

“Serving Indian Power Sector through Excellence in HR”

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you should put in extraordinary effort!”:
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*A Tribute to A Visionary
from Power HR Forum*

Dr. A. P. J. Abdul Kalam
1931 - 2015

“If you want to shine like a sun, first burn like a sun”



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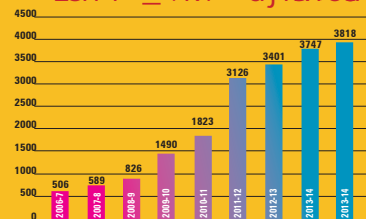
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Welcome

Shri Pradeep Kumar Pujari
*Secretary, Ministry of Power and Chief Patron
Power HR Forum*



Power HR Forum welcomes its new Chief Patron Shri Pradeep Kumar Pujari who has taken over the charge as Power Secretary on June 3, 2015. He succeeds Shri Pradeep Kumar Sinha.

Shri Pujari is a 1981 batch officer of Gujarat Cadre. Earlier, he was Special Secretary and Financial Advisor in the Ministry of Agriculture, Department of Agriculture and Education Research (DARE). He has also served Ministry of Consumer Affairs, Food & Public Distribution, State Industrial Development Corporation (Gandhinagar) and several important positions for Gujarat state.

Power HR Forum looks forward to receive his blessings, guidance and support to realize the vision of Forum “Serving Indian Power Sector through Excellence in HR”.

Congratulation

Shri Pradeep Kumar Sinha
Cabinet Secretary
Govt. of India



Shri Pradeep Kumar Sinha, Power Secretary has been appointed as Cabinet Secretary, Govt of India. Shri Sinha is a 1977 batch Uttar Pradesh cadre Indian Administrative Services officer. He has been serving as Secretary, Ministry of Power, since July 2013.

Shri Sinha has earlier served as secretary in the Ministry of Shipping, and has held several other important positions in the Union government and in Uttar Pradesh.

From the Desk of

PRESIDENT



It's my pleasure once again having the opportunity to express my views through Power People. Though our country has one of the largest young workforce with good educational background still we lack highly skilled working class. One of the reasons is possibly lack of industry and academia collaboration in India.

With this issue of Power People we have made an effort to draw attention towards this through our articles. "Meeting the Skill requirements and bridging the gaps" defines existing skill gaps and suggest the way Germany has answered the issue. On macro level how Singapore has approached the issue is covered in another article. How we can take up this issue in through Performance Management in our organizations while taking care of employee development and meeting organizational objectives is demonstrated through the article "Appraisal".

With employees, society is also a stakeholder in our business and need to be taken care of. "CSR3 - Corporate Social Responsibility, Respectability and Reciprocity", explains how CSR while fulfilling Companies Act requirements can be approached and "Light in Life" highlights efforts of our employee to contribute his stake in environment protection through installing solar panels at his home.

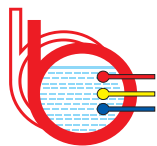
With this issue, I would also like to welcome our new Chief Patron, Shri Pradeep Kumar Pujari, Secretary - Ministry of Power and will like to have best wishes to our former Chief Patron Shri Pradeep Kumar Sinha for his new stint as Cabinet Secretary, Govt. of India.

With Best Wishes!

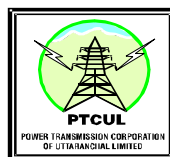
A handwritten signature in black ink, appearing to read 'U. P. Pani'.

U. P. Pani
Director, HR
NTPC

POWER HR FORUM MEMBERS ORGANISATION



भाखड़ा ब्यास
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Interview

If you want extra ordinary things out of life,
you should put in extraordinary effort!

Ms Shelly Verma
GM-PFC



"In keeping with our practice of highlighting personal experience of senior women executives in the power sector, Forum interacted with Ms Shelly Verma, GM - PFC and recounts it to our readers."

Big, reputed PSUs are being fined for not having women directors on their Board! These are the headlines in fast few days in the national dailies. Now, the question is, having a woman director on board is, alone sufficient? Or we need some more women directors or more senior women officials also at other levels?

This is the question that plagues Ms Shelly Verma, GM-P. F. C. PFC is a very reputed PSU in the non banking financial institution category. And a prestigious Navaratna company as well. Ms Shelly is of the firm belief that higher number of senior women executives shall bring more gender sensitivity which can translate into, not only more productive work place, but better societal parity. And it is the only way, when we have a critical mass of women leaders at work place, that gender bias at workplace can go away.

A brilliant student of her time, she was 14th in rank in her class 12th examination, amongst all students in Delhi Board and went on to complete her graduation from SRCC, Delhi and later chartered accountancy. Soon, she joined PFC in 1989, worked in different departments and rose to position of General manager in PFC. She remembers fondly, her first assignment wherein she worked diligently for over six months, to master COBOL, so that computerisation of PFC lending operation could be achieved in record time and all work related to loan accounting happened in e-environment. Another key assignment that came later on, where her acquired skills were highly appreciated was when she was working in LENDING POLICY Deptt. She took initiative in developing new policies and products for business development. As GM, she is now overseeing Fund Management and Treasury operations.

PFC has always been a lean organisation and because of high value transactions, the work pressures are immense, for everybody. How she deals with it? The answer surprised POWERHRFORUM and our heart swelled with pride for our leaders in power sector; she says-it is the responsibility that teaches us competency and in-turn builds up our confidence.

She has two doting daughters at home, who are doing well in their studies. Spending time with daughters is what she looks forward to and she takes pain in taking them out for vacations within and outside India, to show them the world outside. Travelling has truly liberated her! And here she adds- one has to set aside some exclusive time for self, pursuing hobbies, movies, music, reading and thinking. Work Life balance (WLB), as per her, is not merely able to leave office at 5.30

pm, but being able to do some self development work and not being fully engrossed with family or professional life.

Ms Shelly has formulated another mantra for WLB: "Balance your time and balance your aspirations". At times, one has to take stock of the situation, pause and move forward. Otherwise, it would be too chaotic and affect one's productivity. When one of her daughters was a toddler, she had to take an extended break and she is proud that she took the right decision at right moment. One of her regrets- she could not pursue MBA! And why that was important! She answers-it could have given her new prospective on leadership and people management skill! Also it would have given her wider horizon to expand within PFC.

Speaking of gender bias, she is very happy that PFC is the most supportive organisation that she knows off and a friendlier work place. However she adds that gender stereotypes exist everywhere and her sincere advice to women executives esp youngsters is that they should not shy away from projecting themselves and taking up higher responsibilities. Out of concerns and good intentions, her PFC seniors gave less daunting and demanding tasks; she adds ruefully, she could have handled more and hence learned more.

Speaking of glass-ceiling in the organisation, she has another golden rule-more dangerous is the glass ceiling within us; are we ready to break the inner glass ceiling?

Which way can the organisation help women employees to do better, better engaged, work care free? Her response is quite revealing: first and foremost is to recognise that many of the issues faced by women are not problems per se but these are their responsibilities which should be appreciated by the Organisation. Even a few friendly policies like flexible timing, child care leave can go a long way in helping them perform better.

She adds sadly.....Women employees, still has to battle many things, in this 21st century be it child care or caring for elderly parents, ensuring safety of self and others, freedom of thoughts, personal ambitions/aspirations..... But she firmly believes in the old adage: if you want extra ordinary things out of life, you should put in extraordinary effort!

Ms Shelly has another inspiring side to her; she keeps on challenging her always, whether fighting her loneliness at being the only woman trainee while doing CA, whether learning new skills at work or going trekking in Bhutan; POWER HR FORUM salutes her indomitable

The Changing Face of Skill Development in Singapore

Dr. Raghwendra Pratap Singh



The Way They Were

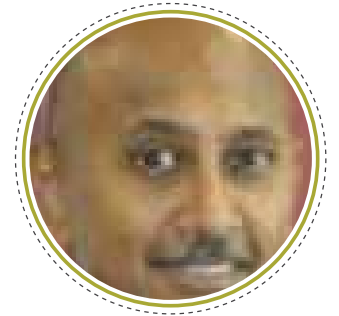
Following the World War II (WWII), Singapore was merged with Malaya and gained its independence from the British in 1963. These newly formed Malayan states renamed Malaya to Malaysia, to reflect the inclusion of Singapore as well as the other former British territories. Although it may have sounded “practical” on paper, the reality of the merger was more “politically traumatic” on both sides of the causeway. In 1965, Singapore gained full independence from Malaysia and has amassed wealth as it quickly became one of the Four Asian Tigers.

Since then Singapore has had a number of “Firsts”, these include “Best Airport 2012”, fourth leading financial center, top 5 busiest ports as well as acting a major logistics and air hub. It also boasts of having the 3rd highest per capita income in the world.

While much of Singapore’s success can be directly attributed to its geographical location where it is at the cross-roads of North and South-East Asia, there is also much credence to be paid for the work discipline of its largely immigrant population. Singapore generally made up of 4 races, Malays who were largely indigenous and others who came from nearby Indonesian islands, Chinese and Indians who largely economic migrants who came to build the growing island when it was still under British rule. There was also an emergence of Eurasians, who the mixed heritage of European and Asian ancestry. The work discipline of Singaporeans was forged over a long time when there was no real governmental support base for many of the immigrants. Thus, the working populates took on a very self-reliant mental model and a general tenacity to overcome difficulties and challenges in their lives.

When Singapore gained its independence in 1965, the Government formed by the People’s Action Party (PAP), decided that for the continual growth and survival of Singapore rested on its it’s people must not only have a resilient mindset but they need

Mr. Sebastian Anthony



to be equipped with skills. The focus of Government then shifted to developing Singapore to a center of trade in Asia. It also led an aggressive industrialization strategy based on the plans of Dr Goh Keng Swee (2nd Deputy Prime Minister 1973 - 1984) and Albert Winsemius (a Dutch economist). The plan called for the formation of the Jurong Town Corporation (JTC) in 1968 to develop industrial estates around Singapore so that island nation can be positioned as a manufacturing base for the Asian region. With this focus, Singapore geared itself for a manufacturing based economy, bringing in the need for its population to be technically skilled.

To this end, the PAP Government then focused it energies to building of schools for overall development of education as well as the formation of the Vocational Institute and Training Board (VITB), for vocational training in addition to Polytechnics and Universities.

As an integrated approach the Government also set up the Economic Development Board (EDB) with the purpose of “marketing” Singapore as a prospective manufacturing base for would-be investors. In the 1980’s the Government under EDB set up the Skills Development Fund (SDF) so as to encourage employers to continually train and develop their staff in various technical and non-technical areas.

With the view that training is vital to not only sustaining but developing an organization, SDF sets a levy on employers. Employers can “off-set” their training cost from the levy and thus, encourages employers to utilize the funds paid in the form of this

The Changing Face of Skill Development in Singapore

levy. As a result productivity in Singapore largely increased and this was indicated in the double digit growth in the economy for a good part of the 70's and 80's.

Where are They Now

Over the last 20 years, Singapore has slowly moved from being a manufacturing based economy to more of a services based economy. Services include Tourism, Financial as well Education services. With this transition, there was also a need to re-skill the current workforce to be able to stay relevant in the new services economy.

With this end in mind, the Singapore Government set up the Workforce Development Authority (WDA), as an off-shoot of the Ministry of Manpower (MOM) in 2003, with a clear mission of “enhancing the employability and competitiveness” of the workforce. WDA does this through a number of ways, namely;

- Supporting Professionals, Managerial & Executive (PME) levels to be more adaptable and mobile
- Strengthening and deepening specialized skills
- Promoting enterprise productivity improvements
- Assisting low-wage workers
- Raising the quality of the Continuing Education and Training (CET) system
- Development of a world-class CET infrastructure

This chapter will focus mainly on WDA's efforts to raise the quality of the CET system and the strengthening and deepening of specialized skills.

Raising the Quality of the CET System Utilizing the WSQ (Workforce Skill Qualification)

The Continuing Education and Training (CET) system Master plan was announced by Prime Minister Lee Hsien Loong in 2008. The CET system incorporates a series of training and skills building programmes to form a lifelong learning system that enables workers to stay relevant, find their niche and search for new opportunities in an ever changing economy. A Lifelong Learning Endowment Fund with a budget of \$800 million in FY08 to \$3 billion, and eventually to \$5 billion has been set aside to finance this ambitious plan.

The Workforce Development Authority (WDA) which oversees the CET system embarked on a strategy of developing industry based competency maps. These competency maps listed the competency standards expected from participants in terms of

skills, knowledge and attributes which they needed to demonstrate for their chosen skill that they wanted to be assessed on. The Workforce Skills Qualification (WSQ) contains about 33 industry based frameworks which are all recognized by their respective industry. An industry competency map effectively captures the type of skills needed in the industry. Besides the industry specific skills under the WSQ, it also covers foundational skills, knowledge and attributes that improve an individual's chances of employability.

Foundational Skills

These are basic skills required for a person to seek employment. Some these skills include;

- English Employability Skills
- Basic Information & Communication Technologies
- Analytical Conceptual & Evaluative Skills
- Interpersonal Skills
- Personal Management & Development Skills
- Job Safety Skills

Industry & Occupational Skills

The over 33 Industry based WSQ Frameworks cover skills that enable individuals with the technical know-how to perform specific jobs well. The industry frameworks were designed based on collaborations between the key industry players, training institutions and well as unions. Some of the key industries include Aerospace, Retail, Business Management as well as Human Resource, Finance and a range of various manufacturing as well as service sectors.

These industry sectors were chosen because it is largely believed by the Government of Singapore that these industries will play a frontal role in its transformation of the economy which has been largely high end manufacturing to a service based economy.

To this end of wanting to develop a service based economy, Singapore invested about S\$4.5 billion in the Marina Bay Project in early 2000. Singapore decided to go into this transformation process capitalizing in the global downturn due to the 9/11 terrorist attack in New York. The development in the service sector saw the construction of the Marina Bay Sands as well as the attractions along Singapore Marina Bay area including the Singapore Flyer, as well as leading hotels being established in the tourist belt in Singapore namely Marina, Orchard as well in Sentosa island a leading tourist destination with the setting up of Resorts World Sentosa and being the home of Universal Studios attractions in Singapore.

The Changing Face of Skill Development in Singapore



Source: sg.jobsonline.com

This transformation of its economy would require some low end industries to be displaced and its staff to be re-trained and re-deployed to these new service positions. Thus, Singapore citizens and Permanent Residents (PR) are able to utilize the funds in the Workplace Funding.

Even with this enabling of its current workforce Singapore will not be able to cope with the rapid expansion of its economy and to this end, its general solution is to allow for more foreign workers to boost its economy. In 2009, about 40% of Singapore's residents were foreigners, one of the highest percentages in the world. The challenge then is to ensure that the new influx of foreign labor is in line with the local populace in terms of workplace skills. Thus, those employed in the service as well as some of the technical areas are to undergo certification in the WSQ system if not given prior recognition from the Workforce Development Agency (WDA).

Process of Setting and Maintaining a High Standard of Quality in WSQ

The aspect of Quality Assurance (QA) in the workplace skills standards as well training delivery is maintained by WDA through its Quality Assurance Division (QAD). The QAD namely looks at 3 areas in terms of quality assurance;

- Approval of Training Organisation
- Approval of Course(s)
- Continuous Improvement

Approval of Training Organisation

WDA would need any organization wanting to run any of the WSQ modules would need to apply to be granted an Approved Training Organisation (ATO) status. These organizations would need to adhere to a number of pre-requisites to qualify for consideration

for the ATO status. Some of these include; Legal Entity, Roles and Responsibilities, Financial Health status, Line up of Adult Educators as well as a 2 year plan on how the ATO will be able roll out the WSQ programmes that it is suggesting. A detailed list of the ATO requirements can be found in its website <http://www.wda.gov.sg/content/wdawebsite/L225-ForTrainingProviders/L325A-001TP-ATO.html>.

This process allows a good control on the quality and the quantity of ATOs as only the serious players decide to come into the industry. It also allows WDA to have a good feel on the continuity of ATO based on their two year plan. Being a government agency, there is an expectation from public funds are judiciously utilized.

Approval of Courses

Once the organization has attained its Organisational accreditation, it can then begin to develop course based on the WSQ framework and the programme conforms to the WSQ Course Accreditation (CA) framework. The CA framework relies heavily on the Competency Unit (CU), Competency Elements (CE), Performance Criteria (PC) and Underpinning Knowledge (UK).

Competency Units (CU)

WSQ Competency Units are distilled from analyses of the occupation, functions and work processes within an industry. The analyses consists of the Value Chain of the industry operation, Functional analysis of the typical organization functional units within a given industry, Job-family analysis based on key occupational groupings within the industry as well as proficiency levels. The CU outlines the competency standards expected of performance outcomes in terms of work deliverables.

These competency standards are stated clearly so that employers, employees and individuals and ATOs know exactly the expected performance outcomes and levels of performance.

Competency Elements

Competency Element (CE) are specific tasks or performances expected within the CU, example Competency Unit: Follow Food and Beverage Safety and Hygiene Policies and Procedures.

Competency Elements;

1. Maintain personal hygiene,
2. Maintain food preparation and service utensils and equipments,
3. Prepare food safely.

The Changing Face of Skill Development in Singapore

Performance Criteria

Performance Criteria (PC) outlines the performance expectations to successfully complete a set of tasks. For example, consider the first Competency Element - Maintain personal hygiene. The Performance Criteria for this element may include;

- Washing hands thoroughly with soap and warm water after visiting restroom and taking breaks
- Keeping fingernails short and clean, with no nail polish or artificial fingernails
- Wearing clean clothes and aprons
- Keeping hair neat and tied back or covered with cap
- Covering cuts or sores with waterproof plasters and wearing disposable, waterproof gloves

Underpinning Knowledge

Underpinning knowledge (UK) refers to the theoretical understanding to any particular Performance Criteria (PC). It allows for the learner to understand the reason why he/she is performing a particular task. For example, consider the first Performance Criteria: Maintain personal hygiene. The Underpinning Knowledge becomes "Understanding what germs are such as bacteria, viruses etc."

Thus the UK provides the theoretical understanding needed to perform a particular task, allowing for the learner to move beyond just being functional or doing a task without really understanding.

Upon accreditation, the training organization then becomes an Approved Training Organisation (ATO), which is then required to deliver training and/or assessment and to issue the relevant certificates, ranging from Certificate to Professional Diploma levels.

Some of the key roles of the ATO includes;

1. Submission of learner's assessment results to WDA
2. Submission of learner's claim for full certification

It is important to note that Accreditation has a time limit of 2 years which is renewable depending on the performance of the ATO. The performance is mainly in the internal quality assurance system and capability of the ATO under the Continuous Improvement Review (CIR) audits. The CIR audits are put in place to ensure that the WSQ training and assessments are designed and delivered according to the requirements set by WDA and also to identify best practices and role models from amongst the WSQ providers.

Way Forward

In its Annual Report 2011/2012, WDA explained that as Singapore faces an uncertain global economic outlook based on the experiences of Europe and slow worldwide growth, it will ramp up its efforts to further tailor programmes and initiatives to meet employers' needs to develop a productive and resilient workforce. (WDA Annual Report 2011/2012)

It would continue to build a talent pool in various industries as well as to progress a career pathway for local workers.

Through this process, it strongly believes that Singapore will be in the forefront of having a competent workforce which has been re-designed from inside out to take on the service based economy it seeks to be.

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Meeting the Skill Requirement: Bridging the Gap

Ashutosh Kr. Anand



Introduction

By 2025, it is estimated that 70 per cent of Indians will be of working age. This 'demographic dividend' could give India an edge over the developed countries where a larger segment of the population would be by then past retirement. However, this demographic dividend can easily turn into a demographic disaster if a majority of the working age population remains unemployable due to a lack of skills. Even today, there is shortage of skilled workers across industries, which does not augur well for sustaining India's economic growth.

As a country endowed with labour, India's situation is at best ironic. On the one hand, domestic economic growth has created huge employment demand and job opportunities, while on the other; a shortage of skills is making more people unemployable. What adds to the irony is that there are several central government ministries that offer skill development initiatives through school education, institutes of higher learning and specialised vocational training institutes. The large size of the population alone cannot be India's problem since China, with a similar scale of population and training structure, has better labour productivity indicating higher skills.

Present Scenario

Knowledge and Skill are two sides of a coin. Generally, it is considered that in order to attain skill, knowledge in the form of formal education is important. This may be true but when it comes to industry and professional requirement it is generally seen that though there is emphasis on educational profile of a candidate but it is the possession of practical skill which matters in the long run. Despite a large pool of educated workers, employers continue to struggle to find skilled talent to fill the growing number of job openings in the country. It is seen that employers spend a huge amount in enriching the skill of its employees after they are

recruited. The recent studies reveal that although every year institutions, colleges are producing qualified professionals but when it comes to exact skill requirement, these qualified professionals need to brush up and gain professional skill to match the organizational and professional requirement. There is gap in what is required at workplace and what is exactly taught in classroom. It is widely held that knowledge, skills, and resourcefulness of people are critical to sustain development, economic, and social activity in a knowledge society. Given the current high-paced growth and dynamic investment climate in India, the demand for knowledge workers with high levels of technical and soft skills will only increase.

Defining Skill Gap

A skill gap as a significant gap between an organization's current capabilities and the skills it needs to achieve its goals. It is the point at which an organization can no longer grow or remain competitive because it cannot fill critical jobs with employees who have the right knowledge, skills, and abilities. In many ways, solving a skill gap is like solving a puzzle. You have to identify the list of the required skills and competencies for each job role, assessment of what you have versus what you need, identification of high performers and best practices, necessary training, and measurement of results.

Skill needs vary from practice to practice, client to client, office to office. Accordingly, instead of seeking to apply a single set of benchmarks to everyone at a particular level, the firm focuses on enhancing development discussions between individual professionals and their performance managers.

The global economy is something of a paradox at the moment. Unemployment remains high across much of the world, yet at the same time businesses are desperate to fill important vacant positions at their organization.

Meeting the Skill Requirement: Bridging the Gap

The crux of the issue is twofold: there are simply not enough candidates in the labor market with the skills employers are looking for and companies are, at the same time, facing cost pressures from within their organization. We have a shortage of workers. In this case, the shortage is not bodies, but the skill sets people possess.

The shortage of appropriately skilled labour across many industries is emerging as a significant and complex challenge to India's growth and future. According to NASSCOM, each year over 3 million graduates and post-graduates are added to the Indian workforce. However, of these only 25 percent of technical graduates and 10-15 percent of other graduates are considered employable. Hence, what we have today is a growing skills gap reflecting the slim availability of high-quality college education in India and the galloping pace of the country's service-driven economy, which is growing faster than most countries in the world.

In this demand-supply gap scenario, a look at the Indian education system will reveal that the number of technical schools in India, including engineering colleges, has actually more than trebled in the last decade, according to the All India Council of Technical Education. Part of the skill gap problem is that only a small percentage of India's young go on to higher education. No more

than 7 per cent of Indians aged 18-25 go to college, according to official statistics. Even a more fundamental level of education is proving difficult with nearly 40 per cent of people over the age of 15 being illiterate. Ironically, it is becoming even harder to create a robust and continuous pipeline of talent. The university systems of few countries would be able to keep up with such demand, and India is certainly having trouble. The best and most selective universities generate too few graduates, and new private colleges are producing graduates of uneven quality.

Further, universities and educational institutions have not been able to update their syllabi in tune with the high speed changes taking place in the world of technology. Hence, the students churned out are not equipped to meet the current industry requirements and often companies have to incur additional expenses (time and money) to train new hires.

In response to these challenges, many companies today have intensified their academic interventions in order to tackle the impending shortage of knowledge workers. Companies have started opening Institutes to cater their specific needs and have developed specific tailor made courses. However, in spite of all these still there is a huge gap in the requisite skill required and produced by institutes/universities/colleges. Institutes/universities/ colleges will have to revamp their course module and make it close to requirement of market.

German Way: May Help

Recently, in one of the news channel, a programme was aired specially aiming at the fact that there is a small gap in the salary of a Fitter, Plumber, Technician, Operator when compared to an Engineer. The reason behind cited was skill set. The companies today require skilled workforce and they sometimes don't care that the skill manpower is professionally quite qualified having degrees with national & international nomenclature. Whereas most of the engineering colleges though not all still hold on to theoretical knowledge and the engineers who pass out have little skill to match the practical professional requirement. Several deemed universities impart engineering degrees through distance mode and there is hardly any practical lab sessions which further impairs the quality of engineers who pass out from there. The German way of teaching skill is talk of the town where students are taught practical skills when they are in schools/



Meeting the Skill Requirement: Bridging the Gap

colleges, which help them in gaining hands on experience at very early stage. Case studies on international models of skill development and vocational training practiced by developed countries commonly cite Germany's successful dual education model, suggesting that India can learn precious lessons.

Corporate India is willing to take only 20% of the total pool because people coming out of institutes are not practically talented. This is because functional, operative, practical talent in the corporate world is different from analysis taught in MBA schools, engineering colleges. Also, MBA is about analysis but real life is about synthesis which is completely different. Even in the engineering context, John Adair, in his book, 'Effective Innovation' while giving the example of a trained artist who excelled as an inventor concluded that "Engineering is just a state of mind. You do not need a vast amount of knowledge". All this clearly shows that process (imagination and thinking) is more important than input (knowledge) especially memorized bookish knowledge. We should give equal if not more importance to humotech in addition to looking for biotech and infotech. Since not too much knowledge is required for talented people, short term courses should be available for those who may have made a wrong choice of occupation.

Even in our Shastras, it is given that the Sukshma (subjective-person) is more important than the sthula (objective-knowledge). What a person does with a particular knowledge is more important than knowledge per se and to detect that, personal attention has to be given. Each of the Pandavas being unique in their own way, one of the teachings of the Mahabharat is to develop your unique quality.

It would not be out of place to mention here that the initiator of lateral thinking, Edward de Bono had stated that thinking should be taught in schools because many intellectuals/knowledgeable people were poor thinkers. Thinking also helps in detecting potential. In India's context, not making lateral thinking a part of formal education is absurd because the greatest post independent rags to riches story (Dhirubhai Ambani) was because of lateral thinking.

The conducting of a good practical life requires skill in material transformation. Acquiring such a skill is the primary goal of basic education. It must be recognized that this formulation of our preceptors, including Gandhi and Tagore, is not only practical and



meant for the good of the broadest mass of people, but is also rational. Justification of this formulation is possible on grounds of politics as well as rationality.

It would not be out of place to mention here that some people who have won Nobel prizes (DNA, Microchip) have admitted that not being too formally qualified was an advantage because they could get creative ideas. This is in the context of "Knowledge is food for the ego". If you feel you already know too much, you can't get creative ideas. Practical knowledge is best-Osho specified that there is a difference between knowledge (bookish) and knowing (experience). Unfortunately, Education has become a business and nobody is bothered about the real purpose of education and one ends up paying more in donation and not getting any real education.

Practices and Steps That May Help

Today, several companies in search of specific skilled workforce have started educational institutes wherein they train and employ future workforce to meet their future requirements. Infosys have established partnerships with engineering colleges for training students on soft skills and decision-making techniques. Most of workforce employed as plumbers, auto mechanics, masons etc. learn skill without going any ITI or a college but the knowledge and

Meeting the Skill Requirement: Bridging the Gap

skill disseminates from one senior (ustad as generally said) to another (shagird as generally said).

Organizations can improve their chances of finding skilled talent by taking action. Working with universities to encourage more people to study subjects such as computer science and building in house training to prepare these employees to meet the demands of the business is a project for the long term but the potential results could be more than worthwhile.

It is equally important that knowledge and practical skill go side by side. Indian education system will have to adapt to changing times and need. There is a system of on the job training for the trainees but why not to make such training avenues at an early stage starting from college and school level. This will not only help students to get jobs faster and choose career of their choice at an early stage but will make available trained and skilled workforce for industries as well without much investment and wait.

Preparing students for the work place, equipping them with skills and giving them sufficient knowledge of marketing at basic education level can help in solving unemployment problem, particularly in low and lower middle income countries where vocational and technical education is in great demand. Mere literacy skills are in no way a solution of the problem that are being faced by the world because literacy is a mean to acquire and

master other skills whereas professional, vocational or technical education is a mean to be employed. An immediate review and revision of the school curriculum framework wherein there will be less stress on academics and more on development of required vocational (neurotic-motor and cognitive) skills. Diversified curriculum even at school stage needs to address local agricultural and industrial needs. Adopting ITIs and sheer public private partnership cannot bring solution to this dearth of skill. In a country where large chunk of people hardly have access to school or formal education something concrete has to be done. Whereas those who get the opportunity to complete their education must receive relevant and contemporary skill to improve marketability and cater to industrial need.

Conclusion

It is high time that industries revamp their training modules, rearrange to focus more on practical aspect required actually when the person hits the shop floor. Industries tie up with colleges/institutions request them to modify and change their syllabus to need their requirement. Visits to industries and exposure to real life situation may further help preparing right skill and talent. universities, colleges, schools may start practical sessions actually imparting skill required on the job or which will help the student to chose his/her future job profile.



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Light in Life



Upendra Mishra

A 70 years old man lived in two a storied big house in the village of a backward district in Uttar Pradesh. He is a retired Principal of a nearby college and very popular and respected in the locality. He has two sons both are well settled and his daughter is settled abroad. There are two persons; he and his wife are there in his big house. The village witnesses record of irregular electricity supply to the extent that the villagers often remain clueless as to when the actual supply is there. This is irony of almost every village in the eastern parts of Uttar Pradesh. His both sons always requested him to close the house and reside with them. Subsequently the condition of man's wife who is suffering from Dementia started deteriorating; their life was becoming measurable day by day. The man has to cook, do all the home work, look after his farming fields, trees, gardens, etc. Despite of all efforts and persuasion of his both sons, the man never agreed to leave the place/ village. He always said "mein yahi paida hua hun, yahi marunga. Meri etani badi property kaun dekhega, kaun diya-bati jalaega, etc." (I am born here and will die here. Who will look after this big property, who will light the lamp here, etc.)

After passing many years with this problematic situation, his son asked his daughter (granddaughter of the man very close to his heart) to persuade her grandfather to leave the love of village and property and reside with their son. The trick worked, some how he could agreed to leave but one point "Diya kaise jalega" was still critical. Then his granddaughter explained him about "Solar Home Lighting System (SHLS)". The man expressed his keen desire and shown interest to know more. The functions of the SHLS triggered his excitement and he agreed to get the system installed at his place. As in most of the villages; mostly in summers, it becomes just too very difficult to survive without light and fan. The mobile phones has also become an integral part in today's era, it becomes quite impossible to charge as it too needs electricity. The SHLS system was a help to resolve all these issues. The SHLS was installed with 04 LED bulbs and a fan immediately as his sons don't

want to go in vain this golden chance. A care taker is deputed to put on the light every evening and put off the light in the morning. Although the system was able to solve almost every issue, he finally shifted to reside with his younger son in the city just 15 KMs from the village. Now all is well, the man often visits his village, house and property by coming down from city and well satisfied with the SHLS and other arrangements.

Solar Home Lighting System helps a lot to the areas which are off grid and to areas that witness the irregular and inappropriate



House that has a Solar panel on the roof



Solar panel feeding electricity to the inverter

electricity supply hindering the day to day activities and meeting the basic needs. It is a common concept in a village to follow or imitate someone with some new installations. This inevitably helps in shaping the attitude of the people. This not only results in an overall development and upliftment of the village but also adds substantially to the growth of the country.

Investment

1. Cost of two number Photovoltaic solar panel (3 ft X 1.5 ft) and associated control system : INR 15,000/- (after UP Govt Subsidy)
2. One maintenance free battery for electricity storage : INR 17,000/-
3. Electrical fixture (4 DC LED bulbs with fixtures, one DC pedestal fan, wiring and installation) : INR 6,000/-

The routine maintenance effort is for cleaning the solar panels, which is done weekly by hand. All inputs for installation of the solar home lighting system was sourced from local market in Jaunpur, Uttar Pradesh.



DC LED lamp

Upendra Mishra

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Appraisal



P Sreenivasan

Michael Angelo had said that inside every block of stone is a beautiful statue. Chipping away the stone is our mastery. Employee if he is made to understand Job duties, expectations, Goals, objectives and job related behavior on the day one, expectations are bound to be fulfilled. Further continuous attention towards each employee is also required.

A Performance Appraisal or a career development discussion is a systematic and periodic process that evaluate individual employee's job performance and productivity in relation to certain pre established criteria and organizational objectives according to Wikipedia. Historically Performance appraisals are conducted annually while some organizations moving towards shorter cycles. Documentation always helps in knowing the occurrences.

"System approach to performance management allows organizations to consider what they are trying to accomplish for both individual and organizational performance, and how best to accomplish it" (Tom Coens & Mary Jenkins, "Abolishing Performance Appraisals" San Francisco, Calif:Berret-Koechler Publishers, Inc 2000)

In every Organization, it started with Job Descriptions, Key Result Areas, Key Performance Indicators, Balance Score Cards to ensure and monitor the performance of workforce. The Controlling Officer used to do the analysis on the basis of factors like vital, essential and desirable. Further it was divided into Functional, Managerial, Innovativeness and Team Development. In Balance Score Card, it was termed as Financial, Internal Processes, Customer Orientation and Learning & Growth. Central Public Sector were required to develop a robust and transparent performance management system by adopting 'Bell Curve' to pay "Performance Related Pay" after implementation of Pay Revision effective from 01.01.2007. (DPE OM No 2(70))/08-DPE (WC) dated 26th November 2008)

The Controlling authority need to be aware of common rating errors, which generally affects favorably or unfavorably. To overcome this two more channel has been added like reviewing authority and accepting authority. In preparing a performance appraisal, a manger is creating documentation regarding the employee. Poorly prepared appraisals could be used as evidence to show inconsistent treatment of employees. Further a good documentation support a decision for taking actions like training, transfer, disciplinary action etc.

Communication of PAR Rating

The object of writing the confidential report and making entries in them is to give an opportunity to a public servant to improve his performance (State of UP Vs Yamuna Shankar Misra 1997 (4) SCC 7). If the individual is not known about this, there is no scope for improvement.



Appraisal

Purpose of adverse entries is primarily to forewarn the government servant to mend his ways and to improve his performance. That is why, it is required to communicate the adverse entries so that the government servant to whom the adverse entry is given, may have either opportunity to explain his conduct so as to show that the adverse entry was wholly uncalled for, or to silently brood over the matter and on being convinced that his previous conduct justified such an entry, to improve his performance. (Vijay Kumar Vs State of Maharashtra & Ors SCC 674 (Supp) 1988; State of Gujrat & Anr Vs Suryakant Chunilal Shah SCC 529 (1) 1999)

In the Union of India & Anr Vs S.K. Goel & Ors (AIR 2007 SC 1199) the 2 judge bench decided that only an adverse entry need to be communicated to the incumbent. However 7 Judge Constitution Bench held that arbitrariness violates Article 14 of the Constitution (Maneka Gandhi Vs Union of India & Anr AIR 1978 SC 597)

Every entry in the Annual Confidential Report of every employee under the State, whether he is in civil, judicial, police or other service (except military) must be communicated to the individual so as to enable him to make a representation against it. Non communication deprives the employee of the opportunity of making a representation against it which may affect his chance of being promoted (or get some other benefits). Since the position in respect of Military Officers is different as clarified in Union of India Vs Major Bahadur Singh 2006 (I) SCC 368. (Devdutt Vs Union of India & Ors SC 2002)

Even if a 'good' entry is communicated to an individual, it will enable him to make representation for upgrading the same to 'very good'. It is open to the authority concerned to reject the representation and confirm the 'good' entry.

Annual Performance Assessment Report

The annual appraisal report has to be written, reviewed and counter-signed within 45 days of expiry of each financial year. No report should be written unless the Reporting Officer has at least 3 months experience of the work and conduct of the officer reported upon before writing an assessment of the work of an officer and if the period of observation happens to be less than 3 months experience, this fact only needs to be indicated in the report. Further, when the Reporting Officer retires or otherwise

demits office, he may be allowed to give his report on his subordinates within a month of his retirement or demission of office. However, a reviewing authority cannot review the APAR after his retirement. The grace period of one month is available to the Reporting Officer, no such period is prescribed for the Reviewing Officer. (DPE OM No 5(1)95-GM-GL-38 dated 26th August 2002)

Where the Reporting Authority has not seen, but the Reviewing Authority has seen the performance of an Officer reported upon for at least 3 months during the period for which performance appraisal is to be written, the reviewing authority shall write the performance appraisal report of any such officer for any such period. Nodal Officer shall make an entry to that effect in the performance appraisal report for any such period. (DPE OM F.No 18(1)/2013-GM dated 2nd March 2015)

Where Minister in Charge is the reviewing & acceptance authority, 'Minister' shall not be construed as having demitted the office if he continues to be a Minister in the Council of Ministers with a different portfolio or in the Council of Ministers immediately reconstituted after the previous Council of Ministers of which he was Minister with the same or a different portfolio provided the Prime Minister, continue in Office. (DPE OM F.No 18(1)/2013-GM dated 2nd March 2015)

Once the APAR is completed the same may be communicated to the concerned to make any representation within a period of 15 days. If no information is received from the concerned within 15 days, it shall be deemed that he/she has no representation to make. In case of receipt of representation, the competent authority may consider the representation, if necessary, in consultation with the reporting officer and or reviewing officer and shall decide the matter objectively based on the material placed before him within a period of 30 days from the date of receipt of representation. The Competent authority, after due consideration may reject the representation or may accept and modify the APAR accordingly. The decision of the competent authority shall be communicated within 15 days of receipt of decision. (DOPT OM No 21011/1/2005-Estt(A) (Pt-II) dated 14th May 2009)



Bell Curve Based Performance Appraisal

The bell curve-based performance appraisal refers to forced rankings which compare employees' performance relative to others and require that managers plot team members along a distribution curve. The bell curve is nothing but a graphical representation of the fact that everybody's performance is not the same.

"In Indian context, the bell curve creates too much emotional stress and most importantly, it destroys the loyalty factor and leads to high levels of attrition" says T.V. Mohandas Pai, Chairman of Manipal Global Education and former Head of Human resource and administration, Infosys. Forcing people into ranks is an idea whose time has gone, he adds." A target-achievement based model is the way forward, and I don't agree any more with the policy of force-fitting the several companies still follow. The bell curve is way past its due date. It treats employees like machines and their work like factory output" says Elango.R. Global Chief Human Resource Officer at Mphasis. The bell curve causes a great deal of unhappiness and unnecessary stress both for managers and their team members, says Ravi Shankar Chief People Officer Mindtree. These companies say that dropping the bell curve has helped them treat their employees better and foster collaboration. Companies say that doing away with the bell curve is likely to bring radical changes to the way people view and

perform their jobs. The onus of growth and reward will be placed on individual achievement. (Economic Times, "Why Companies hang on to Bell Curve based Performance Appraisal System" 6th June 2014)

There is a long standing belief in business that people performance follows the Bell Curve. This belief has been embedded in many business practices. Performance Appraisals, Compensation Models and even how we get graded in school. Research shows that this statistical model, while easy to understand, does not accurately reflect the way people perform. As a result, HR departments and business leaders inadvertently create agonizing problems with employee performance and happiness. (Forbes, "The Myth of Bell Curve: Look for the hyper Performers", Feb 20, 2014)

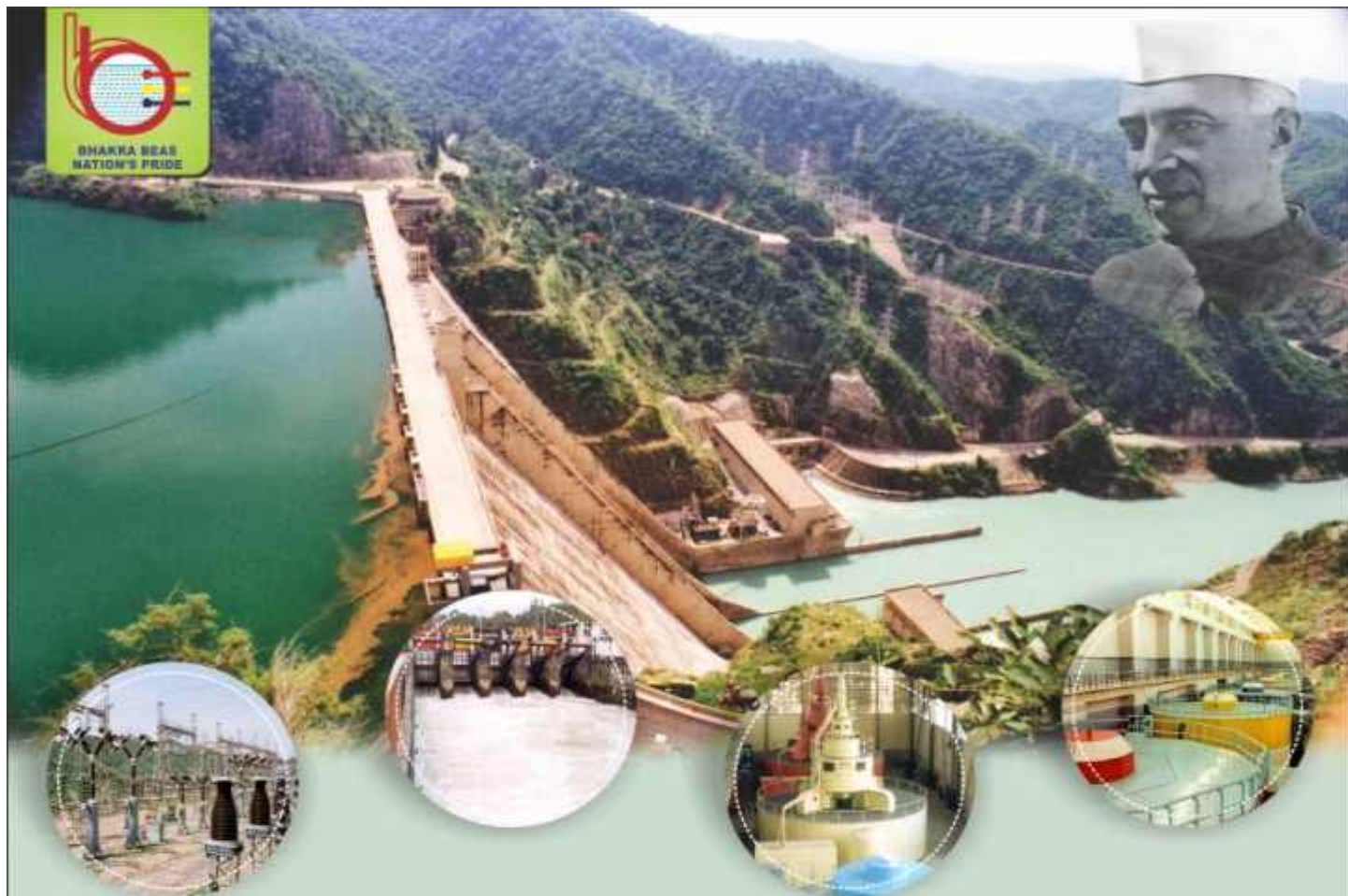
How it Should be?

A performance appraisal should be Simple, communicative and Development oriented. Individuals can be rather asked to fill up their own performance on weekly or monthly basis with a provision for routine & non-routine activities. Further their activities can be segregated into benefits to the self, department and organization. A graphical representation of their activities as assessed by them, at the end of financial year can be utilized as their score card for all purposes.

To quote and unquote the song of Saint Ramaprasad (great devotee of Mother Goddess Kali), "Mon re Krishi Kaj Janona, Emen manab jamin rollo patit, Abad korle folto sona". It means, Oh (poor) mind, you do not know the art of cultivation, such fertile human land remains fallow, that would have yielded gold, if ploughed well in time.

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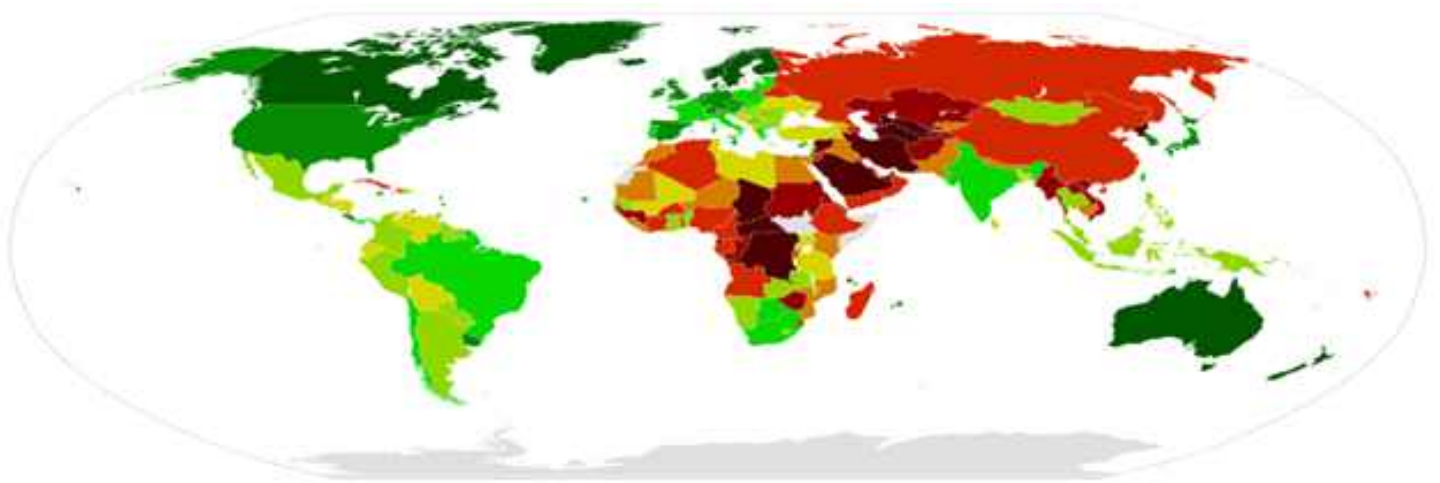
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Democracy in Indian Context: Understanding its Facets Using Bloom's Taxonomy



The Economist Intelligence Unit Democracy index map for 2012, with greener colours representing more democratic countries.

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Hybrid regimes:

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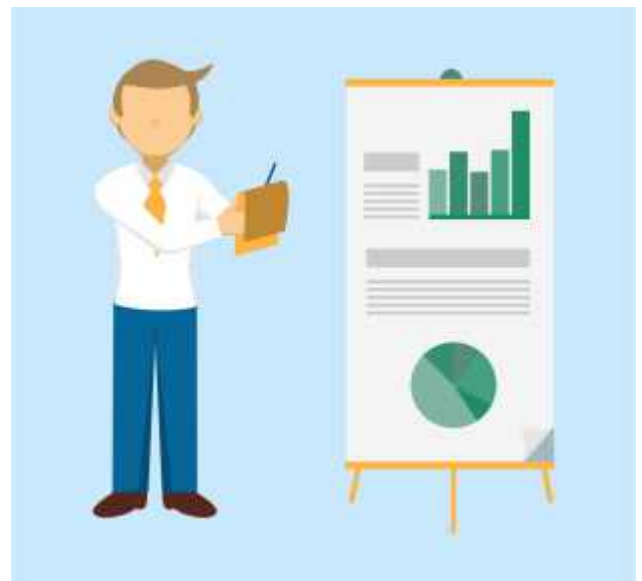
■ 3.00-3.99

■ 2.00-2.99

■ 1.00-1.99

Insufficient information, no rating:

■



Bloom Taxonomy

Bloom's Taxonomy is a classification of educational objectives in 1956 by a committee of educators chaired by Benjamin Bloom. The work was a culmination of a series of conferences from 1949-53 designed to improve communication for educators. The three domains of educational objective i.e. Cognitive, Affective and Psychomotor were classified further as Knowledge, Comprehension, Application, Analysis, Synthesis and Decision Making. We attempt an understanding of democracy in Indian in the following steps.

Knowledge

India is a parliamentary republic; the political executive is a part of the legislature like UK and unlike the US. The President is the head

of state but like the British queen has to act as per the advice of the Prime Minister in council. The President is part of the Parliament and after a bill is cleared by Parliament it is placed before the President for his approval. The Prime Minister and his cabinet are a part of the legislature. There is universal adult franchise and all citizens above 18 years of age can vote. People vote for the law makers who in turn decide the political executive. There is an independent judiciary appointed by the political executive but once appointed cannot be removed without following a procedure of impeachment which requires special majority in both the houses, the other house Rajya Sabha has candidates elected by the state legislatures. Except for clearing the budget in which the Lok Sabha has an upper hand both houses have equal power in passing any bill. However the provision of joint session

Democracy in Indian Context: Understanding its Facets Using Bloom's Taxonomy

available to clear any bill favours Lok Sabha since Rajya Sabha has 250 seats as against 543 seats in Lok Sabha.

Indian foreign and military policy has been largely apolitical. The press and media have enjoyed considerable freedom and everybody wants to forget the short period of emergency when difference of opinion involved arrest without warrant.

India unlike US & UK has a multi-party system and for the last 30 years had a majority of its own. The two major formulations UPA and NDA led by Congress and BJP respectively reconciled to the vagaries of coalition politics until recently. This time however the BJP declared its Prime Ministerial candidate in advance and sought vote in his name and won 282 seats in the 543 member house, with its alliance partners it is 336 seats, a very comfortable majority indeed.

Comprehension

Winston Churchill said democracy is the worst form of Government. Other than that which have been tried. Harold Laski said 'I prefer democracy because transition of power takes place peacefully'. Yes, indeed in India ever since independence time and again transition of power has taken place peacefully. It is relevant to mention here that this is no mean achievement in a largely feudal society.

The democratic institution in Britain for example has a 900 years old tortuous history since the Magna Carta years of 1215 A.D. In India the democratic system was brought about by western educated advocates but the feudal mind-set cannot be changed overnight. The party legislatures touching the feet of their leader and prostrating is not an uncommon sight. Though India had local self govt. from ancient times it never really believed in equality of human beings. It always waited for a Rama, Krishna, Buddha, or a Gandhi to act as a messiah. In one of the bhakti songs of Odisha Lord Jagannath is equated to a benevolent feudatory. So the people all the time are looking for a benevolent autocratic ruler and the present political campaign has filled that requirement.

In western democracies the association of people is largely a matter of their interest. People may come together and form a tennis academy and work together for its improvement. Indians are rooted in their families; the families are rooted in castes and communities, arranged marriages within the same cast is the norm, allegations of nepotism and large bequeath is not

uncommon in India. The Govt. And political parties have to come to terms not only with individuals and industry but also castes, communities and linguistic groups. We can see this as side effects of a democracy because these groups could not have raised a voice in any other less tolerant administration. The society is far from democratic in India and hence the political system is also heavily dependent on ancestry, caste and community.

Application

A new political formulation that came up as a civil rights group against all established political parties came up with a formidable formula of seeking mandate from people. They in a way converted Delhi the city state in to Athens of ancient times. But soon they seemed to compromise and follow the beaten track besides the conservative elements gained at their expense. The conservative elements exploited what was described as policy paralysis in the Govt. The Empowered Group of Ministers (EGOMS) in the earlier set up took inordinately long to decide and often did not conclude. The present dispersion has done away with the concept. The Prime Minister and his office PMO is the centre of power now like it was in the hey days of the Congress under Indira Gandhi & Rajiv Gandhi. The cabinet and Cabinet Secretary is likely to lose its importance. As per the constitution the Prime Minister is *primus inter pares*- first among equals. But as they say some people are more equal than others and the projection of the leader in the election itself was to be the leader without peers.

The canvassing through face book and twitter, through seemingly harmless jokes against political opponents, the masks of the leader, the short form of the leaders' name, the advertising, everything was done with meticulous care in this march to electoral victory. Unlike a Presidential election Parliamentary elections are about parties and seeking the vote in the name of a person and getting a positive mandate in the process means one person becomes supreme within the party as well as Govt. The centralisation, the direct interaction of the leader with the masses gives him the moral authority to plan and execute his ideas consulting only those he may feel necessary. Centralisation creates a lot of pressure on the leader; the current leader is credited with a 56 inch chest i.e. ability to take enormous challenge.

It is clear by now that in essence the broad policies of the Govt. will not change. Thus besides a peaceful transition we see continuity in Governance.

Democracy in Indian Context: Understanding its Facets Using Bloom's Taxonomy

Analysis

After the election result it is clear that ever since the fifties the house will have minimum number of Muslims. The ruling party despite its claim of winning a sizeable vote from Muslims has very little representation from this community. Uttar Pradesh, the state with the highest 80 seats in Lok Sabha and a Muslim population of about 20% did not elect a single Muslim to the house. Rationalists may argue but the community needed a few interlocutors to convey the message of the Govt. to the community and vice versa. Present support of the community to the Govt. is more a resignation than enthusiastic support. While the ruling party got only 31% votes it gained mostly because its opponents were divided in a multi cornered contest.

Understandably a few issues like abrogation of article 370 that maintains special status of Jammu and Kashmir, introduction of common civil code, withdrawal of concessions to haj pilgrims, Vedic education in universities will assume centre stage. Also the Govt.'s resolve to bring back black money deposited with Swiss Banks by Indian nationals will be under scrutiny. The speedy trial of criminal cases against elected Parliamentarians within a year would be a litmus test for this Govt.

The miserable loss suffered by Congress is mainly attributed to what is called policy paralysis-indecision in a coalition setup. The Congress desperately tried for minority appeasement promising reservation for Muslims which seems to have boomeranged on the party. Besides, Congress is seen as a dynastic set up by the young generation of voters. Most of the young leadership in Congress is from Doon school, Oxford, Cambridge and Harvard. They have to show how well they connect with the masses. Sonia Gandhi the undisputed leader in Congress because of her Italian origins is seen as a foreigner. Yet, a few years in opposition would be a good tonic for the grand old party, unnecessary elements cannot stay without power.

Synthesis

In the run up to the election everybody talked about the authoritarian working style of Mr. Narendra Modi. A few equated him with Hitler. Yet, a comparison with Mrs Indira Gandhi looks more relevant. Already the PMO has become the power centre. The ministerial colleagues are carefully chosen so that the centralisation of power is not obstructed by a difficult cabinet colleague. The Principal Secretary rather than Cabinet Secretary shall be at the hub of decision making. The first among equals shall have no body equal to him in the cabinet.

Decision Making

In their campaign the vote was sought by BJP in the name of Mr. Narendra Modi. He attended rallies at more than 400 constituencies. So the American influence on his campaigning was not only limited to the use of Twitter and Facebook in essence it was a Presidential campaign. Perhaps it is time to go for a constitutional amendment to ensure that the Govt. remain independent of the legislature as in the case of US. It also means the clear two party options at centre the regional players may continue to rule in states.

If in one area India should be different from US, it is in the campaign expenses. A curb on money spent in elections would ensure democracy remain for the people rather than becoming an arena for the rich.

Conclusion

Though the politicians are blamed for everything in India it is clear that the bureaucracy has to take a lion share so far as implementation issues are concerned. The long delays in decisions and the habit of procrastination has become the night mare for the public. The bureaucracy in the country must deliver without delay for the Governance issues to be redressed.

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The Challenge for the Chief Personnel Manager: The Case of NTPC, Kaniha Project

S N Panigrahi



The winter morning of November 2001 was not so cool for the Chief Personnel Manager (CPM) of Talcher Super Thermal power Project (TSTPP) of NTPC at Kaniha near Talcher in the District of Angul, Odisha. He had just got a call from the General Manager (GM), who was heading the project, regarding a blockade at the main gate of the Permanent Township (PTS). He came back late last night after attending a high profile meeting of the Rehabilitation Advisory Committee (RAC) at the District Head Quarter at Angul, chaired by the Revenue Divisional Commissioner (RDC). The local public representatives (MP and MLA) attending the meeting had already given an indication that the local people were agitated and were in no mood to allow any NTPC Power project activity to continue and would go for a 'blockade' very soon. Little did he know that, the so-called 'blockade' would start the next morning itself. The Project Head had already made his stand clear that for a government organization like NTPC, there was no reason to give-in to the undue demands of the so-called project affected persons (PAPs) for permanent jobs to all the major members of their family, enhanced land compensation, free water supply and free electricity to all the affected villages. The call of the security supervisor from the main township gate made the picture clearer. Approximately 500 ladies had already gathered in front of the township gate and were not allowing movement of any vehicles as well as the township residents, mostly NTPC employees and staff of the main contracting agencies out of or into the township. The unauthorized house/structure just in-front of the main township gate had become a safe shelter for the agitators. Adding to the complexity of the situation, a call came from the president of the executive association followed by the call from the employees union that employees were prevented from any movement through the township gate. As the human resources (HR) head, he had to find a solution for this vexed situation.

Dr. A. Sahay



Company Profile

NTPC, India's largest power company, was set up in 1975 to accelerate power development in India. The **VISION** of the company was "To be the world's largest and best power producer, powering India's growth" and the **MISSION** was to "Develop and provide reliable power, related products and services at competitive prices, integrating multiple energy sources with innovative and eco-friendly technologies and contribute to society." It had emerged as an '**Integrated Power Major**', with a significant presence in the entire value chain of power generation business. NTPC was ranked **424th** in the '**2014, Forbes Global 2000**' ranking of the World's biggest companies. With a current generating capacity (including Joint Ventures) of 43,128 MW; it operated 17 coal based and 7 gas based stations; 7 joint ventures stations and 7 renewable energy projects. NTPC has planned to become a 128,000 MW company by 2032. Apart from power generation, which is the mainstay of the company, NTPC had already ventured into consultancy, power trading, ash utilisation and coal mining. NTPC became a Maharatna company in May, 2010, one of the six companies in India, to be awarded this status as on date.

NTPC has been operating its plants at high efficiency levels. Although the company had 17.73% of the total national capacity, it contributed 25.91% of total power generation due to its focus on efficiency of operation.

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At NTPC, *People before Plant Load Factor* was the mantra that guided all HR related policies. NTPC has been awarded the "**Best Company to work for in India**" among **Public Sector Undertakings (PSUs) and large Enterprises for the year 2014** by the Great Places to Work Institute, India Chapter in collaboration with The Economic Times.

Talcher Super Thermal Power Project

Talcher Super Thermal Power Project (TSTPP) at Kaniha in Talcher sub-division of Angul district was the first project of NTPC in the Indian State of Odisha. A coal based power project, with an ultimate generation capacity of 3000 MW (500 x 6), TSTPP, Kaniha had already commissioned 1000 MW (500 x 2) in the 1st phase by the period referred in the cited case. For this massive national power project, a total of 3736 acres of land was acquired by the State Govt. for the Main Plant, Ash-Dyke, Merry-Go-Round (MGR) - Coal Transportation System, Township, Rehabilitation Colony and other facilities. A total of 13 villages were affected and approximately 1594 nos. of families were substantially affected; called as substantially affected persons (SAPs) who were losing more than one third of their total land holding. A total of 144 persons were home stead oustees and few others were marginally affected by the project. The rehabilitation and resettlement (R&R) package as agreed between the State Government and NTPC was, of course, the best of its kind during that time. However, the issues

in execution of the R&R package had its obvious repercussions on the project activities.

The tough task of HR, which also covered land acquisition, R&R, community development, besides its traditional task of industrial relations, liasioning, administration, welfare, employee benefits and employee services were looked after by the CPM and his team consisting of Manager (HR-Employee Relations), Manager (HR-Employee Services & Land Acquisition), Manager (HR-Employee Benefits) and Deputy Manager (HR-Employee Services) with a thin support staff. The Organization Chart is shown in side figure.

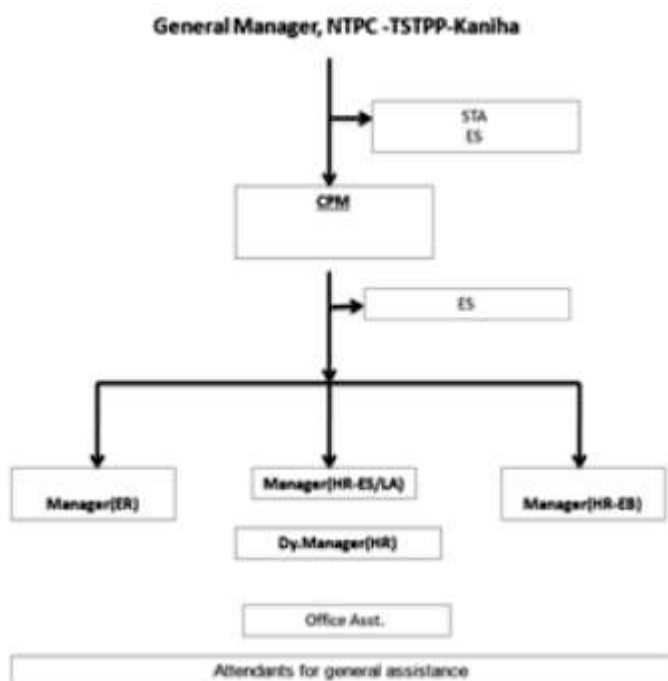
The Incidence

That day, the CPM could not finish his cup of tea which he normally cherished with his wife every morning. He was trying to visualize the challenges at hand and figure-out the immediate action plan before getting ready and taking out his car from the garage for a hectic day ahead. While driving towards the GM's residence, he was mentally listing out the short term and long term challenges and the corresponding action plan.

The CPM found the GM of the project waiting for him in the lawn who informed that he had already briefed the Regional Executive Director, Eastern-Region, Patna, regarding the incident and the tentative action plan that has been drawn up to deal with the situation. It took no time for the CPM to find that the GM was already in a state of panic. The first thing he did was to assure him that all necessary precaution would be taken to restore normalcy shortly.

After a brief meeting with the GM during which he was apprised of the immediate priorities, the CPM had left for the township-estate-office, where he had called the entire HR team particularly Manager(ER), Manager(ES and Land-Acquisition), Manager(EB), Dy. Manager(HR-ES) and the Township Security Supervisor for an emergency meeting to handle the crisis. A Control-Room was set up in the township Office for coordination of the mitigation measures and to ensure availability of the emergency services. Manager (HR-EB) was assigned to operationalize the control room.

Manager (HR-ER) was assigned to get in touch with the local MLA and some two other village Pradhans, who incidentally were invited to the independence day celebration and were associated with several community development initiatives of NTPC in the



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nearby villages. The Deputy Commandant, central industrial security force (CISF), who was a neighbor and a good friend of the CPM, was noticed by the HR group during his morning walk near the township office. The CPM took that opportunity to apprise him the complete incident and sought his support to handle the immediate crisis.

The Manager (HR-ER), the industrial relations specialist, who was quite familiar with all the opinion makers of the locality, had his own analysis of the incident. He was capable of devising an action plan for the entire team. He suggested that the entire group could be divided into three segments, one led by the CPM himself along with Dy. Manager (HR-ES) that would work in the front-end, by directly talking to and negotiating with the agitators in the gate complex.

The second one was to be led by the Manager (HR-ES & LA) who knew most of the local people by virtue of his initial association with land acquisition and rehabilitation. He would engage with the land oustees (LOs/PAPs). It would also be his task to ensure essential services like hospital, water and electricity supply and other amenities.

The third segment was to be led by the Manager (HR-ER) who should get in touch with the district administration, police, local politicians and other influential persons. He would also engage with the office bearers of Unions and Associations.

It was already 7.30 AM. The CPM, before leaving for the gate complex, felt that it was necessary to ask everybody to assemble back in the control room by 9.30 AM for feedback and to reassess the situation. All the HR officers precisely knew their job and dispersed with their individual action plan.

On reaching the township gate complex, the CPM realized that it was a crowd of approximately 1000 village women backed by Shri Ramakant, a left wing activist notoriously known for anti project activities. He also noticed the police jeep of the Kaniha Police Station (PS) with one Sub-Inspector (SI) and two constables already preparing a report on the incident. That reminded the CPM that he need to talk to the District Magistrate & Collector, Angul, Sub-Collector, Talcher, Superintendent of Police (SP), Angul, Sub Divisional Police Officer (SDPO), Talcher and last but not the least the local Officer-in-Charge (OIC) of Kaniha Police Station. As a matter of duty, he spoke to all these District and Police Officials seeking their assistance and advised the Dy.

Manager (HR-ES) to send written reports to all of them as an essential formality. This was a learning experience for the Dy. Manager (HR-ES). Though he managed to arrange the letters through the control room at township office, but sending the letters to the cited officials was a task for him, as the agitating women folk were in no mood to allow anybody to go out of the township gate. It was then, that his social contact came to his rescue. He noticed Jagmohan, a land oustee and an ardent critic of Ramakant, standing at a little distance. He somehow convinced Jagmohan that the letters were to be delivered urgently for benefit of all the local people and shall expose the ulterior motive of Ramakant. He told Jagmohan, *"this is an opportunity for you. If you succeed, this will make your career."* Jagmohan replied, *"Sir, be sure that the letters would definitely be delivered within one and half hours' time"*. Jagmohan vanished from the spot with all the letters. Nobody seemed to pay any attention to the appeal of the CPM and the crowd was growing in numbers and loudly raising anti-project slogans.. "NTPC Hai Hai"... OIC of Kaniha Police Station, received a huge round of applause, as if the real leader had arrived. The OIC was known for his corrupt links and it appeared as if he was waiting for an opportunity to settle the score with the CPM, who had refused him a C-type quarter and refused to entertain his undue demand of engaging his relative in a job in NTPC.

It was at about 9.30 AM that the whole team, except the Manager (HR-ER) got back for a briefing session at the control room. The report to Corporate HR was faxed followed by a telephonic conversation with Director (HR) and Executive Director (HR), who more or less approved of the action taken and advised to remain in regular touch.

The assessment of the situation by Manager (HR-ES and LA) and subsequently that of Manager (HR-ER) were almost contradictory. This was not very surprising, as they were known professional rivals and had their own followings among the unions and associations. The Manager (HR-ES and LA) was sent to the blockade point to assess the ground scenario. Manager (HR-ER) arrived and sought to speak to the CPM confidentially alone. It was then that the situation became comparatively clearer.

Manager (HR-ER) had already spoken to General Secretaries of Indian National trade Union congress (INTUC) and Bharatiya Mazdoor Sangh (BMS) unions respectively and also to the Secretary of the Association of Power Executives (APEX) during which he had committed for a meeting with them to resolve their

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long standing issues after lifting of the blockade. The Unions and Associations also reciprocated by offering to cooperate in return. Shri Brajesh Pani, leader of the contract Labour Union, a close friend of the Manager (HR-ER) also offered to help. The feedback regarding some insider sympathizer also came to lime light and the CPM was quick enough to find out the person.

In about half an hour's time, Manager (HR-ES and LA) informed through the intercom that the Collector & District Magistrate (DM) and the SDPO had arrived and wanted the CPM at the gate. By that time two incidents had already created a huge commotion and had led to a confrontation between the residents and agitators. The Milk-Van of OMFED was not allowed to enter the township and subsequently a small kid from one of the nearby affected village needing emergency medicare found that the pharmacist, a land oustee himself, was not available as he could not come to hospital because of the blockade. In addition all the school buses carrying school children from the nearby villages were also asked to go-back by the agitators. On reaching the gate, it was found that the DM was talking to Shri Ramakant and was making an appeal to all the village women to end the blockade. He was saying, *"This was not the right method of raising any demand. You people cannot block a public road. If you want to tell anything, come for a discussion. We will discuss with the Project authorities. After all NTPC is a Central Government Organisation."* After a patient hearing of all their demands, it was decided to have a meeting with the Project authorities. The DM asked for few representatives to come to the Guest House for a meeting with the GM, NTPC, whereas the people wanted that the GM must personally come to the Gate and give a written undertaking to fulfill all their demands within a weeks' time if they wanted the blockade to end. The CPM categorically refused for any commitment and clarified that no meeting shall take place at the gate and nobody could take the law into their hand by blocking the road, which legally belonged to NTPC. The DM, however, decided to take a memorandum from the agitators and promised to have a discussion with the project authorities on these issues. He advised the CPM telling, *"You must talk sensibly"*. He further mentioned, *"I find, there is a huge disconnect with the local population. You cannot afford to do that"* and cautioned the CPM for keeping his cool.

In the meanwhile, the CPM had already called other HODs and the representatives of the Unions and Association to the Guest House where the GM welcomed the Collector & DM and the SDPO. A joint representation was given to the DM by the



representatives of the NTPC Unions and Association highlighting the difficulties faced by the residents of the township on account of the blockade. Now the DM handed over the representation from the agitators at the gate to the GM and sought his comments. The GM, while expressing his limitations, promised to send the representation for suitable consideration of higher-ups. This did not seem to impress the DM. The CPM, then stepped in to advise the GM for setting up of a committee to examine the issues raised by the protestors and submit the report to the GM for a suitable stand within a weeks' time. This was an acceptable proposition for the DM as he could very well appreciate the limitations of NTPC. However, the Collector & DM asked the GM to do the needful in a time bound manner and impressed upon him the relevance of engaging with the surrounding population and other stakeholders for smooth execution of the gigantic power plant. Soon after, the DM left for the blockade site along with The SDPO and the CPM.

It was beyond the comprehension of anybody, what happened afterwards. A Public Address (PA) system was arranged for the DM and SDPO to address the agitating public. But it was noticed that the crowd was in no mood to listen. The agitators started abusing the District Officials accusing that they have been bribed by the NTPC management. Soon after, they started pelting stone and creating an unprecedented scene. The appeal by the DM, SDPO and the CPM was hardly heard. The gravity of the situation, eventually, drove all of them to be escorted back to the Security

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Gumti/Cabin. The SDPO, the young Indian Police Service (IPS) Officer after a brief discussion with the DM, decided to go on the offensive and ordered for lathi charge. It was noticed that the thatched-house structure in front of the gate, which still stood there, in spite of several notices for demolition by NTPC, became the shelter house for the agitating-village public. The CPM, briefed the DM and SDPO that the house owner Sh. Harekrushna Sahoo, had already received the full compensation, rehabilitation assistance as a homestead oustee. He had nominated his son Madhu for Job option. Madhu, a man of 52 years, a complete illiterate person was known for his notorious activities. They were not shifting as the permanent job was not offered to Madhu. Eventually the house was a centre for all anti project activities. The unauthorized structure was also obstructing smooth passage for the township residents. On being chased by the lady-police force, the agitating village folk went inside the house and soon came back with bowls and buckets of hot-water, throwing on the police. They also abused in filthy language shouting '*Saale, Chor, Bhag-jao, Ghus-Khaeho*'. In the incidence, the SDPO got hurt. It was then that the Police launched a major offensive. The DM got a call from some higher authority asking to restrict the force to suspend all operations. However, by that time the agitating women folk had almost fled away and hardly anybody was present there.

This was followed by a hectic briefing and debriefing session back in the guest house. It was for the CPM, who suggested for a meeting of the all stake holders the next day. He got the nod from both the GM as well as the District Administration for the same. Both DM and SDPO left with some minimum police force in the township, advising the Kaniha OIC to keep a strict vigil over the situation.

The HR team then assembled for a strategic meeting. The CPM knew that both Manager (HR-ER) and Manager (HR-ES & LA) were very resourceful. However, they were diametrically opposed to each other in terms of their approach. Manager (HR-EB) was asked to develop an action plan in consultation with both Manager (HR-ER) and Manager (HR-ES & LA). It was agreed by the whole team that the structure in front of the gate need to be demolished at any cost. Manager (HR-ER) met the house owner, Shri Harekrushna Sahoo, who was an eighty year old person. He was taken into confidence and was made to understand that he should change his nomination in favour of his granddaughter, Sabita Sahoo, instead of his son, who was not eligible for a job in NTPC. It was brought to the notice of SDPO that Madhu was being

patronized by the OIC. The meeting next day saw some heated exchange of words over the action plan for a long term solution. The following issues came for deliberation to arrive at a possible consensus:

- Whether or not to go for demolition of the structure in front of the gate by the house owner himself within 15 days time period. To engage Sabita, the Class-VII passed granddaughter of Shri Sahoo in a contractual assignment till her name gets sponsored by the Screening Committee for a job in NTPC.
- Whether or not to go for a special meeting to be convened by the DM for undertaking the CD and CSR activities in the affected villages and compile the inputs after due approval of the Competent Authorities.
- Whether or not to take full advantage of the incident for issuing notices for removal of all unauthorised encroachments in-between the plant and township for developing a park and a weekly community market for benefit of the local public.
- As a matter of policy, in the interest of the company, to explore the possibility that the land oustees, who were taken on the regular rolls of the company, be posted elsewhere to have a wider vision and identifying themselves with the mainstream of the company as in the moments of crisis involving local population they remain blindly biased against the interest of the company.
- In any crisis, whether or not, unions and associations be taken in to confidence to minimise their nuisance value, if not for anything else.

The incident has become a story of the past. Sabita is an old employee now and had just received a long service award after completion of 15 years of service in NTPC. There is nobody to tell the success story of the then HR team. The CPM, the protagonist of the case had retired. The Manager (HR-ER), a senior GM is on the verge of retirement. Manager (HR-ES & LA) has also become General Manager. The manager (HR-EB) and the Dy. Manager (HR-ES) have become Additional General Managers. In a recent visit to the site, almost after 20 years, while passing through the beautiful fountain in front of the township gate, the driver of the car narrated his childhood memory of the incident. The two Additional General Managers, the then Manager (HR-EB) and Dy. Manager (HR-ES) smiled at each other while showing their Identity (ID) cards to the private security guards for entry to the township on their way to the Guest House. The old incidence that

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had lot of learning for all – the agitators and the management – was moving rapidly in their mind screen like a cinema.

Teaching Note

Case Synopsis

In the year 2001, NTPC was executing its first super thermal power project (500 X 6 = 3000 MW) at Talcher, Kaniha in Odisha. A large patch of Private and Govt. Land was under acquisition and approx. 1000 families including around 300 homestead oustees were displaced. The location of the project and the R&R package, which was being implemented in the state of Odisha for the first time at such a large scale was under testing. The local politicians, the Govt. Admn. had their roles to play; good or bad. The HR Deptt. which was coordinating the Land Acquisition, R&R besides other basic HR functions had faced many incidents having wide ramifications in the execution of the project and the local IR and Law and order scenario. The case recites one such event in which the dynamics and the challenges confronted by the HR team, headed by the Chief Personnel Manager of the Project was best exhibited. The case is written with the soul purpose of teaching the management students, the intricacies of handling a crisis, while adhering to the basic HR systems and subsystems and also teaching them as to how a threat can be converted to an opportunity.

Key Issues:

1. The case explores the nuances of handling a crisis in a typical power project, involving several stakeholders from within and from outside the organisation
2. How an assessment of the situation, particularly one's own strength and weakness can help prioritising and handling various issues.
3. How threat can be converted to an opportunity
4. How a skilful application of the basic principle of management like planning, organising etc. can help develop suitable strategy to overcome any crisis at hand.

Teaching Objective:

The case provides a practical opportunity for students to have a feel of the ground scenario while executing a typical power project having wide ramifications for the society at large. They are also required to reflect upon the options and dilemmas and to match them with external threats and opportunities, while taking into account internal strengths and weaknesses. This will ignite the creative vision of students in the context of handling a real life crisis. The study of the case can help students to understand the following specifically;

- To be more practical while dealing with real life situations.
- Application of theoretical knowledge to develop strategy to deal with real life situations.
- Prioritising while attending to challenges posed by various interest groups.
- Clinical analysis of the crisis with minute details for facilitating quality and futuristic decision making.
- To put the right man for the right job at the right place and at the right time for successful execution of any complicated task.

Teaching Scheme:

This case study should be used for discussion in class room and help students appreciate the nuances of handling a crisis in any given scenario. This will help them to know the intricacies of analysing a situation and develop the strategy to deal with the same. A role play may be designed to represent different interest groups for a better understanding of the situation. The broad teaching scheme is as follows;

- Getting facts of the case: Students may be asked to go through the case before hand as a home work, to save time in the class for further discussion
- Identifying the issues : 10 minutes
- Role play : 20 minutes
- Time for each question : 7 X 10 = 70 minutes
- Summing up : 20 minutes
- Total time = 120 minutes

Key Concepts:

- Managing People at Work: Philosophy principles and Policies, The Personnel Function, Approaches to the Study of Organisation: Personnel -the Management of People at Work, by Dale S. Beach, 5th edition, Macmillan Publishing Company, New York and Collier Macmillan Publishers, London
- Motivation and learning-the focus of Organisational Behaviour, Decision making and Control, Groups-Formal and Informal: Organisational behaviour by Fred Luthans, 5th Edition, Mc Graw-Hill Book Company
- Fundamental of HRM: David A. DeCenzo, Stephen P. Robbins, John Wiley & Sons
- Communication, Leadership, Conflit and Negotiations, Understanding work teams, Group behaviour: Organisational Behaviour by Robbins, Judge and Vohra, 14th Edition, Pearson
- National Rehabilitation and Resettlement Policy, 2007
- Rehabilitation and Resettlement (R&R) Policy of NTPC, June-2010

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- Details of NTPC Projects: Annual Reports of NTPC from its official website

Discussion Questions and Analysis:

1. What were the possible 'short term goals' and the 'long term goals' for the CPM.

In order to discuss this aspect, the students need to have an appreciation of the basic understanding of the HR as a function and the challenges there of, in any organisation, particularly a huge green field project set up in a remote locations surrounded by Indian villages. This understanding develops in to 'approach' and then comes the 'strategy'. With the understanding that HR is a part of the whole thing and can not function in isolation, the students should be able to identify the **following as the short term challenges** for the CPM:

- To lift the blockade and restore movement of men and material through the main project township gate, either through direct negotiation or with the help of police,
- To talk to the Employees Unions and Executive Associations and prevent any internal IR situation to take place.
- To ensure that the power plant runs smoothly and there is no disruptions to the movement of the shift going people.
- To ensure safety and security of the employees and township residents
- Intimate the Dist. Revenue Admn. and Police Admn. reg. the incident and seeking their immediate assistance.
- To talk to the GM, other HODs, Plant and Township Security agencies to ensure safety and security of men and material
- Report to the RHQ and Corporate Centre regarding the incident and seeking their advise.

Similarly they should also be able to list out the **long term challenges envisaged by the CPM** as follows:

- Better communication and PR with the local population for bridging the gap between the Govt/NTPC-policy guidelines and the expectations of the affected population
- Developing and executing an appropriate CD/CSR and R&R package taking all the stake holders into confidence.
- Taking the unions and associations into confidence and seeking their support for a harmonious Industrial Relations
- Eviction of all unauthorised occupants and demolition of all unauthorised structures from the acquired land of NTPC.
- To establish a full-proof and fail-proof security measure for security of the main plant and township.
- To develop proper rapport with the Govt./Admn./political leadership/influential persons to deal with such eventualities for smooth and timely execution of the power project

2. Whether, the approach, adopted by the CPM were right, if yes, how, if not, why.

In order to understand this aspect, the students need to have a thorough understanding of the facts of the case, particularly the 'prioritisation' and the 'action plan' adopted, vis-a-vis the 'final outcome of the event' as seen by the protagonist

3. What was the leadership style and the motivation model adopted by the main protagonist, the CPM in the instant case. whether he was able to utilise all the resources at his disposal and utilise the complete potential of his team for managing the event and the resultant crisis

This necessitates the students to make an in-depth study of the event in totality, the strengths and weaknesses of each and every member of his team, the actual assignment given by the CPM to his team members and also of his own ability as a leader or task master. This study will also help the students to understand various leadership styles and the motivation models, which was found wanting for application in the instant case.

4. What could have been the other options before the CPM

Here the students need to be divided to different groups and each group would be asked to put forth its view point, while putting themselves in the position of the CPM, of the alternative course of action, if any, that could have been adopted for resolution of the crisis.

Whether, it is always proper to give the context, before passing instruction for execution of any task. Which style, ie. **Consultative** or **autocratic** or **democratic** is more effective than the other. Alternatively whether, it should be a 'situational' approach which can yield better result. After giving an overall picture of the whole scenario, whether, it essential to pass instruction on minute details or some sort of flexibility should be allowed to the subordinates while executing a task.

The point should also be discussed, as to how important is the briefing and de-briefing **before**, in-between and after execution of the task.

5. What should be the basic elements of a viable R&R Scheme

This necessitates the students to go through the R&R Scheme adopted by NTPC vis-a-vis the prevalent schemes of both the State Govt. as well as the Govt. of India. The students need also to have an understanding of the philosophy and the difficulties faced while executing a Rehabilitation &

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Resettlement Scheme and also the specific issues being faced by the PAPs (Project Affected Persons) at NTPC, Kaniha and related issues in community development. The relevance of R&R Scheme, issues in Land Acquisition for execution of a huge power project, is very essential for basic understanding for developing a perception on the whole scenario.

6. What prescription, you could give to any future CPM, for handling such a situation

By the time this question is posed, the students would also be prepared with all the facts and figures of the case and would be in a better position to evaluate the approach and action plan adopted by the CPM. Having a better understanding of the whole scenario and with the vision of the overall objective, they should be in a position to prescribe a more rational approach to handling the crisis posed.

7. Evaluate the role of HR Deptt. in a typical green field/brown field project, in the context of placing HR as a partner in progress.

The structure of the HR Deptt. as given in the case (at Annexure) should be examined and students should be allowed to evaluate the reporting system, whether it allows better delivery and flexibility. If not, what could be the alternative. The students should also be evaluating the very philosophy of HR, relevance and whether it has been able to live up to the expectations of the organisation as a whole, in the context of the current challenges being faced by the Indian companies, particularly in the infrastructure sector involving huge capital investment, where society is a great stake holder.

Summing Up:

The teacher need to utilise the final minutes to wrap up the session to reaffirm certain recurring ideas highlighted during the class room discussions

- Leadership is not about preaching, but also practicing
- Analysis of the situation with minute details help form reliable strategies to overcome any crisis
- In-depth knowledge about the relevant issues, the intent of all the stake holders and a sense of ownership to find out a solution are the essential qualities of a HR leader to be effective.
- The essential element of a successful leader is to know the strength and weaknesses of all its team mates and synergize their potentiality in the direction of the organisational goal.

- No industry can survive without the concern for the society and the surrounding population. It is very much essential to involve the PAPs, while designing any R&R or community development plans. It is a mandatory social obligation these days.
- HR can not be relevant in isolation. It must orient itself to the core business and align with the organisational objectives. It must assume the role of a partner in progress.

EPILOGUE:

NTPC has successfully executed the project at TSTPP, Kaniha in Odisha. It is the second biggest power plant of India as on date. The R&R plan of NTPC for this project was one of its kind and was better than the then scheme of the state Govt. The R&R Policy of NTPC and that of the National R&R Policy was greatly influenced by the policy and practices adopted for this project of NTPC in Odisha. The project, save the incident narrated in the case, has not seen any repetition of similar magnitude barring some minor ones. Over the period, it has brought about a sea change in the socio-economic scenario of the region. NTPC at TSTPP, Kaniha is known for its commendable execution of R&R plan and CSR initiatives taken. Soon after the incident the Dy. Manager (HR-ES) was designated as the 'Estate Officer', duly Gazetted and notified by the Govt. of India and was instrumental in eviction of many unauthorised encroachments from the acquired land of NTPC. The experience of the HR Deptt. has been very helpful and instrumental in confronting similar crisis in other projects and in

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Spirituality- A New Workplace Paradigm

Mohuwa Bhowal



Introduction

The economic downturn worldwide has culminated into such pressing times where expectations from employees have increased manifolds in order to meet ambitious organizational targets and increased distrust has led to highly unstable professional and personal lives. Our mobile phones and internet keep us virtually connected to the workplace 24X7, encroaching upon personal space. What's worse is the breakdown of joint family system and increase in long distance relationships between family members who are supposed to be the closest care givers. With people spending more time in workplaces than at home, the necessity for a sense of community and connectedness at workplace is being increasingly felt.

What is Spirituality?

In the words of Swami Nikhileswarananda noted in a *Bulletin* of the Ramakrishna Mission Institute of Culture in July, 2009, "Popularly, spirituality means meditating somewhere in the forests or caves, or performing *ārātrikam* in the temples or worshipping in the mosque or a church-in short, taking part in some rituals. This is our view about spirituality. But spirituality is nothing but the development of our inner being for achieving happiness, peace and fulfilment. This has nothing to do with rituals....."

According to Arnaldo Oliviera, "Spirituality in the broad sense is not an optional quality which we might elect not to have. Everybody embodies spirituality even if it be a nihilistic or materialistic spirituality."

In my view, Spirituality is tapping the boundless or limitless potential of our inner being in which resides the immense powers of love, compassion, wisdom, courage and a high life force for creating indestructible and absolute happiness for ourselves and those around us.

Distinction between Spirituality and Religion

Spirituality is often confused with Religion and a part of the confusion arises how we differentiate between the two. Spirituality is characterized as a private, inclusive, non-denominational, universal human feeling; whereas Religion is an adherence to the beliefs, rituals, or practices of a specific organized religious institution or tradition. This distinction is supported by Mitroff and Denton's (1999) study where 60 percent of the respondents had positive views of spirituality while negative views of religion. Garcia-Zamor (2003) mentioned "Spirituality and religious belief are compatible, though not identical; they may or may not coexist. In office settings, it is absolutely crucial to understand the differences between the two.

Spirituality is broader and more encompassing than religion, which has a narrow view and is characterized by following certain rules, dogma and practices institutionalized by man in order to carry out spirituality. In other words, a spiritual person may not necessarily be religious.

Spirituality in the Workplace

Although India is considered to be the birthplace of one of the world's oldest religions and other spiritual practices, still it is the West, primarily the United States, which embraced and formally acknowledged the acceptance of Spirituality amongst other organizational endeavours. It is becoming a more internationally accepted organizational phenomenon only recently.

Factors attributing to the rise of Spirituality in American Workplaces are :

First, irreversible global changes contributed to forming the desires for a new workplace para-digm.

Second, a workforce with multiple ethnicities brought new insights to the American workplace.

Third, several studies suggested that spirituality is a critical human

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need and definitely should be part of the organizational culture. It has been said that one way to measure a society's psyche is to look at the books that sell and books on religion and spirituality are top sellers across the world.

Discussions on spirituality at workplace are highly avoided due to its controversial nature. With-out an appropriate expression of spirituality in academics and corporate world, which is found difficult to be defined, such a topic is considered ill-suited for serious debates and deliberations.

Due to problems of stress and conflict in the workplace, levels of frustration in employees are increasing manifolds; leading to overwhelming health problems, greater absenteeism, decreased motivation, limited creativity and deterioration in morale. A shift in the consciousness of the workforce is beginning to occur as they seek to find more meaning, purpose and fulfilment at work.

Spirituality in the workplace is nothing but an extension of personal spirituality as we cannot choose to leave our personal spirituality behind when we enter our workplaces.

Spirituality at work provides employees a sense of community and connectedness. Organizational Spirituality in not the absence of competition, it is the absence of unhealthy competition.

History of Spirituality in the Workplace

Spirituality in the Workplace is a movement that began in the 1990s. It emerged as a grassroots movement with individuals seeking to live their faith and spiritual values in the workplace.

One of the first publications to mention spirituality in the workplace was Business Week, June 5, 2005. The cover article was titled *"Companies hit the road less traveled: Can spirituality enlighten the bottom line?"*

Since then this spirituality movement is gearing up in the workplaces with a number of industrial and academic researches being carried out to study the impact of spirituality on a number of factors such as performance, motivation levels, and organizational culture and so on and so forth.

Many reputed companies of the World such as Intel, PepsiCo, Coca-Cola, Sears, Ford, Nike, Harley-Davidson, Wal-Mart, Xerox, etc. have formally introduced spirituality in their work environments and organizational culture; some in the form of employee prayer groups, yet some others have incorporated interfaith dialogue groups, reflection sessions, meditation classes and servant leadership development programmes, to name a few. Some of them have introduced the concept of noon-time gatherings called *'higher power lunches.'*

If this seems to be less, it is to note that due to the overwhelming response received from different quarters of industry about spirituality at work, The Academy of Management (the world's flagship management journal) has introduced a special interest group called *'MSR' (Management Spirituality and Religion)* consisting of management professionals from the industry as well as academia across the globe in order to teach, facilitate and legitimize researches on spirituality and religion in workplaces as new field of study.

Spirituality and Employee Wellbeing

From an HR perspective, workplace spirituality could be linked to employee wellbeing and quality of life. This holds true particularly due to the reason that an average employee spends more time at work than at home. Therefore, workplace spirituality can enhance wellbeing of employees by providing them a sense of stability, interconnectedness with fellow beings, trust, increasing their commitment and productivity and thereby, reducing stress and burnout. A correlational investigation between individual spirituality and workplace stress (considered responsible for health issues such as high blood pressure, hypertension, and cardiovascular diseases) by Nancy P. Atkins (2007) suggested that a statistical significant stress coping mechanism exists in spirituality. The respondents in the study found strength and peace from prayer and meditation and felt better in health.



Spirituality and Sustainable Development

Spirituality and sustainability are complimentary in nature. Spiritual practices give rise to wisdom to distinguish between right and wrong, take ethical decisions/actions and strike a balance between personal good and good for all, increases self-awareness and awareness about the consequences of one's actions. Spirituality helps in keeping a check on our greed for materials and resources as sustainable development is possible only when resources are used for our need and not for our greed as once said by Mahatma Gandhi. Even the development philosophy of GNH (Gross National Happiness) adopted by Bhutan over GDP as an indicator of growth rests on the principles of spirituality and sustainability. The overriding objective of GNH is to create the conditions for happiness and well-being, of which economic growth is only a part. Nowadays more and more organizations are committing themselves to the 'triple bottomline' of 'people planet and profit.' Even if they are not doing this as a part of some spiritual objective, however, by doing so, they are adding meaning and purpose to their existence in society.

Benefits of Spirituality in Workplace

Based on a few studies in this area, some of the benefits from introducing spirituality in the workplace are listed below:

1. Integrating spirituality in the workplace provides meaning and purpose in the life of employees, which gets translated into enhanced morale, creativity, productivity, reduced absenteeism, trust & integrity, personal fulfillment, happiness and wellbeing, profits and organizational performance.
2. Employees who feel spiritually connected at work experience peace of mind, inner strength, serenity, patience, calmness and positive attitude.
3. Transformation of organizations into purpose-driven and meaning based, shift from fear-based to love-based culture, truly building a safe place where employees can speak the truth without fear of repercussions, blurring of hierarchical precepts to create a sense of community and belongingness, reflection of moral implications in important decision making.

Conclusion

Wong (2003) noted "...to be effective, spirituality needs to be integrated into the corporate culture and reflected in organizational policies and practices on a daily basis."

More and more numbers of people are resorting to spiritual

practices of various kinds to calm down the disturbed child within them, fill the inner void of life and seek stability from within. Hence, spirituality is becoming the saviour in volatile organizational and personal environments. In spite of the increasing interest in organizational spirituality, confusion still remains as to how spirituality influences organizational outcomes. A number of researches have already highlighted the benefits of spirituality. Nevertheless, further and deeper probe is still on the way for further legitimizing spirituality at workplace.

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CSR³ - Corporate Social Responsibility, Respectability and Reciprocity



Damaraju Subba Rao

Introduction

FY2014-15 was a challenging year for not only the power sector companies but also for the companies in all sectors as some of the regulations & enacted laws came into force from that year such as CERC guidelines 2014-16 and the Companies Act, 2013. To face these challenges, companies need to be dynamic with higher efficiency, enhanced skill-set of employees, increased cost consciousness. CERC guidelines ask the power generating companies to reduce their Auxiliary Power Consumption and oil consumption, improve the heat rate and other technical parameters. Whereas, the Companies Act, 2013 specifies in Section 135 to spend at least 2% of Profit After Tax (PAT) on Corporate Social Responsibility (CSR) activities every year.

As the companies take the inputs from the society for running their business operations, it becomes their moral responsibility to give something in return to the society. Such a responsibility is known as Corporate Social Responsibility. But some companies do not take up this responsibility voluntarily. Thus, the government has come up with Section 135 of the Companies Act, 2013 which mandates the companies operating & have set ups in India with annual turnover greater than or equal to Rs 1000 Crores or net worth greater than or equal to Rs 500 Crores or net profit greater than or equal to Rs 5 Crores need to spend at least 2% of their average PAT of three previous financial years.

Key Points of Section 135 of the Companies Act, 2013

- Forming a CSR Committee with three directors-one independent director
- Framing & disclosing CSR policy
- Selecting the eligible CSR activities as per the schedule VII of the act which will help the poor people especially in local rural areas.
- Allocating the budget for such activities which should be at least 2% of average PAT (Profit After Tax) of the previous three financial years
- Selecting the reputed & proven NGOs with good track record of implementing the CSR projects or doing it on own or

through own foundation

- Monitoring the progress of such projects
- Ensuring proper completion of the CSR projects
- Impact assessment and reporting-mandatory disclosures
- Explaining the valid reasons for any shortcomings
- Activities benefitting only the employees and their families alone, funds given to political parties, urban development are not considered as CSR (Price water house Coopers Private Limited, 2013).

Eligible CSR activities as per Schedule VII of the Companies Act, 2013

- Eradicating hunger, poverty & malnutrition, promoting preventing health care and sanitation and making available safe drinking water;
- Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly, differently abled and livelihood enhancement projects;
- Promoting gender equality, empowering women, setting up



homes and hostels for women and orphans; setting up old age homes, day care centres and facilities for senior citizens, measures for reducing inequalities faced by socially and economically backward groups;

- Ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water;
- Protection of national heritage, art and culture including restoration of buildings and sites of historical importance and works of art; setting up public libraries; promotion and development of traditional arts and handicrafts;
- Measures for the benefit of armed forces veterans, war widows and their dependents;
- Training to promote rural sports, nationally recognised sports, Paralympic and Olympic sports;
- Contribution to the Prime Minister's National Relief Fund or any other fund set up by Central Government for socio-economic development and relief and welfare of Scheduled Castes, Scheduled Tribes other backward classes, minorities and women;
- Contributions or funds provided to technology incubators located within academic institutions which are approved by the Central Government;
- Rural development projects.

Advantages of CSR

- Enhances the brand image and sustainable competitive advantage for the companies. (Branding on Sustainability leads to Sustainable Brand Image)
- Increases share value and employee morale
- Ensures stakeholder satisfaction
- Attracting talent
- Useful for Global presence
- Useful in Acquiring funds and land acquisition
- Uplifts the growth of NGOs, civil societies
- Opportunity for CSR professionals & training

CSR Implementation Strategies

Before the advent of the Companies Act, 2013 also, many companies have been doing CSR activities in the Philanthropic route. Companies, which do CSR activities voluntarily, will sustain for so long due to their sustainability initiatives. Under the mandatory regime of CSR, which is of 'Comply or Explain' strategy, the companies need to comply with the Section 135 by spending



2% average PAT otherwise they need to explain why they could not spend the amount. If they fail to justify, they will be penalized. Ethical reporting and proper audits are required to ensure the effective implementation of the Act. As the reporting is the only punishable clause, all the companies must report their CSR activities on the website in the prescribed format, which will in turn becomes the opportunity for companies to showcase their CSR activities and new benchmarks set much above the required 2% PAT. This enhances the reputation and goodwill for the company. Moreover, as all companies' reports are available for the stakeholders, it provides a competitive advantage over the other companies doing less effort in CSR.

'Feeling responsible for the society' has been the essence of Vedas and ancient Indian philosophy. Now the time has come to fulfill the responsibilities. Very few researches took place in the area of CSR implementation strategies and the impact measurement. Radhakrishnan et.al (2014) opined that the macro-environment has to be considered for introducing CSR laws. Chiu (2009) reiterated the need of exhaustive study of all stakeholders in CSR research for integrative approach of CSR for sustainability and profitability (Hawkins, 2006). Measuring the Corporate Social Performance (Schreck, 2009) with sustainability indicators (Mani et.al., 2014) should consider the stakeholder perception (Fatma et.al., 2014). Ultimately, CSR activities chosen by the companies, should address the burning needs of the stakeholders especially the down-trodden and the poor. It is a 'give & take' process between the society and the companies. Society gives a lot of opportunities for the business growth by expanding markets, logistic support, sufficient human resources, culture etc. Thus, companies need to contribute something in return to help the

society and be a part of inclusive growth initiatives for overall sustainability of the company, people, society and environment at large. This is the Reciprocity factor of the CSR, which keeps the interdependency of the business & the stakeholders at the heart of the business strategy, the main driving force of CSR. Obviously the companies which are good at CSR will earn goodwill and will be in good books of the stakeholders. Thus, the Respectability is the inherent benefit which gets accrued on doing good CSR activities. Ultimately, the holistic approach for CSR, with effective sensitization & active participation of the employees to ensure the fruitful results and positive impact on the society, is the key-concept in the integrated strategic management for excellence. With the Companies Act, 2013 in force, CSR Reporting similar to Global Reporting Initiative & Sustainability Reporting, has become a tool for the Indian companies to make a difference in the global arena. Companies need to take this as an opportunity rather than a liability.

Moreover, at the individual level also, as every human-being has got some useful inputs from the society for their individual growth & family welfare, it is our responsibility to give something back to the society. The same reciprocity concept applies to the individual & environment also. Thus, ensuring each & everyone understand these interdependencies through a two way approach (top-down & bottom-up) for percolating the CSR to form the DNA of the organization, will be the key to success in effective implementation of CSR.

Conclusion

Companies need to not only plan & allocate sufficient budget for CSR, but also ensure the effectiveness of CSR implementation & the social impact measurement through social audits. If the companies implement the CSR policies and report with true spirit, it will be a huge help for inclusive growth of people, planet & profit- the triple bottom line of the sustainability. If the CSR of the companies is effective in environment protection & management initiatives with a collaborative & integrative approach with other companies, NGOs and the MSMEs etc, India will become one of the leading countries with sustained sustainability initiatives setting new benchmarks for the rest of the world.

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Case Study as A Tool for Action Learning

Raghvendra Prasad



Case Study teaching is the blood which carries oxygen of knowledge to the vital organs of Management education. Case writing, a bit strenuous because it takes more efforts, is important part of academic world. The academia produce cases for teaching management which are narratives of the activities in Industries and Industries in turns import the improved management practices to be tested in the realm of happening. In short teaching case is to cultivate activity in the presence of knowledge while learning through case method is creating an activity in presence of knowledge.

Though Case writing is like any other form of writing and it covers a whole spectrum from beginner to professional. The majority of cases are developed by people in the spectrum near to professionals. A good news is that everyone can write a case, can master the art of writing and creating a case out of the diverse episodes, an occurrence of significant importance with lot of learning to incumbents.

What is a “Case Study?”

A case study (or case story) may be understood best as a narrative, based on actual events, that creates an opportunity for conversation, problem analysis, and virtual decision-making. An effective case study transfers specific knowledge by placing the student or workshop participant in a position to think through choices faced by decision-makers in real-life situations. By confronting actual scenarios, participants develop and refine analytical skills for solving similar problems in their own projects.

The rationale for the case method is that organizational learning is most effective when knowledge is shared in usable ways among organization members, and that knowledge is most usable when it is contextual-when it relates to one’s own experience. Inert information databases, as in a lessons-learned system, may be part of a knowledge-management process, but by themselves, they are insufficient. To create dynamic organizational learning, the context of the stories must be brought into the KM system.

The case study is the main vehicle to do this.

Decision-oriented case studies-the type developed and used for learning are structured and written from the viewpoint of a key player, the protagonist. They are framed around information available to the protagonist at the time of the event. The case typically builds to a point where the decision-maker is confronted with open-ended choices. The reader is left to analyze the information and scenarios and then make critical decisions based on contextual analysis.

A typical Business case study is a way to disseminate the experience and wisdom embedded in the stories of success, failures and achievements of managers and project team members. A documented case story engages participants intellectually and emotionally through their involvement in virtual decision-making, sharpening their analytical, problem-solving, and management skills by sparking insight and creating connections between events, incidents, or systems.

An effective case study...

- Leaves important issues unresolved;
- Allows for multiple levels of analysis;
- Captures a tension between courses of action;
- Generates more questions than answers;
- Fosters decision-making thinking.

Creating the Case Study: From Cradle to Grave

The creation, development, and implementation of case studies, is process-driven, and the process must be managed systematically. Likewise, it must be deadline driven- recognizing that some flexibility should be built into the process, since, as in any project, exigencies may warp the schedule. A case story incorporates many elements-human and technical aspects-as well as lessons learned. Good case writing takes time and efforts (of course money); one should expect to make the proper investment to create quality cases.

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A 10 Step case-development approach is synthesised from diverse sources including various writing and excerpt of experts and personal experience of writer during the sessions.

“Forward thinking is sometime starts with backward glance. Much of the research have directed at developing new theory rather than leveraging the day to day learning”

A 10-Step Approach to Case Writing

Before setting off on the case-writing course, keep in mind a few objectives that should guide the development of a case study throughout the process. The case writer and facilitator seek to deliver lessons from an experience-successes as well as failures. Build the case around a relationship with stakeholders; create a learning opportunity for discussion and debate that sharpens thinking by presenting at least one key decision-making opportunity to facilitate discussion, give the case the force of veracity and to provide critical insights.

Step One: Pick a Target

When seeking a subject for a case, usually look for three, nevertheless any one is suffice.

- A topic that needs to be addressed.
- An experience that has presented itself.
- A key player in a project or episode who is willing to tell his or her story.

Subjects that make for compelling cases include...

- Well-known task or project failures or successes;
- Close calls, incidents, and - lucky outcomes;
- You make the call events that engage decision-making skills;
- Lessons learned: technical and/or project lessons;
- Design decisions and consequences (what worked or didn't work);
- Safety reminders and - safe stories;
- Personal insights: leadership and/or management of current tough decisions.

Step Two: Define the Parameters of the Case

The success of the story depends on staying focused on the learning objectives by - bounding the Case, or defining the parameters of the story. The most important guideline for this early step is to identify the learning objectives of the case study. The writer must have a definite teaching purpose in mind. The purpose may change over time as the case unfolds (new learning opportunities often emerge that trump the original intent) but the writer should be careful to negotiate any change in focus with the

key case stakeholders. Remember: It's their story to tell. Set the boundaries for the story by identifying...

- Events to be included (and what not to include)
- Persons to be included (whose story is it?)
- Teaching points to be emphasized as determined by the-So what? factor.

Step Three: Do the Homework: Background Research

Research is essential to the success of any case study. Before talking to the principals involved, gather as much background information on the project as possible. Access public information and collect data from historical and/or current project materials, briefings, and documents, and reports. Identify the primary sources of information; these are the decision - makers. Gather background material on the project principals through published accounts, such as news stories, official Web sites, and other certifiably valid information on the Internet.

Step Four: Interview Key Players to Get Their Story

This is perhaps the most important step in the case-creation process: interviewing the primary sources. Without direct, open participation by protagonists in constructing the narrative, not only will critical perspectives and information be missing, the story will lack the colour and depth only firsthand accounts and quotes can provide. In addition, more than one side of the story (from primary sources) should be collected.

Conduct interviews with any (and possibly all) of the following:

- Program and/or project manager;
- Chief investigator;
- Contractors;
- Chief/project engineer, other personnel from the project lead/monitoring group;
- Team members or personnel from other stations or project who has got similar experience
- Academic and other partners.

Trust is the key to success in one's relationship with primary sources. In arranging an interview, relate your experience and connection with the case project. Provide contacts and references if necessary. Describe the case method and its purpose in your Organisation, and give examples of cases and how they have been applied successfully, if any.

In the interview, in addition to the specific questions you will have prepared based on background research, ask a few broad questions to get a larger context and feel for the story. For

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example:

- Why did you decide to take the action you did?
- How do you feel about the outcome of the mission?
- What were the sources of the disagreements or setbacks (or successes)?

Step Five: Evaluate Story Lines for Learning Points

At this point in the process, a reality check is in order. Depending on the outcome of the research, in general, and the interviews, in particular, the case writer should now be better able to assess (or may need to reassess) what points can be illustrated by the case, and what story lines can be pursued. Now is a good time to clear those ideas with the parent organisation. This will make it easier to zero in on what story people are willing to tell and how they will present it, with implications for the final case study and its likely use. Bear in mind more than one case study may eventually be extracted from the stories you collect.

Step Six: Draft the Case into a Narrative

Writing the first draft of the case requires assembling the material-research and interviews-into a narrative, complete with characters, plot, beginning, middle, and end. A couple of simple guidelines should be in the back of the writer's mind, from the first sentence to the final decision question, while crafting the story.

There are two principles for drafting a good case study:

- a. Get the story right. This is critical for believability and buy-in.
- b. Make the story compelling. This is essential for drawing in participants and keeping them engaged.

Beginning the Story: Setting the Context

The initial step in drafting the case is to do a -brain dump. Combine your research and interview information. This should include any diagrams, charts, and photos you may have gathered. As you begin to fashion a cohesive story, remember that you can count on doing several revisions, beginning with a couple of drafts before the final case and then more revisions likely after the case study has been tested with an audience.

The case study typically begins with a scenario that frames the issue (or issues) facing the decision maker as described from his or her point of view. This introduces the topic and the protagonist(s), as well as the central issues of the case, typically in less than a page.

Middle: Fleshing Out the Story

With the contemporary scenario in place, framing the issues and foreshadowing the decisions ahead, the case writer now tells the -back-story and builds a narrative that ultimately will return to the

time and place at which the case began. Chronologically, the history of the problem is described first, in a project or mission background section. In addition to technical and task/project-specific data and historical facts, here is the place for a generous supply of quotations from key players interviewed in the research phase. These should be quotes from any primary sources (meaning first-hand or direct accounts), most importantly (but not only) the key player(s).

In sum, more data pertaining to the problem as it exists is provided-but this middle part of the story is not simply a section for providing critical information and data. Here the tension of the story is created that drives the story and eventually leads to decision points.

Ending the story: Back to the Beginning

Following the background and detailed discussion of issues, the case returns to the problem depicted in the opening scenario. By this point, the reader should be prepared to analyze the problems-and be ready to make decisions. He or she now has in hand the project and mission history, critical facts about the situation, perspectives on the problem from different people involved in the event, as well as some information that may be ambiguous or appear to be in conflict.

The case has now fully immersed the reader in the story. The reader should now be able to conduct an analysis for the discussion or decision-making part of the case. This final section, then, presents a recap of the situation and a recreation of the decision scenario that was established at the beginning of the story. This is followed by a set of questions requiring participants to make decision choices and to consider the potential outcomes of implementation of their decisions.

Finalizing the Draft

Once the draft is in a complete narrative form, copy-editing should be done and any missing pieces, such as source attribution of images, should be added. The case should be formatted into desired layout and graph/chart/table titles should be checked for consistency. This cleanup and final editing is in preparation for circulating the draft for review by primary stakeholders. Also, organize and retain for your records all notes and materials you cut from the draft.

Writing and Style Points

Generally standard (following business-school convention) calls for case studies to be written in the past tense. This technique should be maintained consistently throughout the body of the

Case Study as A Tool for Action Learning

case. Depending on the nature of the story and the decision-making context at the end, however, some cases may conclude with a -Decision Time discussion section that places the reader or participant in a present-tense scenario (e.g., -You are the Engineer in charge -what will you do?). A word regarding content: Once online, the case should refer to technical details (such as test results) and provide links to the relevant sources, so readers can get more background on issues that arise in the reading of the case.

Step Seven: Circulate the Draft

The draft is now ready for review by stakeholders in the project that is the focus of the case, as well as by those involved in the case-study process. The draft should be provided to anyone you may have agreed to allow review the case before publication, people you think could provide valuable criticism, and/or anyone whose signoff is required for case to be published. In this step, be realistic about the number of drafts that case writing demands. This is an iterative process that will most likely involve multiple revisions.

Step Eight: Test the Case with a Local Audience

Before a case study is put into practice, it should be tested with a low-risk audience. This may take place in training courses in-house, on team retreats, or in focus groups. These test runs provide important information, insight, and feedback for the final revision and tune-up prior to implementing the case as part of a course curriculum or workshop agenda. The case writer should be present to see how the case comes across. Cases have a way of coming across differently to various audiences, so it is essential to find that out while you can still modify the final version.

Step Nine: Create a Teaching Note and an Epilogue

Two accompanying pieces are integral to a complete case-study package: an epilogue of -what happened, which provides closure to the story to date; and a teaching note. Epilogues are written with the information gathered during research, interview material not used in the case, and any relevant information that may have become available since the project concluded.

The teaching note is a guide for case instructors. It presents the views of the facilitator (and/or case protagonist) on how the case can be taught most successfully, sometimes step by step. The emphasis is on conveying the learning objectives of the case. Creating an optimally effective teaching note requires that the case writer observe the case being put into practice to see first-hand what works, to witness participants' responses, and so on.

Feedback from participants may also be helpful in guiding the writing of teaching notes.

Step Ten: Validate, Publish, and Roll out the Case

The final step in the methodology is to put the case study into practice. Before it can be published and made publicly available for implementation, however, the case must be officially authorized. Validation involves, first, making sure all the individuals mentioned in the case study have had a chance to get their story heard. Keep in mind that the case is intended to help people learn. This requires that everyone in the story be included, to the extent possible, in the case-study events. All case studies carry an appropriate disclaimer at the bottom of the first page.

A case study focuses on a specific aspect, event, or time horizon in the life of a project.

Cases do not cover the whole mission, but only tell a certain story. Each story has one or more learning objectives that can be used in a discussion, presentation, or self-reflection.

The case length may vary from few pages to entire booklet some indicative lengths are mentioned below with the case type.

Technical 1-3 pages, Lessons Learned 1-4 pages, Teaching 4-8 pages, Academic 10-30 pages, and Extended 30-100 pages.

"Each case is a kaleidoscope: what you see in it depends on how you shake it"

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Financial Performance for the Quarter and Nine Months ended 31.12.2014

<u>Particulars</u>	<u>Amount</u>	<u>Increase</u>
<u>Total Income</u>	₹ 15,017 Cr.	<u>up 19%</u>
<u>Net Interest Income</u>	₹ 6,027 Cr.	<u>up 21%</u>
<u>Loan Book</u>	₹ 1,68,971 Cr.	<u>up 19%</u>
<u>PAT</u>	₹ 4,163 Cr.	<u>up 19%</u>
<u>EPS</u>	₹ 42.16	<u>up 19%</u>

1. How Knowledge Workers Really Spend Their Time

(Source: <https://hbr.org>)

Interviews with workers in the U.S. and Europe reveal that even top performers spend 70% of their time on desk work and "managing across" (read: going to meetings), and that these activities provide little value personally or to the organization, Julian Birkinshaw and Jordan Cohen write on HBR.org. The good news is that there are strategies for making time for the work that actually matters: Birkinshaw and Cohen were able to help people free up almost a fifth of their time—that's a day per week—for more-valuable tasks.

2. Bring out the best in your team

(Source: <https://hbr.org>)

When teams form to take on tasks, they are seldom able to tap the full knowledge of every member, in large part because the most confident, outgoing people get the most airtime, even if they're not the most expert. Meanwhile, the real experts take a back seat and therefore have a limited impact. Through an experiment by Bryan L. Bonner, Professor at University of Utah and Alexander R. Bolinger, Assistant Professor Idaho State University, on some groups of university students it was found that the best performance came from teams that had inventoried their members' knowledge as a group. Those teams were more likely than the others to use their knowledge to devise strategies for solving the problems, perhaps because the process of collectively assembling knowledge increased members' understanding of the task and what it meant to be an expert at it. On the other hand teams who tended to defer to whoever seemed the most confident had the worst performance. The process may sound simple, but it represents a significant departure: On their own, teams rarely pause for this kind of reflection. Team leaders should take advantage of these findings and encourage the group to assess members' knowledge and discuss its relevance to the task at hand. That will change the criterion for power on the team from social influence to informational influence and help members tune out irrelevant factors not just confidence and extroversion, but

also status, experience, tenure, assertiveness, gender and race.

3. Developing Employees: Why Work Should Get a Little Harder Every Day

(Source: <https://hbr.org>)

Flow-activity that captures our attention in ways we never thought possible. One in which we are fully immersed, losing track of time and place. When people enter a state of flow, they are entirely absorbed in an activity, concentrating fully on the present moment. Action feels effortless. Studies show having a clear understanding of the goal we're trying to achieve, and immediate feedback on our performance is one of the factors promoting flow.

One of the vital elements to flow is progressive difficulty, ironically, most workplaces try to minimize instead of promoting. To experience flow, we need to face challenges that either match or slightly exceed our current ability. And in situations that are too far beyond our skill level, we get overwhelmed. In both cases the impact on our engagement is the same: We lose interest. Unlike video games which get harder with level and sustain our attention, our work experiences tend to take the opposite trajectory. Jobs tend to get easier the longer we do them, making flow experiences all the more difficult to achieve. Compounding the problem is the fact that in most organizations, the goal is to minimize the complexity of work. From a profit standpoint, it makes a lot of sense. But from an engagement perspective, it's a path to ruin. Opportunities for flow can be created by: 1) One way for managers to apply the lessons of flow is by deliberately looking for ways to challenge employees and by assigning them projects that are just beyond their current skill level (Flow comes through growth, not stagnation); 2) Another flow-promoting approach: asking employees to set a stretch goal every quarter and to develop a specific plan for achieving it and 3) Finally, if you really want to promote flow experiences and intellectual curiosity in your company, consider making on-the-job learning a requirement (The

moment employees stop growing, their enthusiasm sinks, undermining their engagement and productivity. It's when our work becomes predictable that intellectual gridlock sets in and critical thinking stops).

4. Research: 10 Traits of Innovative Leaders

(Source: <https://hbr.org>)

In an attempt to identify the traits of an innovative leaders, a study was conducted where 33 leaders were chose who scored at or above the 99th percentile on innovation, as measured by their peers, subordinates, and bosses in a comprehensive 360-degree feedback survey. Interviews were conducted with their bosses, peers and subordinates. The combined results of 360-degree feedback and interviews gave 10 distinctive behaviors for innovative leaders: Innovative Leaders -Display excellent strategic vision; Have a strong customer focus; Create a climate of reciprocal trust; Display fearless loyalty to doing what's right for the organization and customer; Put their faith in a culture that magnifies upward communication; Are persuasive; Excel at setting stretch goals; Emphasize speed; Are candid in their communication and Inspire and motivate through action.

5. Being in a Good Mood Can Help You Think Outside the Box

(Source: <https://hbr.org>)

Research participants who were in a positive mood were about 50% more likely than those in a negative mood to break out of a rigid mind-set that they had been trained to adopt in solving number problems, says a team led by Julia S. Haager of the University of Munich in Germany. Specifically, unhappy participants were less likely to notice that there was a hidden shortcut for solving the problems. A positive mood appears to strengthen alternative ways of thinking and behaving, the researchers say.

6. Emotional Intelligence: Great Teams Need Social Intelligence, Equal Participation, and More Women

(Source: <https://hbr.org>)

Like sports in business, some people are thought to be like the young Michael Jordan - individual superstars who, apart from their own skills, don't add much to team efforts. But there are others, like Magic Johnson, who are widely thought to make their teammates better. How to predict this? From the studies by a group at the Center for Collective Intelligence at MIT, Factor Chas been identified. It determines a combined measure: of social perception (higher the score, better team performance); unevenness of participation, or the tendency of a few members to dominate discussion (The more a few members dominated the discussion, the worse the team

performed) and the number of women on the team positively predicted performance. There was a direct relationship between percentage of women members and performance. This was not simply a "diversity factor"; rather the more women, the better the performance.

7. How Great Coaches Ask, Listen, and Empathize

(Source: <https://hbr.org>)

Historically leaders were expected to know it all but today along with understanding their business thoroughly, it's unrealistic and ill-advised to expect them to have all the answers. Organizations are simply too complex for leaders to govern on that basis. One way for leaders to adjust to this shift is to adopt a new role: that of coach with which leaders can still be effective without knowing all the answers and without telling employees what to do. Coaching is about connecting with people, inspiring them to do their best, and helping them to grow. It's also about challenging people to come up with the answers they require on their own. Process of coaching can be break down into three most important practices: Ask-ask open ended questions, leave room for your employee to raise concerns and issues that are important to them, try to understand employees' feelings and reactions, underlying causes or motives, or actions taken or contemplated, challenge aspects of their story by introducing new ideas and hypotheses, substituting our understanding of the situation for the other person's; Listening: listen not only hear, capture as much data about the other person as possible - facial expressions, gestures, tics - and conveys a strong sense of interest and engagement, avoid multitasking while listening; and Empathize: to experience employees' emotions, it establishes the interpersonal connection that makes coaching possible.

8. You Always Suspected It: Supervisors Take a Dim View of Late-Starting Employees

(Source: <https://hbr.org>)

In a study of nearly 300 workers and managers, employees who chose later daily start times than most of their colleagues in accordance with flextime policies were rated as lower performers by their supervisors, in comparison with employees who chose early start times, says a team led by Kai Chi Yam of Washington University. But supervisors who were self-reported "evening" people, preferring to sleep late on weekends, for example, showed no such bias toward late starters. The researchers suggest that in adopting flexible work schedules, companies train managers to put aside their morning biases so that employees don't suffer for choosing later start times.

Billion Dollar Lessons: What You Can Learn From The Most Inexcusable Business Failures Of The Last 25 Years

Title: **BILLION DOLLAR LESSONS**

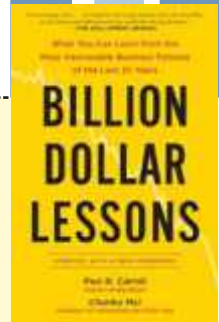
ISBN 13: **9781591842897**

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Why Businesses Fail: Bad Strategy

- Research into 750 major business failures in Corporate America threw up the finding that in most cases, they were not due to faulty execution but due to bad strategies. An analysis of the root causes revealed that almost 50% of those failures could have been avoided if companies had been more aware of the potential pitfalls associated with the chosen strategy.
- It turns out business failures tend to be associated with one of seven types of strategy:
 1. Synergy
 2. Financial Engineering
 3. Rollups
 4. Staying the course
 5. Adjacencies
 6. Riding technology
 7. Consolidation
- Synergy strategies often fail because:
 - The synergy may only exist in the minds of strategists, not in the minds of customers.
 - Excitement over the prospects for synergies can lead the company to overpay for an acquisition.
 - Clashes of culture, skills or systems can mean synergies that seem easy to achieve are actually impossible to get.

To figure out which synergy strategies should be pursued and which abandoned, its best to start with a thorough list of potential synergies, and then subject them to rigorous analysis and challenges, keeping in mind the historical fact that synergies typically fail to appear. The disastrous merger of AOL and Time Warner is an outstanding example of a business failure in pursuit of synergy.

- Aggressive ways of accounting or complicated financial mechanisms also led to many business failures, such as the

sub-prime crisis where housing loans were given without proper assessment of repaying capacity, or Green Tree Financial, which generated a huge amount of business by giving 30 year loans on trailer homes, which have a life of only 10-15 years. The danger signs to watch out for are:

- Creative financial strategies can lead to financial offerings that are attractive to customers in the short run but expose the seller to a disproportionate risk in the long run.
- The strategies can be overoptimistic and disregard changes in market conditions.
- The strategies can depend upon unsustainable financial reporting, which draws regulatory scrutiny and ultimately shatters market confidence.
- The strategies can result in positive feedback loops, motivating further financial engineering to continue the gains, eventually causing the whole system to collapse (the sub-prime crisis is a classic example).
- Rollups refers to a company trying to “roll up” an industry, buying dozens of local businesses with the idea of becoming a major player at the regional or even national level. However, most rollups were not successful and even those that survived had to abandon much of their initial rollup strategies. The common causes for failure were:
 - Many rollups went for scale that wouldn’t produce economies.



Billion Dollar Lessons: What You Can Learn From The Most Inexcusable Business Failures....

- Rollup strategy requires an unsustainably fast rate of acquisitions.
- No contingency plan for tough times.
- Companies assumed that they would get the benefits of both decentralization and integration, but often wound up with one or the other.
- Staying the Course, or persevering with the existing line of business inspite of a clear threat to it, is often a conscious strategic decision- and a bad one. The classic example is Eastman Kodak, who chose to pursue its photographic film, paper and chemicals business inspite of being aware of the threat posed by digital photography. The business failure occurs because:
 - The company sees the future as a variant of the present, not as an entirely different scenario.
 - The decision whether to adopt the new technology or business practice is taken with reference to how the economics compares with that of the existing business.
 - Not considering all the available options.
- Adjacencies refers to a company's moving into adjacent markets because of a perceived opportunity. Here again, the strategy fails because it was not thought through well enough. Many adjacencies are only imagined, and not real. The classic case is that of Blue Circle Cement, one of the largest cement companies in the world, which ventured into the manufacture of lawnmowers on the grounds that cement is used in building homes, and homes have lawns, and therefore there exists a need for lawnmowers among its customers! The company went bankrupt shortly thereafter.

The following patterns show up in adjacency strategies that fail:

- The move is driven by a change in a company's core business rather than a business opportunity in the adjacent market.
- The company lacks expertise in the adjacent market, leading to mismanagement of competitive challenges and misjudging of acquisitions.
- Overestimation of its own strength and capabilities.
- Overestimation of its hold on customers.
- Riding Technology, or introducing new products spurred by technological innovation, can be great strategy, as eBay and others have shown. But managers sometimes trick themselves into riding the wrong technology. For instance, Federal Express invested heavily in Zapmail, designed for transferring documents over distances, which flopped because faxes became cheaper and improved in quality.

The key mistakes in adopting the wrong technology are:

- Evaluating the product in isolation or at a particular time, rather than in the context of how alternatives can evolve later.
- Faulty analysis of market potential.
- Presence of competition is assumed to be a reflection of the potential market.
- Designing the product without allowing for adaptation or change.
- Consolidation refers to acquiring competitors in an effort to gain dominant market share in the industry. However, it may be a case of short-sightedness, like the paging companies that bought up other paging companies in an effort to consolidate the industry, just before cell phones wiped them out.

The following issues can arise when a consolidation effort is considered:

- The assets may be acquired without considering the problems faced by them.
- Economies of scale envisaged may not actually materialize because of increased complexity.
- Customers of a company that is acquired may not readily remain with the acquiring company.
- Focus on consolidation rules out consideration of other options that may be available.

Preventing Flawed Strategy: The Devil's Advocate

- Put in place a process for reviewing the strategic choices; the institution of The Devil's Advocate (DA), either fixed permanently or assigned on a rotating basis. The DA's job is to conduct an independent review of the decisions, and ask the tough questions that no one else is asking.
- The DA should be led by someone who has not participated in the strategy-setting process, and should generate a debate over what can go wrong with the strategy. Further, the strategy should be tested against several scenarios, to gauge the effects of different kinds of stresses and strains on it. It should also be done early enough so that it's possible to kill the strategy without creating embarrassment for anyone.

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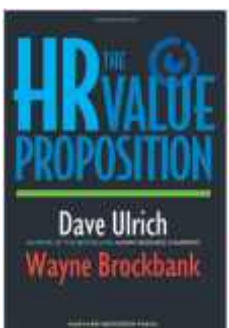
Management Books Authored by Dave Ulrich

Forum Secretariat

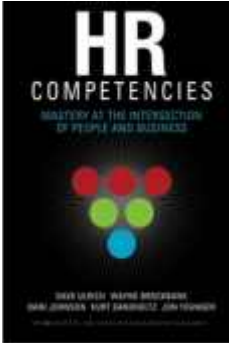


David Olson Ulrich (born 1953) is a university professor, author, speaker, management coach, and management consultant. Ulrich is a professor of business at the Ross School of Business, University of Michigan and co-founder of The RBL Group. He has written numerous books covering topics in human resources and leadership. Ulrich is currently on the Board of Directors for Herman Miller, a Fellow in the National Academy of Human Resources, and is on the Board of Trustees of Southern Virginia University.

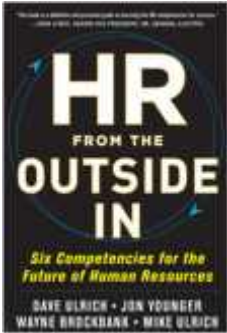
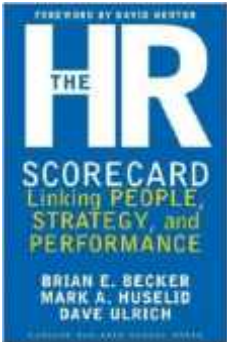
Dave Ulrich has been ranked the #1 Management Educator & Guru by Business Week, selected by Fast Company as one of the 10 most innovative and creative leaders, and named the most influential person in HR by HR Magazine for three years.

His most famous books on HR and Leadership features here.

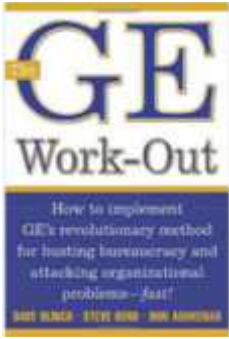

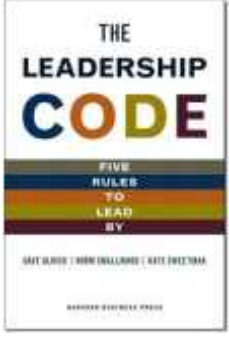
Name of Books	Publisher	Price	Why to read
	Harvard Business Review Press, 1996	₹985	<p>While most human resource books deal with the HR practices such as selection, training, appraisal etc, this book is organized around HR outcomes. Mr. Ulrich provides plenty of concrete examples, worksheets, and tables that can be used "as-is".</p> <p>He provides a framework that identifies four distinct roles of human resource professionals: strategic player, administrative expert, employee champion, and change agent. He includes many examples to demonstrate that human resource professionals must operate in all four areas simultaneously in order to contribute fully.</p> <p>The concept of HR Business Partner was born in this book and many companies changed their HR Function to become a true business partner.</p>
	Harvard Business Review Press, 2005	₹810	<p>While the earlier book helped set the HR agenda for the 1990s and enabled HR professionals to become strategic partners in their organizations, the present book charts the path HR professionals must take to help lead their organizations into the future. The authors advocates that HR value creation requires a deep understanding of external business realities and how key stakeholders both inside and outside the company define value.</p> <p>The authors provide practical tools and worksheets for leveraging this knowledge to create HR practices, build organizational capabilities, design HR strategy, that create value for customers, investors, executives, and employees.</p> <p>This book is about HR not being just part of the management board, it is about being a contributing member of the board.</p>

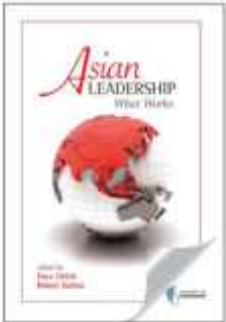
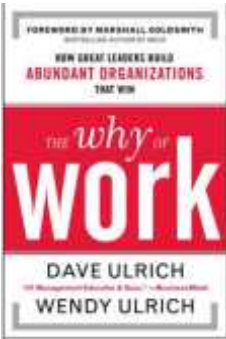
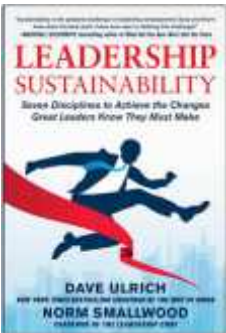
Management Books - Authored by: Dave Ulrich

Name of Books	Publisher	Price	Why to read
	Society for Human Resource Management, 2008	₹2350	<p>This book answers such questions as What makes a successful HR professional? Which HR competencies have the most impact on performance? How do they affect business performance? and How do HR departments affect individuals? The 6 competencies of an HR professional as described by Ulrich and his team are:</p> <ol style="list-style-type: none"> 1. Credible Activist 2. Culture & Change Steward 3. Talent Manager/Organizational Designer 4. Strategy Architect 5. Operational Executer 6. Business Ally (Know your business) <p>The HR Model described in the book was established through thorough research. In fact, it was promoted through the SHRM bookstore and with sharing of reports on its website for years (SHRM, 2014).</p>
	McGraw Hill Education (India) Private Limited, 2009	₹625	<p>Ulrich and his RBL associates offer "a handbook for HR transformation" in which a four-phase model is presented for bringing HR transformation.</p> <p>Also explained are the following:</p> <ol style="list-style-type: none"> 1. Why to initiate an HR transformation 2. Probable outcomes if successfully completed 3. How to redesign the HR department 4. How to upgrade HR professionals 5. How to share accountability for the transformation 6. How to make it happen <p>In Part II of the book, overviews of transformation exercise at four companies (Flextronics, Pfizer, Intel, and Takeda) is given and suggest what lessons can be learned from each company's HR transformation initiatives.</p> <p>In the Appendix (all by itself worth far more than the cost of the book), the authors provide an inventory of all the tools that have been used or referred through-out the book.</p>
	McGraw Hill Education (India) Private Limited 2012	₹650	<p>This book looks at best practices from companies on every continent-Australia, China, Europe, India, Latin America, Middle East, United States.</p> <p>The key take away are:</p> <ol style="list-style-type: none"> 1. The guiding principles that HRs practitioners will find very useful 2. How HR professionals integrate across all levels of business life in each major region of the world 3. HR's impact on short-term individual and business performance, 4. How HR can have sustainable impact on customers and society as a whole 5. Similarities and differences of HR competencies around the world 6. Future of Global HR: what is next? <p>The entire book is full of examples that will make one sits in awe of the amazing organizations across the world that are leveraging HR to accomplish revolutionary things.</p> <p>There is this high-impact quote from this book that should make us all stop and think for a moment: What is my company's plan for an integrated set of HR products and services that meet the needs of our key stakeholders? How do stakeholders really rate the quality of what we are providing? Do I listen to and act upon their feedback?</p>

Name of Books	Publisher	Price	Why to read
	McGraw Hill Education (India) Private Limited, 2012	₹563	<p>It is an exceptionally compelling book describing where HR is headed next, what key competencies will be required and, as importantly, how those skills can be acquired in as short a time frame as possible.</p> <p>This book argues that HR has evolved in four “waves”:</p> <ul style="list-style-type: none"> • HR Administration: Emphasis on the administrative and transactional work by HR. • HR Practices: Innovation in specialized areas of HR (i.e., compensation, recruitment, training). • HR Strategy: Integration of HR - business practices. • HR Outside-In: HR moves beyond strategy to align its work with business context and stakeholders. <p>The last wave is extremely important to note, and HR Professionals who fail to change to this perspective will soon be left behind. It is simply not acceptable for an HR Professional to be content with processing transactions.</p> <p>This book also argues that HR Professionals will require six competencies to thrive in today's business world. These competencies include:</p> <ul style="list-style-type: none"> • Strategic Positioner • Credible Activist • Capability Builder • Change Champion • HR Innovator and Integrator • Technology Proponent <p>HR from the Outside-In includes a wealth of resources, case studies, and information that are too plentiful to mention here.</p>
	Harvard Business Review Press, 2001	₹937	<p>The HR Scorecard has five key elements:</p> <ol style="list-style-type: none"> 1. Workforce Success-Has the workforce accomplished the key strategic objectives for the business? 2. Right HR Costs-Is the total investment in the workforce (not just the HR function) appropriate (not just minimized)? 3. Right Types of HR Alignment-Are our HR practices aligned with the business strategy and differentiated across positions, where appropriate? 4. Right HR Practices-Have we designed and implemented world class HR management policies and practices throughout the business? 5. Right HR Professionals-Do our HR professionals have the skills they need to design and implement a world-class HR management system? <p>This book presents many helpful concepts and tools that can be used to measure the effectiveness of HR as a function, to measure R.O.I. on talent and talent initiatives and to measure the impact of HR on organizational performance.</p> <p>The main attraction of this book is a - 7 step method that has been advocated by the authors to transform the structure of HR into a strategic function; HR leaders must:</p> <ol style="list-style-type: none"> 1. Clearly define the business strategy. 2. Build a business case for HR as a strategic asset. 3. Create a strategy map (with leading and lagging indicators, and tangibles and intangibles.) 4. Identify HR Deliverables within the strategy map. 5. Align the HR architecture with HR deliverables. 6. Design the strategic measurement System. 7. Implement management by measurement.

Management Books - Authored by: Dave Ulrich

Name of Books	Publisher	Price	Why to read
	Tata McGraw - Hill Education, 2003	₹355	<p>For implementing GE's legendary Work-Out technique for solving organizational problems fast--and get fast, GE-like results--in own organization, this book is the best one. It provides step-by-step guide to using Work-Out to quickly solve problems, examples and case histories to help one implement GE's heralded Work-Out methodology in organizations.</p> <p>Work-Out has been used with dramatic results not just at GE but in many other organizations, including 3M, Home Depot, Sears, and the State of West Virginia. Its genius lies in harnessing the intelligence of the workers closest to a problem. The GE Work-Out shows how to involve every member of organization in solving the small but essential problems that are keeping the organisations from becoming a world-class organization.</p> <p>Filled with worksheets, tools, case studies, and more, it is the first book to provide true, unvarnished directives for understanding GE's battle-proven Work-Out, then adapting it for--and embedding it in--all organizations.</p>
	Harvard Business Review Press, 2007	₹1250	<p>This book concentrates on leadership as a company endeavour, not as a matter of individual growth.</p> <p>The authors present a six-step process for creating leadership brand in any organization-</p> <ol style="list-style-type: none"> 1. Creating a Leadership Brand Statement 2. Assessing Leaders Against the Brand - worth reading if you read nothing else 3. Investing in Leadership Brand 4. Measuring Return on Leadership Brand 5. Building Awareness for Leadership Brand 6. Preserving Leadership Brand <p>The chapter on "Assessing Leaders Against the Brand" is worth the price of the book. This chapter is filled with tools and references that will help to assess leadership and leadership development whether one uses the authors' program or not.</p>
	Harvard Business Review Press, 2009	₹608	<p>Drawing on decades of research experience, the authors conducted extensive interviews with a variety of respected CEOs, academics, experienced executives, and seasoned consultants and heard the same five essentials repeated again and again. These five rules became The Leadership Code-</p> <p>Rule 1: Shape the Future (strategist dimension of the leader) Rule 2: Make Things Happen (execution dimension of leadership) Rule 3: Engage Today's Talent Rule 4: Build the Next Generation. Rule 5: Invest in Yourself. (building personal proficiency)</p> <p>The Leadership Code, provides both structure and guidance, and helps one knows not only what to do to be a better individual leader, but also how to build better leadership capability.</p>

Name of Books	Publisher	Price	Why to read
	McGraw Hill Education (India) Private Limited, 2010	₹395	<p>The Singapore Ministry of Manpower convened a Third Executive Roundtable in 2010 to examine the various challenges confronting leadership renewal in the Asian business context. Involving corporate CEOs, Chief HR and leadership thought leaders, four important questions are addressed that Asian leaders must focus in order to succeed at the highest level:</p> <ol style="list-style-type: none"> 1. Where are we going? 2. How do we get there? 3. What is work like when we get there? 4. Who stays and who goes? <p>Based on these 4 questions, eight success factors are identified that are crucial in leaders to enable them to navigate around the pitfalls of being a leader and a change agent. These are:</p> <ol style="list-style-type: none"> 1. Creating customer-centric actions 2. Implementing strategy 3. Getting past the past 4. Governing through decision making 5. Inspiring collective meaning making 6. Capitalising on capability 7. Developing careers 8. Generating leaders <p>A great manual for change, for all Asian (aspiring) leaders!</p>
	Tata McGraw - Hill Education, 2010	₹410	<p>Before you ask, "Why aren't my employees working harder?" . . . ask yourself, "Why are my employees working?"</p> <p>The Why of Work explores how leaders institutionalize principles of an abundant organization -- a work setting in which individuals coordinate their aspirations and actions to create meaning for themselves, value for stakeholders and customers, and sustainability for their communities.</p> <p>We all seek meaning at work: purpose, fulfilment, contribution, connection, value, and hope; work becomes a universal setting in which we seek to fulfil the universal search for meaning. Ultimately the crisis of meaning becomes a crisis of leadership.</p> <p>Ulrich and Ulrich describe this meaning-making, value-creating, hope-building process for individual employees and for the leaders who coordinate their efforts. This book will help employees discover and leaders promote meaning at work, structuring the private conversations and informing the corporate decisions that shift deficit-driven thinking toward abundance at work.</p>
	McGraw Hill Education (India) Private Limited, 2013	₹615	<p>The book stresses on the fact that while many people commit a huge amount of time and resources into leadership programmes regularly, a lot of them often revert to less effective ways without even realizing the same. This is where Leadership Sustainability comes in handy. It goes beyond the scope of conventional leadership guides and provides tools to prevent the slip back to inefficiency while guiding readers to a sustainable model for developing leadership skills.</p> <p>This book targets not only those who aspire to be future leaders, but also those who shoulder the responsibility of developing these future leaders including trainers, training managers and line managers.</p> <p>This book contains lots of research findings, examples, illustrations, stories, and case studies. It shares several thought provoking and inspiring corporate stories including Southwest Airlines and Zappos.com. It offers assessments, tests and web resources.</p>

Management Quiz on People Capability Maturity Model (PCMM)

Forum Secretariat

1. The People CMM is
 - a. A set of processes to be followed
 - b. A compliance check list
 - c. A prescription for implementation
 - d. None of the above
2. How many maturity levels are there in People CMM?
 - a. 5
 - b. 4
 - c. 22
 - d. There is no concept of maturity level in People CMM
3. Which of the following presents the maturity levels of the people CMM in the correct increasing order?
 - a. Initial-Managed-Defined-Predictable-Optimizing
 - b. Initial-Managed-Defined-quantitatively managed-Optimizing
 - c. Incomplete-Defined-managed-Qualitatively managed Optimizing
 - d. None of the above
4. In the People CMM, _____ is defined as "An underlying characteristics of an individual that is causally related to effective or superior performance"
 - a. commitment
 - b. skill
 - c. competency
 - d. capability
5. Consider the statement -"we run the competency assessment once a year in the month of April for all employees and publish summary resource profiles by various competencies and proficiencies. These resource profiles are used to decide on the areas to focus on for skill development". To which process area, this can be mapped?
 - a. staffing
 - b. competency analysis
 - c. work group development
 - d. competency based assets
6. Which process area of the People CMM addresses the issue of succession planning
 - a. work force planning
 - b. career development
 - c. competency based processes
 - d. capability
7. Statistical and quantitative modeling, sub process control, and analysis of variation need to be established at which level of People CMM
 - a. Maturity level 2
 - b. Maturity level 3
 - c. Maturity level 4
 - d. Maturity level 5
8. The work planning process area belong to
 - a. Capability level 2
 - b. Capability level 0
 - c. Capability level 1
 - d. Maturity level 2
9. At what level of the People capability maturity model does management first develop metrics to establish goals and control processes?
 - a. chaotic
 - b. defined
 - c. managed
 - d. optimised
10. Level 3 of the People Capability Maturity Model (PCMM) is known as:
 - a. Managed Level
 - b. Optimizing Level
 - c. Defined Level
 - d. Repeatable Level
11. Which of the following is not a level of the People Capability Maturity Model (PCMM)
 - a. Mature
 - b. Managed
 - c. Defined
 - d. Optimizing
12. When an organisation's processes are optimized according to the capability maturity model,
 - a. They are as inexpensive as possible
 - b. They involve information technology
 - c. An attitude of quality improvement is pervasive
 - d. The processes need no further attention
13. The Japanese term 'Kaizen' is most closely associated with which level of the People Capability Maturity Model,
 - a. Level 2
 - b. Level 3
 - c. Level 4
 - d. Level 5
14. The name of Maturity level 5 is
 - a. Six sigma
 - b. optimising
 - c. statistical
 - d. none of the above

Answer

- | | | | |
|-------|-------|-------|-------|
| 1. d | 2. a | 3. a | 4. c |
| 5. b | 6. a | 7. c | 8. d |
| 9. b | 10. c | 11. a | 12. c |
| 13. d | 14. b | | |

Management Cartoons

This followings cartoons are created by Sh. Parimal Joshi who could find time for Power HR Forum to draw. We acknowledge this contribution with special thanks.



NEEPCO

Poised to venture towards newer horizons

Set up in 1976 to harness the enormous Hydro and Thermal Power potential of the North East, NEEPCO is the largest power utility and a profit making Company of the North Eastern region. Being a lighthouse of prosperity with a strong environment conscience, NEEPCO is poised to take up projects beyond the North Eastern Region of India and is venturing into power generation from non-conventional and renewable sources of energy.

Capacity at a glance

• Installed	: 1130 MW
• Ongoing	: 927 MW
• Future	
• Hydro	: 2354 MW
• Thermal	: 500 MW
• Solar	: 5 MW
Total	: 4916 MW



A Miniratna, Category - I

North Eastern Electric Power Corporation Limited

A Government of India Enterprise

Brookland Compound, Lower New Colony, Shillong - 793003, Meghalaya
website: www.neepco.gov.in



EX/NEEPCO/11-14



Power for Prosperity

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The journal publishes:

- Practical articles that describe effective practices of leading companies;
- Reports on new theories that have the potential to advance strategy development and implementation;
- Interviews with corporate leaders about their view point in new developments and on issues/tools related to better corporate performance;
- Case studies in dealing with any HR problem in any organization;
- Review of leading literatures/best sellers;
- Management quiz, humor; and
- New developments / happenings that are a source of concern or learning.

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While submitting the article please ensure the following:

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- All authors should mention their e-mail address and contact details including telephone number plus a professional biography of 30-40 words.
- Authors should submit an abstract structured into six sub-headings: Purpose, Methodology, Approach findings, Research limitations/implications if applicable, Practical implications, if applicable and the originality and value of the paper. Maximum words for this section shall be 250.
- In addition, please provide up to six key words that capture the principal topics of the paper.
- The article's sub-heads should be short. Only the first word should be capitalized.
- Please present each figure and table on a separate sheet of paper, gathering them together at the end of the article. Distinguish between figures (diagrams) and tables (statistical material) and number them in separate sequences, i.e., 'Figure 8' and 'Table 8'. Please use short and crisp titles and headings in tables and figures. The units used should be stated and the source should be stated at the foot of the table. Notes relating to the table should be placed after the source. Give reference of each figure or table in the text itself (e.g., 'as shown in Figure 2'), as well as indicate the margin where the figure or table should go ('Fig. 2 near here'). Ensure that all words, place names, etc. in the tables and figures are spelt in exactly the same way as they are in the text. Lay out parallel tables in similar ways using similar wording. Ensure that the units of measurement are stated and check any totals or averages.
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