CHAPTER-2
MANAGEMENT & HUMAN RESOURCE – AN OVERVIEW

2.1 INTRODUCTION

Managerial effectiveness is predominately culture specific (Sharma, 2001). The Bhagavad-Gita is an ancient Indian spiritual and philosophical text and is more than 5000 years old. Chinmayananda (2003) asserted that from time to time an ancient philosophy needs intelligent re-interpretation to apply effectively in the context of modern times. An attempt has been made based on text and content analysis of specific and selected slokas (verses) from the Bhagavad-Gita, to arrive at a relevance of the Bhagavad-Gita with Human Resources, mainly focusing on Managerial Effectiveness.

This study is done to analyse and explore the Managerial Effectiveness through Human Resource from the perspectives of the Bhagavad-Gita, which presents one of the Indian (Vedic) views on managerial effectiveness. The main responsibility and objective of a Manager is to manage the Human Resources; of all resources, human resources are the most important as these in turn, utilize others such as money, materials or time. Human resources are perhaps the most difficult to manage and call upon a person's creative ability to manage the process or activity of the moment. Mohandas Nair, (1999)1, “Management from the Experts”. Ever since the economy was opened up in the early ‘Nineties’, the management scene in India has been going through profound new orientations. New technologies in communications and information apart, there is a growing integration of management practices in India with those which predominate in the industrialized countries. The concept of globalization and liberalization create a different meaning on Competition in the business. This also gives a strategic lesson that getting a permanent status in the global market is not an easy task which is depending upon many factors such as Quality, Cost and Customer satisfaction. This has generated, in India, with new managerial mindsets and techniques. Different facts of the changing world of management have been grouped into four sections (T.V. Rao 1999)2.


1 Managerial Skills
2 Strategies to be adopted
3 Organizational Issues
4 Human Resources Development

A need is arisen today, than ever before, to inculcate practical management skills in executives – particularly such skills which enable them to lead, influence, control, and co-ordinate the activities of they obtain results, and for whose work and welfare they are accountable.

2.2 MANAGEMENT – AN OVERVIEW

Management is considered as the process of getting activities completed efficiently and effectively with and through other people.³

It has been stated that irrespective of the nature and volume of the organizations, Managers play various roles for increasing managerial effectiveness which will be, generally, divided into interpersonal roles, informational roles and decisional roles. Managers need certain skills to play these roles in an effective way. In general, three types of managerial skills, which includes technical skills, human skills and conceptual skills are considered as a basic and essential.⁴

MANAGEMENT OF CHANGE

Mr. D.C. Bakshi, (2000)⁵ speaks on management about resetting the stage for the next millennium on the pace of technical and organizational change in India is so rapid – a fallout of the economic reforms of the Nineties – that most young managers will want to make hay while the sun shines, by making as many job changes as are optimal and adequate to obtain enough experience in carried and diverse work cultures, environments and ethos. In order to accomplish this successfully, one must be able to quickly and easily transfer the skills and knowledge they acquire in one job to another. Further, it is this adaptability which qualifies management as a “profession”. The implication is that on account of his unique and specialist talent, he will be able to function as a manager in

³ Henry Minzberg 1973, in his book – Nature of Managerial work
⁴ Robbins 2003
any industrial, commercial, or some such situation. Such adeptness for self – transplantation becomes the passport for success and growth in the current managerial milieu. There is a great need to have the skills which are considered basic and vital for a modern manager, to acquire such an adeptness and adaptability. Technological change is a continuing and familiar feature of our modern industrial society. The development of products, and their use in opting new products and services has been and can be in the future a major force for economic and social progress. New skills have been developed, old skills have faded away. The organizations of work have undergone many radical changes. A typical example of technological change in modern times is updation with computerization. Failure to exploit new technology and updation will have far more serious effects and consequences on employment and the economy. If technology change is handled well it can provide job enrichment, greater motivation and increasing confidence in the leadership of a company.

Introduction to Management has become a part and parcel of everyday life, be it at home, in the office or factory and in Government. In all organizations, where a group of human beings assemble for a common purpose, management principles come into play through the management of resources, finance and planning, priorities, policies and practice. Management is a systematic way of carrying out activities in any field of human effort. Shivkera (2010)\(^6\) adds that the desire is differentiated from a goal by adherence to 5-‘Ds’ - that are

1. **Direction**
2. **Dedication**
3. **Determination**
4. **Discipline**
5. **Deadlines**

He also adds, the goals must be “SMART” –

1. **Specific**
2. **Measurable**
3. **Achievable**
4. **Realistic**
5. **Time Bound**

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FUNCTIONS OF MANAGEMENT

The functions of the Management are described as:

Planning, Organizing, Leading, and Controlling of Human and other resources to achieve the organizational goals effectively and efficiently.

Henry Foyal⁶, while talks about the functions of the Management, narrates the following:

**Planning:**

To choose appropriate organization goals and courses of action to best achieve those goals. The planning function decides the organization's efficiency and effectiveness and accordingly determines the strategy of the organization. The following three steps are considered in the Planning process:

- Deciding the goals to pursue.
- Deciding the courses of action to adopt.
- Deciding the allocation of the resources.

**Organising:**

Establishing task and authority relationships that allow people to work together, to achieve organizational goals. People working together and coordinating their actions to achieve specific goals. To Structure the working relationships in a way so that it allows organizational members to work together to achieve the assigned goals and the objectives. Employees will be grouped into departments according to the tasks performed. The main task is to lay out the lines of authority and responsibility for the members concerned in the organisation.

**Leading:**

Motivate, coordinate and energise individuals and groups to work together to achieved the assigned organization objectives and goals. To articulate a clear vision to follow, and energizing and enabling the organizational members to make them understand their roles in their organization. Leadership describes using power,

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⁶ Henry Foyal, Tata McGraw-Hill. 2004
motivation, vision, influence, persuasion, communication & interactive skills. The final outcome of the leadership will be expressed by the motivation, zeal and encouragement of the team members.

Controlling:

Establish accurate measuring and monitoring systems to evaluate how well, the organisations have achieved the goals. The ultimate success of any organisation is on its evaluating skills and analyzing. To check and understand the desired performance of the organization or the individuals, monitoring and interacting are needed. To take appropriate action to increase the performance as required, wherever needed. The efficiency and effectiveness of the organisation is the result of the outcome of the controlling measures taken by the organisation.

People responsible for supervising the use of an organization’s resources to meet its goals. Resources of the organizational assets are:

- People
- Skills
- Knowledge
- Information
- Raw materials
- Machinery
- Financial capital

Management task is to make people capable of joint performance, to make their weaknesses irrelevant, says the Management Guru Peter Drucker. It creates harmony in working together - equilibrium in thoughts and actions, goals and achievements, plans and performance, products and markets. It resolves situations of scarcity, be they in the physical, technical or human fields, through maximum utilization with the minimum available processes to achieve the goal. Lack of management causes disorder, confusion, wastage, delay, destruction and even depression. Managing men, money and materials in the best possible way, according to circumstances and environment, is the most important and essential factor for a successful management.
Building Blocks of Competitive Advantage

The following are considered as the building blocks of competitive advantage in any sort of business or organization:

Efficiency

The persons engaged should be efficient as well as the products produced by them should have the efficiency and durability. Efficiency depends upon the skill set and knowledge level of the employees engaged in an organization.

Innovation

To complete the world and to update with the current trend, innovation is very much required for any organization. Innovation and exploration of new avenues will pave a way for efficiency and growth of the organisation.

Quality

There is no compromise for quality. To retain the market share and also the customers, it is essential that quality to be maintained. In fact it should be an in built component. Recent action in organisations is removing Quality inspectors and supervisors and the individual who makes the products is responsible for that product quality. Only quality can bring market share and brand name in the market, especially in the current scenario.

Responsiveness to customers

To sustain in the business, care to be taken on customer’s side. Customer is the King and there is no replacement or substitute for that. Right from product quality, on time delivery and cost competitiveness, there should be a significant place for after sales service and attending customer complaints.

While analyzing the above factors, it can be seen that there is an important distinction between effectiveness and efficiency in managing -

- Effectiveness is doing the right things.
- Efficiency is doing things right.
FUNCTIONS OF MANAGER

The general principles of effective management are applied in every field, the differences being more in application than in principle. The Manager's functions are summed up as:

* Forming a vision
* Planning the strategy to realise the vision.
* Cultivating the art of leadership.
* Establishing institutional excellence.
* Building an innovative organisation.
* Developing human resources.
* Building teams and teamwork.
* Delegation, motivation, and communication.
* Reviewing performance and taking corrective steps when called for.

Efficiency, Effectiveness, and Performance in an Organization are inter-related and the following will describe the same:

**Low Efficiency – High effectiveness**

The authority chooses the right goals to pursue, but does a poor job of using resources to achieve these goal, which will result in high cost.

**High efficiency – High effectiveness**

The authority chooses the right goals to pursue and makes good use of resources to achieve these goals. Resulting in good quality with good price to the satisfaction of the customer.

**Low efficiency – Low effectiveness**

The authority chooses wrong goals to pursue and makes poor use of resources, resulting in low quality product, which will not be accepted by the customer.
High efficiency – Low effectiveness

The authority chooses inappropriate goals – but makes good use of resources to pursue these goals resulting in a high quality product which is beyond the customer’s need and ultimately customer does not want that also.

Mr. M.K. Rustomji, (1978)\(^7\) explained in his book “Excellence in Management that Management which is represented by variety of people, has been facing across various issues”. Some of them are high lighted as below:

- Job involvement
- Dedication towards the commitments
- Action against plans
- Attitude
- Quality of work
- Communication
- Team work
- Getting along with people
- Stress relieving
- Achieving the goals
- Leadership quality

\textbf{ROLE OF MANAGEMENT & HUMAN DEVELOPMENT}

The role of management for achieving the objectives through Human Resources is more strategic and those involved in this area would have to look for star performance from outside organizations who have such capabilities. Human resource planning also looks at broader issues relating to the way in which people are employed and developed in order to improve organizational effectiveness.

According to Andrew Sargent, (1985)\(^8\), in his book on “How to Motivate People” says that the main management problems are how to motivate its employees to perform optimally, how to organize their recruitment and training, and how to satisfy the customer. There are three things involved – (1) inspiring the individual to buy a product


(2) to identify and (3) to respond innovatively to his requirements in terms of products. The questions management science grapples with are two-fold- to motivate employees and inspire consumers. While Man is considered as the focus of attention, Money, technology and organizational structures are all subservient to human nature and need. Hence, the key lies in understanding humans. Psychology, anthropology, sociology and the other behavioural sciences have all sought to study man as the centre of economic relationships. Human behaviour, whether as individuals or groups, remains most unpredictable. Individual and group behaviour with reference to productive and consumptive activities varies from culture to culture, country to country and group to group, depending upon the historical origins, traditions and life situations of peoples. Thus the work culture of America is different from that of India. The consumption needs of the people of Europe are different from those of Africa.

While formulating theories and ideas for different societies, Management science has to take this factor into account. That is why American, European and Japanese management practices exhibit such distinct characteristics. If the American management style is thoroughly contractual, on a hire-and-fire basis, Europeans have a dash of family and patriotic values thrown in while in Japan complete job security and pride in the company’s honour govern management thinking and practice.

Thus, broadly speaking, management is a science with precise universal formulations; which in practice is an art reflecting the cultural variations in societies. Management in India, therefore, must reflect Indian characteristics in its dealing with Indian workers and consumers (Rustomji, 1978). Since man is the focus of management attention and his behaviour is influenced by a variety of cultural factors, management science has to be nimble-footed to elicit the best creative talents latent in people. It is in this context that it is in this context that management problems are looked at are solved.

T.V. Rao, (1999)\textsuperscript{9} says that the role or Human Resource Development is more strategic than in earlier days. Those involved in Human Resource Management activities would have to look for star performance from outside organizations who have such

\textsuperscript{9} Rao, T.V., “Evaluating the HR Functions for Business Improvement”, HRD Audit - Response Books, New Delhi, 1999.
capabilities and finally develop all of them to the requirement of product, process and services to beat the global competition. HRD would be instrumental in creating a cooperative team which would be able to share the vision as well as transmit business information and align regional, national and international operations of business resulting in a manager’s developing an identity in the business world. The major task would therefore be to transform the young and educate and also those who would cross the boundaries of schools and colleges. The major shift would depend on changing perspectives as well as academic contents of these groups to match the business and industries scenario. If a man has to achieve his objective, he has to be clear about the scope of the objective and how the objective could be achieved.

In practice, it is examined critically in the Indian context, that managers to know about their companies becoming learning organization and concrete changes in behaviour are to be carried out. Learning organizations are skilled at five main activities; systematic problem solving, experimentation with new approaches, learning from their own experience and past history, learning from the experiences and best practices of others and transferring knowledge quickly and efficiently throughout the organization.

**MANAGEMENT & TECHNOLOGY CHANGE**

According to L.N. Veena, (2000)\(^\text{10}\), in her article on "Management of Technological change" describes that the change is a continuing and familiar feature of our modern industrial society. The significant fact is that development and products, and their use in trying out with new products and services has been and in the future a major force for economic and social progress. The organizations of work have undergone many changes and unless updation is done with new technology, the organisation will face more serious effects on employment. Hence technology change has to be handled well so that it will provide job enrichment, greater motivation and increasing confidence in the leadership of a company. In order to accomplish the change successfully, there is a need to quickly and easily transfer the skills and knowledge they acquire in one job to another. Further, it is this adaptability which qualifies management as a “profession”.

\(^{10}\) Veena L.N., “Management of Technological Change”, Hindu speaks, Vol-II, 2000
The implication is that on account of unique and specialist talent of the individual, the person will be able to function as a manager in any industrial, commercial, or some such situation. Such adeptness for self – transplantation becomes the passport for success and growth in the current managerial milieu. According to Mr.R.Devarajan (2000)\textsuperscript{11}, certain basic and vital skills are required for every manager, to acquire such an adeptness and adaptability with the changing scenario and environment.

\textbf{MANAGEMENT SKILLS}

\textbf{In today’s scenario, there is a} significant need is arisen than ever before, to inculcate practical management skills in executives – more specifically, such skills which enable them to guide, lead, persuade, control, and co-ordinate the activities of other people, through whom they obtain results, and for those contributions and welfare they are made responsible. They are:

- Delegation
- Communication skills
- Assertiveness
- Dealing with stress

\textbf{Delegation}

Delegation is the assignment of responsibilities to subordinates along with the true devolution of necessary authority to accomplish such work. It is not only a technique for saving time, but also a management control and training technique. One must decide what to delegate, when to delegate, and under which circumstances.

\textbf{Communication skill}

Communication skill is both primary and important for success in any management. The role and focus of an effective manager is to constantly hone his communication skills.

\textsuperscript{11} Devarajan, R, “Six Skills for Every Manager”, The Hindu, Vol.II, 2000,
Assertiveness

Assertive behavior has earned a bad connotation, because of its seeming association with aggression. Aggression is intended to insult, injure, frighten or destroy; whereas assertion helps individuals to manifest initiative, translate ideas into action, and maximize their potential. Aggression is hostile, harmful and stems from base motives like greed and deprivation.

Dealing with stress

It is a well known fact that Management is potentially a stressful activity. Conflicting demands placed by the job situation lead to stress in Management. Resolution of such conflicts requires a high level of interpersonal skill. Of course, Stress has both good and bad features. It has been found that while making a study of management techniques used by successful managers of many American companies, it was felt essential to study the mode of action and the springs of motivation and action of these managers and executives. It was found that the modes and actions of the chief executive of a company and the mode of which he intends to convey or desires to be conveyed down the line have a very greater influence on managing the activities of the company and in turn contribute to its success or failure.

Time Management

Time is a resource which must be allocated optimally, to gain maximum advantage. Time is a common gift distributed to all the human beings equally.

Negotiation Skill

Negotiation is a significant management skill and it is vital that an ability should be developed. The essence of any negotiation is compromise.

Professional Management

It was found that the actions of the management to understand the workings of any organisation are very important. Louis A. Allen, in his book ‘Professional Management’ has studied these modes of action in detail. The spontaneous mode is an intuitive action to accomplish the desired objectives. In a recent interview, where he was talking about Indian Corporate, adapting to the new global environment, Prof. C.K.
Prahlad, international guru, advised that thinking cannot be borrowed. Corporate world is buzzing with joint ventures with foreign companies, where the partner companies bring with them completely different working styles and cultures. In a nutshell, recruitment, retention and involvement are the major tasks for any management. In that case, managing Human Resources is not only a prime and basic task, but also an important and essential one for growth and development of any organization. Hence, Management to give more thrust and significance to PEOPLE. This is the task of any management in spite of its size, products and area of operation.

HUMAN RESOURCE DEVELOPMENT

For any organization, despite its size and volume, Human Resource Development is a continuous process. The nature of efforts and investments put in, to develop human resources may vary from organisational to organization depending on its need, nature and size. There are many methods or instruments available for organizations to develop employee competencies. The competency map provides a very powerful administrative tool to define, assemble, develop and manage human capital in very effective ways to facilitate the development of organizational competencies. Competency models describe the knowledge, skills and attributes required for the effective performance of a job. Competency of an individual is to ensure the minimum acceptable performance in a position.

STRUCTURING OF HRD FUNCTION

Besides the normal functions of controlling, monitoring, welfare, discipline and other maintenance type activities, a HRD person is required with competence, credibility and motivation. The HRD function is in a way a spiritual function. It is therefore linked directly with the chief of the organisation. Because, the top management need to keep in touch with people in many ways. HRD is link to create a conducive atmosphere in the organisation.

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34 Role and functions of HRD Managers and HRD departments – by Mr. T V RAO- IIM Ahmedabad bulletin (a work for national HRD net work)
HRD – A MISSIONERY

The HRD man is a man on mission. Therefore, naturally, he should have the qualities of a missionary. His mission is to create a learning environment and development climate in the organisation. In modern organisations, employees tend to get too concerned about their personal power needs, status, rewards, promotions, etc. While the organisational growth, its future, personnel policies etc have a good degree of impact on employee satisfaction and work motivation, the employee himself – put his thoughts, obsessions, biases, aspirations, emotional maturity, reflective nature, etc, matters a lot in determining his satisfaction. A healthy environment in the organization - i.e. Characterised by openness, trust, mutual support and helpfulness, collaborative attitudes, willingness to sacrifice personal and small group goals for larger interests, autonomy, positive attitudes to ach other etc. combined with a development desire on the part of individuals can go a long way in building people and organisations. The mission of the HRD personnel or Incharge is to build such a climate in the organisation and simultaneously bring about a change in the thinking of individuals. (T.V. Rao, HRD Audit, 1999). Thus he has to be a missionary and with his commitment to his mission, he will be able to inspire others.

HUMAN RESOURCE MANAGER – ADAPTATION TO CHANGING SCENERIO

R.M. Srivastava, (2000)\textsuperscript{13} says on “Role of HRD Managers-New Paradigms”, HR is not a new concept; it is only developed now; Natural resources get depleted when they are used; Human resources get depleted when they are not used; in the last one decade, many organizations have created a new role, which is a newly emerging field and Behavioral scientists, Management scientists and practicing managers started looking for other systematic and planned ways of developing human resources. Although human resource function is receiving the serious attention of corporate India in the recent few years, to cope with the bewildering complexity and paroxysm of business activity, technological advancement, increasing competitiveness, growing concern for low productivity and high cost and cataclysmic changes in socio-cultural environment leading to change in profile of workers, their style of functioning, attitude towards management, towards work and them-selves, the role of human resource manager has

transformed from staff authority to line authority with crucial responsibility and there is a strong need for the human resource manager to pursue an integrated and multi-pronged approach to management. He has to play a more pragmatic, positive and broader role with electrifying effect.

In the changed environment, coalition of corporate vision with the individuals' aspirations is vitally imperative and it is the human resource manager who has to play crucial role in this respect by communicating the corporate vision to the people in the organisations. He has to strategise human resource function so that its various components are harmonised firmly with corporate strategy towards improving productivity, quality and customer satisfaction. This enjoins upon the human resource manager the responsibility of tailoring the man power planning to corporate purpose and objectives and drawing a long-term hiring programme so as to track down people endowed with knowledge, skills and behaviour best suited to achieving corporate objectives. The recruitment process has to focus on identifying people with an incisive and creative bent of mind.

With a view to ensuring that such persons are contributing their best to the accomplishment of corporate objectives, the human resource manager evolves an effective socialisation process to familiarise them with corporate objectives, history, philosophy and policies and procedures and develop attitudes suited to the culture of the organisation. Retaining talents in the organisation also requires active intervention of the Human Resource Manager

SIGNIFICANCE OF HUMAN RESOURCES

PEOPLE .... are the most important and valuable resources in every organization or institution has in the form of its employees. Dynamic people will build dynamic organizations. Effective employees will contribute to the success of the organization. Competent and motivated people will make things happen and enable an organization to achieve its goals. Therefore, the organization to continuously ensure that the dynamism, competency, motivation and effectiveness of the employees remain at high levels. Human Resources Management, is a continuous process to ensure the development of employee competencies, dynamism, motivation and effectiveness in a systematic and planned way. Human Resources Management has multiple goals. These
include employee competency development, employee motivation development and organisational climate development. Employees require a variety of competencies, ie. Knowledge, attitudes, skills in technical areas, managerial areas, behavioral and human relations areas and conceptual areas, to perform different tasks or functions required by their jobs. The nature of jobs is constantly changing due to changes in the environment, changes in the organisational priorities, goals and strategies, changes in the profiles of fellow employees, changes in technology, new opportunities, new challenges, new knowledge base etc. Such a change in the nature of the jobs require continuous development of employee competencies to perform that job well. This competency development is needed on a continuing basis for effective job performance.

Human Resource Development (HRD) is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification and organization development. The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers. Organizations have many opportunities for human resources or employee development, both within and outside of the workplace.

Human Resource Development can be formal such as in classroom training, a college course, or an organizational planned change effort. Or, Human Resource Development can be informal as in employee coaching by a manager. Healthy organizations believe in Human Resource Development and cover all of these bases.

**COMPETENCY MAPPING**

Competency management deals exclusively with the measurement aid management of human competencies in harmonization with organizational strategy goals and culture. All competency models describe the knowledge, skills and attributes required for the effective performance of a job. Competency of an individual is to ensure the minimum acceptable performance in a position. The competency management recommends mapping the competencies of all the employees and the competency map also focuses on human capital but redefines and adds the very important discussions of
attitude, aptitude, personal values, organizational strategy and culture to define and calibrate staff competencies. Chanakya's Arthashastra, is probably the first book on Competency Mapping. It is perhaps the oldest management book which is still proving to be an excellent leader for management professionals and practitioners. The book contains competency mapping models, the thesis and theories of human aptitude, intelligence quotient and emotional quotient. In general, it has everything related to human behavior regarding work, logic and emotions. Competency is "an underlying characteristic of a person in that it may be a motive, trait or skill aspect of one's self-image or social role or body of knowledge." - Boyatzis (1982). The competence approach encourages employees to develop competencies which can be used in diverse work situations rather than being boxed into the job. Employee Development also focuses on enhancing employee competencies which help them to cope up with organizational change. Competency may take the form of Knowledge, Attitude, Skill and Values. Besides these, it may also include characteristics of an individual, motives and self-conception. Katz in a classic article published in Harvard Business Review in 1994, grouped competencies into 3 categories which were later extended to four including

1. Technical i.e. relating to technology/ know-how. It is associated with function, role or task and hence, termed as functional category.

2. Managerial/ Organizational- It deals with managerial aspects including planning, resource mobilizing, organizing, monitoring etc.

3. Human/ Behavioral- These competencies deals with personal, inter personal and group matters.

4. Conceptual- They include visualization, model building and so on.

In view of the significance of the competencies, for the employees and the organization, competency mapping becomes indispensable. Competency Mapping is a process of identification of competencies required to successfully perform a particular job or role or a set of tasks at a given point of time. It consists of breaking the given job into constituent tasks and identifying the competencies needed to perform the job successfully. It is a way of assessing the strengths and weaknesses of the employees or organization. It is about identifying a person's job skills and strengths in areas like
teamwork, leadership, and decision-making. Large organizations may use some form of this technique to understand how to best use each worker or how to combine the strengths of different employees to produce the highest quality work. Individuals may also find that this type of assessment can help them prepare for a career change or advance in a specific job field. (Solomon, 2013) For building strong working relationship within the organization, competency of the people has to be continuously monitored and enhanced in congruence with the business plan. There are various competencies including Initiative taking, Strategic Thinking, Business Acumen, Relationship Building, Teamwork, Cooperation & Collaboration, Communication, Strategic Thinking Problem Solving & Decision Making etc. Competencies vary from Job to Job, Department to Department. For different departments and different jobs, these competencies have separate weightage. Accordingly, Competency Mapping rates the employee skills and helps them to improve the competence which is important for their career development. In view of the recent developments of liberalization and globalization, every organization has to achieve excellence to become global. Competence Development will play a pivotal role in this regard. Considering the significance of Competency Mapping in an organization, the present project has been undertaken with reference to RXY Laboratories which is one of the major pharmaceutical company. It has several plants in India. The present project "A Case Study of Competency Mapping" has been undertaken in this company.

According to Boyatzis (1982) "A capacity that exists in a person that leads to behaviour that meets the job demands within parameters of organizational environment, and that, in turn brings about desired results" Competency Mapping is a process to identify key competencies for an organization and/or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. A competency is defined as a behavior (i.e. communication, leadership) rather than a skill or ability. Competencies are generally regarded as unique resources, which are knowledge based and can lead to direct competitive advantage. They are created by refining the knowledge, both explicit and tacit residing within the employees of the organization. High-performing organizations are shifting their strategies from reacting to outside forces to focusing on building internal resource strength capable of adapting to change. Organizational leaders are spending more time
and energy in developing capabilities, which are increasingly, becoming a complex task to carry out. Besides the structure of the organisation, the individual who ultimately delivers the role requirements, to a marginally acceptable degree, a satisfactory degree or ultimately of an exceptionally high order, beyond what is required or stated or expected.

Some individuals are able to exert themselves to a degree that is uncalled for, to walk that extra mile, on their very own, without any orders to do so, when they could well have taken a little longer, perhaps, shared the work. Strategic Management is the manner by which organisations plan to deal with the various aspects of management like problem perception, divergent thinking, substantial resources, decision making, innovations, taking risks and facing uncertainty. There are many methods or instruments available for organisations to develop employee competencies.

The competency map provides a very powerful administrative tool to define, assemble, develop and manage human capital in very effective ways to facilitate the development of organisational competencies. Competency management deals exclusively with the measurement aid management of human competencies in harmonisation with organisational strategy goals and culture. All competency models describe the knowledge, skills and attributes required for the effective performance of a job. Competency of an individual is to ensure the minimum acceptable performance in a position. HRD also aims at preparing people for performing roles/jobs/tasks/functions which they may be required to perform in the future as they go up on the organisational hierarchy or as the organisation takes up new tasks through diversification, expansion, modernisation, economisation etc. HRD tries to develop the potential of employees for future likely jobs and roles in the organisation. Another aim of HRD is to identify competency gaps of employees to perform the present roles/jobs/tasks/functions effectively and create conditions to help employees bridge these gaps through development. Competencies are not merely related to a single individual. They can also relate to pairs of individuals. For example, the boss and her/his subordinate, two departmental heads, two managers, or any two people who transact organisation-related activities. When a particular boss—subordinate meet, they could have such a high mutually empowering attitude and style that they end up doing many more things and

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18 Mr. T V RAO, HRD Missionary, IIM Ahmedabad
more effectively than other pairs in the same organisation. Similarly, two departmental heads may have a high degree of conflict-resolution capability so that their transactions are extremely smooth even when their tasks may require them to pull in seemingly two different directions (for example, cost reduction versus stocking inventory to take care of unexpected raw material shortages). Competencies may also relate to a team or a group of individuals. This includes departments, task forces, teams and other formal or informal groups and/or teams that may come into existence from time to time on a temporary, permanent or semi-permanent basis. Competencies may also be related to the organisation as a whole. They may also deal with various areas and functions: technology, organisation and management, behavioural, conceptual, etc. They may include a variety of skills and abilities ranging from simple awareness, knowledge, and information to highly sophisticated and complex ones. Attitudes, values and habits also become competencies though they more often deal with patterns of working.

Developing commitment has a lot to do with motivation and work habits. Commitment is indicated by work effort, zeal, involvement and enjoyment of the work or the job. Commitment building and its management are very much an HR function. Management of commitment should go beyond incentives and rewards. Commitment should be continuous and become part of life. Commitment building should be at the level of individuals, dyads, teams, the work unit, and the entire organisation. Various HR systems, processes and activities contribute to developing commitment among employees. At the more visible level, rewards, recognition and similar interventions can lead to greater commitment and motivation. At the less visible level, managerial style, work culture, the behaviour of seniors towards their juniors, etc., influence commitment. Unlike competencies which once developed are difficult to lose, it is easy to lose commitment, though it can be as easily gained.

WHAT CONSTITUTES GOOD HR PRACTICES?

HR practices have a tremendous influence on business outcomes and good HR practices do indeed make a difference in terms of business effectiveness. Any practice that deals with enhancing competencies, commitment and culture building can be considered an HR practice. The practice can take the form of a system, a process, an activity, a norm, a rule, an accepted or expected habit, or just a way of doing things.
Human resource development (HRD) has been defined as essentially consisting of these three Cs: Competencies, Commitment and Culture. All three are needed to make an organisation function well. Without competencies many tasks of the organisation may not be completed cost-effectively or with optimal efficiency. Without commitment, they may not be done at all or are done at such a slow pace that they lose relevance. Without an appropriate culture, organisations cannot last long. Culture provides the sustaining force and spirit for organ-isations to live. It provides the oxygen needed for them to survive. Its utility comes to the fore specially when organisations are in trouble. It is the job of a HR manager to be in constant touch with the employees and be aware of the HR systems, tools and interventions that can keep their motivation and commitment levels high.

**ORGANISATIONAL CULTURE**

A strong culture can have a lasting effect and provide sustenance to an organisation. It gives a sense of pride and identity to individuals and teams. It enhances predictability, reduces transactional costs and also contributes to commitment. However, the culture and values associated with an organisation need to be appropriate and well articulated. The instruments of culture building include organisational climate surveys total quality management (TQM) interventions, value-clarification krcises, vision-mission workshops, organisational-renewal exercises, vision-mission workshops, organisational-renewal exer-lises and various other organisation development interventions.

Good HR practices are those that contribute to one or more of the three Cs—Competencies, Commitment and Culture. They need to be identified and implemented cost-effectively, reviewing and revising them from time to time to enhance their effects and appropriateness (T.V. Rao).

**Historical evolution & Modern Trend**

In recent times, particularly with liberalisation of the Indian economy and its gradual and halting integration with the world economy, the Human resources function in India has got the importance that it has in the developed world, in particular. Perhaps, due to the abundant man power available and relatively low cost, this did not merit undue consideration earlier. But now it is realized that with equal opportunities to acquire technology, finance, systems, the cutting edge of an organisation will be its human resources. That is the difference between one company and another in the market
place, other things being equal, will be the quality, skill, attitudes and commitment of the HR, which will either see the company achieve good results / profits. It has been realised that HR Management tries to focus on people in the work place, the need to understand their contribution to the organisation’s purpose. The history of the rise and the downfall of the different business enterprises have proved that it would be the employees who are working and whose competence would determine the success or failure of an organisation.\textsuperscript{14} The vision of an industry can be actualised by looking at human resources from a holistic view point. The HRD agenda will focus on helping the organisation to achieve the competitive advantage and to cope up with the changes in a competitive environment. In essence, the HRD has a paramount role to play in making the industry better through superior quality or service, by being able to sense and satisfy customer requirements faster than competitors and hence the role of HRD to be looked upon from a holistic view point rather than from a particular thrust area in the total business endeavor. Essentially HRD is a humanistic concept based on respect for the dignity of man and on a belief in the tremendous potential of human beings. It is based on the basic premises that people are the greatest strength in an organisation and it is they who can translate the vision and strategies of the company into actions and results\textsuperscript{15}. To maximise contribution from people there is a need to concentrate on building competencies, commitment and a culture of excellence, where HRD performs a crucial function. The role of people in a business organisation is more crucial today because of the following:

The exclusive source of knowledge for organisation is people

\begin{itemize}
  \item Individual knowledge is the starting point for organisational knowledge
  \item The knowledge pool for each individual cannot be replicated
  \item Only people can spread knowledge resource across the company
\end{itemize}

It is only people who can convert knowledge into effective action\textsuperscript{16}

\begin{flushright}
\textsuperscript{14} Chapters on HR an Overview, Corporate and HR Strategy for Book Managing Human Resources by Arun Monappa (McMilla) \\
\textsuperscript{15} Chapters on HR an Overview, Corporate and HR Strategy for Book Managing Human Resources by Arun Monappa (macmill) \\
\textsuperscript{16} Chapters on HR an Overview, Corporate and HR Strategy for Book Managing Human Resources by Arun Monappa (macmilla) 
\end{flushright}
The HRD philosophy emphasize the basic attitudes to itself to value human beings, and have trust in the basic integrity of people, believe their potential and respect their dignity. This leads to creation of a climate in companies where people find fulfillment in work and seek newer horizons for themselves and the enterprise through self and subordinate development. HRD values initiative and creativity of the work force through clarity of goals, result orientation and team spirit. It is a concept that provides a meta value which guides management approaches to its employees for achieving organisational goals. HRD thus, has a paramount role to play in the context of managing technology, services and the development of a successful product which crucially depends on using knowledge as a core competence of the business organisation.

DEVELOPING PEOPLE THROUGH KNOWLEDGE & SKILLS

Management Guru Peter.F Drucker quotes that “Knowledge is the only meaningful resource today” and it is the people who will bring knowledge into the organisation and hence the importance of people in the new paradigm of business\footnote*{17}{The Practice or Management (Drucker peter) by Harper Row CII HR and Competency Model – Bangalore.}.

*Continuous innovation is impossible without knowledge assets*

*Nothing but knowledge can generate originality*

*Only knowledge enables customer needs to be anticipated*

*Knowledge is the only core competence for coping with changes*

Peter.F Drucker

Some men are born leaders which are relatively few. It is possible, however, to learn the habits and thoughts which will in time make capable managers. Leadership is something which can be learnt and considerably improve upon by studying and learning from the experience of others and by following certain practices. Skill in leadership is normally something that does not come by itself – but it can be learnt. The most important task of a manager is to develop people. Not only will this make his own job easier as he will have a well trained team, but will also have people ready to take over from them when there is an opportunity for promotion to a higher post.

According to Rustomji, The interesting thing about developing people is that no one develops as much as the man who is trying to help others to develop themselves. In
fact no one can develop himself unless he works on the development of others. When a
good executive looks back on his career, one of his proudest moments is the number of
people whom he has helped to develop; and an organization can never develop too many
good people. It always does an organisation good if it has developed a large number of
executives, even if they have left the organization to take up position in other
organistaions (M.K. Rustomji).

NEED AND SIGNIFICANCE OF TRAINING

Globalisation and accelerated technological progress have become a two edged
weapon. While, it has provided opportunities for economic growth, it has caused
instability and difficulties in maintaining the people in the organization. Competency
management is the key answer to make the organisations grow to meet the higher
demands of the changing trend. To meet this requirement, employees need to be focused
on training and updation of skills and knowledge. The learnings and the updated skills to
be used for the development of the organization and hence, training and competency
management are having major roles to play in the present juncture in any organisation.
The major task would therefore be to transform the young and educated and also those
who would cross the boundaries of schools and colleges. The major shift would depend
on changing perspectives as well as academic contents and these groups to match the
business and industries scenario. The growing number of management schools in the
country on the lines of well known institutions in the West is an indication that industry,
trade and commerce in Indian have realised the importance of formal education to
improve managerial competence and the importance of theoretical inputs for better
managerial performance.

According to Mel Silberman (1990)\textsuperscript{18}, in his book on Active Training, the
changing organisations look for innovative practices and latest technology to survive, by
giving more attention to employees training needs. Attitude to work, work discipline,
house keeping, maintenance of machineries and equipment and their proper use is learnt
under proper guidance of trainers only who take keen interest to impart the training of
course the interest and attitude of the learner also plays an important role. In training the
people, mind set is one of the factors as it is easy to get stuck in a fixed and limited way

\textsuperscript{18} Mel Silberman, in his book on Active Training, Lexington Books, New York
of doing things. Employees to look for alternative suggestions, by setting the minds on a particular approach, the individuals limit to their potential. Removing the fixed way of looking things is the role of mind openers, which will give ample opportunities for alternatives. This attitude will help the persons to learn new things.19

In view of the challenges of globalisation, work culture in organisations has to undergo a sea change, to have the survival. Hence, it is incumbent on management to look at training as an imperative need and necessity. If, employees are trained properly and at the appropriate time, much problems can be avoided in their attitudes and negative approaches. Here Goethe’s words are referred:

“All truly wise thoughts have been thought already thousands of times; but to make them truly ours, we must think them over again honestly till they take root in our personal experience”20

R.S.S. Mani, (2000)21, in his article “Ten Steps to Effective organization Training” says that, with the advent of HRD in a big way in the Indian organisation, the greatest emphasis has been on training and development activities. Though the tangible benefits of training may not be measurable, the results and learnings will be very much benefited. Any training will get completed with full utility only after reviewing the training, this is known as -

Four ‘R’s: 1) Recall, 2) Reminisce, 3) Rehearse and 4) Reconsider.

MOTIVATION

Motivation development is also an aim of HRD. Motivation means the desire to work or put in work effort. It is a commitment to the job, work and the organisation. It is also the desire to make things happen. Without motivation employees are not likely to give their best. Having technical and managerial and human competencies are not enough for effective performance on the job. Motivation is influenced by various factors such as one’s own needs, personality and habit patterns, supervisors styles and behavior, personnel policies, organisational culture and environment, career opportunity and

20 The Practice or Management (Drucker peter) by Harper Row CII HR and Competency Model – Bangalore.
21 R.S.S. Mani, on his article “Ten Steps to Effective organization Training”, The Hindu Speaks, Vol.II, 2000,
reward mechanisms. HRD aims at developing the motivation of employees to the maximum extent possible so that they can become dynamic continuators to organisational goals.

**Motivation and Commitment**

Motivation is about what makes people tick, what makes people act or behave in particular ways. On a basic level, people are motivated *towards* a desired outcome, such as congratulations from their manager for a job well done, or are motivated to *avoid* an undesired outcome, such as a rollicking from the boss for work being late (Andrew Sargent, 1995).

**Intrinsic Theories and Motivation**

The ideas of Abraham Maslow, a humanistic psychologist, have had a considerable influence on management thinking since the late 1940s. Like Carl Rogers, another humanistic thinker, Maslow had a positive view of human nature, a belief in the individual's potential for personal growth - what they called *self-actualization*. One of Maslow's great contributions was his *Hierarchy of Needs*, which sees people as having a set of needs which they are motivated to satisfy. These form a hierarchy which can be displayed visually as a pyramid (Figure 1)
Satisfaction Theories and Motivation

The ideas of Herzberg and others would seem to suggest that your aims should be to create satisfying conditions for the employees and to remove those which cause dissatisfaction. There may not be a consistent correlation between employee satisfaction and performance. In fact, common sense suggests that laid-back, self-satisfied employees may be content to do no more than the minimum amount of work required to keep them employed. On the other hand, dissatisfied employees could be motivated to do much better in order to improve their lot - as long as they believe that harder work will get them somewhere. Increases in job satisfaction, therefore, may reduce staff turnover, absenteeism and grievances, but will not necessarily result in increases in productivity. Satisfaction and performance are often related, but their precise effect on each other depends on the working situation and the people in it. People are best motivated when they have something to strive for. A measure of dissatisfaction and a desire for more achievement or power may be the best motivator for some people.

Motivation and Performance

The link between motivation and performance would seem to be an obvious one. If individuals are highly motivated, they will perform better. In turn, better performance may well lead to a sense of achievement and result in greater motivation. Thus the relationship between motivation and performance can be a mutually reinforcing one. This, however, begs a number of questions to do with perception, ability and stress. Motivated employees may do more work, but this may need to be carefully managed if they aren't going to expend most of their energy on aspects of work they find stimulating, which may be of little or no benefit to the company. Motivated employees may be more productive, providing they have the requisite skills to do the job and the perception to realize whether they have or not. It is just as important to take steps to improve ability by means of good selection and training as it is to pay attention to motivation.

Lastly, motivation implies pressure - to move forward, to do more - but too much pressure, in other words too much stress, can be harmful in both the short and the long term. Short-term signs and symptoms include tiredness, headaches, irritability, sleeplessness, anxiety and frustration. Longer term, there may be a greater likelihood of
stomach ulcers, high blood pressure, migraine, asthma, skin conditions, heart disease and strokes - not a very satisfying checklist. Of course, the answer is balance. In the short term, we need sufficient pressure to concentrate well and do the job quickly and efficiently, but not so much that panic starts to intrude and concentration becomes difficult. In the medium to long term, we must avoid working to exhaustion. In terms of Nixon's human function curve, this means being just on or to the left of the peak, not beyond the peak to the right (Andrew Sargent, 1995). As employee motivation is influenced by the organisational climate and a healthy organisational climate is required for utilising and enhancing employee competencies, HRD also aims at climate development. A healthy climate is one where the free expression of ideas, opinions and suggestions are encouraged; there is promotion of collaboration among various individuals, teams and departments;

HUMAN RESOURCES DEVELOPMENT INSTRUMENTS

There are many instruments that can be used to facilitate HRD (Human Resource Development) and these instruments are called sub-systems or methods or techniques or aids. Each instrument or sub system focuses on some aspects of HRD. To have a comprehensive HRD many of these instruments are needed to be used simultaneously. The most commonly and frequently used instruments are ..... 22

- Role analysis and development
- Performance planning
- Interpersonal feedback
- Induction
- Training
- Job rotation
- Development
- Career planning and development
- Self renewal and institution building exercises
- Stress audit and stress management
- Organisation development
- Task forces
- Learning net works

22 CII HR and Competency Model –Bangalore. (Page No – 26)
HUMAN RESOURCES PLANNING

The instruments of Human Resources Development are many and these instruments lead to the generation of HRD processes like role clarity, performance planning, development climate, risk taking and dynamism in employees. Such a HRD process will result in more competence, satisfied and committed people who by their contributions, would make the organisation grow. Such HRTD (Human Resources Training Development) outcomes influence organisational effectiveness, HRD instruments, processes, outcomes and organisational effectiveness is the result achieved.

In a nutshell, the following are major factors of Human Resources Development, in any organisation:23

1) MIND
2) PERSONALITY & PERSONAL POWER
3) SELF DEVELOPMENT & SELF ANALYSIS
4) EQ – IQ
5) ATTITUDE
6) PERCEPTION
7) LEADERSHIP
8) ACCEPTANCE
9) TEAM PLAYER
10) CONCERN OVER OTHERS
11) GENUINE INTEREST ON OTHERS
12) CONFLICT & STRESS
13) INTERACTION WITH PEOPLE
14) ROLE ANALYSIS
15) RESULT & TARGET ACHIEVED

Human development has become a popular phrase presently and the term is used extensively by the media, by politicians, by governments all over the world. Human development as a concept and its measurement are also much discussed by academics in colleges and universities. The term Human development has come to be accepted in the

development economics literature as an expansion of human capabilities, and widely using the same towards the success of the organisation.

**Concept of HRM**

HRM – the Human Resources Management is a much talked about concept these days; which is evolving day-to-day. Earlier, it was used for only training and, of late, complete involvement of human resources is the main attention. HRM consists mainly Organisational behavior, training, grievances handling, counseling, feedback, career planning and development.  

The main thrust and the focus is on the behavior of the people and the objective of the management in maintaining the cordial relationship, condusive atmosphere with the involvement of people, using their strengths towards positive means. HRM as an organised learning experience within a given period of time with the objective of producing the possibility of performance change. Behavioral plays the vital role than the other two key factors, viz. Managerial and conceptual. The evaluation factors of Human resources are

- The individual’s behavior
- Knowledge of work
- Productivity
- Quality of work output
- Speed of work
- Time effectiveness – time management
- Supervisory ability
- Communication skills
- Decision making skills
- Problem solving skills
- Utilisation of available resources
- Reaction to unforeseen events
- Interpersonal skills
- Learning ability
- Maturity

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24 M R Nataraj’s HR REPORTS - A Professional guide to HR documentation (Page No – 31 & 32)
- Attitude to change
- General behavior
- Level of motivation
- Readiness to accept
- Preparedness for additional responsibilities

Shivkera in his book “You can win” (Macmillan Publications 2002) describes that this is followed as a model and whenever and wherever updation is required, the data as well as the working and functioning have to be accordingly modified. For HR, the success is depending only on its updation and making the system acceptable to the changing organizational environment. Conventional approach and the outdated systems will not yield the required results and it is the responsibility of HR personnel to create a conducive atmosphere and also a working condition with transparency. There should be fair and genuine interests and with involvement of people only any organization will reach its objective and target without much strain.

<table>
<thead>
<tr>
<th>HRD MECHANISM</th>
<th>HRD PROCESS/CLIMATE</th>
<th>HRD OUTCOME²⁵</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRD Department</td>
<td>Role clarity</td>
<td>More competent people</td>
</tr>
<tr>
<td>Performance appraisal</td>
<td>Planning and development by each employee</td>
<td>Better developed roles</td>
</tr>
<tr>
<td>Review discussions</td>
<td>Awareness of Jobs</td>
<td>Competencies / Commitment</td>
</tr>
<tr>
<td>Feedback/counseling</td>
<td>for job performance and job involvement</td>
<td>Increased Morale</td>
</tr>
<tr>
<td>Role analysis exercise</td>
<td>Proactive orientation</td>
<td>More problem solving</td>
</tr>
<tr>
<td>Training</td>
<td>Team work</td>
<td>better utilisation of Human</td>
</tr>
<tr>
<td>Job rotation</td>
<td>openness</td>
<td>resources</td>
</tr>
<tr>
<td>Rewards</td>
<td>Value generation</td>
<td>Better generation of Internal</td>
</tr>
<tr>
<td>Job Enrichment</td>
<td>Rewards</td>
<td>Resources</td>
</tr>
</tbody>
</table>

TV Rao asserts that the HRD outcomes are few whereas the processes are many.; also, HRD outcome variables are a step closer to organisational effectiveness than process variables. For example, better communication, role clarity, performance planning, trust, openness can be considered as more remotely related to organisation

²⁵ Mr. T V Rao of IIMM, Ahmedabad describes the above in schematic presentation is indicated in the adjoined page; Shivkera – Macmillan Publications 2002 – New Delhi
effectiveness than variables like having competent, dynamic, satisfied and committed employees. The linkage between HRD outcomes and organisation effectiveness are not easily demonstrable due to the influence of several other variables in determining productivity.

HRD Departments and Tasks

The main objective of the HRD department is to create a learning environment and development climate in the organisation. By learning, environment is meant a culture where employees continuously learn from their own experience and the various learning opportunities, which the organisation provides. The HRD department to create an enabling culture where the employees an able to make are things happen and in the process discover and utilise their potential. The most important objective of the HRD function is to create a learning environment in the organisation so that each member of the organisation continuously learns and acquires new competencies, i.e:

- ATTITUDE
- SKILLS
- KNOWLEDGE

Drucker (2010) in his article "On the shoulders of Giants on Management" describes that motivating environment is a place where people have a constant desire to put in effort and make things happen.

- Where people enjoy their work
- Where people feel happy to contribute to the organisation and derive satisfaction out of it.
- Where people are encouraged to give their ideals, Opinions and views;
- Where people mean what they say and say what they mean only
- Where employees trust each other;
- Where employees are willing to sacrifice smaller goals for the larger ones
- Where employees are encouraged to take the initiative and show proactivity

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- Where people care for each other and are helpful to each other
- Where problems are discussed openly and issues confronted rather than avoided and put under the carpet or postponed.
- Where mistakes are used as learning opportunities

There is a need to develop a HR philosophy for the entire organisation to get the management committed to it openly and consistently.²⁸

**LEARNING & DEVELOPMENT:**

The most important and also a difficult role to perform is to keep inspiring the whole organization to have a desire for learning and development. Setting personal example becomes an important requisite to inspire others and the HRD department to demonstrate their own learning capabilities by constantly experimenting, communicating, visiting, reading, net working, dialoguing and changing. The main aim should be on communicating ideas, views, learning experiences etc. Willingness to listen to the people concerned, understand their difficulties, respect their views and assist/facilitate them to grow their thinking and competencies are the requisites. To have a habit of visiting other organisations to get to know the innovative methods for creating a learning environment. Ultimately, HRD to aim at employee development, job satisfaction, good quality of work life, organisational health and there by the level of trust and understanding between top management and employee the organisation will be maintained at a satisfactory level.

**Excellence in Management**

Edward De Bono in his book "Six thinking Hats" (Penguin Books 1985) quotes as below: "Napoleon said that there were never bad soldiers, only bad officers." But this certainly does not only apply to the armed forces; it applies equally to all business organisations. The quality of leadership plays an important role in the organization (Rustomji, 1978). The HRD department is a bridge between the top management and the other employees of the organisation and they are playing a balanced role in the organisation to maintain the pleasant climate.

²⁸ CII HR and Competency Model –Bangalore.
Leadership Qualities in Human Resources

According to Mr Douglas McGregor in his book "The Human side of Enterprise (2006) published by McGraw-Hill, Human Resource Person to be of positive thinking with positive attitudes towards people and to possess positive thinking. A positive person is one who is an optimist, respects other people, has faith in the potential and capability of people to make things happen. He will have an attitude to approach problems and issues with an open mind and hope of success. Most of the time is spent in listening the grievances and problems and hence the Human Resource person will have abundant positive energy to absorb these without losing his own faith and to enable inspire others. Some of the required qualities are narrated below:

Desire: Person to have high desire to learn and be a person who is constantly looking for learning opportunities and using them.

Interest in people: To be interested in meeting people within his own organisation and outside and to have an attitude to treat every transaction as a learning opportunity. Also listening capability to be there;

Helpful attitude: The person to have the great desire to help others and to be of service to others. In other words, the person to have high extension motivation, a desire to serve others and work for larger goals.

Initiative taking or proactivity: One should be a proactive person always willing to take the initiative with a certain amount of risk taking. Without initiative, not much can be accomplished in a HRD department.

Practice and perseverance: As HRD personnel are often required to design, introduce and monitor systems, they need to have a high degree of patience and perseverance to implement systems.

Communication Skills: Communication lies as a bridge for any activity in an organization. More so, for HRD professionals to inspire the other members, by their actions and influence them through constant communication. Hence communication skills – particularly interpersonal skills and verbal communication skills are essential.
Objectivity in approach: HRD Personnel need to be people with high degree of objectivity and fewer biases about others. They are to treat every employee with respect. Emerging from this self respect is respect for others. They should have a high degree of faith in the capacity of human beings to change and develop.

Personal example and sense of discipline: HRD Personnel to set personal examples for others, discipline in approach and be willing to sacrifice personal goals for organisational or larger group goals.

BASIC BEHAVIOURAL COMPETENCIES:

According to Sanjay Kumar Dixit (2014)⁹⁹, in his article on HRD from HRM perspective. The main generic behavioral competencies that are embedded into HR competencies are:

- Communication
- Initiative
- Drive
- Self confidence
- Creativity
- Team work
- Influencing skills
- Problem solving
- Interpersonal skills

Human Resource Management (HRM) is an integrated system, the ultimate purpose is to generate a positive climate in the organisational climate of mutuality, trust and openness. This is very much necessary and essential for smooth running of an organisation as well as for the continuous development. He says the competency-based HR practices in general are -

- Business acumen or knowledge
- Personal credibility
- Knowledge of HR systems

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• Management of change
• Management of culture

BUSINESS KNOWLEDGE

Business knowledge represents the ability to understand businesses including customer and markets. This means that a clear understanding of where the business is going and what implications does it have on HR plans and program is a need.

Mr Dave Ulrich briefs that the following dimensions of business do have an impact on how HR can effectively contribute to business

• Understanding the markets and its segments
• Understanding of the products and services
• Understanding of the customers and their business
• Understanding of the business model itself

Knowing the business is the ticket of admission for HR professionals seeking to enter into business discussions – as observed by Dave Ulrich in Human Resource Champions. Value creation as opposed to cause effective HR operation happens when HR professionals demonstrate business under standing in designing and delivering HR systems and processes. Understanding of the business, customers, markets and business models, on the other hand, helps in ensuring that HR initiatives are directed towards enhancing the business parameters. C K Prahalad says – HR Managers care needed to become numerator managers rather than denominator managers30.

PERSONAL CREDIBILITY:

Personal quality refers to the demonstrated high integrity by HR professionals in personal and professional transactions that they have with others. As a key competence for HR professionals, personal credibility will translate focus on the following:

• Earning trust of people they work with – supervisors,
• peers and juniors
• Creating a track record of success
• Being trust worthy and trusting others they work with

30 Mr. Dave Ulrich in Human Resource Champions.
- Developing a health chemistry with others in the organisation
- Demonstrating high integrity in all dealings
- Taking calculated risks in their areas of strengths
- Building and sharing alternative insights on issues

As said by Edmund Hillary, "It is not the mountain we conquer; but ourselves"

Which will help to come out from the routine mind set. Performing HR with an attitude
requires an ability to raise the questions at the right time and making candid observations
will call for confidence which in turn to be foundation for personal credibility. Taking
charge and making sure that organisation walks the values and values require courage,
conviction and credibility at the basic levels can be such as meeting deadlines, showing
emotional balance, accepting mistakes with grace and avoiding exaggerations. Human
development has come to accepted in the development economics literature as an
expansion of human capabilities, a widening of choices, an enhancement of freedoms
and a fulfillment of human rights. Rising incomes and expanding outputs, in the human
development framework, are seen as the means and not the ends of development.

**SELF ESTEEM & SELF MANAGEMENT**

The success of any organisation depends only on the following:

- Familiarity with factors influencing work culture in the organisation
- Develop skills for changing work culture
- Relationship between work culture and performance of organisation
- Understanding work related behavior
- Job attitude
- Performance
- Developing positive attitude
- Team building
- Values in organisation
- Managerial effectiveness
- Developing positive work culture

31 Success In 30 days by Mr. Pereira – Orient paperbacks HRD
Risk taking

She adds that People are the real sources and besides their potentials, their feelings are to be taken into consideration. Here, self management is the way for stress management; In today's milieu of sound management practices, intellectual brilliance and commercial acumen, it is understood that often the optimization of an individual’s potential is not achieved; Self Management is a discursive study, taking into account an individual’s personal experience and widening his perspective about himself, the roles and identities he embraces, conflicts and stress and an understanding of the problem. There is a need to recognise and diagnose the problem to arrive at the right solution. There is a need to understand the mind that handles the position; Mind management or self management has to be the first step before people assume any other responsibility. A Good teacher not only knows the way, but also shows the way to meet the ultimate aim without much difficulties. Organisations are essentially about people working together and any organisations objectives to be:

- Work is a happy place to be;
- People to enjoy themselves wherever possible
- But this enjoyment is conducive to achievement and not a barrier to it.
- People get satisfaction from their working lives and work is one of the places where they meet their needs and aspirations.

Dr Berno tries to say unified and integrated answer by using the idea of ego states - characteristic way of thinking, feeling and behaving.

And for this purpose, one to value the other person; everyone has the responsibility of treating others equally; this comes only by habit; Aristototle says “We are what we repeatedly do; excellence, then, is not an act, but a HABIT” - According to Stephen Covey (7 Habits of Highly effective People - Publications), the following 7 habits determines the people to achieve the goals and objectives:

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33 Readings in Human development – Sakiko Fukuda Parr – A K Shivakumar – Oxford University Press (Page No – 61)

34 Mr. STEPHEN COVEY IN “7 HABITS OF HIGHLY EFFECTIVE PEOPLE” (Page No – 62 & 63)
- PRINCIPLES OR PERSONAL VISION (PROACTIVE)
- MISSION STATEMENT (BEGIN WITH THE END IN MIND)
- TIME MANAGEMENT (PRIORITY)
- THINK WIN WIN
- SEEK FIRST TO UNDERSTAND THEN TO BE UNDERSTOOD
- SYNERGISE (CREATIVE COOPERATION)
- SHARPN THE SAW

The habits are to be cultivated and according to Buffer, Chains of habit are too light to be felt until they are too heavy to be broken. To overcome the negative thoughts and feelings, the individual has to think on the following lines:

- Believe in self
- Believe in success
- Determination and persistence
- Remove negativism
- Learn to think and feel positive
- Liking self
- Enjoy positive qualities
- It is ok to make mistakes – for learning and development
- Keep control
- Have a winning body language
- Have a high EQ – Enthusiasm quotient

**Believe in yourself**

- Everyone is unique, special and important
- Recognise and be aware of the strengths, abilities, talents, skills, beliefs and values
- Believe in these qualities and draw strength from them

**Believe in success**

Success can be –

- A good feeling inside for a job well done

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36 Plan Or Die 10 Keys to Organizational Success - Published by East – West Pvt. Ltd, Hyderabad, Mahathmya – Frozen thoughts Journal June 2013
- A big or small achievement
- Success is more of a direction than a goal in itself
- Put more effort in winning rather than making excuses of why you cannot do it.

**Determination and persistence in whatever you set your mind to do**

Determination and persistence have been found to be the key qualities of people who achieve success in life.

Mahathraya in Frozen Thoughts – Journal of June 2013, goes with a story on the Determination and Perseverance -

“The Japanese General Nabunaga decided to attack, even though he had only one soldier to the enemy’s ten. He was sure he would win, but his soldiers were full of fear. On the way to the battle field, they stopped at a Shinto Shrine. Nabunaga said to his army – I shall now toss a coin. If it is heads, we shall win. If tails, we shall lose. Destiny will now reveal herself. He tossed the coin. It was heads. The soldiers were so keyed up for the fight that they wiped out the enemy. Next day, an aide said to Nabunaga “ No one can change the destiny”; Right – said Nabunaga, showing him a coin that was heads on both the sides. So, destiny is in a tossed coin !!! “

**Removing negativism**

- Losers have their minds full of negative thoughts
- Negative thoughts and feelings make us weak and incapable of performing

**Learning to think and feel positive**

- Watch out for negative thoughts
- Do not allow others’ negative thoughts affect you
- Believe in yourself
- Positive thinking means –
- Expecting and getting the best
- Believing in your abilities
- Trusting others
- Enjoying every moment
- Taking charge of our happiness
Like yourself & enjoy your positive qualities

- Care for yourself by accepting and appreciating yourself
- Successful people like themselves
- They honor themselves for their qualities and achievements
- Enjoy your qualities
- Treasure them and be proud of them

It is ok to make mistakes

- Mistakes are opportunities to learn, improve and grow
- Not to be afraid of mistakes
- The way to learn from mistakes is to first accept them
- for only when we accept do we transform
- Examine what you could have done better and differently
- Own up and acknowledge that there is a mistake to your superior
- It is important to learn and not repeat the mistake
- Look at failure, rejections and setbacks as a way of helping us learn and grow
- In spite of our best efforts, there are times when we fail,
- we feel rejected or experience setbacks
- If we believe in our abilities and have a the determination,
- we can learn from these situations and improve and do better the next time
- Remember – none of the famous inventors, scientists achieved success
- without failures and set backs
- Keep control of your feelings
- Winners keep control of themselves and of their feelings at all times
- Winners do not have aggressive out bursts
- They do not become emotional and they also do not
- lose their cool even in the most delicate situations
- What does it take to become a winner in controlling your feelings
- Be aware of the times when situations or people make you
- more aggressive or emotional
- Examine what it is about those situations or people
- that bring out your aggressiveness or negative emotions
- Commit to control your emotions better the next time around
Have a winning body language

A winning body language communicates winning messages to other people. There are a lot of components to create a winning, confident body language. Let us take a look at some of them:

Facial expression

Enthusiasm through one’s face, demonstrates the pride and care that he has for people through facial expressions;

Eye contact

A winning eye contact simply means that you are able to look straight into the other’s eye, transmitting professionalism, care and enthusiasm through your eye contact and facial expression.

Body posture and seating position

A winning body posture and body language transmits your pride and alertness to your job and the care and enthusiasm that you put into everything you do.

Gestures

Winning gestures transmit friendliness, enthusiasm, professionalism. What are some of them?

- Open palms
- Relaxed gestures, matching the emphasis on your face,
- Eyes and voice
- Nodding head to show that you are listening

Voice

Winners speak in a moderate volume of voice, loud enough for the customer to hear, but at the same time full of confidence and enthusiasm. Winners vary their tone of voice, according to the message they want to transmit. By highlighting the words and sentences they want to communicate, they show their enthusiasm, care and concern for the other person.
Enthusiasm Quotient:

A high EQ has been found to be another key ingredient that successful people have. It is their enthusiasm towards anything they do. The following qualities are required for a HR Manager (Ref: HRD Audit - TV Rao)

- Think cooperation
- Transmit care
- Keep care of your emotions
- Developing assertive relationships
- Handle reprimands and criticism in a positive manner
- Do not expect everyone just like you
- Show courtesy to everyone
- Manage the time effectively

Interpersonal skills have some basic things;

- Trust building
- Listening
- Politeness
- Pleasant language
- Openness
- Genuine interest

The human activity is rotating around – needs, wants, desires, feelings and beliefs; balancing the mind only will lead to WIN-WIN situation. The misunderstanding and controversy arise only due to lack of fact finding skills; there is always problem in FACTS Vs. PERCEPTIONS.

The tools for breaking these perceptions are –

- Evaluation
- Awareness
- Calm mind
- Belief/faith
The problems are coming from the following:

- Ego status
- Loose talks
- Unwilling to compromise
- Intolerance
- Adamancy
- Arguing mentality
- Hollow mindedness
- Superiority complex
- Carrying tales
- Over expectations
- Intervening in unrelated matters
- Misunderstanding
- Discourteous words\(^{37}\)

There is a need to observe the following, which will definitely give us calm mind, analytical approach and forward thinking with self confidence, according to Mr. Manmohan Joshi, (2013)\(^ {38}\).

- When We Change Our Thinking, We Change Our Beliefs
- When We Change Our Beliefs, We Change Our Expectations
- When We Change Our Expectations, We Change Our Attitude
- When We Change Our Attitude, We Change Our Behaviour
- When We Change Our Behaviour, We Change Our Performance
- When We Change Our Performance, We Change Our Life\(^ {39}\).

Every organisation, depending upon its history, culture, ethos, structure, growth and the needs, evolve its Human resource management functions to suit to its needs and policies.

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\(^{37}\) Pillars of Business Success m, Ron Sewell.

\(^{38}\) Mr. Manmohan Joshi, (2013), HR Management, Book Boon

\(^{39}\) Druker, Peter – The Practice of Management (1954)
The success of any organisation will depend upon the following:

- people embodiment
- know how
- people support
- skills/knowledge/ability of the people
- attitude of the people
- service/quality/culture of the people
- employee development
- employee involvement
- team spirit and leadership skills
- exchange of ideas

The above will be successfully achieved only if there is interpersonal skills among the whole structure of the organisation.

Self development & Self Esteem

According to management, Johari Window clarifies the features to know oneself. (Training material – Mind & Power S Ponraj (1994) This model explains one’s self knowledge which is divided in four areas –

OPEN – areas known to self and others
BLIND – areas known to others but unknown to self
HIDDEN – areas known only to self and unknown to others
UNKNOWN – areas unknown to self and unknown to others

More than a few of us base our self esteem on being tough; we pride ourselves on our strength and judge ourselves by an incredible standard of self sufficiency. Self esteem is to have high regard for one self. It is to respect oneself. It is a worth you give to yourself. It calls for some amount of self acceptance.

Playing with team

The running of an organization of any size cannot ever be done well by one man alone. It can only be done efficiently by a team of men acting together (M.K. Rustomji,
1978). The team is a group of individuals. Hence, all individuals should have open mind and they should be ready to accept the things. Ego is the bottleneck here; the success of any team depends only on the behavior of the team individuals. The following will strengthen the minds of the individuals, who are ready to work with the team:

- Accept change
- Try new things
- Take more responsibility
- Accountable for results
- Act in the best interest of team rather than self
- Work with responsibility without the need for supervision
- Take risks
- Be open minded

Team will finally result into giving increased opportunities to learn new skills and to face challenges.

**Leadership:**

According to M.K. Rustomji, 1978 in his book in Excellence in management. The great leaders of history all had entirely different personalities. But what they did have in common, be they generals or business executives or university dons or heads of governments or hospital administrators, were certain common methods and practices. Leader is an attractive word for everyone, Leader also should be an attractive person by all means, because leaders are attractive. Few of the attractive leader qualities are –

- Being responsible
- Being accountable and committed
- Being visionary and creative
- Being sincere on the job
- Practice what is being preached

Each and everyone has got some unique talent or skill. Leadership is one of the most essential aspects of life, in a society, as the entire society depends on good leader. LEADERS ARE NOT BORN – THEY ARE MADE. Anyone can develop leadership qualities at any point of one’s lifetime. According to Shaw, leader is the group member
who exerts more positive influence over others than they exert over him. These great leaders had the ability to get the right things done by following certain practices. These practices can always be learnt. There is no difficulty in understanding them but they have to be learnt and nasean until they become a completely ingrained habit. This learning is similar to the training of a violinist. Even an eminent violinist considers it is necessary to practice again and again and only then is he satisfied that he can play his piece really well. So, it is with the practice of management.

One has to keep on practicing it, keep on learning; and in time one is bound to acquire a fair degree of mastery over the skills and techniques of management. Organisations are beginning to realize more and more that it is good leadership that really matters and makes all the difference between the success and failure of an enterprise. According to Derik Ledo, “Leaders must master five skills: self-awareness, The basics of enterprises, relationship building, motivation, and change leadership.” The vehicle for accomplishing this is the personal leadership strategy. He details five steps: tapping into core motivations, finding objective mentors, inventorying one’s traits, assessing one’s skills, and, finally, drafting your strategy. An important feature for decision making is asking oneself what is the best and worst that could happen if he chooses to do or not do. Leadership is increasingly recognized as an important factor in moving schools forward, yet we have been relatively random in how we prepare and support them. Four obstacles often block or diminish their effectiveness. Avoiding or overcoming each of these requires an underlying set of skills and knowledge that we believe can be learned and practiced to improve leaders’ impact. According to Mr T R Doongaji, a Tata group Senior personnel, Communication is the only means through which leadership in companies can hope to create purposeful, successful and lasting organisations. Effective communication, however, is not achieved just through available technology or periodic meetings and announcements. Great Leaders, Great Teams, Great Results helps your leaders discover how to inspire trust and build credibility with their people, define a clear and compelling purpose, create and align systems of success, and unleash the talents and energy of a winning team. Leaders spend their efforts creating a place where people want to stay and contribute their best effort, time and time again, helping your organization achieve its most critical priorities. Learn how to Build trust and influence with others, define team's purpose and their “job to be
done.”. Create a strategic link between the work of the team and the goals of the organization, Connect the work of the team to the organization's economic model and Align the four essential systems of execution, talent, core work processes, and customer feedback.

**Leadership has three major meanings –**
- An attribute of a position
- A characteristic of a person
- A category of behavior

According to Harold Koontz, Leadership is influencing people to follow in the achievement of a common goal. In leadership, to some, it means charisma; to others, it means power. Leadership can be defined as the process of influencing others to accomplish certain pre determined goals. Every organisation has a purpose or mission that it is trying to achieve. The job of the Human resources function is to lead the organisation in the acquisition, maintenance, development, supervision and measurement of the human assets and the results of their work (quality, productivity and service).

Therefore, measurement includes a combination of strategic and operational measures that reflect the efficiency and effectiveness of internal. Nowadays, Strategic Human Resource leadership has become important; According to Colin hill, for many years now, HR has been seen as a support function that follows the rest of the organisation by providing it with services such as pay roll, recruitment, health and safety policies and so on. The old fashioned image is changing and changing with it are the demands being placed upon the HR PROFESSION. The recent research shows that organisations that are saying that top managers make strategic decisions only after two functions have been consulted. - Finance and HR. According to Ferguson, strategic human resource leadership now has a role way beyond efficient execution of traditional HR responsibilities. The reason for that lies largely in the pace and extent of change, and the ways that now businesses now organise themselves and marshal their resources to compete effectively. Technology in particular is revolutionising the way we do business. Share organisational experiences in the areas of identifying and implementing competency based HR practices:

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41 Pillars of Business Success m, Ron Sewell. - (Page No. 81 & 83)
- Personal credibility
- Knowledge of HR systems
- Management of change
- Management of culture

The only reliable route to long term success is by successfully aligning people with the organisation’s mission, strategy and values and finding ways to harness the full potential, commitment and creativity of every individual. Hence, leadership is the art of mobilising others to want to struggle for shared aspirations.

Successful Keys:

For a Good organisational climate, the following are considered as the successful keys as cited in the Book – “Plan or die” – 10 keys to Organisational Success (2001)

SUCCESSFUL KEYS:

- Base decisions on values
- Vision based upon a shared discussions
- Sound a rallying cry and persevere
- Promote and reward risk taking
- Empower people
- Create and nurture a learning organisation
- Encourage innovation and flexibility
- Monitor and manage down board
- Maintain a marked focus
- Conduct applied strategic planning

Arun Monappa 49 used to address that some factors are needed for a conducive atmosphere in an organisation; Based on this, it can be concluded that the following factors are needed:

- Attitude
- Performance

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42 Plan Or Die 10 Keys to Organizational Success - Published by East – West Pvt. Ltd, Hyderabad.
- Behaviour
- Mutual trust and understanding
- Loyalty and respect
- Approach for problem solving
- Handling grievances and disputes
- Adherence to discipline
- Communication
- Motivation & morale
- Team building

It can be considered that one of the reasons for success as human beings is the ability to adapt to the changing environment with full and free mind, positive attitude and involvement. Without compromise there is no life in this world. But, compromise does not mean dilution of values, principles, culture and discipline. Again, the job which is assigned is done in a sincere and effective way, we will not only achieve the target or objective, but at the same time, we will have the contentment and satisfaction, which will only give peace of mind in and around us. If the available human resources are tapped properly in a correct way with positive approval, the individuals as well as the organization will be flooded with achievement motivation with the target of meeting the organization. Theories prove that individuals can get their higher needs met by pursuing company goals and objectives in a systematic and proactive way. At the same time, the Management of every organization has a larger role in developing a conducive and pleasant working atmosphere where the individuals’ morale is increased and objectives of the organization are also achieved with the involvement of all.44

43 Managing Human Resources, Arun Monappa (Published by Macmillan.)

44 How to motivate people by Andrew Sargent – Published by Jaico Publishing House, New Delhi.