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President's Message

Dear Esteemed NMA Members,

It gives me immense pleasure sharing the activities of NMA and seeking your blessings and support in all our future endeavours.

Our new committee assumed office 25th March 2022 and since very beginning our vision and efforts have been to place NMA on a platform from where we are able to share the knowledge and wisdom with our members engaged in various business, Jobs and other activities. We have taken steps to support our members by providing them opportunities through NMA for sharing their vast knowledge through regular programs and individual interactions.

We have taken steps for launching our new website. We have also taken steps to include panel of experts on our website who will be of immense help and support for the businesses at large.

We celebrated our 34th foundation day on 23rd of April 2022 and the same was attended, enjoyed and praised by many veteran members. Thereafter, during last few months, we organised three evening programmes. We also celebrated Yoga Day on 21st June 22 and organised a programme at our NMA house which was attended with great pleasure by many members.

This is the time of Digital presence and in this direction, apart from revamped website, we have also launched our YouTube channel to increase our digital presence. We are also working on launching a Facebook page and Twitter Handle.

For our future activities, in addition to our regular evening programmes, we also plan to organize some full day paid programmes/ Seminars and for this we need your full support. We also have vision of organising one Residential programme at some vibrant nature friendly location for which also we would communicate full details at a suitable time and seek your interest on participation and support.

Members, this is your own association and without your active participation, no milestone can be achieved. We eagerly seek your suggestion and guidance for functioning of the association and assure that each and every suggestion will be received with high regard and importance.

Do join us in this revolutionary journey and support wholeheartedly.

Best Regards

Sandeep Mittal
President



NMA EXECUTIVE COMMITTEE

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From Editor's Desk



Dear Members,

After a long gap, I'm excited to share the upcoming edition of Management Paradigms with you. I hope everything is going well for you and your family. Although the pandemic may have had an impact on NMA's operations, we are now back with a new executive committee and leadership. For your convenience, we have included a list of all EC members' profiles in this issue, along with information on all recent NMA-organized events. Additionally, we have also included articles on various subjects by our esteemed members in this issue.

Look forward to your suggestions as well as articles on management topics for next issue.

Thanks a lot,

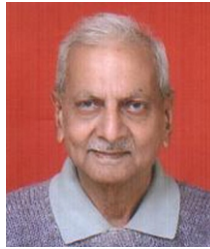
Durgesh Kumar Garg

Chairman – Media and PR Committee, NMA

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Mr. S K Tomer
GM (Corp. Affairs)
Holostik India Ltd.



Mr. S N Singh
VP – HR
Uflex Ltd.



Mr. Surinder Mohan
Ex-VP-HR
C & S Electric Ltd.

“
The only
way around
is through.
”
Robert Frost

Executive Committee



Sandeep Mittal, President

He is working with Holostick India as a Chief Financial Officer. He is a qualified Chartered Accountant, Company Secretary and Law Graduate with more than 30 years of professional experience. His personal Motto is to work for empowerment of less-privileged through knowledge sharing and mentoring.



S N Singh, Immediate Past President

He is working with Uflex Ltd as VP–HR. He is an MSW from Agra University and has more than 35 years of experience in the field of HR and Industrial Relations. Prior to Uflex, he worked with Century Pulp & Paper and Keshoram Rayon Ltd. He is also a past president of Lions Club Delhi-Noida.



Dr. Yogendra Singh, Sr. Vice President

Dr. Singh has more than 22 years of long career in education as well the corporate world. He is working as Professor in Department of Management Studies and Training & Placement Officer - JSS Academy of Technical Education, Noida. He has completed his Ph.D. in Management at a very early age of 25. He has written several books on Marketing, Management, Organizational Behaviour, Economics, Human Values and Industrial Sociology.



Dr. V K Tomar, Vice President

Dr. V. K. Tomar is a Post Graduate with MBA and PhD. He is working as Chief Administrative Officer with Jaipuria Institute of Management, Noida.



C B Sharma, Hony. Secretary

Mr. Sharma is currently working as Head – HR & Admin with Vista Information System. He has over 40 years of experience in HR with various Indian and Multi-National companies in Delhi NCR.



A K Gupta, Hony. Treasurer

Mr. Gupta is a B.Tech.(Mech) from IIT Roorkee in 1963 followed by PG Diploma in Foreign Trade Management as well as Business Management. Since 1992, he has worked as General Manager in Noida with organizations including Controls & Switchgear; Supreme Industries and Kunta International Ltd.



Bignesh Dubey, Hony. Joint Secretary

Bignesh Dubey is a Graduate from Agra University and also holds a Diploma in Personnel Management & IR. He has over 24 years experience in the field of HR, IR and Liaisoning with various government authorities. He is working as AGM (HR) with Uflex (engg. Div.).



Akhilesh N Singh, Member

He is a Management Consultant, Academician, Corporate Trainer, Spiritual Coach, and Author with specialization in Lean Management, Six Sigma, and TQM. He has worked as a Senior Management professional at SAIL & Jindal Stainless Ltd., Professor at Asia Pacific Institute of Management, and Management Consultant at FICCI, UNIDO, and currently with Lean Solutions.



Deepak Jain, Member

He is a Company Secretary and Motivational Speaker having addressed more than 500 Professional/Motivational Workshops/Sessions/Seminars during last 12 years. He has been associated with Unitech as ex-VP and CS and now runs his own firm.



Durgesh Kumar Garg, Member

Durgesh Garg is Vice President leading Operations and Client Services at Impact Research and Measurement Pvt. Ltd., a Delhi based company with offices across all major cities in India. He has more than 20 years of experience in the field of Media Analytics. He has been a part of Executive Committee of NMA for last 15 years and has held various positions including Vice President, Secretary and Joint Secretary.



Sunil Kumar Sharma, Member

Mr. Sharma has over 36 years of professional experience in legal and HR having worked with DCM Shriram Group, Scindia Group and KRIBHCO. He is currently a practicing lawyer and a member of Bar Council of Delhi.



Sanjeev Asthana, Member

He is Vice President - HR with Triveni Engineering & Industries Ltd. He is a Post Graduate in HR with 20 years of experience in the area of developing and implementing HR subsystems for business excellence. He has earlier worked with SRF, Samtel Colour, Jubilant Organosys, Minda Huf and Motherson Sumi Systems.



Mohd. Nadeem Khan, Member

Mohd. Nadeem Khan is working as VP (HR) with C&S Electric Ltd., Noida.



Sunit Gupta, Member

He is a Graduate Engineer in Polymer Science & Plastics and MBA from Annamalai University along with several certificate courses. He is working with Holostik India Limited as a Certification Head. He has worked with ATCS and Agreeya, Motherson Automotive, Jagatjit Industries, and Pearl Polymers in the past.



Sanjeev Agarwal, Member

He is working as AGM (HR) with UFlex Ltd.



Nirbhay Kr. Singh, Member

Nirbhay Singh is a qualified HR professional with 10 years of experience in HR and IR. Currently, he is working as Head - HR with Afflatus Gravures Pvt. Ltd. He has also worked with Uflex earlier. He has done MBA (HR & IR) and LLB (Hons) from University of Lucknow.



Naqeeb Alam, Member

An alumnus of XLRI Jamshedpur, he is a HR professional with 40 plus years of quality experience in the corporates of repute like Tata Steel, Voltas International, Siemens, Escorts, British Oxygen. He is presently engaged in HR consulting, helping organizations achieve excellence and breakthrough results.

Co-Opted Members



Dr. Subir Bikas Mitra, Member

A National Scholar with MBA, MA, LL.M; Ph.D. in Strategic HRM and also Ph.D. (Law) in ADR Mechanism, Dr. Mitra has authored numerous research papers/ articles published in various reputed journals. He has an overall experience of more than 37 years. He is Former Executive Director (Law & HR) in GAIL (India) and presently working as Advisor (Law) with GAIL (India) and Directorate General of Hydrocarbons, Government of India.



V K Sharma, Member

He has over four decades of rich experience and exposure in HR Management and CSR. He is currently Director of V K Dynamic Leadership Centre, Noida, providing support to organisations in areas like Performance Management, Talent Management, soft skill development, surveys and Industrial Relations.

NMA Secretariat



C S Mishra, Executive Officer

He has more than 35 years of experience in the field of HR & Industrial Relations. He retired as DGM – HR from KRIBHCO. He is an MA (Gold Medallist) with Diploma in Personal Management & Industrial Relations.



Rihan Ali, Computer Assistant

NMA Membership

Subscription fee

For Organizational Members:

Organization Turnover	Annual Fee (Rs.)	Life Membership (Rs.)
Up to 5 Crore	2,000/-	
5Crore to 50 Crore	3,000/-	
50 Crore to 100 Crore	5,000/-	
Over 100 Crore	10,000/-	1,00,000/-
Institutions	3,000/-	30,000/-

For Individual/Professional Members:

Category	Annual Fee (Rs.)	Life Membership (Rs.)
Individual/Professional Member	6,00/-	6,000/-
Student Member	300/- (for two years)	

Membership Benefits

1. An opportunity to interact with Professionals from across the Industry
2. Invitation to monthly evening lectures organized by NMA free of cost
3. Spacial discount on seminars and workshope organized by both NMA and AIMA
4. Members receive the NMA's quarterly News-letter "Management Paradigm"
Complimentary

For any queries and enrolling as members, please contact:

The Executive Offier
Noida Management Association
C-20/6A, Sector 62, Noida - 201301
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Importance of Energy Transition for India



Today, the world is grappling with one of the most critical problems i.e. global warming. The rapid global economic development since 1950 till now entailed similar energy consumption growth during that period. To meet the huge energy demand for the economic development, the world relied heavily on fossil fuels which when used to produce energy emit greenhouse gases in the form of carbon-di-oxide (CO₂). The world economy grew from approximately USD 1 trillion to USD 90 trillion over the said period. Reflecting the linkage between CO₂ emission and economic development,

global energy related CO₂ emission increased from approximately 5 billion tonnes in 1950 to 36 billion tonnes at present. The outcome of the excessive CO₂ emission is the present scale of global warming which is 1.2 °C with respect to pre-industrial levels. It is expected that the global warming will increase to 1.5 °C in 2030.

While there was a race among the countries for the economic growth, they seemed to be unmindful of the harmful impact of associated global warming on planet. The extreme weather events such as drought, flood, heat waves, storms not only impacted human lives but also biodiversity sustenance. Even, some of the low-lying islands of the world are facing threat to their very existence due to possible inundation caused by sea level rise as a result of global temperature rise. Such extreme weather events acted as a wake-up call to the global community to tackle climate change issue. It started with United Nations Framework Convention on Climate Change (UNFCCC) in 1992, followed by Kyoto Protocol in 1997 and Paris Agreement in 2015. The Paris Agreement set a most definitive and explicit objective to tackle global warming issue. It set an objective to limit global warming to well below 2 °C and preferably 1.5 °C from pre-industrial levels.

The Paris Agreement was adopted by 196 parties, India being one of them. Being a party to Paris Agreement, India has obligations to set a climate action plan in accordance with Paris Agreement objectives. India announced its renewed climate objectives at United Nations Climate Change Conference of Parties (COP26) in Glasgow, Scotland in 2021. India has set a target to achieve net zero emission by 2070. Also, it has set following near terms goals to be achieved by 2030 consistent with its long-term objective to achieve net zero emission.

- i) India's non-fossil energy capacity will increase to 500 GW (Giga Watt) by 2030.

- ii) 50% of India's installed electricity capacity will come from renewable sources by 2030.
- iii) Carbon intensity of India's economy shall reduce by more than 45% by 2030.
- iv) India's total projected CO₂ emissions shall reduce by 1 billion tonnes from 2021 till 2030.

The above near-term goals seem to be ambitious given India's fossil-dominated current energy-mix, but show India's intent to make its significant contribution to achieve the climate objectives. Present non-fossil installed power capacity of India is 163 GW, which means it has to grow more than thrice to achieve the 500 GW goal by 2030. Renewable sources presently constitute just under 40% of India's installed electricity capacity which is currently about 400 GW. So, increasing it to 50% by 2030 would be a landmark achievement, if it happens, given that India's total installed electricity capacity itself is expected to increase to 817 GW i.e. more than twice from the current capacity. This means India's renewable power capacity will have to increase from approximately 160 GW now to 410 GW in 2030 i.e. more than two and half times. India's carbon intensity has reduced by a little under 15% in last decade (2010-2020), hence its reduction by 45% in the current decade (2021-2030) would be an uphill task. Further, India has planned to increase its coal-based power capacity by approximately 65 GW by 2030 from 2021 levels, which counters its objective to reduce CO₂ emissions by 1 billion tonnes by 2030.

However, achieving the above targets would be in India's best interest apart from fulfilling its obligations as a party to Paris Agreement. Presently, India meets approximately 90% of its energy requirement from fossil sources i.e. oil, natural gas and coal. Coal is the single largest contributor meeting approximately 55% of India's total energy demand. Coal is also the largest source of CO₂ emission per unit of energy content among the fossil fuels. Today, the world emits 36 billion tonnes of energy related CO₂ and India contributes to 7% of it reflecting its fossil-dominated energy-mix.

India consumes the fossil fuels much more than what it produces thus relying heavily upon their imports. India meets approximately 85% of its oil consumption through imports. Similarly, it meets about 50% of its natural gas consumption and almost 20% of its coal consumption through imports. This means any supply constraints due to geo political disturbances or otherwise not only impact its energy sourcing but also the energy prices. Only possible way to reduce dependence on imports of fossil fuels on one hand and achieve its emission reduction targets on the other is to accelerate its clean energy transition pace.

This necessitates to increase the share of renewable sources in India's energy-mix. Also, it gives economic benefits as solar and wind are one of the cheapest energy sources to generate electricity in India. Levelized cost of electricity from solar and wind sources is the lowest among all other main sources (Table 1), which could provide a key advantage to India's economy by bringing down energy prices.

Table 1: Levelized Cost of Electricity (LCOE) in India

Source of Electricity	LCOE USD/MWH	LCOE INR/Unit
Nuclear	70	5.25
Coal	55	4.15
Gas CCGT	90	6.75
Solar PV	35	2.65
Wind	50	3.75

Notes:

1. LCOE in INR/Unit is obtained from LCOE in USD/MWH considering USD 1=INR 75
2. CCGT=Combined Cycle Gas Turbine, PV=Photovoltaics, MWH=Mega Watt- Hour, USD=US Dollar, INR=Indian Rupee, 1 Unit=1 Kilo Watt-Hour

Source: International Energy Agency (IEA) World Energy Outlook 2021

Thus, acceleration of India's pace of clean energy transition could provide much needed energy security by reducing its dependence on imports of fossil fuels; help achieve sustainable development goals by way of increased share of clean and affordable energy in total energy-mix; and fulfil its commitment to achieve net zero through reduction of CO2 emissions from energy use.

Author Details:

Satyendra Kumar Singh is the Proprietor of Satsha Management Services (www.satshamanagement.com). He has over 29 years' experience in engineering consultancy and general management. Satyendra is a Fellow of the Institution of Engineers (India) and a member of All India Management Association (AIMA). He has published several papers on engineering and management subjects. He can be reached at sty_singh@yahoo.com or Satyendra.singh@satshamanagement.com.

Cultural Diversity-A boon to Entrepreneurship and Innovation



Entrepreneurship and Innovation are important drivers of long-term national economic growth; and are also important goals of state policy intervention. Cities and urban economic diversity enable innovative activity. A growing body of evidence also suggests that culturally diverse cities are more innovative, as they benefit from a wider range of international knowledge links, diverse decision-making and being able to attract more innovative and enterprising people.

In theory, diversity-innovation effects largely operate at organization level, but will be amplified in an urban context. Existing theory and evidence suggest a number of diversity-innovation channels. Culturally diverse teams may be better at generating new thinking or problem-solving, particularly in knowledge-intensive environments.

Through diasporic networks, migrant or minority staff and business owners can access additional upstream and downstream markets, assisting process innovation and the commercialization of new ideas. But diverse organizations may also have higher communication costs and lower trust, which will hold back innovation. More generally, “ethnic entrepreneurs” are argued to play a number of critical roles in urban innovation. They are seen as more likely to develop new ideas, and can act as “reputational intermediaries” between firms in different countries.

At city level, urbanization economies may aid access to international markets; conversely, large and diverse domestic markets provide more opportunities for product hybridization. In both cases, diverse firms may be best placed to take advantage of these processes. There are suggestions of research in the field that suggest small but robust positive effects of management diversity on the development of new products and processes. In contrast to the wider literature, we find diversity-innovation effects across industrial structure. A city’s large and diverse home markets, diasporic communities and international connectivity play important roles, as do entrepreneurial migrant business owners.

Both ‘cultural diversity’ and ‘innovation’ are complex concepts and need careful definition.

We follow the common definition of innovation as “the successful exploitation of new ideas.” Innovative activity is generally held to involve both ideas generation and their commercialization, both around new products and new processes. Individual entrepreneurs and entrepreneurial individuals within larger organizations are key to the innovation process. As a determinant of technical change, innovation is an important variable in overall national productivity: innovative firms’ discoveries tend to permeate across the economy as a whole. Cultural or ethnic diversity is harder to pin down. It is a multi-faceted concept, with subjective elements, and with categories that alter over time. The key dimensions include subjective elements, and with categories that alter over time. The key dimensions include kinship, religion, language, shared territory, nationality and appearance. Group membership is something that is subjectively meaningful to the person concerned; and both culture and ethnicity are ‘context-driven social and psychological concepts’ whose meaning may shift as society evolves.

For these reasons, attempts to quantify cultural diversity generally lose something in the process. Country of birth has the advantage of being objective, but is one-dimensional and does not capture established minority communities. Ethnic groups attempt to combine different aspects of diversity, but operate at a very high level of generality. For the purposes of this article, we use ‘cultural diversity,’ ‘ethnic diversity’ and ‘diversity’ interchangeably, without looking at ethnicity more broadly.

Innovation and entrepreneurship are two of the any Government’s ‘five drivers of productivity’; innovation is seen as particularly important. There is also a political consensus that growing diversity brings economic benefits, although there is disagreement about longer-term effects in many developed and developing countries.

Urban areas also play a number of important roles. They are the focus of most people and economic activity. Increasing returns in cities confer productivity payoffs and help support innovative activity. Urban areas are recognized as important to innovation at the national level, although the subsequent contribution of innovation to urban growth is less clear-cut. London and New York are the two global cities with culturally diverse populations; and are one of the original ‘global cities.’ Alongside New York, London remains a hub of the global financial system.

London is also one of the most culturally diverse cities on the planet. Over the past 15 years, it has become substantially more cosmopolitan, both by receiving the majority of new UK migrants and via the emergence of settled new communities in the city. London's schoolchildren speak over 300 languages.

The city's cultural diversity is widely seen as an economic strength, by national and city government, as well as the business community. In particular, diversity is seen as driving forward ideas generation and the emergence of new products and services. Service-dominated economy means that it performs poorly on traditional innovation metrics, such as R&D spending and patenting activity. So, there is considerable interest in other aspects and drivers of innovative activity in the city.

Diversity, innovation and growth Economic geography has seen increasing interest in the links between aspects of urban diversity and urban economic performance. Economic diversity is related to urban innovation. Increasing returns in cities are linked to economically diverse environments firms can benefit from diverse 'nursery cities'. There is also some suggestive evidence that cultural diversity plays a role in enabling innovation in urban areas.

Diversity, innovation and cities Diversity-innovation channels are likely to operate largely inside organizations. At the firm level, production complementarities and diaspora effects are likely to raise levels of innovative activity. Conversely, communication difficulties and discrimination will reduce organizations' ability to generate and commercialize new ideas. Diverse urban environments may amplify innovation activity, for example via population mix and home market effects. 'Ethnic entrepreneurs' have a variety of important enabling roles in and around firms and cities, but make firm and urban level 'diversity effects' harder to identify: they may reduce to positive or negative selection at the individual level.

Diverse workforces may be more effective than homogenous workforces in problem solving or generating new ideas. 'Cognitively diverse' teams leverage a wider pool of perspectives and skills. Diverse workforces and management teams may have better access to international upstream and downstream markets, through leveraging diaspora social capital. In turn, that may foster innovation via changes to supply chains and production functions; opening up access to new consumer markets may also increase the demand for new products and services. Diasporas may reduce information and communication costs as knowledge is exchanged through groups with greater mutual understanding and trust.

They also increase trust, and so facilitate supply chain links. It has been discussed and seen that culturally diverse firms are more innovative; and so whether this cultural diversity is an economic asset to the city, in terms of its impact on innovation.

The analysis focuses on the role of migrant and minority business owners / partners.

There is evidence to suggest that diverse firms are more innovative. There are small but robust effects of management team diversity on the development and implementation of new products and processes. However, there is little connection between diversity and the successful commercialization of new ideas.

In contrast to the wider literature, which emphasizes the role of diversity for 'knowledge-based' firms, we find diversity-innovation effects across City's industrial structure. Compared to the average firm, diverse firms are more orientated towards large and diverse consumer markets-and markets in the rest of the world. The talents and skills of 'ethnic entrepreneurs' (especially migrants) explain part of our findings, but diasporic communities, home markets and international connectivity also play important roles.

MANOJ DEMBLA

Chartered Accountant & Insolvency Professional

NMA Vision:

To be an institution for facilitating Management Excellence

NMA Mission:

- To facilitate the organizations in Noida & Greater Noida for achieving excellence in industry, service sectors and trading to make it globally competitive.
- To be a change medium for individual, organization, and the society.
- To maintain a financially strong ethical growth-oriented association providing an enjoyable environment to its members as well as to its employees.
- To be an institution for facilitating Management Excellence.

Digital HR?



“The digitization of HRM denotes the technical process of converting analogue HR information into digital HR information for automated processing. The digitalization of HRM denotes **the socio-technical process of exploiting digitization potentials for operational and/or strategic HRM purposes.**” It can help HRM leaders to understand the new dimensions of the Function and processes in the interest of Business as well as Employees.

1 - What is Digital HR?

When Human Resources function is using digital processes in day today functions to optimise social, mobile, analytics and cloud (SMAC) technologies for leveraging the HR more efficient, effective, and connected with people and provide support to management to achieve their ultimate objectives. “Digital HR should also align culture, talent, structure, and processes to balance efficiency and innovation, as well as to sustain a measurable impact on the greater organization as it continuously transforms.”

The following are the various HR processes:

Human resource planning (Recruitment, Selecting, Hiring, Induction, Orientation, Evaluation, Training and Development, Promotion, Employee remuneration and Benefits, welfare, Administration, Performance Management, Talent development, Employee Engagement, Employee Relations and compliance of Law of the land.

2 - We can divide the processes in main four areas-

1. **HR efficiency.** In this phase, companies invest in and build technology platforms that efficiently manage HR processes; often through existing HR technology providers.
2. **HR effectiveness.** In this phase, technology is used to upgrade practices in people (staffing, training), performance management, communication, and work.

5 – Incorporate Work - Life Balance as part of reward strategy,

XIII – Building open work culture and real time feedback.

HR teams manage requests has a direct impact on employee experience and job satisfaction. That makes it critical for HR teams to have workflows in place that can resolve requests quickly and accurately.

That can sometimes be a challenge because HR manage a wide range of employee requests including PTO, equipment and facilities needs, employee feedback, requests to update personal information or access documents...the list goes on.

Improving outcomes for all types of employee requests can be as simple as using workflow management system that allows teams to create and automate unique workflows for each type of employee request. Sometimes referred to as HR case management software, these tools make collaboration across teams much easier by providing access to everyone — in any department — to provide input or approval to resolve the request and real time feedbacks.

XIV – Provide digital platform to connect with HR.



4 - Digital HR solutions –

Some Important examples of Digital HR processes, which can be useful to achieve your organisational goal / objectives and increase the bottom line of your Business:-

- 1 – AI based digital HR solutions in recruitment and selection.
- 2 – Digital HR solutions in Learning and Development.
- 3 –Sharing Employee Experiences as per need.
- 4 – Retrieve employee details across organisation within no time to take decision for salary management, Talent Management, Performance management, Employee growth plan and succession planning etc.

In view of the above, the digitalization of HR processes has become the need of every progressive and professionally managed organisation.

V.K. Sharma

He is Founder & Director of V K Dynamic Leadership Center, Noida

Beyond the Age Gap : Bridging the Generation Gap in the Work-place

M.S. Srinivasan

So much is said and written about the “generation gap” in the family, work-place and the society. Many writers and scholars classify the new generation into many categories like, X, Y, Z. This new generation is said to be very different from the older generation. What is the true nature of these differences and how to bridge the gap between the younger and older members in the workplace? This article tries to answer this question in the form of a case study.

The Young Maverick and the Seasoned Executive

Rita Mathur, head of the film production division of Ranjitha Films, bristled with irritation and resentment over his young assistant, Ashok, when her CEO, Rajiv Malhotra said, “Rita, I loved his ideas”. Rita muttered to herself, “Ashok! — that brash kid has to be shown his place. How can he bypass me and go straight to Rajiv”.

Ranjitha Films is one of the most successful, diversified and professionally managed firms in the Indian film industry with separate divisions for theaters, studios, film production, film distribution, trading in film equipment, each headed by a professional manager. Rajiv Malhotra, CEO of Ranjitha Films, after finishing his MBA and a diploma in film making in US, took over his father's film distribution business and within fifteen years made in into what it is now.

Rita was a classmate of Rajiv in the film making course in US. She went on further to do a Master's degree in audio-visual media management and a fairly successful career as an executive in the film and media industry in US. Rajiv and Rita kept in touch with each other and when Rajiv took the decision to start a film production unit he asked Rita whether she would like to invest in his firm as a partner and also take charge of the film production unit.

Rita replied jokingly, “I would prefer to be an employee in your firm rather than risk investing in your business.” She declined to invest but agreed to take charge of the film production division of Ranjitha Film on a salary and a profit sharing scheme. Rita was smart and efficient in adapting quickly to the tastes of the Indian audience and the Indian film industry. She was able to produce two low-budget family entertainers which brought sizable profit to the company.

Ashok, the 23 year old assistant of Rita, is a graduate of a leading film institute in India with a brain brimming with new ideas. He has a dream of producing a documentary like Al Gore's "Inconvenient Truth" with a large societal impact. But after producing an unsuccessful documentary, Ashok was desperately wondering what to do. At this stage.

He saw an ad for a production assistant in Ranjitha Films and applied for it. In the interview, Rita and Rajiv liked the young boy and his youthful enthusiasm, idealism and the creative streak. He was inducted into the company with a very decent salary which is far above the average for such position in the Indian film industry.

But after a few months the difference in temperament, outlook and age between Rita and Ashok started becoming more and more apparent. Ashok felt Rita arrogant, domineering, conservative and commercial.

He was surprised how someone who studied and worked in US could be so conservative in her thought and outlook. Rita thought that the "kid," though brainy and creative, was impractical dreamy and immature. But still the Rita-Ashok team held together and produced results. Rita found Ashok very good at production planning and scheduling. And Rita, though did not listen to most of Ashok's suggestions, liberal in working hours. As long as the work is done, she didn't insist on strict timings and allowed flexitime.

She was also generous in her praise, whenever Ashok did goodwork. She would say, ruffling Ashok's hair with sisterly affection, "fantastic Ashok, you are a master planner." But the temperamental and generational differences between Rita and Ashok reached the threshold point when Rita and Ashok were discussing the theme for the new film project, Ashok suggested that it should be something with a compelling message on environment or corruption. But Rita said with a dismissive smile: "Ashok, environmental thing is good for America but will not work in India, where the level of awareness on environment is very low. And after Anna Hazare Indian people have listened to more than sufficient sermons on corruption.

There is no need for a film. I want our third film to be mid-budget Hindi masala with a strong patriotic fervor." Ashok thought to himself, "Oh this woman is so grossly commercial." But the theme was approved by Rajiv and Ashok has to swallow his pride and humiliation and get on with Rita. Later, when they were discussing the advertising strategy for the film, Ashok suggested a scheme using the social media, which can considerably reduce the cost of advertising. But here again Rita said, "It's a good idea which can explore in the future. But at present not effective for promoting the type of films we are producing". Ashok felt snubbed and angry.

On the next day, when Ashok was thinking how to deal with his boss, suddenly he thought why not bypass her and present his ideas on the social media directly to his CEO, Rajiv. Ashok found Rajiv to be a more progressive person than Rita, with a genuine liking for young people. Rajiv encouraged his employees to send their ideas and suggestions directly to him.

But Ashok thought e-mail was not enough. He has to meet him directly and present his ideas. But how to do it? When Ashok came out of the office with this question in his mind, he was pleasantly surprised to meet Rajiv in the lobby, turning his face towards him, after a few words with the receptionist.

Ashok greeted his big boss with a broad smile and said: “Good evening Sir.” Rajiv nodded his head with a friendly smile and said: “Don’t you work with Rita.” Ashok replied, “Yes Sir, I am Ashok Sir.” Rajiv said, “I hope you are enjoying your work, Ashok.” Ashok grabbed the opportunity and told Rajiv hurriedly and politely he has some good ideas for the new film project and his boss is not receptive. Rajiv looked straight at Ashok for a few minutes and said, “Let us sit there and talk I am giving you ten minutes.

Tell me quickly and briefly what you have.” Ashok explained rapidly his ideas on using social media for advertising the new film. Rajiv listened intently and said with a warm smile, “Truly a brilliant idea Ashok. Tomorrow we will have a meeting with Rita and we will talk through your ideas. You must make a clear presentation making a point-by-point comparison of your plan against the marketing plan we have at present.” Rajiv, while driving to home, rang up to Rita and said, “Rita, Ashok told me his plan on the social media. I loved his ideas. I asked him to make a presentation to us tomorrow.

How They Can Join Hands

The specific problem articulated in the case looks like a classic example of the famous “generation gap” talked about so much by everyone. But when we look a little deeper, it could be more of a temperamental than a generational gap. There are many in Ashok’s generation who has the same temperament and outlook of Rita and similarly there are many in Rita’s generation who are of the same type as that of Ashok. There may also be a generation gap due to difference in age, but along with it there is a temperamental gap created by difference in nature.

However, all “gaps”, temperamental, psychological or generational are the result of lack of understanding which in turn is due to stereotypical and superficial judgements based on outer appearance and behaviour.

For example, if Ashok takes a less judgemental and more generous attitude to Rita, he will find that his boss is not as bad as he imagines herself to be. Rita is very generous in praising Ashok's good work and liberal in allowing flexitime. Not many bosses in the Indian corporate world are as generous and liberal as Rita. Ashok seems to have an idealistic, imaginative and conceptual mind, whereas Rita appears to be a practical business woman.

In fact their temperaments mutually complement each other and if they work together with mutual understanding of their nature and strength, they will be a great team.

Thus we can see here that there are three gaps which have to be bridged. First the age-gap; second is a nature-gap; third is a understanding-gap. If this third gap in understanding is bridged, the other two gaps get resolved without much conflict.

The first step towards this mutual understanding is to cease from all harsh judgements. They must understand that our thoughts and feelings are not mere abstractions but are forces which are contagious.

A critical thought and feeling induces a corresponding reaction in the other person, even when it is not expressed outwardly in speech. As The Mother of Sri Aurobindo ashram points out: "The first necessity is to abstain from thinking of anyone in a depreciatory way. When we meet a person, our criticizing thought give to him, so to say, a blow on the nose which naturally creates a revolt". (1) Ashok thought about his boss, "O this woman is grossly commercial" would have created an inner revolt in Rita.

There can be mental disagreement with opinions and view-points of others. This is legitimate and also helpful if it can be resolved by arriving at a synthesis in thought. But if this disagreement in thought is accompanied by a strong emotional resentment for the other person, it will lead to serious conflict and friction.

The second step is to desist from all stereotypical branding or labeling of people as good and bad based on our own personal nature's likes, dislikes or inclination. We must learn to understand or accept the nature of the other person as he or she is, objectively without judgement, saying, "He (or she) is what he is." Here, the very concept of a "generation-gap" may become an obstacle to this understanding. If we have some fixed and preconceived notions about the younger and older generation, then we are wearing coloured glasses which blocks objectivity in perception. However this doesn't that there is no difference between the older and the new generation.

As a group these two generation may have prominent or unique characteristics which may be different, like for example, values and attitudes to work in life. But these differences have to be discovered not by subjective personal notions but by objective observation, research, experience or intuition.

The third step is to learn to see and feel the good qualities in the other person with a positive outlook and goodwill. Just like harsh judgements leads to negative reaction and conflict, positive thoughts and feelings induce a similar thought and feeling in the other person leading to inner and outer harmony.

So Ashok should stop labeling Rita as “conservative” or “commercial.” He must understand and accept that she is a practical woman with the keen business sense of a corporate executive and there is nothing negative in it. In fact she has to be like that if she has to build her division on firm financial footing. He must appreciate her competence in quickly understanding and adapting to the tastes of the Indian audience and producing two successful low budget films.

Similarly Rita should stop branding Ashok as immature, impractical or idealistic. Maturity comes from experience and you can't expect a 23 year old boy fresh from college to be very mature. She has to understand that Ashok is a creative and artistic kind of person and like many idealistic youth, wants to do something meaningful to the society. His capacity for production, planning and scheduling shows that he has also conceptual skills. His suggestions on the social media indicate that he has the streak of a maverick in him, for out-of box thinking. Rita must figure out how to make use of these potentialities in Ashok for the growth of her division and the company.

Rita must treat Ashok with respect, understanding and kindness without any condescending sense of superiority. She should not reject his suggestion in a dismissive manner. She must give due consideration to his suggestion by engaging him in a process of dialogue, debate, discussion and asking probing questions. As his leader, Rita has to not only harness his manifest and developed potentialities but also his unmanifest and underdeveloped faculties which means, instead of labeling him dismissively as idealistic and impractical, she has to mentor him and help him to develop his pragmatic sense. If she is able to do this, she gains the respect and admiration of her lieutenant. And finally Rita must recognise that Ashok's imaginative, idealistic and conceptual faculties and his social sensitivity are essential for the future growth of her division in a higher direction. If she wants her film production division to make a positive contribution to society, and not merely remain as a money-making machine turning out sentimental or masala films, she must think out how to make use of the talents of Ashok to produce films with a positive and inspiring social and moral content.

Let us now move from the specific problem described in the case to the more general problem of bridging the generation gap in an organisation. Here again the solution lies in mutual understanding. On the side of the younger generation management of the organisation should make a sincere and conscious effort to understand their needs and expectation and address them.

The senior people must try to understand what the younger people think about them and what do they want from them. Similarly younger group must try to understand what the elder bosses think about them what do they expect from them. The second step is to have group discussions based on these perspectives conducted by perceptive mentors. These group sessions must encourage frank and critical assessment on how much of these notions or expectations are reasonable and valid and how much of them are unreasonable or based on stereotypical fixations. The third step is to figure out how to address these problems and expectations which are reasonable and valid. Here is an example from a US firm. Pamela Nicholson, president and COO of Enterprise Rent-A-Car with a large number of young people in its payroll, describes some of the measures taken by her firm to address the needs of young employees:

“One of our regional operations in central Pennsylvania has set up a coaching regimen for entry-level worker---senior managers there asked employees what was important to them and how the company could help them achieve their personal and professional goals. The employees requested coaching in four areas of their lives: financial stability and success, relationships, health and fitness, and career. The senior team at this operation addresses each of these topics in a management training program it calls "The Juggling Act."--- Employees receive coaching in practical skills, such as scheduling time for friends and family; planning healthful brown-bag meals rather than being a slave to fast-food options; preparing a personal budget and bill-payment strategy; and using their benefits package for retirement planning and other services.”(2)

Conclusion

Generation gap is a fact of work-life but what are the main factors behind the gap has to be understood by probing deeper beyond the age-gap. And the key to bridging the gap lies not in outer factors but in a sincere and genuine will towards mutual understanding the mind and heart.

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- 2.Tamara J. Ericson, 'Gen Y in the Work-force' Harvard Business Review, February 2009, P-36

NMA Activities

Sh. Sandeep Mittal, President - NMA and C.S.Mishra, Executive Officer - NMA, Participating in AIMA Leadership Conclave at Hotel Taj Palace, New Delhi on 12th April 2022



NMA organised a Program On “Art of Living” at NMA House On 28th May 2022 by Sh. Deepak Jain, Chairman – Program Committee, NMA and Lifestyle Coach Ms. Anjali Tyagi



“Living Life by Design and not Default” by Sh. Akhilesh N. Singh, EC Member on 8th June 2022



Yoga Day celebration at NMA House on 21st June 2022



Annual General Body Meeting on 12th July 2022 at NMA House



Program on “Impact of Cultural Changes on Employees Relations and its new perspective” by Sh. V K Sharma, EC Member on 12th July 2022



‘गीता धर्मशास्त्र नहीं मार्गदर्शक है’



नोएडा। नोएडा मैनेजमेंट एसोसिएशन (एनएमए) ने रविवार को सेक्टर-62 स्थित एनएमए हाउस में आर्ट ऑफ लिविंग पर सत्र का आयोजन किया। इसमें कोरोना महामारी, स्वास्थ्य, रोजगार और सुरक्षा आदि विषयों पर चर्चा की गई। इस दौरान बताया गया कि गीता कोई धर्मशास्त्र नहीं, बल्कि एक मार्गदर्शक है। इसका सार उन युवाओं को भी बताना चाहिए जिनकी गीता और

अन्य शास्त्रों के बारे में सामान्य रूप से एक अलग धारणा है। कार्यक्रम में एनएमए के अध्यक्ष संदीप मित्तल, पूर्व अध्यक्ष एचके गर्ग, डॉ. योगिंदर सिंह, दुर्गेश गर्ग, वीके शर्मा, सीएस मिश्रा, एके गुप्ता और अखिलेश सिंह सहित अन्य सदस्यों ने हिस्सा लिया। व्यूरो

Amar Ujala 30 May 22

आर्ट ऑफ लिविंग पर चर्चा



नोएडा (चेतना मंच)। नोएडा मैनेजमेंट एसोसिएशन (एनएमए) ने आर्ट ऑफ लिविंग पर सत्र का आयोजन एनएमए हाउस, सेक्टर 62 में किया। सत्र में चर्चा की गई कि हमारी विभिन्न दिन-प्रतिदिन की समस्याओं, पीड़ा, तनाव, बीमारी आदि के बीच सफलता, खुशी, आनंद, ज्ञान और

सर्वोपरि कल्याण के साथ जीवन कैसे जिवा जाए।

सत्र का संचालन श्री दीपक जैन, कंपनी सचिव और प्रेरक प्रवक्ता द्वारा किया गया, जिन्होंने अपनी आध्यात्मिक यात्रा के पिछले 10 वर्षों में 500 से अधिक प्रेरक और पेशेवर सत्र दिए हैं। उनके कार्यक्रमों में मनोविज्ञान, तंत्रिका

विज्ञान और एनएलपी के विज्ञान के साथ पारंपरिक और प्राचीन ज्ञान का मिश्रण होता है।

कार्यक्रम में एनएमए के अध्यक्ष संदीप मित्तल, पूर्व अध्यक्ष एच के गर्ग, डॉ. योगिंदर सिंह, दुर्गेश गर्ग, वी.के. शर्मा, सी एस मिश्रा, ए के गुप्ता, अखिलेश सिंह सहित अन्य सदस्यों ने भाग लिया।

Chetna Manch 30 May 22

जीवन की कला पर कार्यशाला

नोएडा। नोएडा मैनेजमेंट एसोसिएशन द्वारा बुधवार को जीवन जीने की कला विषय पर एक कार्यशाला का आयोजन किया गया। इस कार्यशाला



के प्रमुख वक्ता अखिलेश सिंह ने बताया कि डिफ़ॉल्ट रूप से जीवन जीने वाले अधिकांश लोग सब कुछ परिस्थितियों पर छोड़ देते हैं। इसके परिणामस्वरूप भ्रम और जीवन में दुख व्यतीत होता है। जबकि लक्ष्य को

तय कर जीवन जीने से व्यक्ति को अपने जीवन के उद्देश्य को प्राप्त करने में मदद मिलती है। पिछले 50 वर्षों के दौरान भारत की प्रति व्यक्ति सकल घरेलू उत्पाद में 20 गुना वृद्धि हुई है। ब्यूरो

Amar Ujala 9 Jun 22

एनएमए में जीवन की कला पर कार्यशाला का आयोजन

नोएडा (चेतना मंच)। नोएडा मैनेजमेंट एसोसिएशन (एनएमए) ने जीवन जीने की कला पर एक दिलचस्प कार्यशाला का आयोजन किया। इस कार्यशाला के प्रमुख वक्ता श्री अखिलेश सिंह ने बताया कि डिफ़ॉल्ट रूप से जीवन जीने वाले अधिकांश लोग सब कुछ परिस्थितियों पर छोड़ देते हैं जिसके परिणामस्वरूप भ्रम और जीवन में व्यतीत हो ता है। जबकि डिजाइन द्वारा जीवन जीने से व्यक्ति को अपने जीवन के उद्देश्य को प्राप्त करने में मदद मिलती है जिसके परिणामस्वरूप सफलता, आंतरिक शांति और खुशी मिलती है।

कार्यक्रम में योगेंद्र सिंह, दीपक जैन, दुर्गेश गर्ग, ऐ के गुप्ता, सी बी शर्मा, वी के शर्मा, सी एस मिश्रा समेत पेशेवरों के एक अच्छे समूह एवं नोएडा मैनेजमेंट एसोसिएशन के सदस्यों द्वारा एक अत्यधिक संवादात्मक कार्यशाला का आनंद लिया।

एनएमए हाउस में मनाया योग दिवस



नोएडा। 2015 से हर साल 21 जून को अंतरराष्ट्रीय योग दिवस मनाया जाता है। इस वर्ष, आयुष मंत्रालय ने मानवता के लिए योग विषय गढ़ा है। योग एक शारीरिक, मानसिक और आध्यात्मिक अभ्यास है जिसकी उत्पत्ति भारत में हुई थी। इस अवसर पर संदीप मित्तल अध्यक्ष एनएमए ने एस.एन. सिंह मुख्य अतिथि एवं अन्य का स्वागत किया। कार्यक्रम में सीबी शर्मा, दुर्गेश गर्ग, सीएस मिश्रा और अन्य ने भी भाग लिया।

Chetna Manch 9 Jun 22

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