

Business Manager

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Making HR People Complete

HR & Ethics

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Managing a diverse workplace begins with strong policies of equality from within the company. As a result, such company boasts of having a framework of Human Resource policies, ranging from hiring to promotions and motivation to retention that are based strictly on employee performance. The organisation avoids allowing tenure, ethnic background, language or any other kind of category to influence or manoeuvre the policies and also recommends punitive action, if found otherwise. An article by **Debjani Roy**

21 **Psychological Safety- A competitive advantage!**

The employees are experiencing a workplace that's not psychologically safe. They find it difficult to be open, transparent, spontaneous, questioning and creative. Innovation suffers, engagement takes a beating and people become self-preserving, hoard information and so on. A toxic workplace culture sets in. If you find these symptoms in your organization, stand up and take notice. An article by **Mridula Sankhyayan**

38 **Adizes "PAEI" code in HR for Effective Corporate Governance**

We need to think out-of-box to retain best talent and nurture them. We have adopted what is called Adizes Methodology in human resource management, which though popular in other countries, is little known in India. I, while configuring the HR practices with Adizes Methodology, found exciting with challenges. An article by **Nirmala Behera Udgata**

41 **Successful companies don't adapt, they prepare**

Agility is a very positive thing. Apple didn't create the first digital music player, the first Smartphone, or the first tablet computer, yet it came to dominate each category. Amazon wasn't the first to sell books on the Internet, either. These companies succeeded not because they were faster, but because they developed products that were demonstrably better than their competitors. An article by **K.S. Ahluwalia**

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43 **Curbing attrition and workplace stress**

The growth of a company depends on its dedicated and loyal workforce. The need is to curb attrition and retain them. Loyal employees are always instrumental in ensuring a brighter future of the company. The need is for the organization to relook at all its retention policies in order to create a conducive work environment. An article by **Divij Singhal**

56 **Are IT professionals "Workmen" under the Industrial Disputes Act?**

It will be utterly wrong to straight jacket all IT professionals as workmen under section 2 (s) of the Act as because they are performing either technical nature of job or not falling within the four exceptions to the definition of the Act. Their status as workmen will be determined by their Job description, responsibilities, creativeness required to perform the job and the kind of training they had to undergo for performing the job. An article by **Deepanjan Dey**



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Board Room & HR

Aparna Sharma, *Independent Director on the Board of T.S Alloys Ltd. (100 percent subsidiary of Tata Steel), Mumbai*

Board directors play a key role in organisations, yet their tasks are not always straight forward. Risk management, getting a grasp on competitive intelligence and helping define a company strategy are their top three challenges, according to a survey held among executives.

Given the wave of corporate governance reforms, board members face new challenges these days. New global business opportunities pose important questions to most boardrooms.

Key challenges are budget/resource constraint, conflicts of interest/related party transactions, sometimes over representation of controlling shareholders to mention a few. While these get talked about & discussed, what also needs emphasis is the role boards play in shaping corporate culture and the importance of a clearly defined succession plan for any board.



In the centre of all this, is the human resources function which traditionally has been an insignificant minor player in the boardroom, even as critical matters that HR closely deals with-talent, culture, and executive succession are assuming greater significance for the board than ever before. Until recently, playing a second fiddle support act, HR Heads have been "late to the party" across corporate boardrooms. But with the people function playing a crucial and central role in realising the company vision, more practitioners will have their feet under the boardroom table. This is soon becoming a Reality!

The Role of the chief human resources Officer (CHRO) in the boardroom is just as important as the chief financial officer (CFO), marketing officer (CMO) and operations officer (COO). If you look around at some of the best companies today, their HR Head/Function is a strategic partner to the business & board. What works in the boardroom is about knowing the business, being able to speak to the business, and how the HR interventions being evaluated can impact the organization by an increased percentage in terms of revenue, engagement, talent growth, etc. Execution is absolutely key and being able to drive these interventions effectively is crucial. Everything comes down to the bottom-line. One has to quantify one's proposals & plans. Furthermore, influencing, negotiation and selling skills are key for HR folks with the board to get them to bless what they want. Practitioners need to be just as comfortable talking about costs, profit and strategic risk management as they are talking about reward or talent. Human resource professionals bring a valuable perspective to the boardroom; you can't have a boardroom that understands all areas of the business without understanding its people. Many of the issues faced by boards sit squarely in the HR remit. This includes succession planning, talent management, remuneration, ethical leadership to name a few. On a positive note, HR has emerged stronger by increasingly participating in organisational decision making, with a greater focus on value adding people strategies. There is much more to do. Such is the opportunity available to us!!! 