



BHILAI INSTITUTE OF TECHNOLOGY, DURG (CG)
भिलाई प्रौद्योगिकी संस्थान, दुर्ग
(Seth Balkrishan Memorial) Estd. 1986

January - 2021

PRABANDHAN MANTRA

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Quarterly Newsletter



Editor's Desk

As an institution which believes in academic pursuits which have practical implications, B.I.T Durg has always been a forerunner in academic endeavors setting benchmarks in education and industry.

This newsletter aims at empowering professionals everywhere to lead more productive work lives by disseminating knowledge processed here at our campus.

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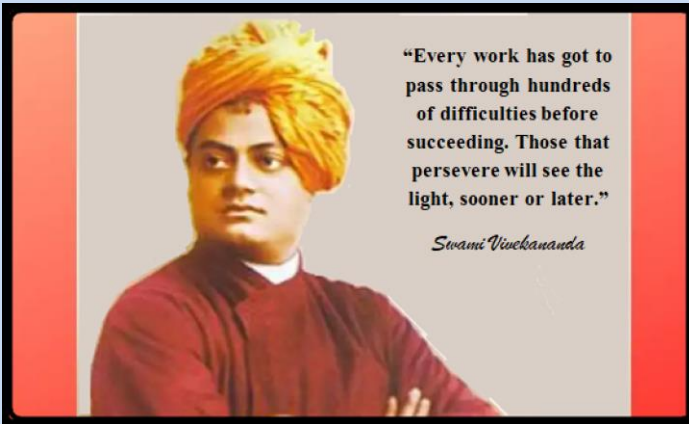
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Leading Change Means Changing How You Lead

Adapting your leadership approach is necessary for achieving the change your organization requires. One of the toughest challenges facing leaders is that the job requirements can change dramatically and unpredictably, as the past two years have amply demonstrated. Of necessity, leaders had to divide their attention between responding to the pandemic and managing a remote workforce and have been even further stretched by issues such as social justice, supply chain disruption, climate change, hybrid work arrangements, and geopolitical instability.

It would be easy to conclude — as many commentators have — that the key requirements of leadership are flexibility and empathy. While these qualities are certainly beneficial, especially at this specific, stressful moment, the enduring requirement of leadership is to be contextually effective. Effective leaders are those who adjust their leadership approach to suit the context and challenges they face.

History is replete with examples of individuals who displayed extraordinary leadership under certain circumstances but were unable or unwilling to subsequently change their leadership approach. In

business, it is frequently observed that a founder is rarely the leader best suited to run the business once it achieves a certain scale because it requires a different style of leadership and skills. Alphabet's success is in part a testament to the self-awareness of Sergey Brin and Larry Page, who recognized the need to step away from the CEO role. Facebook's current travails, in comparison, are partially caused by Mark Zuckerberg's failure to acknowledge this necessity.

Three Imperatives for Leading Effective Change

In our work with leaders, we encourage them to think of contextual effectiveness as comprising three main tasks:

Drawing the map: The late publisher Arnold Glasgow observed that great leaders recognize an issue before it becomes an emergency. They consistently map the changing dynamics of the company's environment and create a clear, prioritized vision for where the business should be headed.

Establishing the mindset: The second task of leadership is to ensure that the executive team has more than just a cognitive understanding of the map. The leader's mindset drives a shared conviction about the necessity of change and an enthusiasm for the improvements that successful change will bring about. This enthusiasm is vital because achieving change is harder than maintaining the status quo.

Communicating the message: If the map credibly identifies the needed change, and the mindset creates the appetite for change, the message is the key tool for activating that change among the broader population of employees.

Ms. Urja Sethi MBA

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"Talent wins games, but teamwork and intelligence wins championships."

– Michael Jordan



Ways to Improve Communication Skills

Communication skills, tops the list of fundamental skills needed to succeed in the workplace. A decade-and-a-half later, with the rise of social media networking and texting, communication is becoming more casual, even in situations where more formal ways of communicating are required. What this means is that people from the younger generation, may not know or even understand the importance of effective communication skills in the workplace. When you take a look at the greatest leaders, one of the traits they possess, is the ability to communicate effectively, which underscores the importance of communication skills.

There are specific things to do that can improve your communication skills:

1. **Listen, listen, and listen.** People want to know that they are being heard. Really listen to what the other person is saying, instead of formulating your response. Ask for clarification to avoid misunderstandings. At that moment, the person speaking to you should be the most important person in your life. Another important point is to have one conversation at a time. This means that if you are speaking to someone on the phone, do not respond to an email, or send a text at the same time. The other person will know that she doesn't have your undivided attention.

2. **Who you are talking to matters.** It is okay to use acronyms and informal language when you are communicating with a buddy, but if you are emailing or texting your boss, "Hey," "TTYL" (talk to you later) or any informal language, has no place in your message. You cannot assume that the other person knows what the acronym means. Some acronyms have different meanings to different people, do you want to be misunderstood? Effective communicators

target their message based on who they are speaking to, so try to keep the other person in mind, when you are trying to get your message across.

3. **Body language matters.** This is important for face-to-face meetings and video conferencing. Make sure that you appear accessible, so have open body language. This means that you should not cross your arms. And keep eye contact so that the other person knows that you are paying attention.

4. **Check your message before you hit send.** Spell and grammar checkers are lifesavers, but they are not foolproof. Double check what you have written, to make sure that your words are communicating the intended message.

5. **Be brief, yet specific.** For written and verbal communication, practice being brief yet specific enough, that you provide enough information for the other person to understand what you are trying to say. And if you are responding to an email, make sure that you read the entire email before crafting your response. With enough practice, you will learn not to ramble, or give way too much information.

6. **Write things down.** Take notes while you are talking to another person or when you are in a meeting, and do not rely on your memory. Send a follow-up email to make sure that you understand what was being said during the conversation.

7. **Sometimes it's better to pick up the phone.** If you find that you have a lot to say, instead of sending an email, call the person instead. Email is great, but sometimes it is easier to communicate what you have to say verbally.

8. **Think before you speak.** Always pause before you speak, not saying the first thing that comes to mind. Take a moment and pay close attention to what you say and how you say it. This one habit will allow you to avoid embarrassments.



9. **Treat everyone equally.** Do not talk down to anyone, treating everyone with respect. Treat others as your equal.

10. **Maintain a positive attitude and smile.** Even when you are speaking on the phone, smile because your positive attitude will shine through and the other person will know it. When you smile often and exude a positive attitude, people will respond positively to you.

Communicating effectively is a teachable skill, therefore following a few of the tips outlined above, will enable you to hone up on your communication skills.

Mr.Palash Bhaumick

MBA I SEM

“Plans are only good intentions unless they immediately degenerate into hard work.”

Peter Drucker

MODERN TRENDS & PRACTICES IN TRAINING & DEVELOPMENT

For a Company to be successful today, its workforce must be Diverse, Innovative, Insightful and Knowledgeable. This can only be achieved by offering training and education to the most valuable asset of the organization – its people.

In today’s era, employees are not keen to join an organization where their Knowledge and Skills are not upgraded. In this respect, organizational training is undergoing a huge transformation. Many organizations provide opportunities for learning and use it as a retention tool.

The trends that influence workplace training and development are changing in significant ways:

- The knowledge economy is growing and becoming an inevitable part of the modern business structure.
- Jobs are becoming more fluid and specialized.
- Knowledge turnover is now rapid and becoming a new reality.
- The aging of the workforce is creating a need to develop new sources of talent.
- The proliferation and access of knowledge on the Internet have given rise to the greater demand for the ability to discern fact from opinion.

These trends, among others, are changing the way people learn and make investments in employee training and development more critical in determining the success of an organization than it has been in the past.

A large number of organizations use the strategy of proper & effective training by increasing their training budgets to retain and get quality output from the employees. Employees are delegated with different roles & responsibilities and training helps them to accomplish their roles & responsibilities and groom them for the future responsibilities as well. Also the paper is aimed at studying the current & expected future training trends worldwide.

Training– What It Is?: According to Flippo “training as “the act of increasing the skills of an employee for doing a particular job”. Thus training is a process of learning a sequence of programmed behavior. This behavior being programmed is relevant to a specific phenomenon that is a job.”

According to J.P.Campbell, “training is a short –term process utilizing a systematic and organized procedure by which non-managerial personnel learn technical knowledge and skills for a definite purpose”



The need for Training & development arises to fulfill the gap between standard performance of employee & actual performance. Where the employee is lacking behind in his work. Extreme supervision on employees works help to decide the degree of Training & Development program.

CORPORATE TRAINING INITIATIVES IN INDIA: In the last few years, Indian organizations have made exceptional progress in terms of their training initiatives. This is mainly due to the increase in competition and the entry of multinational companies in India, which has forced them to look for various alternatives to develop organizational effectiveness.

- Training is considered as more of a retention tool than as a cost to the organization.
- Not only have organizations increased their investment in training and development practices, but they have also systematized training policies and practices right from the training need analysis to training evaluation and feedback
- The training system in the Indian industry has been distorted to create a smarter workforce and yield the best results.
- The optimum utilization of human resource is the target of any company and training is a tool to increase business outcomes.
- This is an optimistic sign which clearly shows that organizations operating in India are also very serious about their learning and development function.
- Information technology has drastically modified the working patterns of industry and the lifestyle of people. Vision for meeting the challenges is a very important requirement of the corporate sector. Due to this, even training and development department is also not exempted from it.

CURRENT GLOBAL TRENDS IN TRAINING AND DEVELOPMENT:

1. **Strategic focus:** Organisations are aligning their practices towards its overall business strategy.
2. **Employee Training & Development governance:** Organisations are focusing on the proper governance of the Employee Training & Development function, in line with corporate governance principles.
3. **Proactive needs analysis:** Organisations are running training needs analyses proactively, with a direct link to business goals and future priorities.
4. **Combined learning:** Organisations are using a blend of different methodologies to facilitate learning, with a particular emphasis on electronic learning.
5. **Performance improvement:** Organisations are no longer doing training purely for the sake of training; but there is a shift towards training that improves the business.
6. **Create Learning culture:** Organisations keep the perspective that training is a waste of time if there is no environment conducive to learning and growth.
7. **Outcomes-based learning:** There is a global shift towards outcomes-based learning, in which the focus is on clear outcomes and applied competencies rather than a great deal of interesting but inappropriate information.
8. **Learner support:** Training departments are developing focused learner- support strategies to support learning and remove obstacles to learning and growth.
9. **Mentoring and Coaching:** Training alone is not enough; supportive mentors and coaches are needed in the workplace to accelerate learning and growth.
10. **Training measurement:** Companies are measuring the impact of training based on clear



tangibles in terms of the financial value of training.

11. **Talent management:** Employee Training & Development is being integrated into talent management strategies, in which talented employees are given opportunities to develop their talents further so that their potential can be optimised in the workplace.

Ms. Shubhi Bajpai,

MBA I SEM

“Coming together is a beginning. Keeping together is progress. Working together is success.”

– Henry Ford

Wage and Salary Administration

Wage and salary administration is a collection of practices and procedures used for planning and distributing company-wide compensation programs for employees. These practices include employees at all levels and are usually handled by the accounting department of a company.

Wage and salary administration is defined as the process by which wage and salary levels and structures are determined in organisational settings. Wages are payments for labour services rendered frequency, expressed in hourly rates, while a salary is a similar payment, expressed in weekly, monthly or annual rates.

A ‘wage’ (or pay) is the remuneration paid, for the service of labour in production, periodically to an employee/worker. “Wages” usually refer to the hourly rate or daily rate paid to such groups as production and maintenance employees (“blue-collar workers”). Salary’ normally refers to the weekly or monthly rates paid to clerical, administrative and professional employees (“white-collar workers”).

Wage and Salary Administration – Nature and Characteristics

Nature:

1. The basic purpose of wage and salary administration is to establish and maintain an equitable wage and salary structure.
2. It is concerned with the establishment and maintenance of equitable labour cost structure i.e. an optimal balancing of conflicting personnel interest so that the satisfaction of the employees and employers is maximised and conflicts are minimised.
3. The wage and salary administration is concerned with the financial aspects of needs, motivation and rewards.
4. Employees should be paid according to the requirements of their jobs i.e. highly skilled jobs are paid more compensation than low skilled jobs.
5. To minimise the chances of favouritism.

Characteristics:

1. Payment of wages is in accordance with the terms of contract between the employer and the worker.
2. The wages are determined on the basis of time-rate system or piece-rate system.
3. Wages change with the change in the time spent by the labourer.
4. Wages create utility.
5. Wages may be paid weekly, fortnightly, hourly, or on monthly basis.
6. Wage is the reward paid to the workers for the services rendered by them.
7. Wages can be paid in cash or in kind. 8. All kinds of allowances are included in wages.

Wage&SalaryAdministration – Objectives Its objectives are:

- i. To compare or draft company HR policy



- ii. Find out the income level and return ratio of similar industries
- iii. To understand wage differentiations
- iv. To examine the competitiveness of entry level employees
- v. To establish hiring rates favorable to the community
- vi. To keep abreast wage and salary rates with production cost
- vii. To minimize labour turnover due to pay disparity
- viii. To increase employee's satisfaction and morale
- ix. To learn about the trend of perks and benefits in the market
- x. To resolve existing labour problems concerning compensation.

B Harsh
MBA I SEM

“Get the right people. Then no matter what all else you might do wrong after that, the people will save you. That's what management is all about.”

– **Tom DeMarco**

Inspiring Short Story about Teamwork that you must share with your Team

In today's world, many of us are working very hard to achieve something in our life. To do so, we need a strong team around us, like a coach for an athlete, a teammate in corporate life, or a business partner.

With a strong team and coordinated teamwork, we can achieve anything in our life.

We may feel we can do anything without any support, but that is not true. We need to work with somebody as a team to accomplish the task.

Here is a inspiring short story about teamwork that illustrate the importance of teamwork.

Teamwork – Football game

It was a bright sunny morning, and the football ground was shining with yellow rays from the sun.

Seeing this, a group of boys nearby decided to play a football match. Each one of them decided to bring some items for playing.

One boy decided to bring a football, another boy, the corner flag. Similarly, all the other football kits like goalkeeper gloves, marking chalk, goalposts, etc., After some time, everyone gathered on the ground and started picking the teams. Soon there was an argument about who will select the team members.

Then they decided that the person who had bought the most valuable object to play the game should pick the team. As time passed by, they couldn't decide one.

Then they decided to start playing the game with all the objects they bought. And one by one they will get rid and see at last which is more important to play the game.

The game started, the first thing they got rid of was the whistle because they thought the referee could shout instead of whistling.

Then the goalkeeper removed his gloves and started playing with bare hands. Then they replaced the goalpost with a couple of bins on each side.

And finally, they replaced football with old tin. While the boys were playing the game, a father and son saw them playing.

The father said to his son, “Son, see the boys, and learn from them. Without football, they were managing to play, even though they will never going to improve the game by playing with those objects”.

One of the boys nearby heard him and told his friends.

Then they realized that because of their ego and individual pride, they were not enjoying the game. Also, they were not playing a proper football match even though they had all the necessary kits.



The boys then decided to park their ego and selfishness aside and start playing with proper football kits.

The match started, the boys were enjoying the game, and in addition, improving their skills.

Moral of the Story:

In life, everyone has a personal goal that we want to achieve. But when we work as a team, the team's goal is more important than the individual goal.

In teamwork, it's crucial to set aside our pride and ego. Instead, we should work towards the team's goal. In this way, we will also achieve our individual goals like improving our game, getting a promotion in the office, learning a new process, etc.

Atul S Nair
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**“The two most powerful warriors are
patience and time.”**

— Leo Tolstoy