

Business Manager

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Making HR People Complete

Women HR Leaders



(L to R) Tanvi Choksi, Niharika Mohan, Saagarika Ghoshal, Namrata Gill Tyagi, Divya Jain, Nirmala Behera Udgata & Suma Poduval

Cover Feature

Women HR Leaders

Niharika Mohan
Tanvi Choksi
Saagarika Ghoshal
Namrata Gill Tyagi
Nirmala Behera Udgata
Divya Jain
Suma Poduval



MASTERING ONE'S DESTINY THROUGH SELF-BELIEF -**Niharika Mohan**
FIND YOUR BREAKTHROUGH MOMENTS -**Tanvi Choksi**
BRAVING ALL ODDS -**Namrata Gill Tyagi**
AN ENTERPRISING LEADER -**Saagarika Ghoshal**

PUSH YOUR LIMIT AND TAKE NEW CHALLENGE! -**Nirmala Behera Udgata**
BE THE PEACOCK IN THE LAND OF PENGUINS -**Divya Jain**
THE UNICORN -**Suma Poduval**

18-37

In every ISSUE

Response 03

From the Editor's Desk 04

Guest Column by Dr. Vinayshil Gautam 05

Guest Column by Prof. Arup Varma 43

06

Managing Talent - Beyond Organizational Mindset

Track Talenting would be looked upon as the management of career related roles and events that are organizationally based. The organization would assist in a member's career growth, but this growth is ultimately the member's

prerogative. The individual's expectation will guide the organization to decide whom to move, when, how and at 'what speed'. But the question we ask today, "Is that enough"? An article by **Dr. Ganesh Sherman**.



10

Attracting millennials to start-ups

Getting the right people can make all the difference to your business, and it's all the more critical for start-ups to attract the best and brightest talent. This article explores how start-up can lure top talent and create a culture of intrinsic motivation which most often acts as a magnet for talent. An article by **Devika Gulla**.

13

Women Power : Don't underestimate yourself!

Working women have always been facing similar challenges. Then why is it that some women thrive and rise to the top and others succumb to the pressures and demands of life? What are the life skills needed to forge ahead despite these challenges and more? An article by **Kadambari Seth**.



15

Breaking paradigms: Women entrepreneurs brave it all

The cultural norms and family expectations are the major impediment to career growth for women in India and women entrepreneurship is not much to talk about. Though, there have been exceptions but by and large Indian women still struggle to find their place in the sun when it comes to entrepreneurship. An article by **Deepshikha Singh**.



56

Impact of SAIL Judgment on Contract Labour engagement

The concept of automatic absorption of Contract Labour is no more a sine qua non in the establishment of the Principal Employer when a notification by appropriate Government is issued under section 10 (1) of the CLRA. An article by **Deepanjan Dey**.

58

Misuse of powers by EPF Authorities

Employees' Provident Fund Scheme is a novel scheme in many ways, India can boast of having this Scheme from 1952, when most of the countries of the world did not have even thought of it. That is the reason that great emphasis has been laid on safeguarding this Scheme for the benefit of the employees. An article by **H.L. Kumar**.

60

Government Notifications

EMPLOYEES' PENSION (SECOND AMENDMENT) SCHEME, 2016

NOTIFICATION UNDER MINIMUM WAGES ACT-U.P. GOVT.

EDLI BENEFIT INCREASED UP TO SIX LAKH

38

Are your learning programs bring effective change?

There has been a tendency to come out with a laundry list of training programmes without understanding the real need of the business. Conducting such kind of learning programmes will only result in waste of time, money, effort and resources. An article by **S. Ramachandran**.

40

Coaching in your workplace

Coaching should not be treated as a remedial approach for underperformers or sticky employees. Instead, the Coaching activity must be recognized at par with other values management approaches. Most importantly, the focus should be on creating a Coaching Culture by establishing that coaching takes place across the organization and at all levels, functions and locations. An article by **Dr. Sunil Kr. Kapoor**.



42

The Calling Card Syndrome

Just as work is only a subset our life's identity, the Calling Card becomes an integral part of our work identity. It is unmindful to use it as a barometer to measure and try to judge a person in a limited sphere. Here's for us to pause and think, if we are "missing the woods for the trees"! An article by **Aparna Sharma**.

61

Case STUDY

HR-IR Dilemma of a Manager

By **P. Soma Raju**

62

Case Analysis

Fair & Firm Approach will work!

By **Bhaskar Dhariwal**

63

Book Learning BORN FOR THIS

Author : **Chris Guillebeau**

INCREDIBLE HR

Author : **Sandip Grover**

helpLINE

44



from the **COURT ROOM**
Recent Important Judgments

46

HR NEWS

63

HMT Factory to be shut down, employees continue dharna for better VRS

Trade Union with two-third majority to become workers' representative

Manpreet Ratia is new CHRO of Myntara

Only offers, no jobs at L&T Infotech

Renault Nissan workers settle for 19,700/- wage increase



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



Better

BM is becoming better than the best. Excellent topics chosen and debated. Kindly pick relevant topics which will enrich the knowledge of the HR professionals. BM issue -May 2016 has given latest debating issues - Contract labour, Shift Schedule & Rotation.

Now a days , workers are resisting for any new policy or actions related to security, safe guard installations in the industry. Workers resist especially related to CCTV installation in the plant, Prohibition of using/brining mobile phones inside the plant or working hours, not allowing other materials like carry bags, personal belongings etc. These are the issues normally disturbs the industrial peace. Workers may find reasons for going for strike for this type of unnecessary issues. They are invoking notice u/s 9A of ID act for change in conditions of service and demanding 21 days notice. Under this circumstance, how HR can manage the issues and whether above mentioned issues attracts u/s 9A of ID Act ?

Kindly publish an expert view on Notice u/s 9A of ID Act 1947 for change in conditions of service.

-Raghavendra K

Special

I can't thank you enough for featuring me in this publication! It makes me feel special - I feel very lucky, blessed, excited, and grateful to have been a part of this issue. Again, I can't thank you enough for considering me worthy enough to be apart of your publication.

-Ifrah Kanwal

Meaningful

A meaningful issue on the MAY DAY. An innovative caste system is being evolved or has actually evolved in industrial relation. The sooner we realise the better it is!

-P. Venu

Good

Good editorial ! The last part is very important that employers are expected to demonstrate gesture of goodwill by ensuring that basic service amenities are provided. Need to look beyond minimum wages in respect of the contract labour with good experience. Ameliorate their pay & ration in lieu of permanent liability.

-Manoj Rajimwale

Eyes closed

This is an issue on which industry has closed its eyes and HR professional of the day do not have any understanding of the issue. Due to gradual decline of collective force of Labour Unions this, work force is getting exploited. I have tried to ensure strict compliance w.r.t. wages, PF, ESIC etc which has yielded good results. There is a need to provide fair wage and general insurance coverage. Even every workplace can contribute by simply becoming statutorily compliant. Thanks for highlighting an issue of this gravity and exploitation.

-Shrikant Bhande

Well prepared

Issue on Contract Labour is well prepared. Request you to share some articles / research findings pertain to Job Evolution and Designation mapping in Indian Organization for Indian Context.

-Manash Kumar Bhattacharyya

Thanks...

I do thank you, the editorial board and the team members at the BM for the whole effort been put into publishing another notable edition to reach the industry practitioners. Thanks for your support.

-Kasi SP

...

Thanks. Look forward to a complete issue on ESI and PF in future it is much needed.

-Jagdeep Sharma

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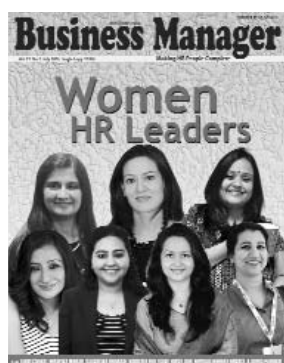
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Aspire to Lead

There has always been a buzz surrounding the role and contribution of women in corporate world. In most parts of the world it is felt that she can't achieve professional success and climb the ladder without sacrificing at home front. In recent past it was also indicated by top corporate women in some way or the other. However, the discussion should not be about the preferential choice between home and work. Rather, it should be about encouraging women by family, peers and society at large to aspire to lead. It is also true that whether they got the success or not, it is all due to their attitude towards life and priorities set by them individually.

Specifically when we talk of women in HR profession, it is perceived throughout the world as profession meant for females. Many studies have revealed that women outnumber men in this profession. In India too, women prefer HR than other function, may be because of nature of work that suits to their inherent qualities and temperament gained since birth. It is true that HR requires empathy which comparatively women carry this skill more but to reach at top, you need to blend empathy with business knowledge and tech savvy in present times.

There are many women in corporate Inc. in the country where they have reached to top to head HR function and proved their mettle, particularly when the function is seen more of tactical than strategic by peers in the organization, you struggle more for your visibility. The women who have showed up their people and business skills which drove business to success, enjoy a seat at center.

To know more about women HR leaders of the country, how they achieved where they are today, commanding respect, dignity and followers in organizations, *Business Manager*, after much deliberations concluded with few women HR professionals who have wrote their destiny of their own against all odds. Appearing in the anniversary issue are Niharika Mohan, Tanvi Choksi, Saagarika Ghoshal, Namrata Gill Tyagi, Nirmala Behera Udgata, Divya Jain and Suma Poduval.

There is one thing common in the success story of these HR leaders and that is their honesty and hard work towards their job-be at home or office with excellent balancing skills between family and work expectations. Passion to do what triggers in you is the core of success for all of them.

Journey of learning for these women HR leaders is still continuing and so ours. *Business Manager* has entered in its 19th year of continuous publication all through fighting against all odds.

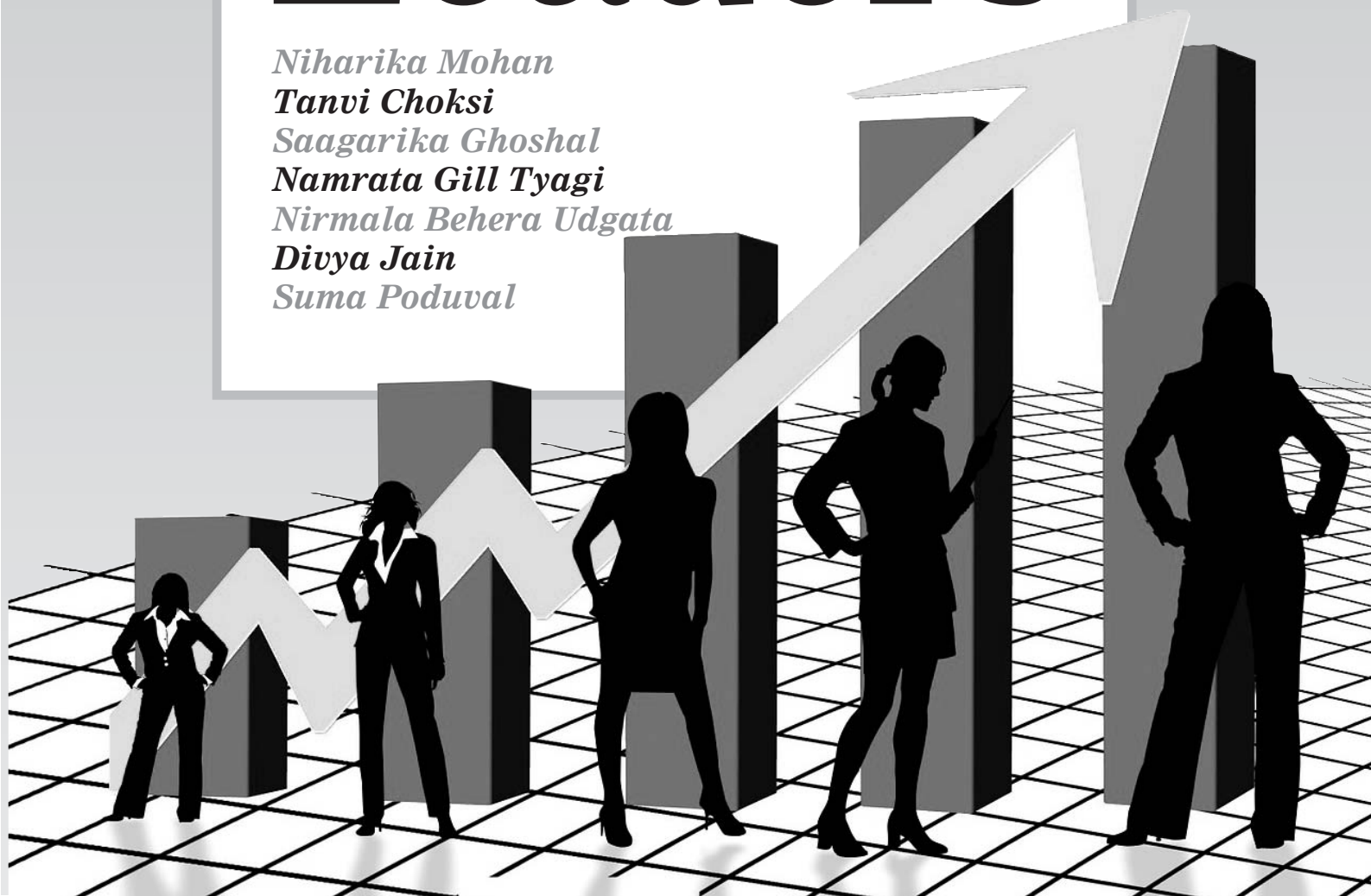
If you like it let us know. If not, well, let us know that too.

Happy Reading!

Anil Kaushik

Women HR Leaders

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Divya Jain
Suma Poduval







NIRMALA BEHERA UDGATA, *Head - Group HR,
RSB Group of Companies, Pune*

Nirmala Behera Udgata, Head - Group HR, is a graduate with Honors in Zoology and MBA in HR and Marketing. Her entire career has been with RSB Group and she has been with this Group for over 17 years. Nirmala joined RSB Transmissions (I) Ltd as a Management Trainee and now heading HR Operations manufacturing plants spread over 7 locations in India.

Push your limit and take new challenge !

Being born and raised in a city which gave India its first steel mill and a manufacturing plant, instilled the desire in me to make a name in the manufacturing industry. Yes! I am talking about Jamshedpur colloquially also known as Tata Nagar. The first steel mill of India, the idea conceived in 1904 and came to life in 1912, is in Jamshedpur. The date 16th February changed the life of millions of Indians and needless to say some six decades later, mine too.

A commercial vehicle factory followed the steel mill in 1954. And by the time I walked on this earth, Jamshedpur had a matured ancillary base to support Tata industries. And being from a family, whose two previous generations had served this industry, my childhood was filled with stories of Tatas and other stalwarts of Indian industries and their influence on making India an industrialized nation. When I look back now I can see the seed of inspiration was sown at a much early stage of my life.

After completing my Masters in Business Administration I joined RSB's gear-manufacturing unit as a Management Trainee and later I was put in the Quality Assurance to assist the implementation of TS 16949. My first big career shift came when I was offered to implement the ERP System in the group. The knowledge I had acquired in quality system came very handy in my ability to handle IT system project. And in due course of time, I progressed to head the IT support team of the group. The biggest shift in my career came in the form of a big challenge. After 4 years of

work, the IT support team had become self sufficient in addressing the need of RSB group. During this time, the Head of Corporate HR requested to be relieved from his position, as he wanted to pursue other interest. This created a vacuum in the HR function. The top management wanted to find a suitable match for the post from within the organization. And after weeks of screening and deliberation I was proposed and questioned if I would be interested in taking up this challenge. I requested a time of few days to assert my decision.


This proposal, though was morale booster, put me in a dilemma.

I wanted to shift working from a people-driven function to a system-driven function. With this in mind, I accepted the challenge and with the support of colleagues.

I had established myself in the IT function and with maturing of knowledge of the team had made my work a little more comfortable. And in my personal life, with my second child reaching a school-going age, put strain on the time I could give in taking up a new challenge. The question kept coming in my mind; do I take this new challenge and most importantly do I have what is needed to head this function? HR, as a function, differed from any previous function I had worked as it was more people-oriented. Understanding of people as well as organizational behavior was a key in guiding this function. During the sojourn of few days I had requested, I went into details of the function, the structure, the systems and the demographics of the work force. Further, I also interacted with all concerned with regard to HR and what they expect out of the function. And lastly, I interacted with top management to understand what their vision is and how they believe HR could contribute in achieving the vision?

My analysis of the function bought some clarity in my mind and also a understanding that I can harness my knowledge of systems and IT to bring about a systematic change in the HR function. I wanted to shift working from a people-driven function to a system-driven function. With this in mind, I accepted the challenge and with the support of colleagues, I chalked out a 3-year plan which included implementation of IT in policy deployment, appraisal mechanism, training and most important talent retention. Now looking back in time, I find the opportunity that was disguised as a tough challenge, gave me the most satisfying years of my personal life.

My message to any woman, who is embarking on professional life, is to not get contented and satisfied with the level they have reached. Push the limits and take up the next challenge. There is nothing more enriching and satisfying than testing your limits and pushing it higher.

I would conclude with a quote from Mahatma Gandhi "Man often becomes what he believes himself to be. If I keep on saying to myself that I cannot do a certain thing, it is possible that I may end by really becoming incapable of doing it. On the contrary, if I have the belief that I can do it, I shall surely acquire the capacity to do it even if I may not have it at the beginning." 



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