

MAN301T: Entrepreneurship & Management functions

Session 6

<https://sites.google.com/a/iiitdm.ac.in/sudhirvs/courses/entrepreneurship-management>



INDIAN INSTITUTE OF INFORMATION TECHNOLOGY,
DESIGN AND MANUFACTURING,
KANCHEEPURAM

- Sudhir Varadarajan, PhD

Contents

Perspectives on Human Resources Management

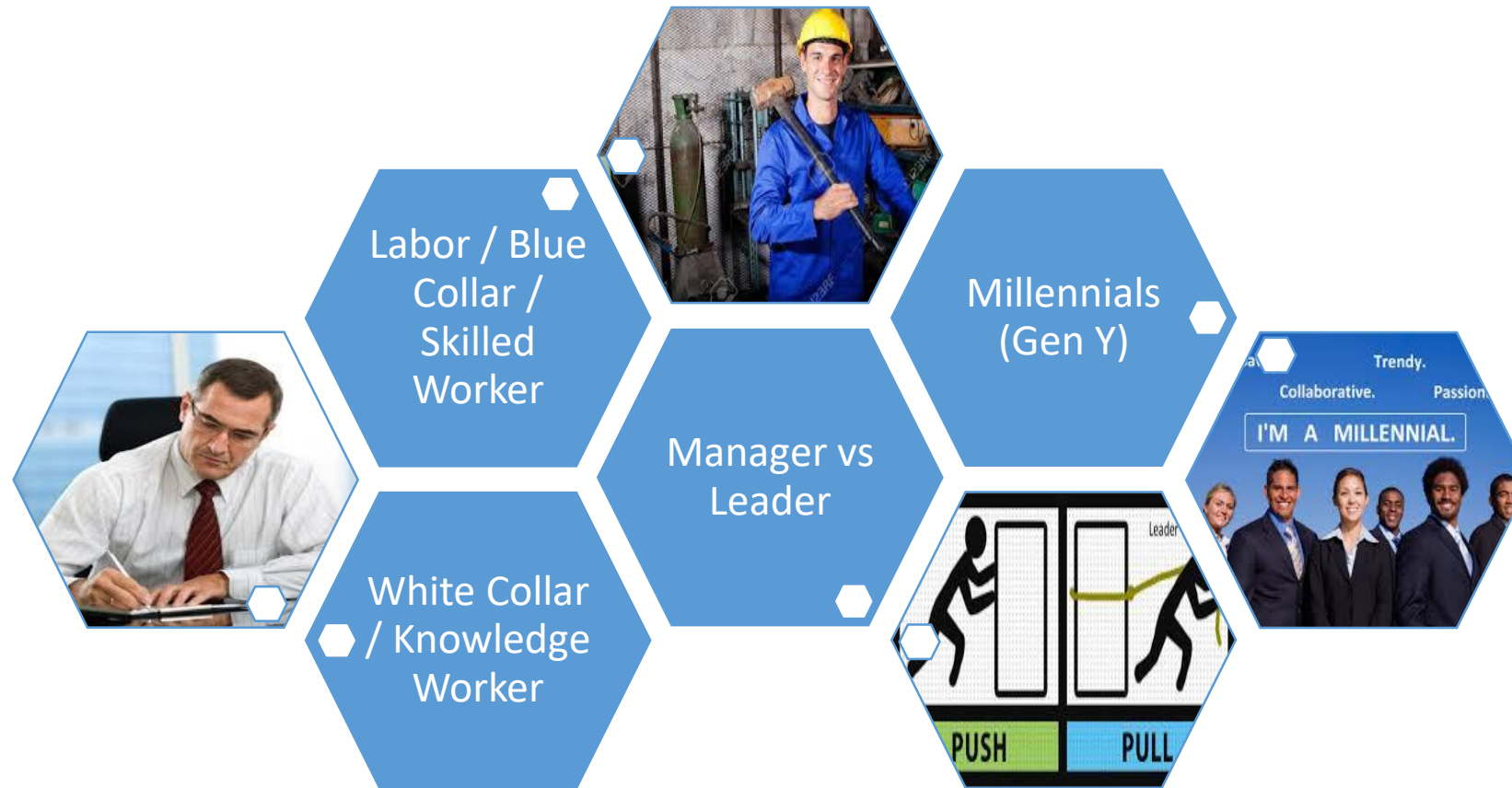
Human Resources Management: Key Functions

War for Talent... Leadership... Attrition...

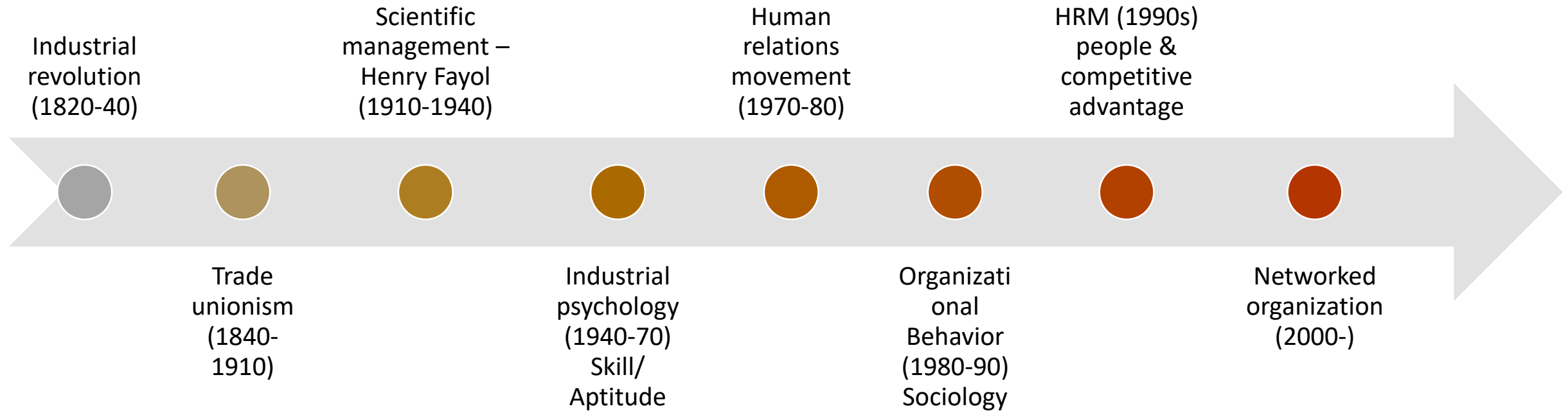
It is all about human resources and relationships



Changes in the Nature of Human Resources



Evolution of HRM Practices



Two dominant views about Human Resources

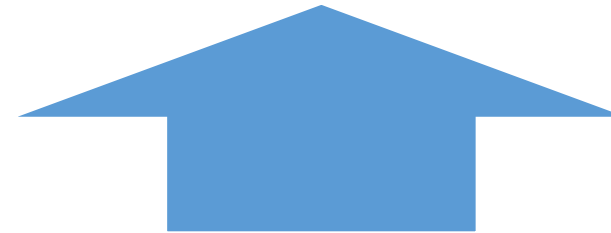
Strategy, Structure, Systems
1970s



Organizational Man

Purpose, Process, People
1990s

Individualized
Corporation



Individual is Part of a System

A very strong view that human resources like any other resources can be selected, trained and incentivized to fit to organizational requirements

Organization is a Network of Individuals

A very strong view that in the face of increased complexity, good quality human resources are scarce and organizations need to be built around right people

Role of Human Resource Management

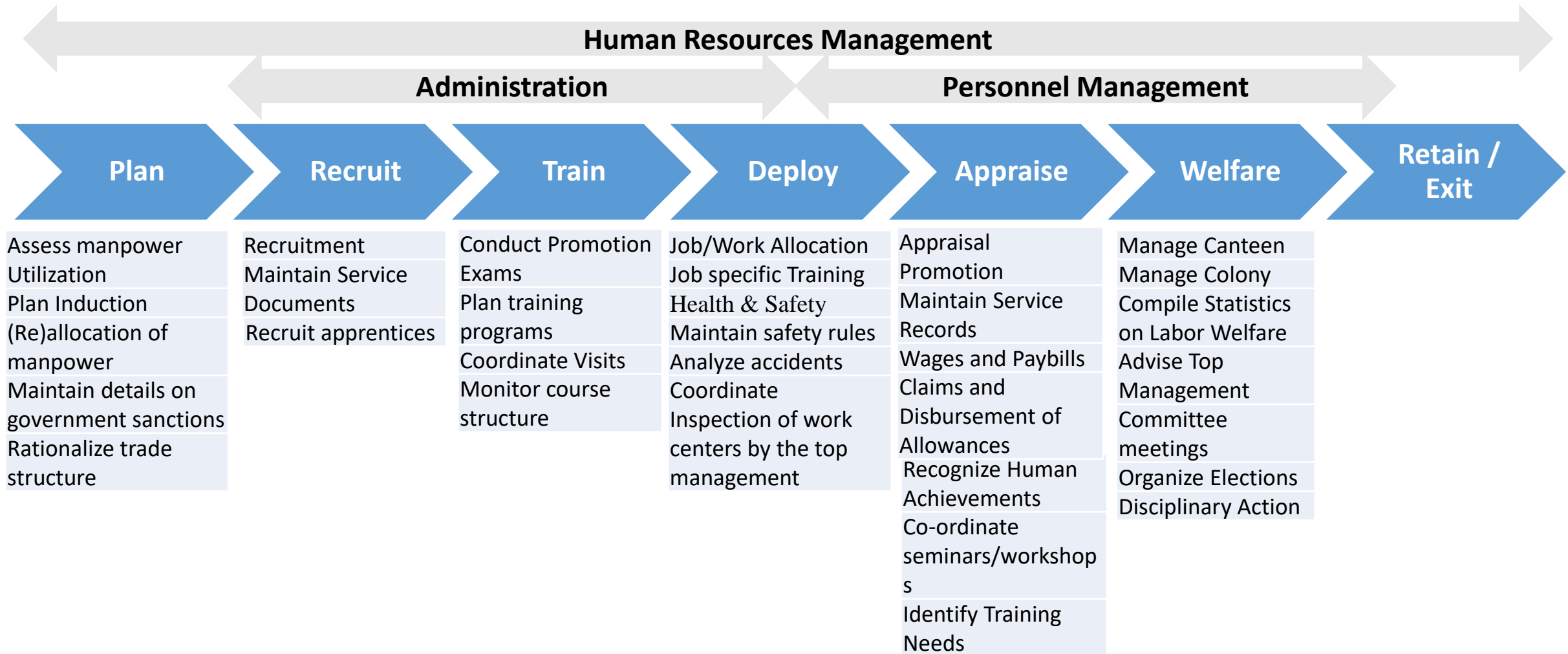
- Strategic and Operational
 - Impact on business strategy vs focus on operationalizing strategy
- Line and Staff function
- Varies by the nature of business (& types of organizations)
 - Capital intensive vs labor intensive vs knowledge intensive
 - Small scale vs Large
 - Domestic vs Global

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Human Resources Management: Key Functions

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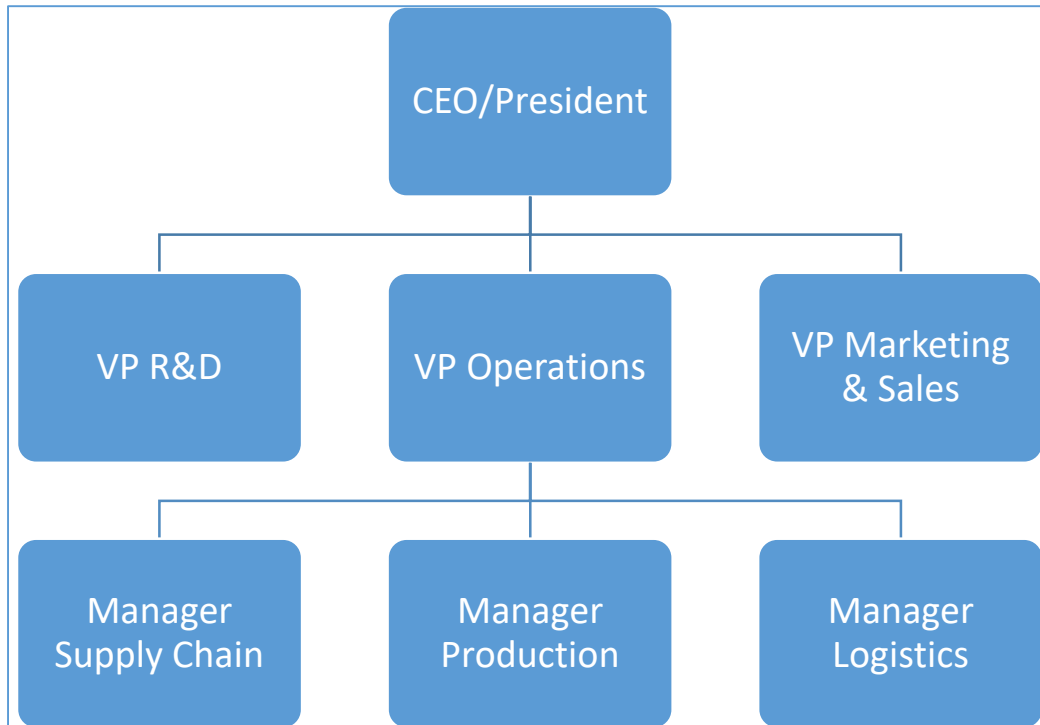


Planning Human Resource requirements

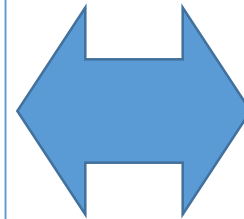
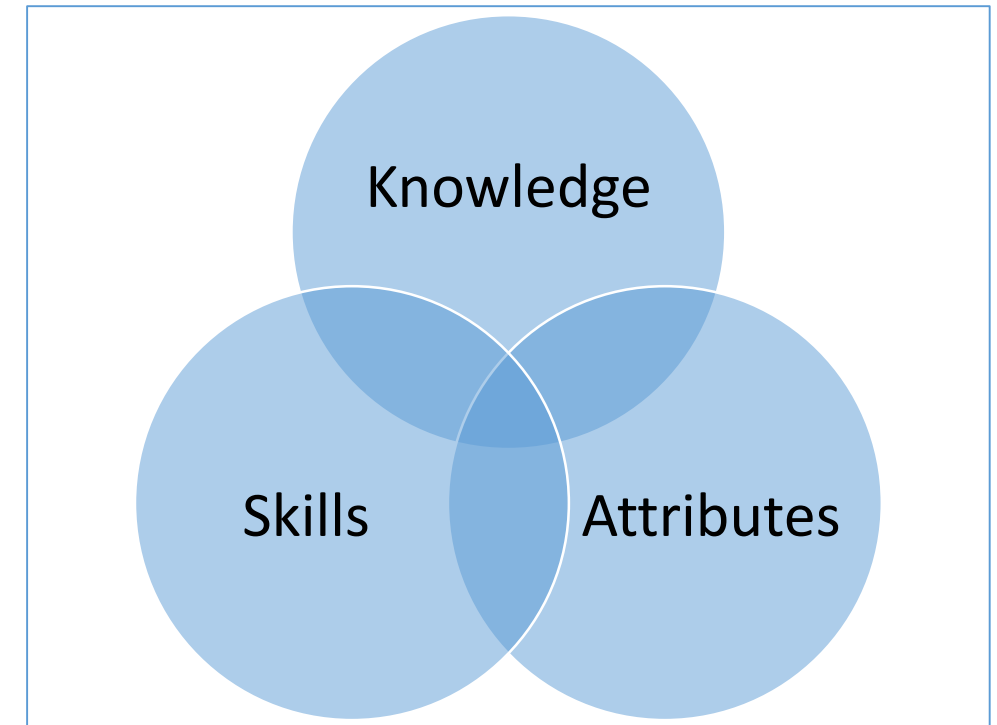
- How many people at what levels for X revenue projection (strategic goals/targets)
- Estimate the effort in person-hours (to design, manufacture & sell the product in different locations)
- Identify the number of people required
- Manpower planning techniques

Job Design - Mapping Role & Competencies

Organizational Roles



Competencies



Strategic Objectives->Measurable Goals->Roles->Clear Responsibilities
Competencies should be aligned with Roles & Responsibilities

Recruitment & Selection

- Focus on minimizing Type-I and Type-II errors
 - Rejecting the right person
 - Selecting the wrong person
- Key activities
 - Sourcing and Filtering Applications
 - Conducting Test & Interviews
 - Reference checks



Sourcing & Analyzing Applications

- Sourcing applications
 - Directly through campus / office / website
 - From third party agencies / aggregators
 - From specialists in that particular domain
 - From references / targeted search in competition
 - Important to maintain a database
- Shortlisting applications
 - Doctored CVs (with all the keywords) / inconsistencies
 - Number of job changes & reasons
 - Coherence in experience
 - Relevance to the requirement
 - Unique skills/promise
 - Social media checks



CURRICULUM VITAE
Vacancy: Senior Consultant – Customer Analytics
Date: 30 May 2012

Name:

Residence: Gurgaon

Nationality: Indian

CONSULTANT - COMMENTS

Mr. Vanidhar A Uppaluru is a interesting candidate, he is currently working in Inductis India Pvt Ltd as a Consultant for Barclaycard Credit Risk Office. He is proficient in statistical tools and has strong knowledge in SAS, SQL and VB.

He has worked in BFS domain for more than 10 years and has hands on experience in implementing customer analytics oriented IT solutions for customers. Mr. Vandihar is mobile and is happy to travel for any work related requirements.

CURRENT REMUNERATION: CTC - 11 Lacs + Variable Pay (15% of fixed pay)

REQUIRED REMUNERATION: 30% hike

REASON FOR LEAVING: Better prospects

LENGTH OF NOTICE: 2 months

EDUCATION AND QUALIFICATIONS:

DELHI UNIVERSITY
Bachelor s Of Arts (Economics & Politics)

SRI VENKATESWARA UNIVERSITY
Masters Of Arts (Economics) (expected)

SUMMARY OF QUALIFICATIONS:

- 10+ Years experience with 7+ Years dedicated to 'Business Analysis' and 'Project Management'.
- Worked extensively within the credit card industry across risk and capabilities domains
- Inspired, lead and developed high-caliber teams through collaboration and influencing.
- Advanced trainings in statistics, business, market intelligence and finance.
- Strong SAS programming skills and ability to translate business requirements into technical solutions.
- Experience with programming applications like SAS, SQL, MS Access, and VB.
- Experience with front-end web based statistical tools like ModelBuilder, knowledgeSeeker and MiniTab.
- Six-sigma trained and tested.

CERTIFICATIONS:

- Collections Lean Champion Certification 2004 And 2006 (Independent and Team Projects).



Conducting Interviews

- Planning for the interview
 - Researching (social media)
 - Number of tests/rounds of filtering
 - Virtual or Face-to-face
- Interview questions to check
 - Competence: Can they do the job?
 - Motivation: Will they do the job? / Psychometric tests
 - Culture: Do they fit with the org?
- Typical ways of engaging the interviewee
 - Ask for a brief biography
 - Asking them to explain a particular experience
 - Inquiring about how well do they know themselves
 - Exploring how they would respond to a new situation
 - Salary negotiation (different from technical interview)
- Complete the selection form and fix the grade/DoJ

Deploy & Manage Performance (Appraisal)

- Deploy
 - Fitment to role
 - Role specific training
 - Reporting manager / team alignment
 - Utilization
- Performance Management (Appraisal)
 - Continuous process of identifying, measuring and developing the performance of individuals and teams – 360 degree feedback
 - Aligning performance with strategic objectives
 - Poor PM results in frustration for employees, managers and organization

Compensation & Benefits



Salary

- Pay
- Overtime



Rewards

- Bonus
- Salary increases
- Promotion
- Equity offerings
- Awards
- Recognition
- New job assignment



Benefits

- Health plans
- Retirement plans
- Vacation time off
- Paid training
- Working hours

Retention / Separation

- Knowing the pulse / grapevine
- Retaining versus Fresh recruitment
- Retaining strategies vary by the level

Exercise 6: Prepare a HR plan for your firm

- 1. Estimate human resource requirement for next 3 years
- 2. Define key roles, responsibilities and goals
- 3. Define critical competencies/experience for the role
- 4. Prepare a job profile
- 5. Pair up and interview each other for two roles and report

TITLE OF THE POSITION	Senior Consultant – Cards		
Account Manager's Name (offshore) - Complete Contact Details (Email, Cell#, Office #)			
Client Name	-	Circle	CSG - CU-BFSI
URN # / Sign off Number			
Exact Location (City\State)	India / Chennai		
Duration of assignment (Months)	Long term	Full Time/ Sub Con	Full time
Number of Resources #	1		
Start Date	Immediate		
Position Title, e.g. System Admin, PM, PL etc.	Senior Consultant – Cards		
Experience	10-15 years		
Client Billing Rate	-		
Annual Salary if on full time			
Primary or Mandatory Knowledge & Skills	<ul style="list-style-type: none">▪ Well versed with end to end Cards Payments Process▪ Full lifecycle of cards, Hands-on Card Management Suite experience (Implementation aspects and hands on experience in one or more product suites preferably V+, TSYS), EMV Implementation, ATM Management, Debit and Prepaid product knowledge▪ Experience on both retail or corporate side and knowledge of Mobile Payments / NFC would be an added advantage▪ Hands on experience with or have directly worked with Banks, Card Processors / Card Technology Companies▪ Understanding of Cards Regulations across Geographies, - US, Europe, APAC▪ Good customer facing skills, to work with client's business team to understand, design business processes and solution architecture		
Secondary or Optional Skills	Analytics, Loyalty		
Detail Job Description	<ul style="list-style-type: none">▪ Research Industry/Market Trends▪ Develop New Service Offerings and PoCs to address white spaces▪ Identify and Partner with Niche Product Companies▪ Design Solutions & Value Propositions for Customers Pain Points▪ Help Grow Strategic Accounts through Account Mining & Cross-sell across accounts▪ Engage Senior Business/IT leaders from clients in strategic conversations		
E Mail ids on which resumes are supposed to be sent for screening			
Remarks	This is very urgent and is a firm requirement.		

Things to find out before next class

Read through financial statements
(P&L and Balance Sheet) of some
companies

