Of all the resources integrated into business, human resource is the most important and complex to deal with. Human beings, unlike robots, have emotions, feelings, convictions and set patterns of behavior different from each other and yet similar in many ways. Aligning the thought and behavior of the workforce in the harmonious way is the biggest challenge.

In modern times, with emphasis on equality, freedom of speech and articulation there has been a renewed emphasis on developing lean organizations with flat structures. For this kind of organizations to succeed there has to be a work culture of openness and respect for others opinions irrespective of status and background.

A distinct career path for growth, continuous 360 degree performance evaluation, talent acquisition in social media era and organizing training and development keeping pace with technology are the other challenges which HR practitioners have to confront successfully.

The OPPO-MAKERS, an attempt to decode emerging issues will offer an insight into corporate HR happenings, providing food for thought to its budding HR future managers.

I wish this effort a grand success.

Dr. A.K.SINGH SURYAVANSHI
(DIRECTOR MANAGEMENT)

Human resource development (HRD), defined as consisting of programs and activities that positively affect the development of the individual and the productivity and profit of the organization. Today it becomes the people capital of the company. Employee relationship management comes before customer relationship management. In this Globalized world, Human Capital has to be as multi-ethnic background for the survival. Every manager is a HR manager. Challenges before HR are How to maintain the motivation level in the view of economic slowdown, Synchronization between the technology and human efficiency and HRD has to be aimed all personnel whether on direct or indirect role. So, It can be concluded that true measure of the HR function is to ensure that hope & smiles remain.
Dr. PUB RAO (AREA CHAIRPERSON-HR)

It is heartening to know that HR Club members of PGDM student managers are coming out with HR news letter. It is a well known fact that Human Resource’s productivity can improve the return of an organization. The critical parameters determining profitability of any business organization are HR productivity and effective HR management. A recent survey indicates that HR’s greatest challenge is to hire and retain talent. HR is transforming itself to play a constructive business impact role of a different magnitude. I am sure that student managers specializing in HR are aware of this and are gearing to equip themselves with the requisite HR domain knowledge and tools. I sincerely hope that HR News letter contributes in enhancing the requisite HR domain knowledge and tools.

Prof. AMIT VERMA (HEAD-HR CLUB)

" HR function in today’s fast paced complex world of corporate has truly become a business enabler and a business partner. I want to see the new age HR, reflected through the new age PGDM/MBA students, to become Business Impacters. This would be one step up, a logical progression. My best wishes and support to this HR Club team for coming out with the first ever HR newsletter at ITS Mohan-Nagar Campus. It is a matter of great pride for them to be the first change agents in the area of HR and by default for me as well."

Cheers and good luck!!

WAY AHEAD...

" We would like to probe current people issues impacting Indian as well as international businesses; what are these issues, what is their origin, how do they impact business, ways to manage these intelligently and so on. We invite interested students, faculty, staff to contribute through articles their own experiences so as to enable a better learning oriented environment from the perspective of HR/ People for not only the HR students but all students irrespective of their subject choices. Remember, after all, it is all about people."
IS ETHIC IN WORK PLACE MERE A FORMALITY?

With the daily new and the biggest scams one after the other in India it is becoming common news now a days. With the rampant dishonesty and criminal acts of leaders in many organizations have spoiled the careers of many deserving people. Though ethics is one of the external business environment (PESTELE) but still do we really think it has been inculcated by the business?

Workplace ethics defines a standard of acceptable behavior on the job. It is a set of rules by which to judge decisions and conduct in the workplace. Many corporate leaders who fail to act ethically have been prosecuted and incarcerated, and the U.S. Congress has legislated significant changes in financial reporting and other laws to enforce ethical behavior.

According to an article an author told “In corporate America, ethics is defined as the set of formal and informal standards of conduct that people use to guide their behavior at work. These standards are partly based on core values such as honesty, respect, and trust, but they can also be learned directly from the actions of others”.

According to my opinion the ethics largely depends on the core values of the business and the directions given to the subordinates by the team leader who decides the ethics in business world as they only determines the behavior and kind of work delegated to the employees and how they will be doing it. Though employees may develop the shortcuts which may be unethical but the given work but it’s again the responsibility of the team leader to keep an eye on the employees.

HR systems invoke fairness evaluations, HR managers design leadership training, and HR systems help to create and maintain organizational culture, HR professionals must play a key role in ethics management.

According to me these all factors plays a crucial role in ethics of the organization. Also if organization’s services provided are befooling customer then too business is not following the ethical practices which can hamper the image and goodwill of the organization to a great Extent.

Also the performance appraisal and the rewards system do play a vital role. HR managers can integrate accountability for ethics and values into performance management systems so that implementing ethical values is weighted substantially in promotion and compensation decisions. This gives transparency in the work of the organization.

But these things have become a formality in the organizations now. People are busy in expanding their business and running around profits after all how can any business could survive without profit. So false promises to customers and befooling them with no ethical values. Sales people are busy in achieving their sales target. But due to this the ultimate pressure comes on the employee as the complaint increases so the pressure which results in frustration among the employees which increases the attrition in the employees. By giving unfulfilled promises to the customers it affects the goodwill of the firm and today’s customer and media are strong enough which may destroy the image of the organization very badly.

Finally, effective ethics management requires regular assessment of the ethical culture. Overall, HR and ethics managers must focus on how cultural systems fit together or align in support of ethical conduct, a common goal. HR managers can integrate accountability for ethics and values into performance management systems so that implementing ethical values is weighted substantially in promotion and compensation decisions (at least as much as bottom line results). Additionally, HR managers can focus on reward systems by rewarding ‘exemplary’ ethical behavior.

Thus to sustain for long period of time organizations shouldn’t be ignorant about the fact and should not only focus on profits but must have ethical values within the organizations which can run the business for longer time which will not only benefit customers but employees too.

“A person educated in mind and not in morals is a menace to society”
CLUB ACTIVITIES TILL DATE...

Mosaic Poster Making Competition With The Theme ‘Team Cohesiveness’ held on 30 August 2011

This was the first activity held by HR Club-The Oppomakers, in this there were 5 members in each team and there task was to portrait team-cohesiveness with creativity through poster and then explain the concept behind it to the judges.

There were 3 rounds in the quiz competition and the questions were from organisational behaviour. The judges for this activity were: Prof. Rashmi Singh & Prof. Swati Singh

OB QUIZ Competition held on 24 Nov, 2011:

OB Extempore Competition held on 9 Feb, 2012:

This activity was held in auditorium. There was bowl full of topics related to OB, students were selecting one topic and then speaking on it for 2 minutes and on the basis of their performance they were evaluated by the judges: Prof. Vikas Saxena & Prof. Rashmi Singh.
MARUTI LABOR VOILENCE: A THREAT TO HR

“Be it the case of chaudhary who was Indian division chief executive officer (CEO) and managing director at Italian auto parts maker Graziano Trasmissioni Spa, or George who served as vice president (HR) at auto instruments maker Pricol Ltd., or more recently that of Dev who was the general manager, human resource at Maruti Suzuki India Ltd.; all three- white collar company executives-died at the hands of militant workers on factory premises.

Common sense would have the provocation in any of these cases was because of wage disparities, harsh working conditions, ugly union rivalry, frustration with the course of peaceful agitation, increasing number of contractual workers, or non-recognition of trade unions, whatever the provocation and however justified the workers grievances, such incidence of violence are deplorable.”

Now as per my views, murder is only a murder, it is a criminal act; it cannot be compromised by giving any kind of reasons. Basically it is the case of law and order. It is a punishable offence against which punitive actions should be taken up. Such kind of incidence is reflecting the loopholes in the HR system and the industrial relations. This is creating a big question that the workers have started thinking in the manner that they can get their rights only through fight which again creates a question for the HR personnel, that what they are doing to establish a good working environment and communication between the management and the workers. The probable reasons according to me could be lack of trust, credibility from both sides, union rivalry, lack of transparency, traditional labor laws.

At last this kind of incidences create threat for HR and have raised many questions in front of management, government and our weak traditional laws which are continuously hazarding the situations deeply.

"A SUSTAINED TWO-WAY COMMUNICATION IN A TRANSPARENT ENVIRONMENT LEAVES NO SCOPE FOR MISTRUST AND MISUNDERSTANDINGS, THEREBY MINIMIZING ANY UNTOWARD DISTRESS"

By Shrasta Saxena
PGDM “2011-13"
New law will make employers "walk the talk" on gender equality....

With the introduction of new gender equality legislation imminent, a workplace lawyer has warned employers to ensure they are "walking the talk" in terms of providing equal remuneration and access to flexible work arrangements.

The Equal Opportunity for Women in the Workplace Amendment Bill (to become the Workplace Gender Equality Act), which has passed through the House of Representatives, aims to push employers beyond "good intentions" to "tangible results".

Once enacted it will require employers of more than 100 staff to report on key gender equality indicators - such as gender composition of the workforce, gender-based pay discrepancies and availability of flexible work - to the Workplace Gender Equality Agency (currently the Equal Opportunity for Women in the Workplace Agency) and make the reports available to employees and shareholders.

The Agency will use the data to set minimum standards for workplaces, and will have the power to "name and shame" organizations for non-compliance.

HR practitioners should be "putting a lot of thought into the reporting under this Act". "It's time to walk the talk. There's been a lot of talk and now it's time to really get on the track and start doing it."

Beware of Discrimination

The Bill, which overhauls the Equal Opportunity for Women in the Workplace Act, moves the emphasis from women to gender equality, raising the need for employers to examine their policies and practices.

"Employers have got to be careful in how they put together flexible working arrangements", as with bullying and harassment claims, which can often rise after a workplace increases awareness of the topic through education and training, increased reporting of flexible work could potentially lead to a spike in discrimination claims by men who feel left out of the arrangements.

A key risk area for employers is if their policies are skewed towards women, "because you've got this traditional mindset about who wants flexible hours", he says.

"The majority of requests might be made by women, but that's not to say there won't be a request from a male and your policies must ensure you can cater for those requests."

The other big risk for employers lies in denying a male employee access to flexible hours because he is, "as they say, a rainmaker and you can't afford to let him go". And, while the Bill's requirements focus solely on gender, employers should ensure they don't neglect other areas of diversity - leading to discrimination risks - in their efforts to comply.

AIMA NATIONAL SUMMIT ON HR SHARED SERVICES

On 24th August 2012, in Sheraton Hotel, New Delhi, there was a national summit held on HR Shared Services. The Summit was started by Mr. Pankaj Bansal, CEO, People Strong. He shared his intensive interest in shared HR services which is still is underrated in India but very much popular outside India.

The first speaker was Mr. Rohail A. Khan, Global Group President, HR Outsourcing Solutions & IT at Xerox HR Solutions. The problem in Indian scenario is that HRs are authoritative and they do not let go the responsibilities they are having but they need to understand that they will be having more time to concentrate upon the strategic parts if there are shared services for routine work. It has also mentioned that right now 85% of time has been given to the routine HR work and only 15% of time has been devoted to the strategic part by HRs.

We were very much inspired by the presentation of Mr. Harish Devarajan, HR at Hindustan Unilever Ltd. The reason why HR shared services are being adopted by the companies, because of inefficient HR department. In this regard, he said that when the employees are asked that how do they find his HR is doing they will be praising him/her, but when they asked that among all the departments which one they dislike the most the HR department will be on the top because employees rate it as they would have been rated by the HR department. Hence, there is a lack of sustainable quality delivery from the HR department. There is overload in the transaction. HR shared services provide time and space to focus on employee engagement, development.

Ms Deepa Chadha currently is Vice President HR Shared Services at Bharti Airtel Limited, she told that there are around 1300 HR shared services are being associated with Bharti Airtel. She said that partnership should be mentioned or discussed in a metrics format. Bharti Airtel is having a proper format from the joining of the employee to the leave of the employee. Having so much of HR shared services gives a lot of time to them for strategy making.

By attending the national summit not only we got to know the entirely new terminologies of HR that is shared services, but also had an idea to implement it and at what extent it would create the mobility in the organizations. What all are the benefits an organization can accrue through this. What organizations want from a fresher. It was indeed a great exposure!
CROSSWARD

Across

1  Dental plan carrier
4  Eyecare insurance company
6  Medical insurance plan in which members receive more coverage if they choose health care providers approved by or affiliated with the plan
8  Physician providing routine general health services, selected from a list of participating providers, abbr.
9  ___ manual
11 Going ___ of network: using an organization or practitioners who are not on a list of participating providers
12  __, the people!
13  Nobody. 2 words
14  Time segment
15  Desktop
17  It is, in Spanish
19  Process of entering into a health service program
22  Help to understand
23  After-tax amount
25  Original manufacturer's item, abbr.
26  Hospital treatment area, abbr.
27  Conditions
28  Equal

30  People expert (abbr.)
31  Blackberry maker
32  False collective belief
33  If you are an employee working at least 20 hours or more per week, you usually have ___ for benefits
34  Social Security numbers, etc.
35  Link
36  Puts up on a site
37  Cut costs heavily

Down

1  Employee's legal spouse qualifies as this
2  Portable computer
3  Spam alert email address start
4  Opinion
5  Open access plan
6  Person or organization giving professional health care to individuals
7  Chose
10  Insurance company agent
14  ___ - existing condition
16  Ensures the law is being followed
18  Talk to personally
20  Rejections of coverage
21  Kind of raise
22  Kaiser Permanente ad word
24  Act relating to retirement accounts
29  Payroll processing company
If work style is target-based, all that company requires is to meet the target at any cost. In any service providing organizations, employees of service and sales department are the bottom level of the organization, and if the foundation is not taken care of, the whole structure could be demolished any time.

Employee-centric work-culture is the working situations which influence employee to work better or perform better. It is about when employees have clear vision of what they do, and whether is it aligned with company's vision or not. It is about whether the employees are heard in the organization or not, i.e., is there proper communication from employees to manager? It also includes whether employee feels associated with the organization or not. Whether or not company follows the business ethics, are few variables which constitutes work culture.

This type of work-culture is required to be positive in any organization. As for any organization the biggest asset is not the financial one but the human one. The irony in today's organizations is that they are profit-centric but not employee-centric. Unfavorable work culture leads to dissatisfaction in the employee. For instance, if employee finds out that the organization is not open enough to take his suggestions, he certainly would feel discouraged, thus loses interest to contribute to the organization. Just like this, if the employee observes that the work-culture of the organization is not ethically correct, he would eventually be detached with the organization. Higher level of stress also proves to create dysfunctional stress which eats out productivity of employee. Kristen Gregory accentuates the importance of employee-centric culture in an organization. It states “The employee-centric culture has an effect that extends beyond the internal sphere of an organization – it can actually affect a company’s bottom line with a direct and noticeable impact on profits. Take, for instance, the average annual turnover rate in the United States. Depending on the industry, this can range from 15–40%. With that in mind, consider also that it costs 10 times more to hire and train a new employee than it does to retain one. Furthermore, extensive research has shown that motivated and satisfied employees tend to contribute more in terms of organizational productivity and maintaining a commitment to customer satisfaction.”

In the service provider industry, targets are to be met at any cost. Most of the times, it crosses the limit of ethical boundaries where employees as well as managers do not hesitate to ditch the customers just to get a short-term profit. This leads to customer dissatisfaction, and attrition of good employees who have some values regarding work. Secondly, the employees feel connected with the organization when they know that their suggestions will be heard and valued. Moreover, in service provider industry, customer and employee are in one-to-one relationship, in this perspective; employees are the best brains to suggest the strategies, because it is the employee who knows the heart and soul of the customers.

Further to say how communication (in terms of feedback) can affect employee commitment towards the organization, Gregory clearly states “When the employees believe that they have a voice that carries influence, it deepens their commitment to the organization and encourages a continuous, positive dialogue. This dialogue ensures that even when issues arise, the impact on employee satisfaction is dramatically reduced because the employees sense that their feelings and needs are being heard and therefore considered.”

Today, the employees are the king. They should be considered as most valued assets. A positive work culture is something which nurtures not only the employees but organization as a whole. The attrition rate in service provider industry tends to be high, organization ought to make serious effort to make the work culture employee-centric so that even if the employees would be doing hard job, they enjoy working in the provided environment and stick to the organization.

“In the service provider industry, targets are to be met at any cost. Most of the times, it crosses the limit of ethical boundaries where employees as well as managers do not hesitate to ditch the customers just to get a short-term profit.”

By Chanima Bhattacharya
PGDM “2011-13”
HR GLOSSARY

1) AFFIRMATIVE ACTION (AA): Any program, policy or procedure that an employer implements in order to correct past discrimination and prevent current and future discrimination within the workplace.

2) BEREAVEMENT LEAVE: An employer policy that provides a specific number of paid days off following the death of an employee’s spouse, parent, child, grandparent or in-law so that the employee may attend funeral proceedings, etc.

3) BLIND AD: A job advertisement placed in a newspaper, trade journal/publication, magazine or Internet job board that contains no identifying information about the employer placing the ad.

4) BUDDY SYSTEM: A form of employee orientation whereby a newly hired employee is assigned to another employee (typically within the same department) who shows the new employee the ropes, introduces him or her to coworkers, gives personal assistance and answers questions.

5) C-SUITE: A term used to describe members of the executive team, i.e. CEO, CFO, CIO, COO, etc.

6) CASUAL EMPLOYMENT: The practice of hiring employees on an as-needed basis, either as a replacement for permanent full-time employees who are out on short- and long-term absences or to meet employer’s additional staffing needs during peak business periods.

7) EMPLOYMENT BRANDING: A combination of marketing, communication and technology used by an organization intended to give it greater visibility amongst a large population within a short timeframe.
Recruitment in the 21st Century: Joining the Social Media Revolution

As most working recruitment and sales professionals with experience will tell, nothing trumps traditional networking and face-to-face interaction. However, the success of online recruitment and networking can be attributed to its mimicry of these traditional interactions. The golden standard—job wanted ads in the paper—have essentially been replaced by big internet job boards (like Monster and CareerBuilder) as well as local and niche industry job boards. It was only a matter of time before the other job search standards, such as job fairs and networking events, found their digital equivalent in the now publicly-traded LinkedIn.

Recruitment in the 21st century has changed. The transition to the Internet has forced an alliance between human resources and marketing departments to present a unified message in reaching customers and potential recruits. With the advent of social media and Internet advertising, brand reaches whomever you want much more efficiently than before. Recruiters can now be more proactive and not passively wait for folks to come across their newspaper ads. Any company at the forefront of recruitment practices undoubtedly has the following:

Online presence on some or all of the following:

**Job Boards:** Monster, CareerBuilder, and Craigslist

**Search Engines:** Google, City search, and Yelp

**Social Media:** Facebook, LinkedIn, Twitter, and YouTube

There is no question that social media is now a part of almost every household. However, many professionals are still against signing up for Facebook for personal use. This personal choice should not hinder their organizations. If someone has no interest in a personal Facebook page, they should at the very least ensure a company page is created for both marketing and recruitment purposes.

LinkedIn recruiting is becoming increasingly popular: it has become the go-to destination for recruiters to look for talent. HR professionals are also engaged proactively.

Apart from the recruitment and marketing aspects highlighted thus far, social media is also important for employee relations. The employees are on these websites many times talking about their work. So social media has a great widespread and it has proved to be beneficial for the organizations.

“LinkedIn recruiting is becoming increasingly popular: it has become the go-to destination for recruiters to look for talent. HR professionals are also engaged proactively.”

By Priyam Mathur
PGDM “2011-13”
HR HEADLINES…

• Maruti Suzuki pledges tight security at riot-hit plant:

Maruti Suzuki said on Tuesday it would maintain heavy security at a key plant shaken by deadly violence until its staff members feel “secure.”

The company held a minute’s silence at its annual general meeting in memory of the human resources manager who was killed on July 18 when workers chased managers with iron rods and car parts, attacking them and torching equipment.

NEW JOININGS:

• Patni Computer Systems has announced the appointment of Rajesh Padmanabhan as its Executive Vice-President and Global Head of human resources.

• M R Hingnikar has joined the board of Gas Authority of India (GAIL) as its director (human resource).

• General Electric's largest multi-disciplinary centre outside the US, The John F Welch Technology Centre located here, has announced the appointment of Rajagopalan Raghavan as its human resources leader.

• Google picks up the tab of dead employees: HRM 31 Aug 2012

Google’s chief people officer Laszlo Bock has now revealed that its “death benefits” scheme means that should an employee die whilst employed by the search engine, their spouse will receive 50% of their partner’s salary for 10 years. Yes, a full decade. Most notably, there are no minimum accrualment periods or tenure requirements in order to receive the benefits.

“One of the things we realized recently was that one of the harshest but most reliable facts of life is that at some point most of us will be confronted with the death of our partners,” Bock commented to Forbes this week. “And it’s a horrible, difficult time no matter what, and every time we went through this as a company we tried to find ways to help the surviving spouse of the Googler who’d passed away,” he added.

• William Mercer changes name:

Human resource consulting firm William m mercer on Sunday announced that, effective immediately, it will operate around the world as mercer human resource consulting. “the name mercer human resource consulting encompasses the full range of resources that we, as a global company, can bring to our clients,” said R. Sinker, country head India. in India, mercer employs 60 people in four offices — Mumbai, Delhi, Bangalore and Chennai.

• IBM enters HR web applications market with Kenexa buy:

IBM Corp will buy Kenexa Corp for about $1.3 billion to enter the human resources software market in a move that would likely increase competition with Oracle Corp and SAP AG who recently bought into the sector.

The deal underpins the importance that slow-growing technology giants place on faster-growing, web-based software makers, whose products are less vulnerable to the economic downturn as there are no upfront costs for program licenses, dedicated hardware or installation.

Headhunters get more for placing female candidates

While Deutsche Bank offers a two per cent additional fee to a recruiter for bringing female candidates to the bank, Executive Access, an executive search firm, says it earns an additional 10% fee payable if a female candidate is hired by an organization. Deutsche Bank, which has formed a diversity council that focuses on such issues, has exclusive agreements with headhunters to attract women candidates.

“We incentivize them with an additional two per cent fee if they get us a woman candidate,” the bank’s managing director and head of HR Mobarand Khatavkar said. “We want to make progress on the gender ratio of the organization. It’s a journey, and we are on the right track,” he said.

“We have seen women employees in sales do very well. But getting a female frontline salesperson is very rare,” said Subhro Bhaduri, executive vice-president, HR, Kotak Mahindra Bank.
The HR club aptly titled "Oppo-Makers" is here to create opportunities for everyone to learn, share and hence grow as an individual. We will keep conducting HR centric activities from time to time as part of HR Club initiatives. The HR newsletter TOF-"The Oppo-Makers Fortnightly" is a first step towards this. Keep watching this space for much such newsletters and some exciting new activities.

DISCLAIMER:
This newsletter is combination of articles from various sources like: magazine, internet, newspapers etc and views of the editors. Readers are expected to cross-check the facts before relying upon them. Though much care has been taken to present the facts without error, still if errors creep in necessary feedbacks will always be welcomed.

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https://www.facebook.com/groups/260694097288505/?ref=ts

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