

GTU – Council for Human Resource Studies and Organizational Structures
(GTU-CHRSOS)

Minutes of the Research Summit on

**“People Management & Organization Development –
Needs of Indian Industry with specific reference to Gujarat”**

5th November, 2012 at GTU Gandhinagar Campus

More than 150 faculty members of Management, doctoral students and 3rd semester students MBA (HR) participated in this programme. This was organized by GTU’s Skills Council for Human Resource Studies and Organizational Structures with the aim of mobilizing the HR faculty of MBA to work on a common platform for meaning research and facilitating HR faculty to enhance their competency levels in research.

Session 1:



On behalf of the GTU-CHRSOS, Dr. Trupti Almoula, Champion and In charge Director, Narmada College of Management, Bharuch, Master of Ceremony welcomed Dr. T. V. Rao, Chairman of T. V. Rao learning systems Pvt. Ltd., Mr. MVS Murthy, VP and Head HR and LD, FVRI Technology Services, Future Group, Dr. Rajeshwari Narendran of Udaipur University, Prof. Iman Ghosh, Director of Academy of HRD and Dr. Raju Rao of T. V. Rao Learning Systems Pvt. Ltd. And Dr.

Akshai Aggarwal, Hon’ble Vice Chancellor of GTU.

She also welcomed Dr. K. N. Sheth, Co-Chairman of HR Council, Dr. Kishore, Director and Dr. Japan, Director and other faculty members, Doctoral and 3rd semester students of GTU.

The key note address was delivered by Dr. Akshai Aggarwal, Honourable Vice Chancellor of Gujarat Technological



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University. He summarized the core message of HR Summit. He expressed his concern on poverty of research in India. He stated that we have 17% global population but account for a mere 1.5% of the global output in R & D, with a continuous relative deterioration in research output of India. Though there is industrial growth, Indian industries have failed in delivering product innovation. Universities must help the industries imbibe the ideas of innovation in the entire field of their work. GTU's Master Programme in Business Administration includes immersion studies. So the Colleges must include project work on industry defined areas as an integral part of their work. There should be better collaboration and coordination between government, industry and research institutions so that relevant and meaningful research can take place. Dr. Akshai Aggarwal while concluding his opening remarks stated that it is a challenge for the GTU to take up the research in its correct perspective.

Dr. K. N. Sheth and Dr. Trupti Almoula of HR council of the GTU apprised that the efforts are being made by the council to foster the research among the faculty members and students and the council is confident to get results.

Dr. T. V. Rao at the outset endorsed Dr. Akshai Aggarwal's address. He said that Indians are poor in publishing their research. Niharika Vora along with few doctoral students and few executives from our nation authored a book entitled; "HR practices in corporate". Only 500 copies have been published. Indian books are not getting place in the international market. In a



conference at IIM-A on 'Opportunities in HR' 80% of the students agreed that Balaji Institute can do better rather than IIM because they are not serious in conference but busy with mobile. Dr. Rao said that he used to publish at least one book a year when he was in IIM-A because research must culminate into book. He motivated students saying that he is happy to support students by guiding and mentoring the research. He suggested that such summits be held every six months and the researchers

must present the papers. He gave instances of "Psychology bulletin" Harish Bhatt had written a research paper during his second year of his post graduation on students' perception in management colleges. What is important is identifying the research areas.

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Mr. MVS Murthy of Future Group presented paper on “Employee engagement”. He said that an engaged employee is fully involved intellectually to accomplish the work, mission and vision of the organization as a whole. Mr. MVA Murthy further stated that engaged employees have strong bond which result in higher retention level and productivity levels and lower absenteeism. We can expect talent management as they are key resource (assets) and strategically integrated.



A survey was carried out for trends in HR in 2012, 89%, organizations feel ‘employee engagement’ is not just within the purview of HR but is the responsibility of line managers instead. Line managers should be involved in HR policy process framing. They should be trained to equip and involve people in decision making.

Mr M V S Murthy’s presentation on talent management through engagement stated that engaged workforce are more productive and committed. The more engaged an employee, the greater is the output. He very meticulously explained by giving illustration as to how employees attitude or mindset about several critical issues impact quality. He gave an illustration of economic sense of engagement. The performance data over cost by engaged employee vis-à-vis impact on organizational performance show that it is better to have engaged employee. The behavioural measures of engagement are:



1. Reduced sick time
2. Employee participating in referral programs
3. Participating in company events
4. Participating in knowledge sharing
5. Contributions to quality circles and so on.

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To add to this very impressive presentation, Prof. Dipti Bhatnagar said that research can be carried out on how to measure the impact of engaged employee in bank, schools and Government organizations. Dr. K. N. Sheth added that ‘employee retention’ is an important area of research in HRM.

Dr. Rajeshwari Narendran initiated her presentation on “HR and IR On the Crossroads” drawing attention of all – teachers, students, researchers

and professionals to the importance of studying and working on IR areas if one has to fulfil the responsibilities as an HR professional. She expressed concern that there is a grave misperception about IR as a subject being tough, non interesting, not being a cozy and rosy area to work on and is considered to be the subject of choice for the oldies. This, she said, is infact the reason why there are so few takers for such an important area of study as well as practice. She drew attention to the fact that there has been a paradigm shift in the way organisations work. Yesterday’s organisations had totally manual operations, had a need for low and semi-skilled labour, where employees had to demand basic rights and the management on the other hand, had less concern and care for employees. Today, the scenario is absolutely different – where industries by and large are tech-savvy, entire plants have undergone automation, plant safety and use of safety gadgets is gaining importance, process and service orientation is the culture and literacy and awareness is growing amongst people.

According to Dr Rajeshwari, while there are many positive changes to the IR scenario like, frequency of workplace violence, strikes and lock-outs have reduced a great deal and the infrequent incidents that happen if at all – their form is quite different and non-destructive, the Pay and Perks have improved a great deal, etc. Few alarming fact that draws our attention are the degree of job security which is going low and that employees are more



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concerned about their rights alone rather than duties as well.

She emphatically exclaimed a paradox that Gen Y is now facing in the employment context: while India is, in the coming decade, going to require almost 5.5 crore labour force, outsourcing, contract labour, avoidance of unionised labour, etc as well as a rising demand for global mobility is what is happening in organisations.

The Complexities that stand before the youth today are plenty:

- Need for continuous certification of enhanced abilities in order to sustain employability
- More focused concerns for health and safety given the complex nature of occupational hazards
- Procurement and use (therefore investment) new gadgets meeting global standards
- High Skill Grade Pay
- Regulations on out-sourcing agencies
- Regulations on global mobility, etc.

In the light of all this, she said, it is therefore very critical that one keeps learning and acts more matured in a given situation.

After this very crisp and clear call for HR faculty and students to develop and work equally for HR and IR – both being critical, she went on to stimulate thought processes amongst the participants along TWO broad areas:

1. Challenges in HR and IR
2. Possible Research Areas in HR / IR

She formed one group of students and four groups of all the dignitaries and faculty members. The purpose of forming these groups was to decide the research subjects and to know new topics which can be undertaken for the research work.

The outcomes in the form of challenges and hence areas of Research, that got evolved amongst various group are listed below:

- i) Difficulty in managing employees
- ii) Issues of Collective Bargaining
- iii) Handling strikes and lock-outs
- iv) Health and Safety measures in Industry
- v) Grievance Handling
- vi) Discipline
- vii) Equitable remuneration
- viii) Cultural Bonding
- ix) Resistance to change
- x) Measures to deal with Rewards
- xi) Transparency in Management

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- xii) Need Based Training
- xiii) Employees : A resource or An asset
- xiv) Role Clarity amongst employees
- xv) Expectations of Gen Y
- xvi) Employee Engagement practices of Industries
- xvii) Cross Cultural issues and their management
- xviii) Stress management
- xix) Succession Planning
- xx) HR Initiatives in Informal Sectors
- xxi) Quantifiability or Measurability of HR efforts
- xxii) Employee engagement initiatives at the Shop Floor level
- xxiii) HR – A transactional effort or Transformational effort?
- xxiv) Role of HR in particular industry segment
- xxv) Study of Industry expectations and Perceptions
- xxvi) Types of and Effects of Non-financial rewards
- xxvii) Role of Motivational techniques to enhance employee engagement
- xxviii) Corporate Performance and Employee Engagement
- xxix) Behavioural practices amongst workforce
- xxx) Employees' perception on work place improvement.
- xxxii) Measuring the gaps in employability GR at the College
- xxxiii) Impact of emotional labour on quality of performance
- xxxiv) Work-Life Balance of women employees
- xxxv) Psychological contract in IT Industry
- xxxvi) Employee well- being/ branding
- xxxvii) Participation of workers in Management
- xxxviii) Employee Retention

This indeed proved to be a very useful exercise which led to arriving at the areas where faculty members and facilitators both thought there exists a need for active research.

However, there was a common concern regarding the availability of data for research. To this Mr M V S Murthy, on behalf of Industry, expressed that a persistent effort with a right approach by faculty / research teams will definitely induce industries to share the right data.

After a very engaging participation giving results as mentioned above, the post – lunch session i.e Session –II was triggered off by Prof. Imon Ghosh. He came forward to present on :

“ Challenges of HRD in India – Options and Priorities”

The presentation dealt with a very innovative concern of “Whether HRD can have an impact beyond the Corporate Sector and :

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- i) Help transform society
- ii) Help enhance capabilities in the informal sector
- iii) Help leverage India's demographic dividend through better education and skills
- iv) Help provide actionable ideas to reduce poverty and accelerate economic growth, etc.



Prof. Imon Ghosh emphasised the need to broaden HR's Focus and also extend it to improve child health and mortality in our country.

According to him, if HRD were to help also in the aforesaid dimension of development, we need to first identify Human Development Indicators. In addition, he said that, if HRD were to provide solutions for all the above, it is important to develop people competencies – not intelligence alone,

because, it is competent people alone that drive results in any or all areas.

He added on, saying that while Talent or Skill Development is important, equally important is Talent Management. Incidents like the International Cricket Match in Delhi being abandoned due to poor pitch conditions, or Lehman Brothers filing for bankruptcy are examples of poor talent management practices. Hence, according to him, Dr Pestonji's 3H Model needs to be practiced which explains that HRD is all about talking care of employees' HANDS(Working skills), HEAD (Cognitive abilities) and HEART (Employee engagement, satisfaction and happiness) .

Data shows that majority of India's population works in the Informal sectors, be it any industry. Hence, HRD must contribute to productive work, security at workplace, fair and equitable income, security at workplace, social protection, prospects for personal development and social integration, freedom for people to express concerns and participate in decisions that affect them.

Prof. Imon Ghosh was very encouraging when he said India will continue to be a young nation till 2065 to her great advantage as against other presently strong economies. Hence, if India's youth is productively engaged, it will address global skilled manpower shortages. In order to make this happen, the pattern of education should shift from lecture mode to self directed working in group projects. There will have to be a strong research focus which will provoke thinking and encourage curiosity. Collaborative learning and customised learning that address individual work issues will help individuals apply their knowledge and develop their

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competencies . TEACHING PEDAGOGY MUST BE SUBSTITUTED BY ANDRAGOGY, I.E. LEARNER FOCUSED EDUCATION.

Having shared his innovative thoughts on the path that HRD should take now on, Dr Imon Ghosh shared a few researches done at AHRD. HRD, he re-iterated that HRD must help create solutions for inclusive growth.

He also highlighted an important and critical area of research namely “Leveraging Employee Value Proposition (EVP)” specially in context of MSMEs. EVP entails the promotion of the following:

- i) A fun, positive and vibrant work environment
- ii) Attractive salary and/or financial incentives
- iii) Performance Rewards and Recognition
- iv) Fair pay for a Fair day’s work
- v) Being a good manager/ boss as employees like
- vi) Recognisable organisational brand
- vii) Challenging and engaging work
- viii) Definitive and strong organisational values



For creating and maintaining a positive EVP thus, organisations must focus on the following:

- i) Talent acquisition
- ii) Organisational Culture
- iii) Alignment of business and HR strategies, policies and processes
- iv) Sustained Employee Engagement
- v) Delivering or Keeping to the promises
- vi) Providing positive

- vii) Career Opportunities
- viii) Regular Performance Monitoring
- ix) Provide Right Leaders

He concluded by enthusiastically willing to be with the GTU team for such meaningful research work.

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After a very thought provoking post lunch session thus from Prof. Imon Ghosh, Dr Raju Rao gave some very useful tips which will definitely lead us to go along smoothly in all research areas that we choose. He mentioned that generally researchers complain of corporate houses / organisations not sharing data. Actually, organisations will be most willing to do so if they are convinced that the work the researchers are going to do is actually going to contribute either immediately or in the near future to the organisations forward movement, either directly or indirectly. Hence, it is the approach we take as researchers that really matters. We will have to prove our credibility. He also added, that most researchers miss on identifying the real research areas and land up researching on areas where data is far fetched and hence give up in between or produce poor quality output. If one is able to take up the right research area, the data is right around them, one should know how and where to source data then. “GREEN HR” is one area that he thinks organisations should develop, hence this too could be an area of research.

Dr T V Rao was invited to conclude on the take-home on all sessions since morning and to consolidate on 3 -4 areas of research that we must begin with and also form the Core Team from amongst those present to take the research work in it's right stride..



He concluded, highlighting the following points:

- 1) GTU may open a window in HR and OB on it's website for all to discuss while they conduct research and also so that all faculty and students members may share possible new areas of research , as and when they come across any.
- 2) On Facebook and Linked In – GTU Faculty and Students may have a column – For this task Dr Lalit Chande , Asst. Director , T N Rao College of Management Studies, Rajkot, volunteered to do the needful.
- 3) As an ongoing process, the list of potential research areas can be updated so that those interested may work on the same.
- 4) The proceeding of the research , once undertaken, must be periodically shared either in E-form or in a meeting at particular intervals so that opinions and suggestions may be welcome for improvement in any aspect of the methodology .
- 5) As in the developed countries, academicians must lead the local organisations.
- 6) We, as academicians, must know how to raise our own self –esteem

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- 7) The students whose parents are working with MSMEs can prove to be a great source of gathering issues faced by MSMEs and also data collection during active research.
- 8) We must focus on looking inwards before we look outward for data resources.
- 9) Faculty members will have to convert themselves into researchers and practitioners
- 10) It is not important that we work on larger issues alone , we must and can work on small small things and still create valuable addition to the pool of knowledge.
- 11) All good research is possible only if one is charged up enough, is passionate about research
- 12) Research can be problem driven or practice driven. Management is one unique faculty where theory is built on practice unlike other faculties where theory dictates practice. Hence, for management studies, one does not have to look for a specific laboratory, the laboratory is all around us.
- 13) Maybe we may form a Yahoo Group named HR Innovators
- 14) Research should lead to good teaching but also employment

Dr T V Rao further suggested that we request our Hon. Vice Chancellor - Dr Akshai Agarwal, to write to the authorities in the GIDCs of Gujarat informing them of the need to do such research for the sustenance of the various small and big industries in the GIDCs and influence them to write to various organizations in their respective GIDCs to co-operate with the researchers.

Towards the end of the Summit, through a participative mode, FIVE areas of Research were shortlisted through consensus namely;

Gr 1: Employee Engagement, Commitment and Satisfaction: Defining Patterns and Indicators in Schools and Banks

Shri M V S Murthy – Head –HR & LD at FVRL (Technical Services) , Future Group, whole heartedly declared his support in all possible forms, throughout the research work.

Gr 2: HR and OD : Needs and Practices (People related issues) of MSMEs

Gr 3: Innovative HR practices in IT industries and IT based departments where again Shri M V S Murthy – Head –HR & LD at FVRL (Technical Services) , Future Group, whole heartedly declared his support in all possible forms, throughout the research work.

Gr 4: 360 degree feedback in small scale industry – the power of 360 degree feedback

Gr 5: HR in public services like community hospitals, schools like HR Needs, Competency Mapping etc.

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The Core Committee Members for the above research areas, through voluntary action, are as follows :

Gr 1: Employee Engagement, Commitment and Satisfaction: Defining Patterns and Indicators in Schools and Banks

Mentor : Sh M V S Murthy

Members No.	Name of Faculty	Name of the Institution
01	Ms Tejal Patel	C K Pithawala College of Management, Surat
02	Ms Neha Mehta	Saraswati Institute of Management, Kadi
03	Ms Alpa Parmar	Parul Institute of Management, Vadodara
04	Ms Jinal Shah	Indus Institute of Management
05	Ms Neera Singh	Indus Institute of Management

Gr 2: HR and OD : Needs and Practices (People related issues) of MSMEs

Mentor : Dr T V Rao

Members No.	Name of Faculty	Name of the Institution
01	Dr Lalit Chande	T N Rao Institute of Management, Rajkot
02	Ms Pooja Bhatt	Indu Management Institute
03	Ms Priti Nair	Parul Institute of Management, Vadodara
04	Dr Dipti Sethi	Rajkot
05	Ms Punam	Academy of HRD
06	Mr Sagar Dodiya	SGJ College of Management, Mandvi
07	Ms Priya Shukla	Sarawati Inst. Of Management, Kadi

Gr.3 : Innovative HR practices in IT industries and IT based departments

Mentor : Mr M V S Murthy

Members No.	Name of Faculty	Name of the Institution
01	Mr Samir Rohadia	Parul Institute of Management, Vadodara
02	Ms Nitika Mahajan	Saraswati Inst. Of Management, Kadi
03	Mr Tushar Panchal	R H Patel Institute of Management

Gr 4: 360 degree feedback in small scale industry; Mentor : Dr T V Rao

Report of the Research Summit on "People Management & Organization Development – Needs of Indian Industry with specific reference to Gujarat" prepared by Dr K N Sheth and Dr Trupti S Almoula

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Members No.	Name of Faculty	Name of the Institution
01	Dr Trupti S Almoula	Narmada College of Management , Bharuch
02	Dr K N Sheth	Saraswati Institute of Tech and Mgmt. Kadi
03	Ms Neha Mehta	Saraswati Institute of Tech and Mgmt. Kadi
04	Ms Bhavika Batra	Global Institute of Management

Gr 5: HR in public services like community hospitals, schools like HR Needs, Competency Mapping etc.; Mentor : Prof Imon Ghosh

Members No.	Name of Faculty	Name of the Institution
01	Dr Kishore Bhanushali	Global Institute of Management
02	Dr Japan Shah	Oxford School of Management
03	Ms Surbhi Ahir	SRK, Kutch , Gandhinagar
04	Ms Komal Ghori , Ms Rupal Trivedi, Ms Prachi Borana	Students, Indus Inst.

The Summit was thus concluded with everyone agreeing to meet and take off from there . Dr K N Sheth thanked all the experts (invitees) for their valuable time and contribution and all the faculty members and students who over-whelming participated in the Summit and agreed to work together on various research projects.

