirs the interest of our readers and look forward to your responses to the topics discussed.

"If you want to know what a man's like, take a good look at how he treats his inferiors, not his equals."

— J.K. Rowling, *Harry Potter and the Goblet of Fire*



"Nothing endures but change"

- Heraclitus, from Diogenes Laertius,
Lives of Eminent Philosophers; Greek
philosopher (540 BC - 480 BC)

The incredible uncertainty faced by global business during the last five years such as national and organizational debt crises, political uncertainty, prolonged recession, rise of the internet cloud and social media cannot be denied by any one. These changes in business environment have created new challenges for HR professionals. HR professionals have to build organizational capability and capacity for change that matches with the external pace of change. HR professionals need to work together as a unified team to fully create the business value.

For HR to be a successful business within the business, it must have a clear strategy that delivers value. It must also have outcomes that focus on the organization's technical and organizational capability requirements. HR department must be like business functions that appropriately reflect the business model. As HR leaders gain commitment to a value proposition for HR contribution, they often realize the need to reshape their organization to deliver value to their multiple stakeholders.

HR leader must ensure that they understand the model of business they support and how the business organization matches with its vision and strategy. They should just not fall prey to modern HR practices just because others

Future of HR in a Continuous Changing Corporate Environment

S. K. Dutt

President and Group Head,
HR, ABG Group



Mr S K Dutt has over 28 years' of industry experience (in Indian Corporates including erstwhile subsidiary of Brook Bond, a South Korean JV & a Japanese MNC) S K Dutt is presently President & Head - Group HR in ABG Group comprising ABG Shipyard Ltd & other group companies (ABG is the largest shipbuilding company in India in the private sector with an order book of approximately USD 3 billion and has major interests in shipbuilding, shipping, ship repair & refit, offshore rigs & platforms, hydrocarbons, cement, engineering & construction, Bauxite, Power etc). Previously worked as Head of HR-T&B, HED of Larsen & Toubro Ltd and prior to that as Sr. Vice President- Group HR and Head, in Welspun Group of Companies.

With a strong focus on Human Resource Management, experience and area of exposure pertains to the entire gamut of HR, Personnel/IR functions, Mr Dutt has spoken at, and presided over a number of seminars nationally and internationally, in the last few years, most recently Chaired/spoke at the Tabletop panel discussion on Developing and Managing Leadership Pipeline at the SHRM Annual Conference, June 2012 at Atlanta, USA.

He is an office bearer/member of a number of professional bodies and is on the Advisory Council of Star TV Network for vocational skills development programme.



are doing them. They have to appreciate both the transactional work as well as transformational work. As HR department organize resources that align with business with business strategy and organization structure, Value will be created.

In this new normal, organizations are facing challenges from multi directions. The business environment, technology, growing client expectations, and competitors and so on; the list is longer than expected. Furthermore, employees are under pressure to deliver performance faster and smarter. Answers that were relevant in earlier times are often suddenly irrelevant. Leaders facing challenges for which their education and experience do not provide precedent. The practices of managing change that were relevant earlier are inadequate for working through the complexity of multidimensional challenges faced by organizations today.

Collaboration and Communication

HR has to develop capability of organization to respond to these changes in external environment by putting up a collaborative effort by all stakeholders. HR can play a pivotal role to simplify the complexity or changing global environment by providing clear strategic plan and communication about the changes needed to bring the organization of future into the existence. In the past, HR Transformation mostly focused on making existing HR services more efficient, effective. The unspoken assumption was that HR was already doing all of the things that needed to be done; it just needed to do them more effectively, faster and cheaper. Now, the rules of the game are changing. Basic HR capabilities — such as efficient and effective service delivery, integrated HR systems, employee self-service and timely access to relevant and correct workforce data are as important as ever.

Organization's Knowledge building

The HR function can and indeed must take the responsibility for providing the assistance required for people to create enterprises that is responsive to the continuing changes imposed by current global environment. The future and success of every organization depends on how well HR manages the change.

Organizations must continuously create a more flexible workforce. Professional development initiatives including major commitments to leadership development, global assignments, and modern technology adoption and training programs have to be put in place to keep pace with changing business environment. Further, organizations should promote and deploy flexible, family-friendly workplace practices. Flexible works schedules and time-off family/personal leaves and sabbaticals, job sharing, telecommuting, and remote work locations, employee assistance counselling, child and elder care,

HR has to develop capability of organization to respond to these changes in external environment by putting up a collaborative effort by all stakeholders.

financial consulting, and on-site convenience, like casual dress, etc. are some of the propounded concepts, though none of them are new. In order to survive and prosper in the new global competition, companies are embracing global integration and coordination, but at the same time they must push for local flexibility and speed. Further, jobs are becoming not only less static, but also less individually-based. Consequently, the tasks to be performed, and the knowledge, skills and abilities (KSAs) required for effective job performance are also becoming more volatile, and

sometimes more team-based. Furthermore, and in all likelihood, organizations may perceive the creation of jobs that do not currently exist, the analysis of which is beyond the scope of traditional job analysis.

Many companies continue to face a mass exodus of retiring baby boomers, even as they struggle to deal with an influx of young workers who have different needs, skills and expectations than their elders.

Meeting Workforce Challenges

Until recently, businesses primarily grew by hiring additional in-house staff. But these days, the formula for growth has become far more complex — involving acquisitions, new staffing models, new technologies and new approaches for finding, attracting, developing and managing talent. Moreover, today's companies aren't just looking for growth; they are looking for profitable growth, which significantly increases the challenge. For HR, the key is to develop new capabilities that can enable the business to expand as timely and efficiently as possible.

To thrive in this new environment, companies need HR capabilities that can enable them to effectively realign their workforces with their changing global footprint. They should also consider creating an operating environment in which global and virtual teams can thrive. Critical

capabilities include improved global mobility programs that make it possible to move employees between countries efficiently and easily; standardized and repeatable HR processes and systems for entering new markets; and new staffing models that use outsourcing, contingent workers and strategic partnerships to improve scalability and flexibility.

Workforce diversity

Most savvy business leaders know that having the required talent is critical to business performance and growth. But putting that insight into action can be a significant challenge — especially in the midst of a changing talent landscape. Around the world, jobs are moving from mature markets where talent is expensive and scarce to emerging markets where talent is cheaper and more plentiful. This fundamental shift requires companies to consider developing new HR capabilities for managing a global supply chain for talent — just as manufacturing companies have had to learn how to manage a global supply chain for products. Demographic shifts at both ends of the age spectrum are also having a big impact on talent. Many companies continue to face a mass exodus of retiring baby boomers, even as they struggle to deal with an influx of young workers who have different needs, skills and expectations than their elders. This changing workforce requires new talent management capabilities in areas such as leadership development, workforce planning, strategy alignment and workforce diversity.

Leveraging Technology

New technologies such as cloud computing, social media and mobile devices affect HR in two ways. First, they help enable HR to deliver services more efficiently and effectively. For example, cloud computing can reduce the cost and time required to develop new HR solutions and can improve scalability, enabling HR to effectively and efficiently grow or shrink its capacity and capabilities in response to changing business needs. Second and perhaps even more significantly, new technologies raise the bar on what HR's customers expect. For example, thanks to smart phones and the Internet, today's employees expect the ability to access HR systems and services 24/7 from



anywhere on the planet. Similarly, today's recruits expect the ability to interact with a company and its HR function through social media. HR can use emerging technologies to satisfy these ever-increasing expectations and to deliver new innovations quickly and affordably.

HR managers will have to accommodate employees in their virtual work locations and find ways to manage corporate culture, socialization and employee orientation. In order to obtain and maintain a competent workforce, they must act as organizational performance experts and shape employees behaviour without face to face meetings.

Innovation and Effectiveness

Over the last 20 years, the workplace has changed in more ways than that one could have ever imagined, resulting from the increase in technology, innovation and global recession. The next decade will bring even greater change, impacting all facets of the workplace, including major changes for the HR. In order to respond to the demands of new normal, HR managers will require new skills and competencies relating to language and culture, technology capabilities to facilitate overseas communication, methods to measure and quantify effectiveness and evaluate strategies and return on investment. Evidently, these new skills and competencies will result in an emerging new role for HR.

HR will continually be required to prove their effectiveness and their existence. They will need to prove that their initiatives and programs are result-oriented, providing specific measurable results in terms of business competitiveness that contribute positively to the bottom-line of the organization. They will be required to stay current with leading edge as more and more organization is faced with the demands of new normal and strategic alliances with other organization around the world.

Dynamic HR strategy

Few people could expect that HR would drastically change over the years. Today, HR all over the world is considered as a strategic business partner by the companies. Right from designing organizational policies, taking part in

chalking out business strategies, attracting Talent, training them and elevating performance, retaining top talent, HR now plays an indispensable role in the organization.

The dynamic business environment, the unpredictable changes, talent crunch, generational gap between the old-timers and the new, young workforce, labour cost advantage in different geographic locations, are some of the factors that are compelling HR to change himself and his responsibilities accordingly.

The fierce competition for skilled talent coupled with global recession has made HR leaders come up with new ways to attract talent, meet organizational goals with a strong focus on engagement.

Today, HR all over the world is considered as a strategic business partner by the companies.

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Engaging Leaders and Maintain Equilibrium

Human Resource professionals certainly have no shortage of challenges as they cruise through the new century. Existing technologies are becoming obsolete and



new technologies are emerging at a very rapid pace and HR must ensure that the employees are ever ready to adapt to these changes. The need of the hour for companies is to put systems in place that enable them to for virtual groups and effectively strive to wipe out the need for face-to-face meetings. The two younger generations, "Generation X" and "Generation Next" are trying to coexist in the workplace with "Baby Boomers" and "The Silent Generation." Women comprise half of the workforce and are mostly in roles that are not traditional, resulting in miscommunication and misunderstanding between men and themselves. HR must ensure that employees find a balance between work and family life so that they can do justice to the organization without feeling that they are being exploited by it. Yet with all these challenges, one more must be included in the mix: serving as organizational leaders in a global environment.

The development of company and especially how HR manage changes impacts the success of the company. Managing changes and growth requirement needs specific knowledge of the geographies and culture.

Managing change

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requirement needs specific knowledge of the geographies and culture.

The effect of this fast changing world and its influence on the Strategic role of HR has now been seen as the key factor in every organization. If we go back in past we will find that business environment was static, partner and market were stable, technology didn't have much of impact, customers were not demanding and speed in getting into the market was not of prime importance, competition was limited to small sectors and hierarchical structure was consider to be best .Now the times have changed and most parts of the world have been affected by change. The customers want organizations to be better, faster and cheaper and employees what to control more than just a "STOP" button on assembly line.

Another major challenge for HR is to amalgamate the local and global HR practises. Big MNCs are venturing in new markets and local culture will play a very important role in creating a culture in the organization at local level ,at the same time company also needs to have some common polices across the globe. So the challenge for HR will be to implement global practices and at the same time make sure they adhere to local footprints. So a good HR will be who has a global outlook and thorough knowledge of global practises at the same time is familiar with local culture

Change Agent

The twentieth century saw the globe becoming smaller and smaller and the distance between nations reducing, thanks to globalization. The world has become a global village and most trade barriers have been reduced or done away with, completely and led to free-market structure.

To cope with this change, both these kind of companies need to be proactive. Identifying, grooming, nurturing and retaining of key human resources is the lynchpin to not just safeguard the company against threats but also to achieve profitable growth and market dominance. The knowledge workforce in particular has a prominent role to play in the emergence of the digital economy. HR's role has shifted from that of a screener and guardian of discipline to the strategic planner and a change agent. Low-skilled jobs are gradually becoming a thing of



the past and in future there would be high demand for highly skilled people and less or no demand for low-skilled people. This warrants future skill mapping through proper HRM initiatives. As the custodian of the organizational culture, its health and its mission and vision, HR needs to be flag bearer of change and guide the organization towards better practices to optimally gain from their core competencies.

Innovation and Employee Productivity

Knowledge worker is the new talent manager. The knowledge worker must be innovative, must understand business, have exceptional networking skills, possess determination and ambition and also must have the ability to take quick decisions. The new talent professional must be driven by the passion to experiment, explore new options and venture into uncharted territories to spur creativity.

The knowledge worker would like to work in an organization that provides him with new challenges every day, that keeps itself abreast with the newest technology, is flexible enough for him to use his innovative capabilities, and has values which it considers sacrosanct. This has led to companies proactively taking measures on three fronts. First, organizations are creating and inculcating cultures where talent is encouraged, groomed and recognised. Second, they introduce processes that make optimum use of their resources, and third, they focus on recognising and rewarding exceptional performances which lead to improved employee motivation and higher productivity.

HR Professional's Adaptability to Change

HR as a profession has changed because of the changes in business environment caused by globalization, downsizing and advanced technologies. If HRs want to be a strategic business partner in the growth of organization they have to identify the issues that can become a hindrance for the growth of the company and prioritise these resources. HR are now feeling the brunt of the forces that are both inside and outside the company i.e. The corporate world wants HR to be acting like a facilitator and be ready to cope up with the issue related to workforce however the emerging need of HR is that it should focus on managing human

capital, knowledge management and developing intellectual property.

HR are now under severe surveillance and therefore have to show tangible and quantified results in order to survive, because that has gone when HR used to limit itself to intangible and incomprehensible results. Apart from this HR don't only need to look in future but also in past. There have been some latest developments in HR scenario for instance in Manesar, HR are now exposed with new challenges and dealing with these will be of prime concern. HRs need to realise that the young workforce they are recruiting are competently educated workmen and the ideal way to deal with them will be completely different from what personnel manager used to deal with workmen of previous era. HR needs to realise that their aspirations are different and therefore have to strike a balance between making them realise their aspiration at the same time not compromising the organization's goal, aim and productivity.

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- HR drift in changing business landscape: Raj Gupta

"It is better to remain silent at the risk of being thought a fool, than to talk and remove all doubt of it."

- Maurice Switzer



The year was 1991. I was a management trainee in a well-known organization in the electrical engineering industry in India. The scene: Gate meeting of the worker's union in response to a strike declared by the union and subsequent lockout declared by the management. Over 500 workers were listening with rapt attention to fiery speeches of a few union leaders on a makeshift stage near the factory gate.

I and a few other "rookie" management trainees were seated on the ground along with the rest of the workmen. We were considered insignificant enough to be ignored by the striking workmen, many of whom were getting more agitated by the minute—thanks to the rabble rousing by the leaders on stage.

Suddenly, from the corner of my eye I saw our maintenance supervisor come to the gate and gesture with his fingers towards two of the union leaders on stage. The two sheepishly comes off stage and has an animated conversation with him. Only later I was told that some very expensive imported equipment had arrived it had to be unloaded and kept in the factory regardless of the strike and lockout. The factory management knew that taking the equipment inside was virtually impossible in the prevailing highly charged atmosphere without lengthy "negotiations" with the union. The maintenance supervisor did in a few minutes what the management could not have done. What makes him and many others so powerful in so many organizations?

Creating a Great Place to Work - Practicing Giftwork®

Prasenjit Bhattacharya,
CEO, Great Place to
Work® Institute, India



Prasenjit has done his MA in Personnel Management & Industrial Relations from Tata Institute of Social Sciences (TISS) and has about two decades of experience in Indian and multinational corporations like HSBC, Grow Talent, Eicher Consultancy Services (ECS Ltd.), Siemens, and Crompton Greaves. Prasenjit has worked closely as an internal HR consultant and as an external consultant with senior leadership teams at various organisations in the area of change management.

Prasenjit heads The Great Place to Work® Institute, India. Great Place to Work® Institute is the world's leading Institute doing research and consulting in creating great workplaces. He is a thought leader in the area of employee engagement and employer branding, and his articles and comments appear regularly in Economic Times, Human Capital magazine, and other publications.

In his previous stint in consulting Prasenjit has worked widely in various areas in HR, and in Service Quality and TQM in industries ranging from telecom, cement, heavy engineering, automotive components, dairy products, software, hospitals and hotels.

The dynamic business environment, the unpredictable changes, talent crunch, generational gap between the old-

He is an office bearer/member of a number of professional bodies and is on the Advisory Council of Star TV Network for vocational skills development programme.



Meet the people manager

People managers are the ones who manage people in organizations. Not HR managers or top management. Anyone who has an individual or a team to lead is a people manager. A vast majority of them are line managers with little or no expertise in how to manage people in organizations. Almost all senior managers seem to agree that developing line managers as good people managers is one of the top three people related challenges for an organization, yet only few have tackled this challenge successfully. Instead bulk of our attention is on HR and senior leaders – sections perceived to be more open and amenable to new ideas and experiments. The bulk of the people managers have been left in the “clutches” of numerous “self-improvement” books and tools with very little tangible change. Let me illustrate with the story of Bobby, a senior partner and a people manager in a management consulting firm.

Over 1000 points have been added to the “to-do” list of people managers over the last three decades- not one point has been reduced from his list. What can people managers do without increasing their list of things to do?

They can change the quality of their interactions rather than the quantity.

Consider the following scenarios which I had outlined in one of my previous blogs:

SCENARIO 1:

A team leader of a cross functional team calls a meeting to celebrate the launch of a new company website by the team. He orders pizza for everyone and follows it up with emails to the team members thanking them for their role.

Most people would say that this is a good organization. Now consider scenario 2.

SCENARIO 2:

The team leader invites all his team members, including the external partners who helped in the development of the website. There is a celebratory cake which is cut. The team leader fills each person's glass with a mocktail and briefly talks about the unique role played by the person in making

the project successful. He invites each person to speak about his/ her experience and learning from the project. Just as everyone thought the party was about to end, in walks the Director Marketing, who was previously invited by the team leader. The director talks about the importance of the new website, thanks the team and hands over a “survivor” certificate to each team member. The certificate is humorous and personalised for each individual highlighting their role in the project. After the party the team leader sends a group photograph along with one paragraph news about the team to the company newsletter.

Almost all senior managers seem to agree that developing line managers as good people managers is one of the top three people related challenges for an organization, yet only few have tackled this challenge successfully.

Most people feel that the scenario 2 is more like a great workplace. Many enthusiastically narrate of similar experience they have had in their work life indicating that this scenario is not impractical. In fact, the only difference between scenario 1 and 2 is not in the intent of the team leader, but in the quality of the experience. It is clear that in the second scenario the manager invested more time, effort, thought and concern for the team. He did not do something new, he did it differently.



We call this Giftwork®

Giftwork is an interaction in the workplace where an employee or manager gives more than is expected or required for the sake of the organization or the relationship. When you do more giftwork, you increase the level of trust, which is the foundation of creating a great workplace.

Giftwork is different from ordinary work which is a transaction in a market economy – selling your labour/skills for money. Both operate in the same organization.

Giftwork is sometimes easy to recognise. You remember the work, not the price you pay. When you go to a concert of your favourite musician and the musician is immersed in his music you know it is giftwork. He is not counting the value he is providing for the money that people have paid. Nor are you thinking about the price of the ticket.

How can you recognise giftwork in your team? A gift is often unique, personalised, generous, involves people you care, and always fits the context. One of the characteristic of a gift is that it can be acknowledged or rejected. Think of the last seven days in your life. Did you get a gift from anyone? What about the colleague who sent you the final budget projections working over the weekend? Was it a gift? What about the new employee who keeps on making suggestions on how to improve things? Is she giving a gift?

The uniqueness about gifts is that the receiver has the power to acknowledge the gift or not acknowledge it. The giver is vulnerable. If you are not

able to see the giftwork in your team, giftwork dies, to be replaced with work most economists recognise – a commodity with a value. The new employee slowly stops giving suggestions.

What happens if you do recognise Giftwork by your team members? This is the most powerful implication of giftwork. Acceptance of a gift obligates the recipient to certain implied duties. Indeed, gift economy predates not just money, but even the barter economy. In the Mahabharata, there is a moving story of poor Sudama, the childhood friend of Lord Krishna who comes to meet him with a fist full of rice as a gift. Krishna is morally forced to reciprocate and how! He gifts Sudama a kingdom! This is the virtuous cycle of giftwork. It is infectious!

So, how do you plan to reciprocate the gifts you have received from your team members?

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Fairy tales are more than true; not because they tell us that dragons exist, but because they tell us that dragons can be beaten."

— G.K. Chesterton



If you look at the evolution of business, the word 'innovation' has redefined the business protocol. In business, like nature, responding to changes is the only way to survive because of emerging competition, new technology changes, market expectations, consumer taste and preference, and so on. In contrast to nature where changes occur after very long time in the business reality today changes occur within a very short time.

Innovation is the development of new customer value through solutions that meet new needs, unarticulated needs or old customer and market needs in new ways. This is accomplished through more effective products, processes, services, technologies or ideas that are readily available and applicable to markets, governments, and society.

Innovation entails creative tension and a willingness to take risks. It is about creating a workplace where everyone chooses to bring energy, passion and a positive attitude to the job every day. Many of us have had great ideas or visions.

Too often innovation is thought of as the responsibility of a product team or a business unit. Innovation springs from the minds of creative individuals working in an environment that spawns and

An Empirical Fit - From Evolution to Re-invention @ HR

Dr. Shambhavi Sharma,
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(I) Technologies Pvt. Ltd.



Dr. Shambhavi Sharma has a Doctorate in Strategic HR, and more than 14 Years' experience in Human Resource Management and Organizational Development. She has managed HR and OD teams globally as Director HR and HR business partner and worked across Telecom, IT, Manufacturing and Banking sectors. She has worked with esteemed companies like Amdocs, KPIT Cummins, Redknee Technologies and NIBM. She has conducted development centres for Tata Motors, L&T and Amdocs.

With a research background in Strategic human resource management, she has been responsible for designing and implementation of the competency mapping processes, balanced score card, leadership development framework and learning and development processes. Shambhavi has presented papers in national and international forums on various HR and OD topics. She has won the HR leadership award, IT HR excellence award, Best HR business partner awards, among others. She is currently working as a consultant and entrepreneur.



encourages innovation.

Having achieved Deloitte's 50 Best Managed Companies award for eighth consecutive years, Redknee has thrived on its ability to develop innovative solutions that have been proven and refined through a myriad of customer installations.

What was unrealistic yesterday, is the reality today. The current economic realities have placed us all beyond what is known.

Examples:

Before Starbucks everyone was convinced that nobody would ever spend more than \$1.50 for a cup of coffee.

15 years ago health and natural foods were just for hippies. Look at Whole Foods now Significant innovation in virtualization and distributed computing, as well as improved access to high-speed internet have accelerated the interest in cloud computing. With the technology advancement and new sleek methods of data storage IT and Telecom sectors are heading big time into innovative techniques.

Along with the changing business the definition of HRM has also changed. From the traditional back-office and administration HR is now defining the future goals of the business. Ever since the inception of Strategic HRM the role of the HR in Leadership Development has become far more vital than any other process in the HR function. The HR leader now has moved from taking the back seat in the board room discussions to the front in driving the organization's strategic growth. In this journey HR has continuously transformed itself and the way it deals with business processes. All HR processes are now aligned to business and is decided/ scheduled in the board meetings.

"The best organizations align HR by first changing the paradigm by which they view the HR area." - Robert Kaplan

From evolution to reinvention: is the journey of HR, where it is continuously re-inventing itself to contribute strategic deliverables. The HR vision is now aligned with the Business and to an extent determines the future roadmap of the company. As it proceeds with this journey

HR is also the driver in the transition from management to leadership. The framework for HR in the process of building organizational leadership is through continual leadership development and succession planning.

There are 4 Key factors affecting organizational performance, namely:

- The management team and their personal characteristics and competencies.
- Job requirement
- Leadership style
- Organizational climate

From evolution to reinvention: is the journey of HR, where it is continuously re-inventing itself to contribute strategic deliverables

Hence one most important value add the HR team can deliver during the organizational performance management process is to help establish clear performance expectation with the managers with reference to their behavioral competencies, basic responsibilities, performance measures & metrics. With the multinationals and transnationals and hence HR needs to manage and appraise 1000s of employees. In such cases it may be difficult to dwell down into specific behaviors at an individual employee level. Hence the HR organization primarily focuses on manager's to cascade the HR language into the



business world. Hence managers training and leadership programs have become vital to define the organization's success and enable them sustain the competition.

So also with a variety of options in the job market more and more organizations are becoming – employee friendly. With 2-3 generations working together there is a plethora of various cultural and age diversities which the manager's need to cater to today. Hence building relationship and people management has now become the, 'key success factor' for effective managers! So also in matrix environment where you have the customer operating out of one continent and the head office in another- building relationships is as important as relying on authority. HR enables the managers to deal with these diversities by orienting them with 'cultural' training and also working with them on developing the 'organizational climate'.

With attrition becoming the current organizational reality, managers are providing enormous significance to talent management or for 'retaining their top talent'.

The management style today has also changed from traditional management to agile management. One of the key factors of innovation and development is organizational culture. Redknee envisions employees' personal goals and aspirations with that of the organizational objectives. Excellence and innovation is fostered by way of:

- Hire for innovation- the competency

based – 'who' process of hiring

- Creating a culture of innovation.
- Train and reward for innovation

With attrition becoming the current organizational reality, managers are providing enormous significance to talent management or for 'retaining their top talent'. 'Compensation' is now a 'status quo' and no longer a motivation factor- because every other organization is now providing benchmarked compensation and incentives.

Pareto's law of 80:20 applies itself to talent management processes as well. Hence more and more emphasis has been focused on building, nurturing and developing top talent. This is also the core of all talent management processes. Key initiatives like job rotations, 360 degree feedback assigning important 'turn- key' projects to hi-pots, coaching and mentoring are few of the talent management initiatives applied by organizations to manage and 'retain' their top talent and also develop and encourage their key performers

The journey of 're-invention' has already begun for HR and the profession is catching up with the current fast paced business environment. Unless you aggressively scale up your talent and focus on talent management, your core performers will become obsolete! The competency modeling provides you the specific competencies that differentiate your best performers from the rest. The competency model needs to be aligned to the business and should represent the future. We need to constantly re-engineer jobs and career path

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I find television very educating. Every time somebody turns on the set, I go into the other room and read a book."

- Groucho Marx



More than Job Demands or Personality, Lack of Organizational Respect Fuels Employee Burnout

- IndiaKnowledge@Wharton

There could be as many reasons for employee burnout as there are employees experiencing it. However, it is obviously the result of a mass of accumulated angst weighing down on the employee over a period of time. Stress at the workplace, overload, personal issues, etc have often been cited to mark employee burnout. This article published in India Knowledge@Wharton in 2006, takes a look at lack of organizational respect for the employee as a major cause.

When Lakshmi Ramarajan worked for a non-profit organization several years ago, she noticed a high turnover rate among the employees. It wasn't because of the work itself, but because of the organization's management. "Employees were passionate about their jobs, but felt disrespected by their managers," says Ramarajan. "The employees were belittled and patronized, and often publicly chastised for challenging the status-quo." Complaints about the negative work environment "were met with inertia or rejected out of hand. Eventually a lot of employees left."

That experience led to a research paper co-authored by Ramarajan, now a doctoral student in the Wharton management department, and Wharton management professor Sigal Barsade titled, "What Makes the Job Tough? The Influence of Organizational Respect on Burnout in Human Services."

According to Barsade, "One of the biggest complaints employees have is they are not sufficiently recognized by their organizations for the work that they do. Respect is a component of recognition. When employees don't feel that the organization respects and values them, they tend to experience higher levels of burnout."

Or, as Ramarajan puts it, "it is often not the job that burns you out, but the organization."

A Sense of Identification

While the researchers' paper focuses on the health care industry -- specifically on certified nursing assistants (CNAs) in a large, long-term care facility -- their findings apply to a broader range of industries and individuals. Barsade, for example, cites a project she did for the real estate, accounting and legal departments of a large financial services agency. "The people in these departments were known as 'non producers.' That wasn't their formal title, but it was what they were called because they were not revenue generators. Not only did they did not have as much power as the people who brought in the money," but their contributions in terms of helping streamline and improve the company's operations were not acknowledged. "This does not suggest a culture of respect," Barsade says.

She also cites physicians allied with HMOs who are often told how many patients they must see each day, how long they can spend with the patients, and what diagnostic questions they must ask. "Doctors can't offer customized care under these circumstances. They feel disrespected and are more prone to burnout" than doctors who work more autonomously, she suggests.

A company's culture -- which, for the purposes of the study, is defined as



"the unwritten norms and values surrounding how employees are valued as individuals" -- plays an important role in burnout, the researchers say. "We know that employees start identifying with an organization as soon as they join it," says Ramarajan. "The more they feel respected as a member of the group, the more likely they are to have that sense of identification. Respect is a way in which employees get entrenched into the workplace and feel that what they do is meaningful. Conversely, if they observe that people around them are disrespected, they come to a consensus that the organization doesn't treat people well."

The researchers cite several ways in which the perception of organizational respect or disrespect can influence employee burnout. For example, "in situations where employees perceive that the organization does not treat employees with respect or dignity, burnout can occur from employee demoralization. Disrespected employees may need to mask their true emotional reaction regarding how their organization treats them while they assist their clients. This masking and suppressing could increase emotional exhaustion, a major component of burnout studied in the human services industry."

"in situations where employees perceive that the organization does not treat employees with respect or dignity, burnout can occur from employee demoralization."

Conversely, the researchers say, "individuals who feel respected by their organizations are more likely to expend effort on behalf of the organization" and are thus less likely to experience burnout.

"Negative Affectivity"

Barsade and Ramarajan were especially interested in health care because many of the lower-level jobs in that industry tend to be difficult, and because a lot of research has been done on the industry's burnout rate, says Barsade. "In the existing literature, there are two factors that have predicted burnout and why it occurs. The first factor is the job itself. The second is the personality of the employees, and the presence of 'negative affectivity' -- someone's propensity to be high energy in their negative emotions, such as anger, irritability, anxiety or frustration. It's not that people are always feeling that way, but that they are feeling that way more so than people who have less negative affectivity. We focused on those two factors."

Within health care, Barsade adds, the CNA job was especially interesting because the work is so hard. "There are tough physical components involved in helping patients, such as lifting them, bathing and feeding them, cleaning up after them and so forth. And there are also emotionally taxing components, such as when the CNA gets attached to a patient who dies, or when patients demand constant attention and care. So what better place to see what impact the organization has on the burnout levels of its employees and what they can do about it?" In addition, she says, burnout can affect the quality of patient care.

One approach an organization can take to try and decrease burnout and reduce turnover is to hire people who aren't going to be stressed out by the job. That, of course, is not only difficult to predict with complete accuracy, but is often not feasible given the labor market supply.

Organizations can also try to change the job to make it less demanding; but, at least in the case of CNA positions, the ability to do that is limited because of the nature of the job. A third approach -- one not addressed by the existing research on burnout -- is to consider the



organizational culture of the company, says Barsade. "Can the values of the company -- including whether you treat employees with respect or with disrespect -- influence how people do their work and whether or not they will feel burned out?" Although burnout can lead to higher turnover costs in any industry, health care is especially interesting because the nature of its work is more likely to result in burnout. "As our country ages, this will become a bigger and bigger issue," Barsade says.

In conducting their study - which looked at CNAs from 13 units across three sites of a long-term care facility during two different time periods, 2003 and 2005 -- the researchers measured several aspects of participants' jobs. Under the heading "organizational respect," for example, participants were asked to rank how characteristic, or how uncharacteristic, the following five statements were of their organization: "Staff members respect each other;" "Staff members are treated with dignity;" "Cultural diversity of the staff is valued;" "Supervisors pay attention to staff members' ideas," and "Staff members are encouraged to be creative when solving problems." These were the characteristics that a committee of senior managers and employees thought best illustrated how organizational respect would be demonstrated in their organization.

Under the heading of "autonomy," participants were asked to respond to the following statements: "In general, how much say or influence do you feel you have in what goes on in your unit?" "Do you feel that you can influence decision-making ... regarding things about which you are concerned?" "Does your supervisor ask your opinion when a problem comes up which involves your work?"

Under the heading "trait negative affectivity," employees rated their general tendency to feel irritable, upset, nervous, afraid and guilty. "Burnout" was measured by participants' reactions to four statements: "I feel emotionally drained from my work;" "I feel used up at the end of the workday;" "I feel fatigued when I get up in the morning and have to face another day on the job," and "I feel burned out from my work."

Among the study's findings:

Organizational respect influences burnout above and beyond the effects of job demands and negative affectivity. Because existing studies conceptualize burnout as stemming from the job or the individual, rather than the organization, "the 'problem' from a managerial perspective is the person," the authors note. "Succumbing to burnout becomes a private affair of the employee, and not something of concern to the organization as a whole....This ignores the contextual sources of the problem."

Furthermore, the researchers say, "by conceptualizing job demands as a primary cause of emotional exhaustion," the nature of the work is seen as the culprit, rather than "the multiple sources of an employees' work experience." Human service jobs -- such as caring for elderly sick patients or working with mentally ill individuals -- may be difficult, the researchers add, but the "presumption that the demands are due to client interaction means that very little can be done about changing the negative parts of the experience." In fact, the researchers suggest, companies can take a

Organizational respect influences burnout above and beyond the effects of job demands and negative affectivity. Because existing studies conceptualize burnout as stemming from the job or the individual, rather than the organization, "the 'problem' from a managerial perspective is the person," the authors note



number of steps to change the organizational culture.

Good versus poor management, in the form of organizational respect, may therefore have a clear and critical role in stemming burnout in human service organizations."

The impact of organizational respect on burnout is felt most strongly when job autonomy is low. This finding confirms the researchers' hypothesis going into the study about the importance of autonomy, which they define as "the discretion that one has to determine the processes and schedules involved in completing a task." Autonomy, the researchers note, can act as a buffer on stress -- and actually decrease job burnout -- if autonomy is high, but not if it is low.

The respect with which an organization treats its employees "is a pervasive organizational-level phenomenon that employees can recognize and agree upon," the researchers note.

In addition, "respect can be a powerful signal to individuals regarding their standing not only as employees but as people.... As information comes from a variety of sources, one's perceptions of respect and disrespect are not only based on how one views one's own treatment, but also by how others are treated. For example, when team members see someone else on the team being treated unfairly, they alter their own perceptions of the fairness of the team. Likewise, the

extent to which others, not just the self, are treated ... can influence an individual's own perceptions of respect."

Ramarajan and Barsade carry this point further: Given the increasing importance of health care providers in aging societies, one aspect of burnout is especially crucial -- the phenomenon of human service workers mentally "turning over" but remaining physically present. "In our study we found that being a longer-tenured employee was significantly correlated with higher burnout. From a managerial perspective, withdrawal behaviors are perhaps more important to human service organizations than turnover because withdrawal may be the response taken by employees who do not have high quality job alternatives," they write.

In the worst case scenario, the researchers add, "disrespectful organizations can be left with neglected and neglectful individuals who have figured out how to cope or survive by mentally turning over while those with better job alternatives -- or more commitment to their professions rather than the organization -- end up leaving."

Putting Work in a Broader Context

The authors' research has a number of implications for managers. While it is likely, the authors note, "that disrespect is experienced across industries, disrespect for individuals may be particularly problematic in the helping professions where concern for individuals is supposedly paramount." Because it is not just the demands of the job, or the personality of the employee, that drive burnout in human services jobs, but is also the organizational environment, "then there is a point of entry for human resource management. Good versus poor management, in the form of organizational respect, may therefore have a clear and critical role in stemming burnout in human service organizations."

For example, Barsade suggests that HR departments make it clear they respect and value the work employees do, and recognize the difficulty of that work. "Employees understand that internally their work is very significant to how well the organization achieves its goals." Companies like Mary Kay Inc. are based on the idea of "rewarding people to success," she says. "Mary Kay rewards for everything. It uses respect as a powerful motivator for



its sales force of independent contractors."

Employers can also highlight to their employees how important their work is to society as a whole, Barsade adds. "Very often, caretaking work is not all that valued, but if employees in a

daycare center, for example, understand that they are involved in early childhood education," this puts their work in a broader context. In addition, she suggests that for people in jobs that don't pay very well (and won't in the future), managers can at least compliment employees, hold awards dinners and so forth, "just so long as these shows of respect are authentic."

This doesn't mean that managers "can't look at employees' performance, or can't disagree with suggestions and demands that employees might put forward," Ramarajan adds. "It just means that everything is done with an attitude of respect." This approach won't just make employees feel better. "It will help them stay with the organization and do a better job. So it's not just about keeping your employees happy, but actually doing the job the organization exists to do."

Does Ramarajan think employees would be surprised to learn that job burnout is not always "their fault," but can also reflect the way the organization treats them? "I don't think employees would be surprised, but I do think managers and/or corporate executives might be. And I think employees would be surprised to find out how widely shared this experience is."

This doesn't mean that managers "can't look at employees' performance, or can't disagree with suggestions and demands that employees might put forward," Ramarajan adds. "It just means that everything is done with an attitude of respect."

"Don't part with your illusions. When they are gone you may still exist, but you have ceased to live."

— Mark Twain



Role of HR in the 21st Century

Dr Sanjeev Sahni,
Head, Education Initiatives,
Jindal Steel and Power Ltd.



Dr. Sanjeev P. Sahni is Head - Education with Jindal Steel & Power Limited (JSPL), part of USD 12 billion O.P. Jindal Group. He holds a PhD in Organizational Behaviour and a Post Graduate degree in Industrial Psychology from Punjab University, Chandigarh. He has more than two decades of experience in various facets of Human Resource Management and academics.

Under his leadership and guidance, JSPL has won various awards in HR like RASBIC "HR Leadership Award", SAIL HR Award for "Excellence in Human Resource Management". JSPL was also rated amongst the top 20 "Best Companies to Work For in India" by Business Today and Mercer.

After successfully leading the HR functions of the organization for four years, in 2010 he was entrusted with another challenging role of Head - Education. He currently heads various educational institutes run by JSPL, which includes Jindal Global University (JGU), Jindal Institute of Technology (OPIIT), Jindal Institute of Power Technology (JIPT), four Community College of Technology and Skills (OPJCCTS), three ITIs and four schools.

An eminent academician, Dr. Sahni is a Professor of Organisational Behaviour, Human Resources and Criminal Psychology at Jindal Global University, Sonapat. He is also an Executive Director for "Center for Innovative Leadership and Change" and "Victimology and Psychological studies" at the Jindal Global University. He was a visiting scientist at the University of Illinois, Chicago and the University of Houston, Texas, USA.

This is an account of the growth and development of HRD function in India. What started in mid 1970s as a conceptualization of an integrated HRD system to change the performance appraisal system in large engineering company, resulted in establishment of HRD departments in many firms. Further, dissemination and perseverance resulted in establishment of center of HRD and subsequently the birth of professional body and later, an academic institution. Usually, at least in the past, HR has had the misfortune of being considered as a necessary, but yet unessential or unproductive department in an organization. It was considered an administrative doer rather than a strategic partner and catalyst. HR in that context merely meant regular administrative and record-keeping functionalities. This perspective though, has rapidly changed in today's knowledge era.

What made the perspective change? Just as every era had a primary source of wealth creation, as in land in agrarian era; the primary source for wealth creation in the knowledge era is Human capital. Although technology and other resources have dramatically changed the way business is conducted; it is, nevertheless, the people who utilize it, that make all the difference. Human resource initiatives are a reflection of what we are seeing in today's highly volatile and competitive business environment; where technology, trends and consequently workforces are in a state of constant flux. It is in this light that HR is being perceived differently and is



being elevated to a leadership role and that of a key business partner.

In this new model, HR assumes a more strategic role. It contributes towards the planning, formulation and accomplishment of organization objectives. It then creates its own objectives in line with the overall business objectives, thereby impacting every aspect of its services.

It is also the responsibility of the HR to champion change in the organization, as and when required. It's up to the HR to bring about the changes with the least amount of employee dissatisfaction.

One of the synonyms of this knowledge era is change and consequently unpredictability. Here, HR plays a key and pivotal role in identifying the capability gaps that consequently arise. A capability gap is the difference between the ability of existing systems to meet operational requirements and of what's expected of it. It's the lack of knowledge; skills and abilities in the current system to meet set organizational/individual goals or expected capability.

It identifies these gaps and works closely with the management to fill these gaps by obtaining the appropriate resources, training available resources and through other means. Successful organizations are those that are flexible and are quick to adapt; needless to say the HR team plays a crucial role in this process of adapting.

As a link between the employee and the employer, the HR manager, plays a key role in advocating cordial relations between the two. The professional is required to have a deep understanding of people and of their roles, so as to create a work environment that's friendly, motivating and productive.

The HR advocates the objectives of one group to the other. As an advocate of the employee, the professional creates development and growth opportunities, benefit plans, assistance programs etc. for the benefit of the employee. He/she is also expected to develop strong employee relations, to not just spot problems early, but also to work collectively and solve them.

It is also the responsibility of the HR to champion change in the organization, as and when required. It's up to the HR to bring about the changes with the least amount of employee dissatisfaction.

Now, although some of these duties have always been performed by the HR department, it's in the increasingly consultative & strategic partnership role that we find the new and changing role of the HR.

Some industry commentators call the Human Resources function the last bastion of bureaucracy. Traditionally, the role of the Human Resource professional in many organizations has been to serve as the systematizing, policing arm of executive management. Their role was more closely aligned with personnel and administration functions that were viewed by the organization as paperwork.

When you consider that the initial HR function, in many companies, comes out of the administration or finance department because hiring employees, paying employees, and dealing with benefits were the organization's first HR needs, this is not surprising.

In this role, the HR professional served executive agendas well, but was frequently viewed as a road block by much of the rest of the organization. Some need for this role remains — you wouldn't want every manager putting his own spin on a sexual harassment policy, for example. Nor can every manager interpret and implement the employee handbook as she chooses. Payroll and benefits need



administration, even if they are now electronically handled.

In this role, employees regarded HR as the enemy and going to HR was the kiss of death for your ongoing relationship with your own manager. Employees believed, and were often correct, that the HR function was in place solely to serve management.

Stories shared on this website by readers for years are hard on HR professionals. They criticize everything from their education to their professionalism to their support for employees. More importantly, they accuse HR professionals of misleading employees, failing to keep employee information confidential, and exhibiting poor practices in areas such as investigations, benefits options, and hiring employees.

If the HR role in your organization is not transforming itself to align with forward thinking practices, executive leadership must ask HR leaders some tough questions. Today's organizations cannot afford to have an HR department that fails to contribute to and even lead, modern thinking.

In this environment, much of the HR role is transforming. The role of the HR manager, director, or executive must parallel the needs of his or her changing organization. Successful organizations are becoming more adaptive, resilient, quick to change direction and customer-centered. Within this environment, the HR professional, who is considered necessary by managers and executives, is a strategic partner, an employee sponsor or advocate and a change mentor.

The HR professionals who understand these roles are leading their organizations in areas such as organization development, strategic utilization of employees to serve business goals, and talent management and development. Let's take a look at each of these roles and their impact on HR functions and practices.

Strategic Partner

In today's organizations, to guarantee their viability and ability to contribute, HR managers need to think of themselves as strategic partners. In this role, the HR person

contributes to the development of and the accomplishment of the organization-wide business plan and objectives.

The HR business objectives are established to support the attainment of the overall strategic business plan and objectives. The tactical HR representative is deeply knowledgeable about the design of work systems in which people succeed and contribute.

If the HR role in your organization is not transforming itself to align with forward thinking practices, executive leadership must ask HR leaders some tough questions

This strategic partnership impacts HR services such as the design of work positions; hiring; reward, recognition and strategic pay; performance development and appraisal systems; career and succession planning; and employee development. When HR professionals are aligned with the business, the personnel component of the organization is thought about as a strategic contributor to business success.

To be successful business partners, the HR staff members have to think like business people, know finance and accounting, and be accountable and responsible for cost reductions and the measurement of all HR programs and processes. It's not enough to ask for a seat at the executive table; HR people will have to prove they have the business savvy necessary to sit there.



More Related to the HR Strategic Role

- How to Do Human Resources Strategic Planning
- Develop a Human Resources Department Business Plan
- Create Value With Human Resource Measures

Employee Advocate

As an employee sponsor or advocate, the HR manager plays an integral role in organizational success via his knowledge about and advocacy of people. This advocacy includes expertise in how to create a work environment in which people will choose to be motivated, contributing, and happy.

The constant evaluation of the effectiveness of the organization results in the need for the HR professional to frequently champion change. Both knowledge about and the ability to execute successful change strategies make the HR professional exceptionally valued.

Fostering effective methods of goal setting, communication and empowerment through responsibility, builds employee ownership of the organization. The HR professional helps establish the organizational culture and climate in which people have the competency, concern and commitment to serve customers well.

In this role, the HR manager provides overall talent management strategies, employee development opportunities, employee assistance programs, gain sharing and profit-sharing strategies, organization development interventions, due process approaches to employee complaints and problem solving, and regularly scheduled communication opportunities.

Change Champion

The constant evaluation of the effectiveness of the organization results in the need for the HR professional to frequently champion change. Both knowledge about and the ability to execute successful change strategies make the HR professional exceptionally valued. Knowing how to link change to the strategic needs of the organization will minimize employee dissatisfaction and resistance to change.

Organization development, the overarching discipline for change management strategies, gives the HR professional additional challenges. Consciously helping to create the right organization culture, monitoring employee satisfaction, and measuring the results of organization initiatives fall here as well as in the role of employee advocacy.

The HR professional contributes to the organization by constantly assessing the effectiveness of the HR function. Also sponsors change in other departments and in work practices. To promote the overall success of the organization, the champions' identification of the organizational mission, vision, values, goals and action plans. Finally, that helps to determine the measures that will tell organization how well it is succeeding in its entire goal.

*"It's not the size of the dog in the fight,
it's the size of the fight in the dog."*

— Mark Twain



Manage Your Emotions or They Will Manage You

G. R. Venkatesh
Head, People Office,
Future Group



G R Venkatesh heads the People Office for the Retail Businesses of Future Group, one of India's leading business houses present in industries across the consumption space.

An alumnus of Indian Institute of Management, Ahmedabad, and an Electronics engineer by background, Venkatesh has a rich experience of around 18 years in the Indian Corporate Sector in Retail, Telecom Services, Engineering, Consulting, and Investment Banking domains. He has worked in Companies such as Peregrine, Fujitsu and Bharti Airtel before joining Future Group and has handled roles in Finance, Planning, Customer Service, Marketing, and Project Management.

He headed the Group Strategy Cell at Future Group, before taking up his latest assignment in HR.

Venkatesh's thoughts can be read on www.grvenkatesh.com

"I stood there, angry and frustrated. After a bout of heavy shopping, this was the last thing I needed – being 7th in the queue at the cash counter – with the six ahead of me having fully loaded trolleys. Suddenly the cashier looked up at me, smiled, and said 'Please bear with me. I will do my best to serve you at the earliest.' All my anger disappeared. I was willing to wait for an hour more."

"My uncle – he must be the most intelligent and knowledgeable person on earth. But look at the mess he has created out of his career. He regrets now. But, it's too late."

"We know you had a choice of airlines. Still you chose us. Thank you.' I smiled. I know this announcement will not impact my future decisions on which airline to book. But, deep inside me, I was happy that my choice was recognised. I liked the brand a little more."

Are these three instances related? You bet, they are. They are all facets of what Daniel Goleman popularised in his 1995 book "Emotional Intelligence (EI): Why it can matter more than IQ", although the appreciation of this subject goes well back into history.

If we realise the basic facts that human



beings rarely behave as per a defined formula (even though almost all of us may claim we are 'rational') and that all actions are a result of our emotions, the paramount importance of managing our emotions becomes clear.

The journey of mastery over emotions – self or of others – is a three step process. The process is evolutionary and it takes conscious effort to reach the highest step.

The journey of mastery over emotions – self or of others – is a three step process. The process is evolutionary and it takes conscious effort to reach the highest step. I have observed many people floundering at Step One itself, which is "Perception of Emotions" – just the ability to notice the emotions that you or someone else is experiencing or expressing. Step Two is "Analysing Emotions" – to find out whether the real reason of your boss shouting at you this morning is your incompetence, or the flat tyre that he experienced as he set off from his home today, after failing to wish his wife on their anniversary! The Third or the Supreme Step is "Management of Emotions" – the ability to regulate emotions, the ability to see yourself and your emotional entity as two separate beings, and so responding appropriately to all stimuli to you on the emotional plane. This quality can then be used to guide one's own actions and influence others'.

Why do some colleagues get into unfortunate situations again and again at the workplace? Why do some violate

company's values and ethical code? Why do some people are more prone to causing conflicts? Too often, negative feelings of fear, jealousy, feeling slighted, misunderstood or under-appreciated leads to resentment and hopelessness. I have seen many brilliant people "sulking" after something unfavourable has happened to them at the workplace, which further alienates them from the scene of action, and puts them firmly in the negative spiral.

How can our behaviour be more attuned towards the behavioural characteristics of the ideal person that we see ourselves to be?

Goleman, in his books, talks about twelve questions to ask yourself to see if you work with EI. Answer "Yes" to Six or more of these questions (and if others who know you well agree to your self-rating), then you are doing pretty well. The questions are:

Do you – Can you – Are you:

1. Understand both your strengths and weaknesses?
2. Be depended on to take care of every detail? Do you hate to let things slide?
3. Comfortable with change and open to novel ideas?
4. Motivated by the satisfaction of meeting your own standards of excellence?
5. Stay optimistic when things go wrong?
6. See things from another person's point of view and sense what matters most to that person?
7. Let customers' needs determine how you serve them?
8. Enjoy helping co-workers develop their skills?
9. Read office politics accurately?
10. Able to find "win-win" solutions in negotiations and conflicts?
11. The kind of person other people want on a team? Do you enjoy collaborating with others?
12. Usually persuasive?

But, what if your score is five or below?



I believe that some of the following action steps can be used to building up one's EI.

Start by self-observation. Your conscience is your best guide. Write down on a piece of paper the instances when you misbehaved or spoke inappropriately – actions which led to remorse later. This will force you to focus on the areas where you need improvement. Additionally, make commitments to someone special on changing a behaviour, who can put pressure on you to change if you go wayward.

While that would take care of self-improvement, how about building connect with others around you?

A good start is to build a relationship network at the workplace. If one starts seeing everyone around as someone with whom a relationship can be started with – including the pantry boy – the working atmosphere becomes that much better. The critical factor leading to success here is that of exhibiting empathy – an ability to connect with the other by seeing the world from the other person's viewpoint, and appreciating his or her concerns and insecurities. Easier said than done, but, definitely not insurmountable.

Another good point to keep in mind is that it's never important to be "right" all the time. If we accept this truth, we let our guard down, reduce our stress levels built up because of our futile search for perfection, and stop whipping ourselves. In turn, we become more 'human'. Nobody likes a "perfect robot" of a person. Everyone likes a 'human'. One can be a person who helps in things getting done and problems being solved, without being "always right", thereby earning oneself that appreciation and emotional connect.

Finally, the Art of Seeing Possibility in any situation is the key. Start looking for that possibility of doing something in any and every situation and you will pull yourself up from that frustration, that prejudice, and that anger. Practice this and see how others start connecting to you. More importantly, see how well you start regarding yourself!

Start managing your emotions – don't control or ignore them. There is a whole new world out there.

If one starts seeing everyone around as someone with whom a relationship can be started with – including the pantry boy – the working atmosphere becomes that much better.

Getting ahead in a difficult profession requires avid faith in yourself. That is why some people with mediocre talent, but with great inner drive, go much further than people with vastly superior talent.
- Sophia Loren



In this perceptive piece, the author reasons why integration is necessary across the organization to make a success of its functioning, with specific reference to the contribution of SABA in the effort.

When I look about 16 years back at the time I kick started my career in HR, I realize that times have changed so exponentially that it feels like several generations have passed through. The very essence of HR in an organization has undergone a transformation so complex that its role can no longer be viewed separate from business. In a sense, I think "integration" is the key underlying theme for the past few years and the years to come.

Why "integration"? Businesses are getting acquired to enable larger players to capitalize on capabilities and widen offerings. People and skills are so much more accessible that they were ever before across the globe. Communication channels have made events global and real time. If you're not operating a 24x7 operation, you may soon be out of business. Thinking patterns are no more starkly different across continents owing to massive knowledge sharing, borrowing of best practices and increased mobility. The world is becoming a smaller place!

Business environments are changing faster than ever before. Ambiguity, hyper-competition, demanding customers and speed are the rules. Organizations are changing too.

Why 'integration' is The Keyword In Human Resources Management

Maitreyee Mitra Syal,
Director, Human Resources,
Saba Software



Maitreyee is a senior HR professional with more than 16 years of strong and varied experience in the areas of HR Operations, Organization Development and Employee Engagement functions. She has worked with global organizations like Veritas, Sungard, iFlex (now Oracle) and Tech Mahindra. She has executed projects in Change Management, Competency frameworks and People CMM. Her experience spans across a spectrum of key business processes like Staffing, Performance Management, Learning & Career Management, Competency Mapping and Leadership Development.

Currently, Maitreyee heads the people function at Saba for their India and Asia-Pacific regions. Saba enables organizations to build a transformative workplace that leverages the advent of social networking in business and the ubiquity of mobile to empower an organization's most mission-critical assets – its people. The Company provides a set of people-centric enterprise solutions to various businesses and industries worldwide. Saba delivers cloud-based learning management, talent management and social enterprise solutions to transform the way people work.

Maitreyee has been one of the founding members of the HR Infotech Association's Pune Chapter and served as the President of the Association in 2009-2011. As the member of the Managing Committee of the Association, her role is to mentor HRIA Pune chapter and represent HRIA to external bodies like NASSCOM and SEAP to build the HRIA brand and its success.



From bureaucratic, centralized and sluggish systems, they are now bottom-up, fluid and extended and agile. The fabric of people is changing as people cross boundaries of geographies, generations, motivations, expectations and contributions. Technology is transforming our lives and creating opportunities. A new way of work is also emerging. Ways where people need to contribute, feel engaged, see a purpose and control their destiny. The market has evolved from information-centric technology to business process optimization to social enterprise platform.

What does this underlying theme of “integration” mean for us? Leveraging the wave of integration to envision a business application that will continue to be valid through its very nature of flexibility for years is an achievement. And Saba has this success story behind it. At Saba, we believe in “the transformative workplace”. This is in fact not a place at all, but a flexible, interactive environment that enables organizations to provide their people development, engagement and inspiration to constantly transform themselves to be equipped to manage challenges of the networked economy.

Imagine an application that allows employees, customers, partners across the globe to align with a common sense of purpose. A system that provides tools and practices to communicate strategy, track progress, recognize good work and leverage the people network effectively. One that taps into the social collaboration and connect with experts and right ideas to stay ahead of competition or facilitates development.

Saba (NASDAQ:SABA) provides a new class of people systems, the Saba People Cloud, that combine enterprise learning, people management and collaboration technologies. Today's people-driven enterprises are using Saba's solutions to mobilize and engage people around new strategies and initiatives, align and connect people to accelerate the flow of business, and cultivate, capture and share individual and collective knowhow to effectively compete and succeed.

My goal in the People department is to enable and encourage my employees to reach their greatest career potential here. Towards this, we have leveraged the Saba People Cloud to create a perfect combination of

information, connections, and resources that are aimed at helping them become more productive, connected and empowered to achieve their role. And we have created communities. Individuals and communities can access information and resources relevant to them, share knowledge and ideas through workspaces, create and deliver learning modules and track progress. 'Saba Impressions' allows people to recognize ideas, efforts, good work done and a collective summary of all such recognitions translates into an employee's achievements for the year! We encourage employees to use these functionalities. We have moved some of our key processes such as Goal setting and alignment and performance reviews on Saba People Cloud. These blend seamlessly into the recognition and rewards space of the product and allow us to take a holistic view of an employee. And all these are available on mobile too, so everything and everybody is accessible on the run. Truly an agile workplace!

Thinking patterns are no more starkly different across continents owing to massive knowledge sharing, borrowing of best practices and increased mobility. The world is becoming a smaller place!

In Saba People Cloud, the workspace belongs to every employee. We hear their voice, their opinions, their grievances and celebrations in that workspace. And we see it change everyday; which keeps us



very close to their sentiments and engagement level. We run our management system, our staff meetings and our team meetings on Saba People Cloud and ensure that communities are tightly connected. Blogs and posts on latest happenings are common and employees extensively exchange ideas, publish findings, offer recommendations and provide solutions.

Our aim in the People department is to move our operations completely on to the Saba People Cloud. And do away with email. We are moving ahead another step, every day. We want to be ahead of the times!

.....

*"My tastes are simple:
I am easily satisfied with the best."
- Winston Churchill*



Often enough, we tend to take basic concepts and thinking on most human endeavours and issues for granted. This includes Management and its many hues. Some of the principles and concepts of Management subjects like Marketing, Organisational Behaviour or Human Resource Management would do well to be reignited into our minds and jog our awareness, so as to make our functioning in the workplace more effective and rewarding – both for the organization as also for ourselves. With this in view, through this column, Tapasya brings the thoughts of eminent writers on Management related subjects back on stage, which could remind us of the basic purpose of management – to get the best out of every stakeholder in the business and bring satisfaction in the process through better results to one and all.



{ Retailing has come a long way since the days of the local grocer or street corner gift shop. The scale of operations has seen a voluminous growth with the participation of giants like Wal-Mart, Marks and Spencer, etc. In India too, the small time shopkeeper is under tremendous pressure from established Industrial Groups which are breathing down his neck. The conditions in India, however, are different from those obtaining in the developed countries and the ubiquitous retailer of the past, may yet continue to hold on to his share of the retail cake. But for how long, is anybody's guess.

In this excerpt from Retail Management by Patrick Dunne and John Lusch published in India by Cengage Learning India P Ltd. the authors discuss the basics of selecting a target market and market segmentation }

Market Selection And Retail Location Analysis : Selecting A Target Market

SELECTING A TARGET MARKET

Many retailing experts consider the most critical determinants of success in retailing to be first, selecting a target market, and second, evaluating alternative ways to reach this target market.

Traditionally, for retailers desiring to reach a given target market, this has meant selecting the best location for a store. In fact, according to an oft-

repeated story, a famous retailer once said that the three major decisions in retailing are location, location, and location. There is truth in that statement because, while the other elements of the retail mix are also important, if the customer cannot reach your store conveniently, those elements become secondary. The easier it is to reach the store, the more store traffic a store will have and this will lead to higher sales.

Today, however, retailers are finding alternative ways to reach customers, and location refers to more than just a store's physical location. For example, Dell sells



computers and peripherals through the mail, over the Internet, in kiosks in airports and shopping malls, and by phone; the University of Phoenix offers an MBA online via a computer in the student's home or place of business; eBay has 180 million members/users; and Tupperware, after its problems with selling its products in Target stores that was discussed in Chapter 5, continues to sell most of its kitchenware via in-home parties.

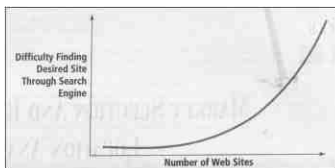
As noted in earlier chapters, the Internet is becoming a major force in retailing. The equivalent of a store on the Internet is a retailer's site on the World Wide Web (WWW). When stopping at an e-tailer's Web site, visitors first view the firm's home page, which can be compared to a storefront. From the home page a person visiting the retailer can be linked to other pages that provide more detailed information about merchandise, credit, warranties, terms of trade, and so forth. The total collection of all the pages of information on the retailer's Web site is known as its virtual store. Whereas a traditional store is located in geographic space, a virtual store is located in cyberspace.

The cyberspace counterpart to location is the "ease of access" a consumer has to the site. Ease of access refers to the consumer's ability to find a Web site in cyberspace easily and quickly. To gain access to a site, a consumer can use a retailer's name (for example, <http://www.target.com>) or a search engine, such as Google or Yahoo. Exhibit 7.1 illustrates that as the number of Web sites increases, the importance of easy access also increases.

Regardless of whether retailers are planning a traditional store in geographic space or a virtual store in cyberspace, their first step is to develop a cost-effective way to reach the household and individual consumer that they have identified as their target market. It is important to realize that failure to clearly identify the target market will result in a significant waste of marketing expenditures.

MARKET SEGMENTATION

In Chapter 3, market segmentation was defined as a method retailers use to examine ways to segment, or break down, heterogeneous consumer populations into smaller, more homogeneous groups based on their characteristics. Since any single retailer cannot serve all potential customers, it is important that it segment the market and select a target market(s). A target market is that segment of the market that the retailer decides to pursue through its marketing efforts. Retailers in the same line of retail trade often pursue different target markets. For example, Ann Taylor appeals to the higher-income female, The Limited appeals to the moderate-income female, and Ross Dress for Less appeals to the budget-conscious female shopper. Other women's clothiers have segmented customers based on other characteristics. For example, Charming Shoppes has been successful in targeting plus-sized women.



Sometimes it is not easy to reach every target market. Generation Y types are poised to reshape the cultural landscape. However, since they have different priorities than previous generations did at the same age, they are more difficult to pinpoint. Canadians are challenging for e-tailors to reach because they are much more reluctant than U.S. citizens to shop online.



The topics of target market selection and location analysis are combined here because a retailer must identify its target market(s) before it decides how to best reach that market(s). Reaching the target market can be achieved through a store-based location in which the consumer travels to the store, or through a nonstore retailing format in which products and services are offered to the consumer at a more convenient or accessible location. These are related topics because individuals of different characteristics are not randomly spread over geographic space. In fact, it has been repeatedly demonstrated that people of similar backgrounds live near each other and have similar media habits, consumption habits, activities, interests, and opinions. Because of this, retailers such as Nordstrom know where to geographically locate their stores, and merchants such as Williams Sonoma (which has a very successful mail-order catalog for high-quality kitchenware) know which ZIP codes, geographic areas, or specific households should receive their catalogs.

IDENTIFYING A TARGET MARKET

To reach a target market successfully, three criteria should be met. First, a retailer should be able to describe the selected market segment using objective measures for which there is data available, such as age, gender, income, education, ethnic group, religion, and so on. The most commonly available objective data is demographic, which the U.S. Census Bureau provides for businesses at little cost. Conversely, a subjective variable such as personality is

more difficult to determine. For example, how can a retailer reasonably or cost-effectively measure the number of compulsive shoppers in the United States?

A second criterion is accessibility, or the degree to which the retailer can target its promotional or distribution efforts to a particular market segment. Do individuals in the target market watch certain television programs, listen to particular radio programs or pod casts, frequently visit the same Web sites (i.e., cluster in cyberspace), or cluster together in neighborhoods? As we will see in this chapter, the location decision is largely determined by identifying the most effective way to reach a target market. Finally, successful target marketing requires that the segment be substantial enough to be profitable for the retailer. When Joe Albertson opened the first Albertsons grocery store in 1939, he drove through neighborhoods looking for diapers on clotheslines and tricycles in driveways. He knew that these were the signs of families with many mouths to feed and neighborhoods that promised future growth, and therefore a place to build a grocery store.¹

Clearly, a retailer could develop a store to appeal to any-market segment regardless of size, such as a store for fans of the Green Bay Packers; however, the retailer would have to ask whether enough Packer fans lived within its trade area to make the store profitable. While there are surely enough Packer fans in Wisconsin to support such a retailer, a nonstore location such as a Web site on the Internet would be a more effective way to market to Packers fans worldwide.

*"Those who mind don't matter,
and those who matter don't mind."
- Bernard M. Baruch*



The Writing on the Wall

orms Notwithstanding, India Stands To Fare Better On All Fronts This Year
Lower rates could boost economy in 2013

Surojit Gupta | TNN

What's Up

13/15 Sensex cos be
St on profit growth

Sensex hits 2-year high, eyes 20k

Jumps 243 Points To 19,906 On Easing Inflation, GAAR Deferment To '16

Learning & Development budgets will only
Grow As Cos Look To Retain & Build Talent

No decline in training
spend amid slowdown

India Inc scores
with 58% beating

2 net estimates

Five Signs That Indicate Recovery



Recovery signs point
to green shoots

Firms Regain Pricing Power As Margins Improve

Inflation slows to 3-yr low, RBI may cut rates

1.9% In Dec, Expected to Fall Further

HOW INDIA FARES

India's position at global position among 180 countries in terms of value of doing business, the latest report released by World Bank says. International Finance Corporation (IFC), which's member India has ranked among top 100 for the past 10 years.



WHY INDIA COMPARES

Country	Rank	Score	Time taken to start a business (days)	Time taken to get a loan (days)
Singapore	1	87	21	1
Hong Kong	2	86	21	1
New Zealand	3	85	21	1
US	4	84	21	1
Germany	5	83	21	1
South Korea	6	82	21	1
Malaysia	7	81	21	1
South Africa	8	80	21	1
China	9	79	21	1
Poland	10	78	21	1
Russia	11	77	21	1
Indonesia	12	76	21	1
Brazil	13	75	21	1
India	14	74	21	1

ON SLIPPERY WICKET



CASE THAT NAILED THE ICBC



FM charts new fiscal road



India to run out of phone nos by next year



TODAY'S CONNECTED



Suzlon to restructure



RBI slashes growth outlook, may cut CRR



Problem-solving CEOs can become redundant beyond crises: Experts



VC investments down by 30% in 2012

Shilpa Phadnis | TNN

LOSING INTEREST?

\$40 million from Bessemer showed 30-50% growth

India ranks 40 in 50 most dynamic nations' Winter 2012

ew Delhi: India has been
ranked at a low position of 40
among 50 economies in the

The GDI Index defines dynamism as the changes to the economy which have en-



"Considering the magnitude of economic growth and development in the recent

in terms of science and technology, it was a pity this measure of



The Joy of Giving Week was recently celebrated in India which highlighted the need to be more empathetic to the less privileged in our environment. This article by Abha Hule examines the deeper implications of the act of giving, as opposed to donating and the spiritual rewards the act brings to the giver.

The vast majority in the world is ignorant of the happiness in giving and cling onto their possessions. When the human vision expands to recognize the existence of others, perceives them as a part of the whole the concept of unselfishness slowly dawns.

There are two broad principles governing human actions. The first is based on the attitude of 'taking'. The second is based on the attitude of 'giving'. If the attitude of 'taking' prevails in a society its members are possessed with multifold selfish demands and desires. Everybody wants to grab, take from the society. This causes struggle, stress and strain in that society. Aldous Huxley says "...they love to intensify their selfhood through gluttony, therefore ...inflict upon themselves chronic anxiety over money and because they crave excitement, chronic over stimulation, they suffer during their working hours from the chronic boredom and frustration imposed by the sort of jobs that have been done in order to satisfy the artificially stimulated demand for the fruit of fully mechanized mass production" (Huxley 1958: 236)

Let the attitude change to 'giving' in the very same society. Their demands

Grades of Unselfishness

Abha Hule

Research Scholar, Vedanta Cultural Foundation



Abha Hule completed her BA in Psychology from Pune University, India. Her interest in human psychology and its impact on social structures and relationships encouraged her to investigate the ancient Indian philosophy of Vedanta. She completed a three-year residential course on Vedanta at the Vedanta Academy, near Mumbai. Since then Abha continues to serve with the Vedanta Cultural Foundation as a full time research scholar under Shri A. Parthasarathy, the internationally renowned Vedanta philosopher. Abha has written several papers highlighting the relevance of Vedantic principles to individual behaviour and social interactions. She travels extensively with Shri Parthasarathy assisting him in his presentations on Vedanta worldwide.



and desires drop, their selfishness reduces. They are content with giving, serving others. Harmony, peace and happiness reign in that society. "And in an intelligently administered society – one that has returned to the individual, in widened powers, more that it took from him in restricted liberty – the advantage of every man would lie in social and loyal conduct, and only clear sight would be needed to be ensured peace and order and good will" (Durant 1961:10).

A common misconception is that merely adhering to the rules and regulations of the collective group will suffice as giving. One cannot abide by the laws and claim to be a giver, this is merely 'self preservation' one of the themes of sociology is for the individual to integrate their personal interests and desires appropriately into social context. One can now see that social - philosophy clearly impacts society. Whether it is at the level of government, professional ethics or individual behavioural standards. This means that a sense of responsibility is ingrained in us as we must adhere to laws, rules and requirements if we are to be deemed an acceptable citizen. This applies regardless of ones status or activities. To drive a car there are laws we all must abide by, to have a bank account there are some standard requirements irrespective of your financial status. Is merely meeting these basic stipulations enough to be deemed a unselfish person? Friedrich Nietzsche famously dismissed what he termed as "herd-morality" (morality for the masses) by saying "To refrain mutually from injury, from violence, from exploitation, ... this may result in a certain rough sense in good conduct". (Nietzsche 1997: 125) This benign ambivalence is not the mark of unselfishness; to declare that one has not harmed society is no achievement. By abiding by the law, and meeting the criteria of the institutions we choose to be a part of, we are acting for our own self – interest. This is equality in accountability not in personal status. The false assumption regarding equality is encapsulated in Plato's "Politics" (Durant 1961: 70) saying that it "Arises out of the notion that those who are equal in one respect (eg. in respect to the law) are equal in all respects; because men are equally free they claim to be absolutely equal". All citizens are bound by the law and avoiding prison by not breaking the law is not a service, it is self- preservation. That being so, one has no

By abiding by the law, and meeting the criteria of the institutions we choose to be a part of, we are acting for our own self – interest. This is equality in accountability not in personal status.

choice but to meet certain standards if one wishes to remain accepted in society. But unselfishness is a choice. A choice to give more to society than society asks. This choice is something that one can learn. Unselfishness is not an instinct ingrained in a select few. "... For although nothing exists in nature except individual bodies, exhibiting clear individual effects according to particular laws, yet in each branch of learning, those very laws – are the foundation of both theory and practice." (Bacon 1944: Chapter 2:2).

The dignity of the human race is founded upon the principle of giving. In the famous classic 'Les Miserables' Victor Hugo maintains, "Life is to give, not to take." No one has a right to claim anything as one's own. One ought not to desire, demand from society. Perhaps the only right is to give, to serve. "Be content to serve," pleaded Christ. This attitude of giving, serving is termed unselfish.

Why should you give, serve?

No sooner are you born than you are indebted to the world for all that it provides for your living. The mother's milk, oxygen you breathe, pressure inside and outside etc are all provided at the right time. If you had to just pay your oxygen bills for the oxygen used until now, it will run into millions of rupees.



People give for enhancing their own reputation as great philanthropists or in remembrance of themselves or their loved ones irrespective of whether the person receiving is benefited or not. This is not giving, but rather a business transaction where material wealth or the like is exchanged for name and fame

Such benevolence of nature cannot be repaid. Therefore, it will only be right to maintain a sense of gratitude to the world as long as you live. Spencer says “unceasing social discipline will so mould human nature that eventually sympathetic pleasures will be spontaneously pursued to the fullest extent advantageous to all.” This translates into service to humanity, nation, society, family and yourself. Moreover, the more one gives, the happier one feels. By giving one experiences a sense of peace in life.

Different grades of giving

There are different grades of unselfishness – giving to the world depending upon the extent of awareness of the things provided by nature.

Grade 1 – Giving for name

A majority of the so called ‘givers’ give to be recognized in one manner or another. People give for enhancing their own reputation as great philanthropists or in remembrance of themselves or their loved ones irrespective of whether the person receiving is benefited or not. This is not giving, but rather a business

transaction where material wealth or the like is exchanged for name and fame.

Grade 2 - Giving the discarded

Wherein one gives away objects no longer useful to the owner. Examples are children's outgrown clothes, last year's fashions, unwanted gifts etc. Some people are unwilling to give away even what they no longer require. Throughout the world, people hoard objects for years without being aware of their existence. Or indulge to the extreme. While others are deprived of even basic necessities. A fact aptly portrayed by the famous statement: 'Let them eat cake!' by Marie Antoinette, queen of France, on being told her subjects had no bread to eat.

Recognizing this incredible disparity, Oliver Goldsmith justly stated: 'All the nakedness of the world can be clad by the trimmings of the vain'.

Amazingly, people refuse to donate their eyes or kidneys after death. Though it would make an immeasurable difference to the donee they would rather allow it to be cremated. Merely on a vague superstition that if the kidney is given away one may not get it in the next life!

In contrast, those who begin to recognize the benefaction of nature, would at least give away that which they do not require.

Grade 3 - Giving when needed

One gives one's time and possessions. Performs random acts of kindness like helping a relative or friend in times of need. These are the highly praised 'good people'! However, this category is more re-active than proactive. They are there for friends and relatives in times of need. This extends to those in need of charitable assistance. A survey in the 1999-2000 said that Indians contributed over Rs 42 billion in cash and kind towards charity. 87% of this amount came from persons with an income of less than Rs 1 lakh a year, or about Rs 8,000 a month. 54% of that amount was given directly. For example to a beggar or to a family in need. (<http://www.infochangeindia.org/bookandreportsst32.jsp>, undated)

An overview of the above information: more than Rs 42 billion was being donated in 2000. 87% of



contributors earned one lakh or less a year. Whereas though 96% of the middle and upper classes also give, their sum total is only Rs 16 billion in 2001. (Indian Centre for Philanthropy, 2001). Presuming the charitable disposition of Indians has continued and that the economy has greatly expanded since 2001 the amounts donated now in 2007 can be presumed to be even higher. Unselfishness as an institution expresses as charitable activities, which must always exist to ensure the unfortunate and less able are integrated into the landscape of society.

Grade 4 - Giving regularly

People who become more unselfish take up a social service or start working for a social welfare organization on a regular basis. Service to the community in one form or the other becomes part of their routine activities. Their unselfishness has advanced from the stage of 'occasional' to 'regular', from helping personal friends to the generally needy; from fulfilling requests to looking out for opportunities to serve.

Grade 5 - Giving always

As one grows to yet higher levels, one's whole life becomes dedicated to the goal or higher cause one has to set for oneself. This cause embraces the world at large. Such people do nothing but work for their cause. They will go through any amount of hardship or inconvenience for the sake of their ideal. No sacrifice is too great at their altar. Such people are rare. This category includes great persons such as Mahatma Gandhi or Mother Teresa. They bring cheer, peace and prosperity to the world they live in. Unselfish desire is achieving happiness through an inclusive mentality. When the physical, emotional and intellectual needs of others are considered we are by definition unselfish. Rather than seeing the world as a realm within which we must fight for our place we engage society with the idea of giving rather than taking. Therein, we court society more readily and with a service oriented perspective society happily receives us, as clearly illustrated by the movements that supported Gandhi and Mother Teresa. This is the way by which integration between the individual and society is achieved. Only by understanding unselfishness as an aspect of our own individual happiness

will one choose such a mentality in life. Therein individual actions are geared to include a consideration of their impact on our peers. When this expands into all spheres of our life we are doing society a service at every moment. This is social consciousness.

All these givers in different grades of unselfishness give in different forms. Giving is not only material as it is generally understood to be but also involves other forms of giving.

Different types of giving

Giving could be classified as material, physical, emotional, intellectual and spiritual depending on what one gives away for others' benefit.

Material service

Material giving is what everyone understands as giving. Hundreds and thousands of charitable institutions have been created to give material and monetary help. Providing monetary help for education, building houses, better sanitary conditions etc fall under material help. Providing material such as clothing, food items, medicines in times of calamities and to the needy also fall under material giving. The majority of philanthropic individuals and service organizations in the world like Rotary, Lions club etc fall under this category.

Physical service

Far superior to material giving is physical giving. As it involves much more sacrifice on the part of the giver. A doctor could write a cheque sitting in his air-conditioned clinic and contribute monetarily to an organization providing health services to the needy. But it is far



The attitude of unselfishness is an outcome of the awareness of all one has received from the world. As man evolves he raises himself gradually to higher degrees of unselfishness.

superior if he sacrifices a day offering his services free to those who cannot afford his fees. Charity begins when a person keeps one loaf of bread and gives another loaf of bread to the needy when he has two. But it is even greater if he gives to another what he has for himself. This is physical service. When you go through bodily strain or discomfort for the benefit, welfare of another.

Emotional & intellectual service

There are a few people who offer emotional help to the needy. Young students spend their time in the government hospital with destitute patients offering comfort and solace for their recovery. Organizations that offer telephonic counseling for people afflicted with terminal diseases like AIDS offer emotional solace which is much more soothing and helpful for the patients than mere monetary or physical help.

Others offer to teach the needy some vocation so that they could become self sufficient in handling their problems in life. Offer free education to the illiterate ensuring that they are equipped to handle things on their own. This intellectual service is far superior to the types of services mentioned above.

Spiritual service

Spiritual service is the highest service that anyone can offer. In all of the above forms of service, the service is rendered in an aspect of the world where the donee needs support. He is thus able to cater to his worldly needs. Spiritual service offers knowledge about one's own self. With such knowledge the individual ultimately gains self-sufficiency from the world itself. Huxley says... "fullness and wholeness of development... the highest creation of which we have knowledge and... in its attainment the individual possibilities of the evolutionary process are brought to supreme fruition... he has a duty to aid other individuals towards further development, and to contribute his mite to the maintenance and importance of the continuing social process, and so the march of evolution as a whole" (Huxley 1967)

One can offer spiritual knowledge only to the extent he has gained wisdom. Thus in spiritual giving the focus is on study and gaining wisdom so that one becomes a beacon for others to follow.

By giving one thus purifies the mind and leaves the realm of the unselfish to enter the realm of the selfless. The selfless person works incessantly and untiringly for the welfare of one and all – irrespective of what he receives in return. He lives a life of perfect fulfillment and peace within.

CONCLUSION

The attitude of unselfishness is an outcome of the awareness of all one has received from the world. As man evolves he raises himself gradually to higher degrees of unselfishness. He experiences a more enjoyable and peaceful life. His extent of service moves from giving for self-centred reasons to a constant attitude of giving. Also the type of giving changes from material to physical to emotional, intellectual and spiritual.

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Dewang Mehta Awards 2012

Indira proves yet again that excellence is never an accident! Team Indira makes every effort count in excelling our own past performance! Awards are but a milestone, the destination is what we make of it!

Proud to Bag The Largest Number of Awards at the Dewang Mehta B-school Awards Held in November 2012 !



Business School with Best Academic Input (Syllabus) in Operations & Manufacturing -
Indira Institute of Management, Pune

Business School with Best Academic Input (Syllabus) in Information Technology -
Indira College of Engineering & Management

Best Professor in General Management
Dr. Poornima Tapas,
Indira Institute of Management, Pune

Best Professor in Human Resources Mgmt.
Prof. Nutan Karnik,
Indira School of Business Studies

Best Professor in Information Technology
Prof. S. P. Singh,
Indira Institute of Management, Pune

Business School with Best Industry Interface
Indira School of Business Studies

Innovative Leader Award
Prof. Chetan Wakalkar,
Group Director, Indira Group of Institutes.

Best Placement Team
Indira Group of Institutes

Best Placement Brochure

Paper Presentation Contest



Induction Programme for MCA students At ICEM

On 30th August 2012 Induction programme for First Year Engineering was held. The Director, Dr. R. V. Kulkarni, welcomed the gathering. The Group Director, Indira Group of Institutes, gave an introduction to the Indira Group of Institutes much to the delight of the audience. He briefed about the needs of an engineer and gave a success mantra to the students. He also showcased Tata Nano's production plant and briefed a case study of Aakash Tablet. The Training Head (Learning & Education) L&T Infotech Ltd., Mr. Prashant Karandikar, delivered the special address. He shared the secrets to success through clear thinking, empathy in emotions & a healthy physical body. The Head of Learning & Development, Mr. H. S. Murali stressed that ICEM has a good reputation and is constantly motivating students to think "out of the box" and assist them in creative projects.





Foundation Day

Dr. Ramesh Kulkarni welcomed all the guests and wished for the further growth of IGI. Video clipping of Journey of ICEM from 2007 to 2012 was shown. Chairperson Dr. Tarita Shankar felicitated the staff members of ICEM and IGBS by presenting Academic Jewel, Admin Jewel and Support Jewel awards of the institutes for their selfless contribution to the Institute. Academic toppers of the final year students in all disciplines were also felicitated with a cash prize of Rs.5000/- . Later Cultural events were organized by various departments of ICEM and IGBS including skits, dances, songs and an eye catching sand animation. Pasayadan sung by Prof. A. M. Patki pleased the audience. Vote of thanks delivered by our Vice Principal Prof. Poorna Shankar acknowledging the efforts of Founder, Group Director and all contributors of IGI.





ICEM Student's CSR Activity

ICEM student's CSR activity was conducted by MBA students (2012-14 batch) on Monday, 17th Sep, 12. The initiative was aimed at creating awareness among citizens about the traffic rules awareness and use of helmets while riding two wheelers.

MODERN TRENDS IN RADIO BROADCASTING



A guest lecture on MODERN TRENDS IN RADIO BROADCASTING was held on 12th Sept 2012 by IETE student forum (E&TC dept.). Mr. Ashok Kale, Technical Director, All India Radio & Doordarshan, Imphal delivered the lecture. We were honored to have with us Prof. Mrs. Poornashankar (Vice principal), ICEM, who encouraged the students for organizing such technical event. Prof. A.M Patki (HOD E&TC), faculty members and students (T.E & B.E) were present for the lecture. Prof P.H Patil (Executive Committee member IETE PUNE Center), ICEM-ISF Co-ordinator, co-ordinated this lecture as a part of ISF activity.



Inauguration of The First Batch At Isem



Indira School of Event Management held the induction ceremony of its first batch on the 6th of August, 2012 at the IT auditorium. The endeavor was to create excitement and enthusiasm amongst all the students and their parents, who accompanied them at the inauguration ceremony. The event was graced by the presence of our Chairperson- Dr.Tarita Shankar, our Group Director-Prof. Chetan Wakalkar and all the Directors,





The Battle of Brands

Hosted by CMO Asia, CMO Council, endorsed by Thought Leaders recognized Innovative leaders in Brand management, Brand Leadership and Brand Innovation.

The INDIRA BRAND SLAM AWARDS 2012 were finally announced on October 13th at Indira Group of Institutes, Pune. The Brand Slam Awards 2012 recognize the best of the best brands from the Industry. The Brand Slam Awards celebrate outstanding achievement across all aspects of the brands landscape to recognize & honor the creativity and insight of both individuals and business at the cutting edge of the marketing and branding technology industry.

The awards showcase leading brands through a broad selection of categories. The Brand Slam Awards cover all sections of the Industry right from FMCG, Advertising, Banking & Insurance, Real Estate and Fashion and accessories.

Brand Slam pays a tribute to the leadership of Donovan Neale-May, Executive Director, and CMO Council for his continuous blessings and support to the activities of CMO Asia.





Indira Group Walks Away With All Major Awards At World Education Congress

The World Education Congress, held at Mumbai, June 2012 proved once again, that success is a habit that partners excellence! Excellence it was that made its mark once again as Indira Group of Institutes for one more time, walked away with as many as 11 major awards announced at the Congress.

The Awards at the World Education Congress is all the more prestigious as it is a recognition of Indira's allround competence in providing the best in higher education to its students, as it comes with an acknowledgement from the who's who in the education world – from Educationists and Ministers in charge of education in various countries who were present at the occasion!

For the past few years, Indira Group has been at the top of the list of awardees at every credible Awards function where smart and hard work by Institutions of higher learning are recognised – and awards in all categories – be it for infrastructure, innovation in teaching, best teacher, industry interface, or best presentation by a student – have been bagged by Indiraitees. Team Indira proves once again, that Teamwork matters!!





The list of Awards and Awardees

Sr.	Organization	Category	Name of the Receiver
1	World Education Congress	Thought Leader Award	Chairperson, Dr. Tarita Shankar
2	World Education Congress	Innovative Leader	Group Director, Prof. Chetan Wakalkar
3	World Education Congress	Best Director Award	Dr. Renu Bhargava - Director, ISBS
4	World Education Congress	Young Achiever Award	Dr. Shriram Nerlekar - Director, IGBS
5	World Education Congress	Education Institute with best Academic & Industry Interface	Indira Global Business School
6	World Education Congress	Award for best Educational Institute in Pharmacy Management	Indira College of Pharmacy
7	World Education Congress	Award for best Educational Institute in Management	Indira Institute of Management
8	World Education Congress	Best B-School Using Technology in Training & Education	Indira Institute of Management
9	National B-School Award	Out Standing B-School (West)	Indira School of Business Studies
10	National B-School Award	Out Standing Engineering Institute (West)	Indira College of Engineering and Management
11	World Education Congress	Best Student in Management	Mr. Ketan Kirad – ISBS (2nd year student)



The 2012 edition of Tapasya Gyanganga Lecture Series got off to a scintillating start at the Indira Group of Institutes on Friday when Dr Chandrasekhar Hariharan, Chairman, Biodiversity Construction India Ltd. Spoke to the students on 'SUSTAINABLE CONSTRUCTION : BUILDING BLOCKS FOR SENSIBLE LIVING" to a packed house of over 400 Management students. Backed by a career extending over 25 years as chartered accountant, journalist, social worker and now social-entrepreneur, Dr Hariharan's address was at once a crisp exercise in showing the way of sustainability to the young generation as the only one to take if creative satisfaction is what they look for at the end of their career.. He made a spirited plea that consumers need to look at the common good while judging products, and not look for benefits alone. Features in products that help in reducing carbon footprints actually create opportunities for the future generations to come, which we often tend to lose sight of.

led to untold suffering for the masses – not in the urban cocoons but in the remote rural areas which actually are the sources of these very natural resources. He cited the systematic plunder of the Patan riverbed in Gujarat which has left the village dry and drought prone, or the coal rich northern states which have been mined to their hollow innards. He wondered why the Government does not want to promote alternate sources of energy which are available and cheaper in the long run, and also help conserve the sources of natural resources in the country. Dr Hariharan has developed products and appliances which could make conventional energy a thing of the past; and what is more, these are economical in the long run while doing the environment a world of good.

Dr Hariharan's company was the only private sector organization to be featured in the BBC World Service report on eco-friendly housing projects in the BRICS countries; while all the other four countries featured projects by government supported agencies. The interaction with the packed audience at the end of the session evoked the sense of service and

The systematic denuding of the



Tapasya Gyanganga Lecture



Rajendra Singh, Waterman of India Pins Hopes on India's Youth to Make Water Woes A Thing of The Past.



India's waterman, Magsaysay Award winning Rajendra Singh made an impassioned plea to the youth to throw away the yoke of divisions that beset this great country and latch on to more positive thoughts to rid the country of its woes. He was speaking at the second Tapasya Gyanganga Lecture in the series initiated by the Indira Group of Institutes, under the auspices of the journal, Tapasya.

Addressing the students of the Indira Group last week, on the subject India's Water Woes : Template of Solutions, Singh said that the British practiced a sophisticated art of de-culturising the country by systematically ruining the Ganges at Benares by forcing the people to empty the city's waste water into it, in the name of the beautification of the town. This, in the face of stiff opposition by Mr Madan Mohan Malviya who fell



into a minority of one while opposing the plan of Mr Hawkins, Commissioner of Benares. And there began the degradation of the rivers in India, first by the British rulers and then by the home grown rulers who took over from them in the guise of running the world's biggest democracy – a pernicious practice that is continuing today, only on a much larger scale as it involves virtually all the rivers of the country! As an example, he cited the city of Pune which had five free flowing rivers at one time, which have today been converted into free flowing nullahs where spending a minute on their banks is a tough ask given the putrid stink and punishing sight of debris and junk in its belly.

The wisdom of the ancients in managing their water sources was avidly explained by Rajendra Singh who said the local population was the arbiter of all their needs and decided the best way to manage the water supply in the village without interference from the powers that be. However, today India is following a top down model of democracy which serves no one but the rulers who decide everything from the need for resource crunching and polluting dams to the actual quantum of water to be supplied to individual towns and cities, instead of trusting the wisdom of the local populations to make their own choices.

In stark contrast to the modern day water wars being fought in court battles by States and the international community, he quoted his experiences in the parched deserts of Rajasthan where he was instrumental in revitalizing five rivers which had run dry for over 60 years with the help of the local population and without the involvement of the state or local authorities. The villages which were abandoned by the local population were resettled and brought to life with the revival of these rivers. Continuing in the same vein, he said however, on the rivers becoming live again, the State Government was quick to spot the opportunity to earn a quick buck by leasing out the land on the river banks to commercial interests. However, the united strength of the populace against the proposal put an end to the authorities' plans. He was unsparing in his criticism of the Government for its handling of the Ganga Action plan which poured thousands of crores into



the plan, but ended up further toxifying the river with the result that the Ganga, a once medicinal river, was today spewing cancer and disability among the population, with nothing to show for the much tom-tommed Action Plan!

The address triggered a wave of emotions and interest with the interactive session overflowing into further discussions on various aspects of India's water issues such as river linking projects, water sharing between States, and the disputes with neighbouring countries on sharing river waters!





Technovation Summit



The annual Technovation Summit was a spectacular event hosted by Indira College of Engineering and Management at which Awards to appreciate the contribution of individuals to the growth of IT were given away.

Dr. Deepak Shikarpur, chairman BOS, University of Pune, spoke on: 'Skill - the Youth Success Mantra for IT/ITES'. The summit received a very enthusiastic response from industry professionals, academicians and the student fraternity.

Apart from Dr. Tarita Shankar, chairperson, IGI, and Prof. Chetan Wakalkar, group director, IGI, who were the gracious hosts at the function, chief guest Dr Ganesh Natarajan, Global CEO, Zensar Technologies Ltd, added grace to the function.

The awards were conferred at the hands of Dr Natarajan.

The Lifetime Achievement Award recipient in Technovation 2012 - Milind Padhye. Other awards included the Indira IT — Excellence Award and Indira IT — HR Excellence Award. Dr Natarajan shared his thoughts about the significance of communication and confidence to explore talent among individuals. Post lunch, Phani Kondepudi spoke to the gathering about academic programmes to build up learning opportunities, while Mr Subramhanya Hathwar threw light on 'Cloud Computing'.

The ceremony was followed by a vibrant performance of Hungarian Welcome Dance by students, and the IT students also participated in a Mobile Apps Development competition.





Technovation Awards

As is tradition, every year, the Indira Group of Institutes (IGI) Pune awards individuals for their outstanding contribution towards the growth of IT in the country. This year was no different. The Indira IT Technovation Awards 2012 were held on 4th Oct. at Dhruv Auditorium, Indira Group of Institutes (IGI), Wakad, Pune. Dr Ramesh Kulkarni, principal, Indira College of Engg and Mgmt delivered the welcome speech after which the genesis of the event was conveyed by Poornashankar, vice principal of the same college. The students also listened with rapt attention as Dr Deepak Shikarpur, chairman BOS, University of Pune, spoke on: 'Skill the Youth Success Mantra for IT/ITES'. The entire summit received a very enthusiastic response from industry professionals, academicians and the student fraternity. Those present at the event were Dr Tarita Shankar, chairperson, IGI, Prof. Chetan Wakalkar, group director, IGI, Chief Guest Dr Ganesh Natarajan, global CEO, Zensar Technologies Ltd, and Prof. Janardan Pawar, vice principal, Indira College of Commerce and Science. The awards were conferred at the hands of Dr Natarajan. The Lifetime Achievement Award recipient in Technovation 2012 was Milind Padhye who shared his views about global challenges for the Indian IT sector. Other awards included the Indira IT — Excellence Award and Indira IT — HRExcellence Award. Dr Natarajan shared his thoughts about the significance of communication and confidence to explore talent among individuals. Post lunch, Mr. Phani Kondepudi spoke to the gathering



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