

Business Manager

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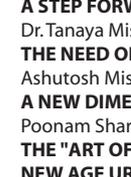


Dr. Manjiri Deshpande

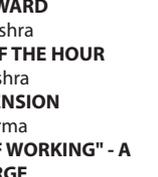
WHY WORK-LIFE BALANCE MATTERS?
Dr. Vishal Indla & Dr. Manjiri Deshpande Shenoy



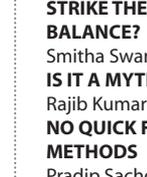
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Ashutosh Mishra



Poonam Sharma



Jagruti Pandya



Poonam Sharma



Jagruti Pandya



Pradip Sachdeva



Rajib Kumar



Smitha Swamy

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An article by H.L. Kumar



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Design PMS that ties R & R

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Challenging

The HR in infrastructure as said by all experts in the cover feature is nothing but all about people challenges. Perhaps this is the only sector in the country which provide enormous employment but highly unstructured and deregulated where not only HR has to struggle to maintain people inventory, the site construction workers are exploited in the hands of middle men. No doubt HR & project persons with full support of employers are capable of changing the face and reputation of this sector.

-**Maresh Desai**

Neglected

Infrastructure is the second biggest employment generating field after agriculture contributing about 12% to the GDP. It continues to be neglected as far as social securities are concerned. This is because of the attitude and thinking of the employers of Infrastructure.

-**Surrainder bakshi**



Relevant

The article about transition phase by Mr. Kargeti is simple, effective and very relevant. The author has rightly cautioned the organisations that if they are not adaptable to change and not striking balance between older generation and young employees, they are likely to face chace of high turnover of employee and fumbling at any stage.

-**Kiran Kapoor**

Eye-opener

The article about changing trends in trade unions by Mr. Patwardhan can be an eye-opener to both employers as well as trade unions. Nothing can influence than real examples. Country needs such thought process to prevail upon all progressive trade unions. Rather I would like to comment that new age workers should come forward and pressurize union leaders to leave their covert agenda and march towards partnering with the employer to ensure that business objectives and workers growth go hand in hand. Employers have also to shed the obselete mindset about trade unions. No one can be good or bad all the time. A very qualitative article indeed.

-**Bharat Shekhar**

Makes sense

The article of Mr. Kumar on Gujarat Employer who distributed cars and Diwali gifts to various employees and his advise that it would have been better for the employer if the employees had been made share holders in the company and that would have ensured their loyalty towards the organisation and surplus amount would have been utilized in the expansion of the business, make sense. It can be termed as unique reward and recognition scheme. Performance only pays when it is measured correctly and rewarded fairly without any favour.

-**Viren Bhardwaj**

Informative

Business Manager (Dec. issue) is attractive as it used to be. I read and re-read it since I find it very interesting and informative on all aspects like HR and labour laws.

-**HL Kumar**

Wonderful

A very helpful and practical article about making manager understand about his role in managing absence in the organisation. It is a fact that majority of managers be it HR or line are not fully skilled to tackle the absence of employee. They are not aware how to handle this problem which affect the performance, culture, discipline and ultimately company finances. It is very necessary that supervisors and line managers should be instructed and trained on how to conduct effective and fair return to work interviews with the workers who come after absence. Supervisors and line managers become victims of subjectivity and they dont remain consistent, persistent and fair to all in this respect. I have made copies of this article and have circulated to all my supervisors and line managers. It has enough guidelines to develop skills.

-**Ajay Chodhury**

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



To Balance, prioritize....

In Indian sub continent work- life balance issue is very much aligned with the social context. For any business to be successful in India, when it comes to human capital, understanding the dynamics between work demands and personal life priority specific to our culture is very much important. Many studies and surveys in this respect have also indicated that majority of Indian employees prefer to be in a situation where work demands does not consume their personal and family life. The problem is becoming more acute because of the reason that agility and fluidity is increasing as individuals stretch and stretch but patience, compassion and forgiveness is drying up in family, society and organizations at large.

Why it a big concern in India is because of the factor that with opening up of new career opportunities in service sectors with good prospects brought in long and demanding work hours, thus dominating work over life and leaving a very little quality time for family and personal life. In spite of the fact that this balance can be achieved through family and state regulations support, in maximum cases it is only family support which makes work-life balance possible. State regulations have not done much in this direction. Work and family issues have not been tackled very effectively by the state regulations barring a tokenism through provisions of restricted work timings under factories Act, Shops Act and maternity leaves under maternity benefit Act.

Except few big corporate, PSUs and multinational companies and in IT/ITes sector, not much effective programs and practices are in place which enable the employees to strike appropriate balance in their work and personal life priorities.

We need to understand this issue from a different perspective because sometimes it is difficult to ascertain whether it is an elusive ideal or a complete myth. Conflicting priorities give birth to this problem. Work should not overpower life because work is only a part of life. Knowing your goals and dreams with deliberate choices will only allow prioritizing to achieve the balance in life you want. We should not become victim of circumstances. No job can offer us a perfect balance. When line blurs between life and work, it becomes difficult to see the balance. It is very vital for one to prioritize and make time for things that refuel and recharge his emotional energy. Being self aware by knowing our limits, passion and desire in this respect seems to be the effective solution. Through this we can create necessary emotional equilibrium and resilience required to diffuse tension between both ends of life. After all one can't have it all.

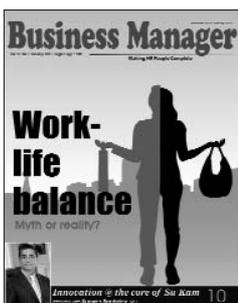
1st issue of New Year carry cover feature on this very sensitive topic with in depth observations from renowned HR experts of the country that have possibly learnt to strike the perfect balance and filling both ends of life with pleasure and contentment. May be a good learning to all of you.

Wishing you a very happy and prosperous 2015!

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

Happy Reading!

Anil Kaushik



January, 2015

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Climbing the Corporate Ladder using Enhanced Training

Today, CXOs take active decisions on training since corporates use training as a strategic tool to achieve scale and sustainable transformation.

Sanjeev Duggal

CEO, Centum Learning

With change being the only constant, the key to survival also changes from time to time. For instance, companies need employees to fare better on both the Intelligence and Emotional Quotients. Freshers quickly rise to become people managers and are expected to lead teams. Speedy expansion has companies entering new geographies and sales teams are expected to close deals from day one itself. An unhappy customer can really cost a company since there are many options available to switch loyalties.

Nowadays, companies are concentrating on improving productivity, efficiency and improving the quality of product/service instead of focusing on just cost reduction. As a result, the concept and perception about corporate training has changed dramatically. Corporate training is no longer a HR prerogative nor is it a mere support function. Today, CXOs take active decisions on training since corporates use training as a strategic tool to achieve scale and sustainable transformation. Here's an example of how in-depth training can impact business: A leading car manufacturer planned to launch a new car and retain market leadership. The Business Head saw the need of suitable training intervention to ensure a smooth launch and maintain consistent sales growth. A training company was engaged, which worked with the business team to design a structured learning program for sales and customer service. The focus was on critical aspects such as product & customer handling skills, sales delivery process and excellence in customer satisfaction. Knowledge sessions on car financing and induction programs for different segments were also conducted. Participants in the program included pan-India dealer sales executives and customer care managers. The training methodology was a mix of instructor-led training and blended learning. The result: A standardized world-class launch across the country in record time.

In order to optimize training, companies can:

- ◆ Make training modules relevant and contemporary
- ◆ Look beyond classroom training to keep it flexible
- ◆ Design crisp and concise content
- ◆ Use appropriate technology and terminology
- ◆ Design and implement collaborative and experiential approaches
- ◆ Monitor implementation at workplace
- ◆ Homogenize content and achieve scale

Many organizations reduce campus hiring to avoid paying exorbitant salaries to freshers. They look at efficient utilization of existing manpower through lateral moves, in-house training, internal job postings, etc. They hunt for the right training solutions to bridge the skills gap. Unfortunately, internal training does not always yield the desired result. Reasons include lack of standardization, ineffective delivery and ad-hoc one-time training practices. A common challenge faced by learning and development professionals across different sectors is the practice of training itself. Companies understand these challenges and are increasingly outsourcing training activities. They realize that a result-oriented and focused approach along with training/learning efficacy is best left to experts, who bring a broader perspective and multi-industry experience.

It is crucial to understand that the one-size-fits-all approach does not work; a leadership training program for newly-promoted team leaders is different from a vision-setting workshop for senior leaders. The experience and competence of training personnel becomes critical in such scenarios. Besides this, the partnership will be different from a typical outsourcing arrangement as it requires a deeper level of engagement. For a program to be successful, the training company needs to completely understand the nuances of the process that it intends to impact.

Optimally, a program will follow these steps:

- ◆ Deep dive to identify the exact training needs of the target group
- ◆ Continuous, in-depth engagement with all stakeholders to create and implement a consolidated end-to-end learning solution
- ◆ Implement metrics periodically to ensure that the program is correctly aligned to requirements

The learner must enjoy and participate enthusiastically if the training program is to have long-term, sustainable impact. Classroom training and Jurassic methodologies should give way to innovative methods of training delivery that leverages technology to provide flexibility. Finally, as a 'Guru', the trainer has to always be accessible. Constant support, regular coaching & reinforcement, and being available even after completion of the course will build trust. It will ensure that the 'learning' stays long after the course is over. **BM**