

# Business Manager

Vol. 19 No. 10 April, 2017 Single Copy ₹100/-

Making HR People Complete



**Dave Ulrich**

The 2017 HR  
Competency  
Study

**FUTURE** *of*  
**PERFORMANCE  
MANAGEMENT**



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## The Minimalist HR

Minimal HR is bare bone practice of HR Management. It is stark and simple based on compassion and is need based. Bombarding the organization with too many initiatives is just like giving a chemo for a sniffle. You don't need to nuke your organization with all that the HR universe has to offer. The dosage needs to be just right for the organization. What works for a multi locational large organization may not hold relevance for a small sized firm. An article by **Inna Jolly**.

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## Looking at compensation model again

New pay requires a decision on the component of variable pay in the compensation package. This is to align individual goals with organizational goals. The employee's compensation is at risk just as business is subject to risk. The determination of performance standards, team based or individual based performance pay and the ratio of variable pay to total pay require understanding of business requirements, employee behaviour and the application of theories of motivation. An article by **Hari Parmeshwar**.

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## Ardhnarishvar inspired gender parity

In a professional work environment, Ardhnarishvar manifests as the representation of men and women in the organization. It also depicts how men and women work together balancing energies that they bring forward to collaborate and take business forward. An article by **Mridula Sankhyayan**.

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## Drop the labels, please!

An article by **Aparna Sharma**.

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## "Employee" under EPF Act needs to be redefined

The definition of 'employee' under the employees' Funds act are very wide. They include not only persons employed directly by the employer but also persons employed through a contractor. Under the statutory definition even if a person is not wholly employed, he would be a person within the meaning of the term 'employee'. An article by **H.L. Kumar**.

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### Case STUDY

Change for better but how?

By **Dr. Kavita Singh**

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### Case Analysis

To bring change, reinforce trust among employees

By **Mihir Gosalia**

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To change, first understand the business and people dynamics

By **Bhaskar Dhariwal**

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HR lost the game, not Devanshu!

By **Bhaskar Dhariwal**

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## Can Indian organisations adopt holacracy?

An article by **Nikhil Abhishek Mishra**

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## Concept of Pay Parity-Front and Center

The SC judgment has ignited a hot debate as to whether the temporarily engaged employees including daily wage earners adhoc appointees and casual and contractual employees would be entitled to regular pay scale along with dearness allowance on account of their performing same duties which are performed by those engaged on regular basis against sanctioned post. An article by **S.M.Jain & P.C. Chaturvedi**.



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from the COURT ROOM

Recent Important Labour Judgments

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## Government Notifications

Maternity Leaves increased to 26 weeks in E.S.I.

**Workers wages to be paid through banks**

Revised Minimum Wages in Shops & Establishments of West Bengal

**Revised Minimum Wages in Haryana**

Revised Minimum Wages in Delhi

**The Maternity Benefit (Amendment) Bill, 2016**

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## Book Learning

### The Ambitious Executive

Author : **Rakesh Seth**

COMMENTARIES ON **Factories Act, 1948**

Authors : **V.K. Kharbanda & Vipul Kharbanda**

COMMENTARIES ON **Payment of Gratuity Act, 1972**

Authors : **V.K. Kharbanda & Vipul Kharbanda**

### HR NEWS

**CMD HLL LifeCare: None out of 13 could make it**

Tata Motors kicks off VRS

**HC confirms lifers for 2 trade union leaders**

Behavioural safety conference held at New Delhi

**Wheel of law completes circle, 13 Maruti Employees get life imprisonment**

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# Drop the labels, please!

**Aparna Sharma**

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



**O**ur society lives by Stereotypes! Now, that we acknowledge that the world & society is constantly evolving, I had thought that by now in the professional world the story would be different.

As I was growing up, have heard of various stereotypes even in the professional world like for the role of a secretary, a woman would be best; teaching profession is good for women since they can take care of families well due to better work life balance; a guy is the primary bread earner in a family - a woman's income is only supplementary; its okay for a man to be aggressive, if a woman asserts herself, she is aggressive which is not acceptable etc....

While some of these still remain or their degrees vary.... there are many more stereotypes that keep coming in, to add to the professional potpourri!

Very recently, a close friend shared some new ones... I had not heard of them before nor did such thoughts ever cross my mind.

In the Indian context, one strong one was that you must write a book or turn an author only once you have decided to hang your boots in the corporate world either thru superannuation or even before;

Another one, if you wrote a book during your corporate career, it was an indication that you wanted to hang your boots & become an academician!!!! I found these really funny. My friend too, that's why she discussed these with me.

In my view, any practising manager may want to share his/her experiences for the benefit of others (students, practitioners, academicians etc) by writing a book. Infact, they are trying to create a body of knowledge which will be a ready reckoner & help everyone immensely. They straddle between their highly demanding jobs & yet have the zeal to contribute.

I can't understand the connection between authoring a book & retirement or the label of turning an academician!!! Can you?

The society or the world at large has strong perceptions which have become stereotypes & we try to label people & fix them into frames.

What I told my friend, is that I find such practising managers as versatile & multi talented who rise above their so called professional defined roles to make an impact. They are rare & need to be cherished & encouraged!

Point to ponder & act- Can we drop the labels, please? & let people be! 