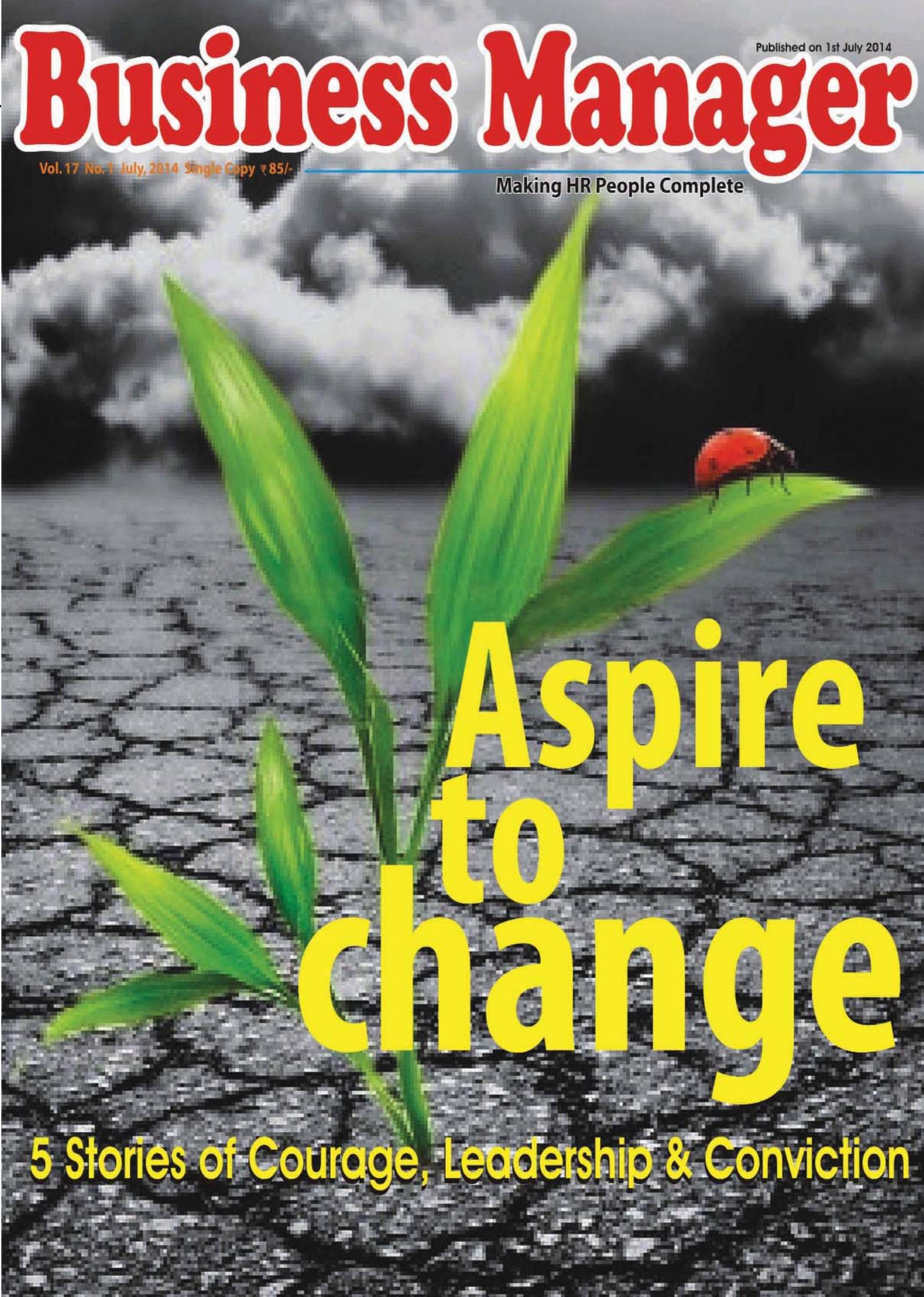


Business Manager

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Making HR People Complete

A young green plant with several leaves is growing out of a cracked asphalt surface. A red ladybug is perched on one of the leaves. The background shows a cloudy sky.

Aspire to change

5 Stories of Courage, Leadership & Conviction



Rewards & Recognition

Demystifying Rewards

- By Simran Oberoi

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5 Impact of Advanced Technologies on HR



Emerging technologies is bringing not only new challenges but many new changes in the HR function in organizations. This article highlights the impact of these advanced technologies on HR and people functions in the IT organizations. An article by **Dr. G.P. Sudhakar**.

08 Leading Culture of Organisational Trust



To develop and maintain a culture of authentic trust, leaders must be - Ability to connect with to people, Being honest, Clear in communication, and Demonstrate integrity. An article by **Dr. Sanjay Bhattacharya**.

10 Engagement matters!

The HR department has an important role to play especially when performance issues seem to be

plaguing them for long. However, it needs to relook at a few key questions before it can consider developing strategies to elevate employee performance. An article by

Dr. Samta Jain & Prof. Rajini Anand.



14 Workforce effectiveness through collaboration

In today's current work environment, to withstand the constantly growing global competition, the need to be different and radically change the way business is done has become an imperative. Organization need to be in constant alignment at regular intervals to take stock of situations and work towards a common objective. An article by **Pooja Bansal**.



Aspire to change

5 Stories of Courage, Leadership & Conviction

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The making of Best Change Interventions of Asia Study

-BY DR. SUJAYA BANERJEE

- The WARTSILA Story**, Ganesh Rangnekar
- The LAFARGE Story**, Aparna Sharma
- The Capgemini Story**, Rajesh Padmanabhan
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- The GVK (MIAL) Story**, Manoj Rajimwale

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59 "Rajasthan Beckons Way"

Rajasthan cabinet trying to project itself as an investor-friendly state and for scouting industries in the state proposed to ease some labour laws and it cleared major changes to the Industrial Disputes Act of 1947, the Factories Act of 1948, the Contract Labour Act 1971 and Trade Union Act 1926 making the same significantly easy. An article by **S.M. Jain**.



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Response

High priority

The June issue of Business manager has extensively covered various aspects of workplace productivity. The very well researched article by Viresh Mathur and Dr Manju Nair highlights the workers' and managers' differing perceptions on HRM and IR and justifies the need for management education to lay greater stress on IR aspects so that the HR Managers are more aware and no longer scared of IR issues. Any seasoned IR Manager will agree that a humanistic approach is the need of the day to find win-win solutions. I believe that sensitivity to workers grievances and their timely resolution will ensure better organizational climate and culture leading to better productivity.

Latha Nambisan, in the cover feature "Need to look at holistically!" rightly brings out the importance of HR managers acting as behavior analysts rather than business analysts. Today HR teams are caught up with "numbers", and probably there is a disconnect with the workers and shop floor realities which consequently leads to lack of motivation of workers and productivity. In the armed forces, the "synergy" and "connect" with the troops are 24x7 and sense of belonging and pride in the 'unit' is a way of life. Regular training to attain best fighting skills is highest priority in the armed forces, because, as they say, in battle there is no runners up!!

-Air Commodore KNV Nair, VSM

Why low productivity

Cover feature on employee productivity has come at high time when the companies are declaring their financial results. I am not disputing that HR function has not taken enough initiatives in respect of increasing employee productivity but according to recent study on about 400 BSE companies reflects that employee productivity during last year has taken a hit. Employee productivity - measured in terms of the revenue earned on each rupee spent on staff- fell to a three-year low in the last fiscal year, as employee cost grew at a faster pace than revenue. Each rupee spent on employees yielded revenue of Rs 12 in the year ended March 31, compared with Rs 12.40 in FY13 and Rs 12.90 in FY12. Employee cost as a proportion of revenue stood at 8.4% in FY14 -higher than 8.1 % in the previous year and 7.7% the year before. The trend remains the same in employee-

intensive sectors like information technology, banking and financial services as well as pharma. The reason behind this low productivity indicators might be because despite modest growth in revenue, most companies have had to provide increments to their staff.

-Vaidyanathan. S

Balancing brain

Tanvi article about management of emotions for workplace productivity provides very interesting insights. In Indian context we have never given so much importance to E.Q. in respect of employee productivity. It is necessary to teach managers about balancing both sides of brain.

-Mandakni Mehra

Silent killer

Anil Malik has touched the most ignored aspect in employee productivity which is a silent killer-absence from workplace. In the era of modern management when we talk too much of employee welfare with soft approach, some where we forget to look at the darker side of employee behaviour and that is absence. The author has very validly and intelligently raised certain issues and provided measures to control absenteeism. This problem can be successfully tackled at personal level through guidance and counselling also to bring the employee back in main stream.

-Jagat Kumar

Unfolding

DV Nandakumar has unfolded the complexities of much mis-understood subject-good conduct bond. Kudos to him

-Bharat Bhusan

Worth listening

Ref. to editor's note. Wise Friends ! worth listening to and paying attention.

-Satish Pradhan

Readers are invited to comment on articles published in BM through email at : bmalar@gmail.com



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Experiential Learning

Change management is the name of the game in this century. It is an organization's reality. We are, however, mostly afraid of change. We are afraid to give up what we know and adapt to what we do not know. Adaptability is the trait that helps manager manage an anticipated adverse challenge and develop equanimity with the new situations. High adaptedness is the most sought after trait in managers in the present context when business is done in most uncertain and unpredictable environment.

The real challenge of change is not just to come up with an idea which may be brilliant but to implement it. Organisations that successfully manage change recognize that employees and their ability to perform are what drive business during the times of change. It requires an understanding of the human side of change and of the systems and methods needed to change employees' habits and overcome their emotions because people tend to resist change. Leading change is invariably a complex multi-faceted activity that can be influenced by numerous variables not necessarily always identifiable earlier. Sometimes change either do not take

place or even if it takes off, does not create desired impact simply because in most cases managerial capacity to implement change has been woefully underdeveloped. Managers need to go beyond posting things and ideas on the notice boards.



To make people believe that successful change initiatives bring overall growth in business and people, it is always good to use the power of example. Examples of those organizations that lead the change successfully and moved on a higher pedestal. Case studies have been found to be very

effective and popular tool in this respect. Going through case studies make managers believe that change in process, systems, technology, branding, human behavior, way of working and delivering can make the organization world class. Through this process managers may pitch upon a mirror view in which they may see their own existing situations reflected or they may also find ideas and solutions to the problems which they may face in future in their own organizations. Experiences of real life situations help managers learn more easily.

Many Indian organizations have successfully managed the change and have come out as winners in business world. In a recent book SWITCH by Sujaya Banerjee, such 12 successful change case studies of Indian companies have been placed before the management world. . These case studies were adjudged best in L & OD Roundtable change interventions Asia study in 2013 which have accomplished the process of transformation effectively.

This issue's cover feature brings five such live change stories' excerpts for the readers to understand, know and believe that yes, change can only make you world class. Readers can feel how the philosophy shifts from one level to another to move beyond the doctrine of strategy-structure-system to one of purpose-process-people. The change indeed is the precursor to effecting change all around by the power of illustration and these change stories are the best in practical life.

If you like it let us know. If not, well, let us know that too.
Happy Reading!

Anil Kaushik

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Idea in brief

1. Tracking the communication and managing mobile culture are major challenges for HR executives.
2. There is a need for monitoring and controlling the online behaviours of employees in the organization.
3. The challenges brought by technologies include information security and physical security.
4. Big data analysis using analytics tools is the current trend in the organizations.

Emerging technologies is bringing not only new challenges but many new changes in the HR function in organizations. This article highlights the impact of these advanced technologies on HR and people functions in the IT organizations.

Impact of Advanced Technologies on HR



Dr. G.P. Sudhakar

Faculty Member, ICFAI University Group, Hyderabad

Technologies are changing faster than the speed at which organizations can grasp. In the IT industry, the HR function is facing several changes and challenges because of advanced technologies. Advanced technologies such as, cloud computing, mobile computing, pervasive computing, social technologies, Big Data and analytics are changing the face of the HR function in IT organizations. The traditional recruitment and training functions are undergoing drastic change. These technologies are not only changing the business models but also impacting the organizational culture, organizational learning, organizational structures, organizational design, intellectual property, information security and knowledge management.

Cloud Computing

Using cloud computing, the start-up organizations can start their operations from day one itself. Cloud is a logical network of computers with virtualization and storage facilities which provides infrastructure,

platforms and software. Clouds can be deployed in four forms. They are public clouds, private clouds, community clouds and hybrid clouds. Public clouds are accessible over Internet. With membership one can access the public clouds. Cloud providers own and operate public clouds. With public clouds such as Amazon Elastic Cloud availability, organizations need not worry about infrastructure. This feature is making the infrastructure teams in the organization redundant because these facilities are being provided by the cloud providers themselves. HR function should go behind infrastructure experts, is going to be decided by the usage of the clouds in the organization.

Private cloud is meant for an organization. It can be part of an enterprise network. Another deployment model is outsourcing the private cloud to 3rd party provider. This also makes the infrastructure team in the organization redundant. Hence, there is a challenge for the HR team in IT organization. Community cloud is meant for a group of organizations. In case of community clouds, that specific group of organizations have to

share the responsibility of owning and operating the cloud with shared human resources to operate it.

Hybrid clouds are a combination of the clouds such as public and private, private and community, public and community clouds, etc. This kind of deployment model is also going to make some engineers in some organizations redundant.

Cloud computing comes with service models such as Infrastructure-as-a-Service (IaaS), Platform-as-a-Service (PaaS), Software-as-a-Service (SaaS), Business Process-as-a-Service (BaaS) and Anything-as-a-Service (XaaS). All these services are being provided by the cloud providers or cloud brokers. IaaS provides hardware, devices, networks, databases on the cloud. PaaS providers operating systems, development environments, programming environments, compilers and debuggers over the cloud. SaaS providers provide readymade software applications such as Salesforce CRM on the cloud. BaaS provides business processes such as procurement processes, inventory processes and fulfilment processes on the cloud. XaaS providers provide all the above services. Instead of paying employee salaries, organizations may end up in paying monthly subscription charges to the cloud providers and cloud brokers.

SaaS reduces the need for custom application developers because software is made available readymade. Hence, more than 60 per cent of the Fortune 500 organizations are either have or plan to have cloud computing projects in their organizations because of their inherent benefits. Using public clouds, employees can work from anywhere and anytime by connecting to the Internet. This brings another growing challenge to HR function of monitoring the employee performance and productivity remotely. What happens to the organizational culture and team building when an employee is working remotely for long durations? There are research studies on employee online behaviour impacting offline behaviour and organizational culture. Hence, there is a need for monitoring and controlling the online behaviours of employees in the organization.

Mobile Computing

Mobile computing is changing the face of customer support, financial services, customer relationships and employee relationships. Yahoo has given their managers smart phones. 2G, 3G and 4G are picking up in mobile area. Mobile devices are growing at fast rate in developing countries such as India. Smartphones are changing the face of retail, governing, education and healthcare across the world. To maintain a single source of contact for customers is a challenge today. Some companies are developing mobile apps for employee self-service. Organizations are going

Advanced technologies such as, cloud computing, mobile computing, pervasive computing, social technologies, Big Data and analytics are changing the face of the HR function.



mobile for operations in 24/7 model and for productivity reasons. Tracking the communication and managing mobile culture are major challenges for HR executives in the organizations. These are sometimes disrupting the important meetings and discussions as well in the organizations.

Pervasive Computing

Pervasive computing embeds microprocessors in day to day devices and accessories so that the devices become smart and is able to communicate with each other. The current trend is the Internet of Things in some parts of the developed world. It is yet to reach the developing world. For example, one can turn on thermostat at home while reaching the home from a distant radius remotely. A car can drive on its own and park itself. There are connected homes in the world. There are smart watches and smart shoes as well with embedded processors in it. These are all successfully tried experiments in some parts of the world. Japan's Honda would like to make zero human loss in accidents involving their cars by 2050. These are all the technological developments going on across the world. These disrupting technologies are making some roles redundant and saving time and money with increased accuracy. The challenges brought by these technologies include information security and physical security.

Integration of hardware and software and following standards are the major challenges for the organizations. HR has to find the highly skilled integration engineers, which is a tough job. This is also changing the business models of the organizations. Now hardware companies have to charge for software services and software companies have to be paid for



Impact of Advanced Technologies on HR

Social networking is also done using mobile devices. It is becoming source for business intelligence and market intelligence for the organization. The large volumes are messages are becoming input for organizational business intelligence.

hardware, if they involve in pervasive computing. Not everybody can be successful in this area because the organization has to have both hardware and software expertise.

Social Technologies

The current trend in recruitment is sourcing through social networking sites such as Facebook, LinkedIn, WhatsApp and Twitter. Organizations are referring to these sites extensively at some point in the recruitment process. Organizations receive employee referrals from these social media platforms as well. Several IT organizations are encouraging social networking inside their organizations using Intranet. This kind of social networking is changing the organizational culture and employee relationships. This is also impacting the knowledge management and knowledge sharing in the organization.

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Big Data and Analytics

In Big Data, large quantities of data come very quickly from both internal and external sources in the form of both structured and unstructured data. The quantity of data is growing much faster than the technologies in the organizations. Some of the Fortune 100 organizations are even expecting petabytes of data in the near future. Managing and analysing the huge volumes of unstructured data is the major challenges of the organizations. The structured data can be analysed using relational database management systems.

However, analysing unstructured data requires special techniques such as natural

language processing and text mining. Unstructured data sources include emails, messages, photos, images, voice, audio, video messages, etc. Analysis of big data can give useful insights for the organization.

Big data analysis using analytics tools is the current trend in the organizations. GE has championed it and it also has successfully commercialized its analytics outcomes. HR analytics can also be derived from big data. Information related to employee satisfaction, intention to leave, organizational culture, employee performance and productivity can be derived from big data using data analytics techniques. Here, many statistical techniques, multivariate techniques, correlation, regression, association, etc., techniques can be used to analyse the data. HR analytics can be useful for organizational performance and organizational culture. Thus, the emerging technologies are bringing new challenges and many changes to the HR function in the IT organizations. **BM**

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