

Porté

Your Human Strength



CHRIST
UNIVERSITY

BANGALORE, INDIA

Declared as Deemed to be University under Section 3 of UGC Act 1956

INSTITUTE OF MANAGEMENT



Analysis



\$\$\$

Process



Marketing



Management



Vision



HR ANALYTICS



Development

Solution

Strategy



9

HR News

12

Know Your Faculty

13

Creative Corner

INSIDE THIS ISSUE:

Farewell - Seniors	4
The Future is HR Analytics	5
Human Resource Analytics - The New Kid on the Block	7
HR News	9
BigDataEdge (INFOSYS)	11
Know Your Faculty	12
Creative Corner	13
HR Activities	16



HR Analytics
CONCLAVE

On

**HR ANALYTICS:
ENHANCING EFFICIENCY OF HUMAN RESOURCES**

1 March, 2013

The one day conclave organized by Christ University Institute of Management on 1st March 2013, adopted an experiential approach to educate, communicate, and train participants on HR analytics at the beginners' level. The forenoon session had eminent practitioners from leading organizations to speak on the utility of HR metrics in the business world for competitive advantage. The afternoon session was exclusively dedicated to hands on training for creating an HR dash board and a few useful metrics.

Editorial

Greetings from Team Forte!

Forte comes up with yet another edition of it for you all. Like all previous editions of Forte, this edition also revolves around a central theme. This edition of Forte is based on the theme of HR Analytics. Analytics has always been part of the Human Resources from a long time, but has always been overshadowed by the other dimensions of Human Resources.

This edition of Forte, by the Human Resource department of Christ University Institute of Management brings an in-depth look into the Analytics that are associated with HR. We are proud to pen down for you the corporate, the academics as well as the students' perspective in Human Resource Analytics. This edition of Forte is also very much significant for us. It marked the beginning of yet another team of Forte from amongst us all in. This edition shows their hard work, their dedication, their efforts which are equally coupled with the guidance from the existing of the senior batch. This edition is a proper amalgamation of the experience of the seniors that they have brought into Forte, and the new ideas and thinking of the first years.

Forte has always tried to enlighten you and enrich your minds with the recent happenings around the globe, in the field of Human Resources, with our own flavour and style. Hope this edition lives up to your expectations and provide you with the same, but not less amount of knowledge, information and the funnier side of HR and especially HR analytics.

Co-Editor

Ayan Bandyopadhyay

About Us

Forté is the official HR newsletter which throws light on the major HR events happening in and around CUIM. This newsletter is also an enriched mixture of HR news, strategies, articles, events and interviews. HR is all about being human and Forté is your human strength.



The Forte Team-

Editorial

Ayan Bandyopadhyay

Aditi Ramdas

Anju Kuriakose

Dangwal Jyoti Shivprasad

Padma Pushkar Pradhan

Design

Kevin Joy

Farewell

Senior HR Forte Team

Well FORTE team's 2011-13 journey to be precise had been special & super fun;
 Making all of us fall in love with every moment spent together under the sun !!
 Here's Wishing FORTE team 2012-14 times which are way more awesome and bright,
 Go make us proud and live up to the spirits of a true christite !!
 Cheers!

Srijeet Sarkar

Forté! As the name goes, brings out the best in everyone, it did the same for me too.
 Along with the editor tag came in fun, learning, awesome team and a great mentor Prof.Vedantan.
 It proved the fact that there can be a fun way to learn.
 Juniors keep up the Forté legacy!

Sheril Varughese

The words that come to my mind, when I think about my experience with Forté, are 3P's - Passion, Pressure & Pure Joy. As the Forté team - a bunch of Passionate and crazy brains - with each issue we wanted to give more to our readers. This added the Pressure to excel every time, but when each Forté newsletter was released, the response of our readers gave me (and all of us) - Pure Joy!

Jubeesh Don Bosco



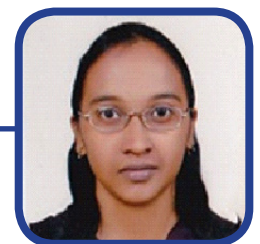
SENIOR & JUNIOR FORTE TEAM

(From Bottom Left) Anju, Sheril, Aditi, Jyothi, Pavithra, Manish
 (From Top Right) Kevin, Pushkar, Ayan, Jubeesh, Srijeet



THE FUTURE IS HR ANALYTICS

Sharnitha Ramachandran
MBA - HR



The role of HR today has shifted from oft-thought recruitment and selection to HR Analytics. Since HR is also considered as a strategic business partner alongside other functions; through HR Analytics, even HR knows how to speak the 'language of the business' – Numbers.

HR Analytics can be used in many areas but there are 3 umbrella terms to which HR Analytics best fit - People Management, Business Intelligence and Business Planning.

People Management is the central part of HR and perhaps the one with the widest scope as well. After all, HR is about dealing and managing effectively with people. The concept of workforce management is becoming popular these days with lots of emphasis on Diversity management, Employee Engagement, Benchmarking of processes and procedures, Cost and Benefit Analysis

and Employee Demographics. An example would be - With employees belonging to the baby boomer generation (people born between 1946 -1964) set to retire this year and in the years to come, the focus of companies is now on Gen X employees (people born between 1965 - 1979) and soon companies will expect Gen X employees to train Gen Y employees (people born between 1980 - 2000).

Through HR Analytics, we can do succession planning and give opportunities for employees to move up the career ladder by training them for new and higher positions, by asking them to undertake job rotations or giving promotions to deserving employees. Thus when an employee retires or leaves the organization, the replacement is ready beforehand itself and this results in savings; in terms of time and efforts. Using this information and HR analytics; for the ensuing year - hiring forecasts can be prepared, performance drivers can be established, incentive planning can be modified, rewards and recognition schemes can be made more effective and cost per employee (T&D costs and ROI) can be calculated.

When it comes to Business Intelligence, there is lots of emphasis on Management Information System (MIS). Simply put, this is database management and in HR specifically, it includes preparation of dash boards as well. A dash board is a visual technique depicting the graphical representation of current status of the organization and past trends of data for enabling the top level management to make quick and informed decisions.

Dash boards can show Key Performance Indicators, Recruitment costs, Key Result Areas etc. Business Intelligence inputs help companies determine vital information like factors for employee satisfaction, drivers of attrition / retention, predictive models, competitor analysis, 'what-if' scenario modelling etc. Accordingly new policies can be made or new initiatives can be taken organization wide. HR Analytics also plays a key role in Business Planning.

HR Analytics in Business Planning helps to a large extent during M & A's, restructuring, company / plant expansion and so on. In Human Resource Planning, ratios like vacancy rate, voluntary / involuntary turnover rate and resignation rate can be calculated. Further when it comes to Financial planning in HR, ratios like Revenue per FTE (Full Time Equivalent), Profit per FTE, Labour cost expense percent etc aid in planning and deciding how much of the budget allocated needs to be spent on recruitment, outsourcing of training activities etc. As far as workforce planning is concerned, HR professionals need to determine the ideal staff mix and the ideal skill mix for which analytical tools and real-time optimization come handy. Thus to build a human capital analytical capability model, Data – Enterprise – Leadership – Targeting – Analysts (DELTA) are required.

To conclude, HR Analytics has become the need of the hour and is soon emerging as an important vertical in the HR discipline with huge potential to impact business.

“THE FUTURE IS HR ANALYTICS”

(With some inputs from HR Conclave)



HUMAN RESOURCES ANALYTICS - *The New kid on the block*

Geetanjali Rawat
MBA-B



The first thing every individual who comes across the team HR analytics thinks of is as follows...
HR Analytics? Why do HR people need analytics? Isn't analytics the job of the Finance department?

If HR does its own analytics what possible use could it be? HR analytics can be comprehensively

described as the analysis of Human resources information (raw data) of any organization which consists of different tools in order to generate business intelligence reports which are then aligned with the organizations strategy & goals.

I understand if this definition has raised some eyebrows and has made others shake their head in amazement at the use of jargons. Fear not, for all those people who prefer regular (people) English this one goes out to you.

HR analytics is an activity which relates business data with people data so that organizations can evaluate the way they invest in their people. That took a lot of effort to simplify but nonetheless I'm pleased with the results! I hope this minor introduction has helped you to gain some basic insight into this field of Human resources.

How does HR analytics help in an organization?

a) It co-relates business data & people data which can help establish important connections later on.

b) It shows the impact that the HR department has on the organization as a whole.

c) Analytics also establishes a cause & effect relationship between what Human resources does & business outcomes thus helps in creating strategies based on that information.

d) Lastly, it focuses not only on data gathering but on increasing employee efficiency (pay the same but make them work more).

Why now?

There is a need for HR analytics in today's world due to the ever-changing nature of the workforce. This shifting workforce has forced organizations to stop and focus on their human capital. The constant hiring is costing organizations a huge sum of money which in turn can be used productively for other activities (senior leadership team picnics perhaps). Well, some other pressing reasons are:

a) There is a rising demand for the use of human capital analytics.

b) A growing well publicized body of research showing the linkage between human capital analytics & business performance.

c) The need of the business community to quantify intangible assets such as human capital.

d) Boards are asking their CEO's to measure people results & the growing concern amongst executives that they must develop greater business acumen.

I would like to conclude by saying that, Human resources has certain core functions that can be enhanced by applying processes in analytics. These are processes which use analytical workflow and will guide managers to answer questions as well to gain insights from the information at hand & take appropriate actions.

Excerpts from the HR conclave which was held at CUIM on Feb 27 2013, were used in the creation of this article.

HR NEWS



The Government's approval to rationalize the pay structure is likely to save over Rs. 320 crores annually for the ailing carrier. As a result, the pay scales of Air India's pilots, engineers and cabin crew will now be fixed as per industry norms.

According to the British Medical Journal which made a study of the job strains in 1,16,056 men and women between ages 17-70 years, although stress at work is not good for employee health, it is unlikely to increase the risk of developing cancer.

Although India has a very low representation of women at the top, their presence in senior management roles has increased from 9% in 2011 to 14% in 2012. With a trend of increasing number of women appearing in CAT exams and business schools admitting more female candidates, the numbers are likely to progress higher.

Puneet Chandra has been appointed as the new CMO of Wipro Technologies. He has had a good reputation for building and scaling business as well as a good experience in global markets. He played a major role in setting up back office business units namely Finance, HR and Procurement for Wipro. Puneet was also responsible for setting up business centres in Brazil, US, Romania and China.



A new report by HERO and Mercer states that involving spouses in workplace health management programs increases the likelihood of improvement in health.

According to Attorney Shanon Stevenson (US), immigration reforms would create a win-win situation for immigrants and employers who want to hire them for example, Visas, especially H-1Bs are a real issue.



Managing elite players in sports is the same as in any other form of business. When People Management interviewed Mike Ford (who is responsible for maximizing talent in Chelsea FC) he told how Chelsea's HR department plays a huge role in professionalizing and improving HR strategies in line with any other respectable business in the field.

Top performing executives in India Inc. are likely to get a better increment than the rest. This has been ratified by officials from companies like ICICI, HDFC and Ashok Leyland. Further, the annual salary increment survey by AON Hewitt quantifies this fact stating the key talent getting an average of 14.1% pay hike while only 10.3% across the board.

The BJP Government set up a new corporation known as Goa Human Resource Development Corporation in order to train and provide personnel for all types of services and stop outsourcing them. Anant Shet has been appointed as its chairman.

According to a study by LinkedIn, female professionals in Singapore chose work-life balance (58.3) over salary (57.8). Female workers are more positive towards their career and their ability to manage the various aspects of their lives.

Microsoft launched the DigiGirlz programme in India to drive high school girls towards learning Science and Engineering. Microsoft is also planning to roll out in US the Springboard program, which it had launched in India last October.



After facing tough sanctions to punish North Korea's nuclear tests, it again faces greater pressure from UN Human Rights Council to inquire into its alleged crimes against humanity such as arbitrary detention in its infamous prison camps, denial of access to food, and abductions of foreign nationals.

Boeing has been using predictive workforce modeling, partnerships with universities, and various other tools to identify and fill in their talent gaps before they turn into a problem.

Diageo has been named to the National Association for Female Executives' list of the top 50 companies for executive women for the second time. This comes in recognition of the spirits and Beer Company's commitment towards gender diversity.



The working women of Mumbai who travel over 50 kms or more everyday have forged bonds, a phenomenon known as Microcosm. The relationships extend to the outside and have lasted for years.

According to a study by LinkedIn, female professionals in Singapore chose work-life balance (58.3) over salary (57.8). Female workers are more positive towards their career and their ability to manage the various aspects of their lives.

Sources -

ET 21st Feb, 2013

TOI 20th Feb, 2013

hr.blr.com 19th Feb, 2013

www.peoplemanagement.co.uk

TOI 8th March, 2013

TOI 28th Feb, 2013

www.hrmasia.com

TOI 26th Feb, 2013

nytimes 10th March, 2013

http://www.globalhrbusiness.com



With an increase of 80% in data and growing information sources, how can BigData help to utilize the Value within the Volume, Velocity and Variety of data?

Infosys recently launched a new software solution “BigDataEdge” to extract relevant information from data, develop insights and make better and faster decisions. For enterprises of today, BigDataEdge provides the best platform to empower Technology and Business. The process of rapidly developing insights is done in 3 simple steps:-

- a. Selecting the information source from the enterprise system or external sources.*
- b. Apply the inbuilt algorithm to build insights. Configuration can be done on a rich visual interface.*
- c. Select the visualization option from over 50 reporting options.*

This process of rapid data discovery and data aggregation with the help of visual transformation builder reduces the average data extraction time by 40%. Furthermore, BigDataEdge facilitates quick decision making by enabling collaboration of crossfunctional team in discussions and using workflows to implement their decisions.

BigDataEdge offers the following benefits to organization:-

- a. Developing new products and services*
- b. Increased operational efficiency*
- c. Support compliance needs*
- d. Action decisions immediately*

Know Your Faculty

Vijayachandran A R

This issue of Forte profiles one of our own faculty member: Professor Vijaya Chandran.

“Simplicity is the best policy” this phrase best describes Prof. Vijaya Chandran.

An expert when it comes to Laws and legislation. With immense knowledge in his field of expertise he has come a long way and believes there’s still a lot to achieve. He loves to work out and doesn’t mind sacrificing anything in order to stick to his routine of starting his day at 4.00AM. He likes Music and travelling where he enjoys safe and luxurious stay. Believes everything should work in a systematic and an organized manner.

Message to the students : Success comes to those who have a well defined goal and a determined spirit to achieve it. So the learning he would like to pass on to the students would be ‘Be competitive to succeed’





Creative Corner

SCRAMBLE UP!

GTARSETY

ENATNHNCGMEAGAME

ECINYSTSE

ECIETRTRMUN

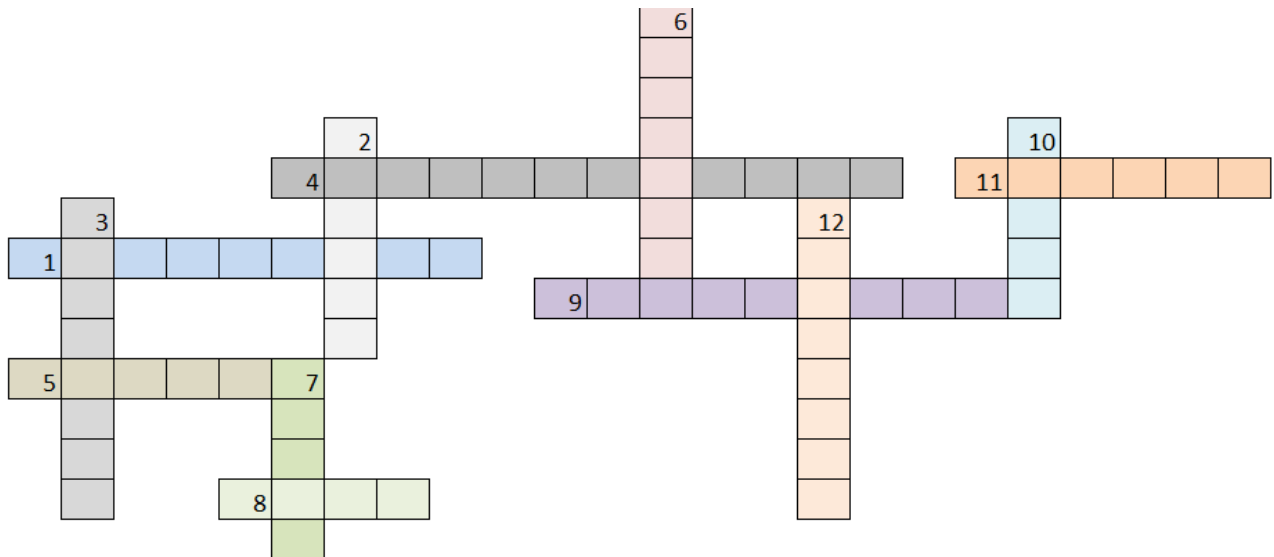
EBNEMONYARTLDPM

YAIASNLTC

DLLNDEVEENTEPANOARMNGI

PUZZLE

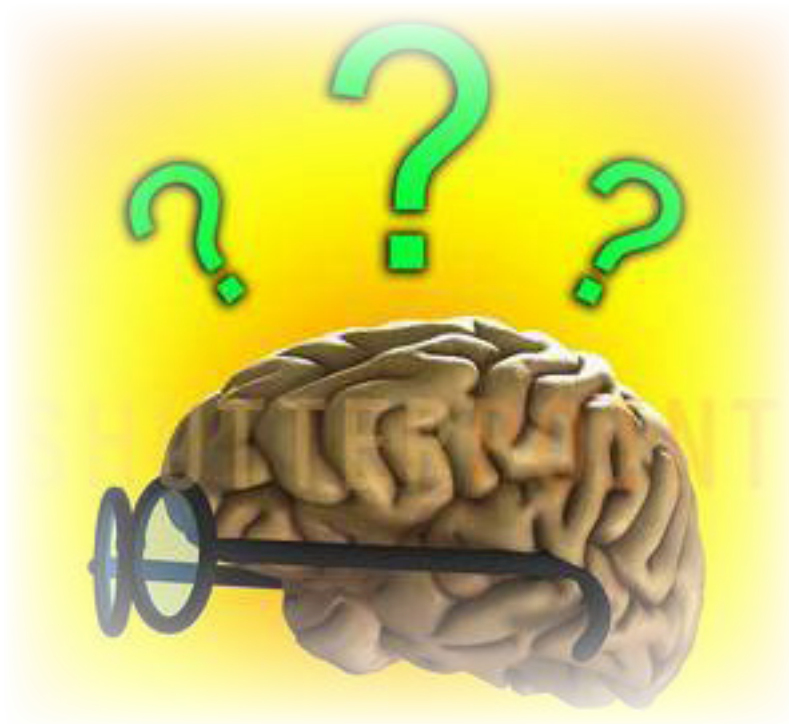
1. Delivery of formal and informal training and educational materials, processes and programs via the use of electronic media.
2. Broad statement that reflects an organization's philosophy, objectives or standards concerning a particular set of management or employee activities.
3. Work schedule that requires employees to work an established number of hours per week but allows starting and ending times to vary.
4. Set of behaviors encompassing skills, knowledge, abilities and personal attributes that are critical to successful work accomplishment.
5. Refusal for Employees to Work .



6. Process of providing knowledge, skills and abilities (KSAs) specific to a task or job.
7. Process of hiring the most suitable candidate for a vacant position.
8. Clear statement, usually in one sentence, of the purpose and intent of a human resource development program.
9. Science aimed at tailoring the workplace environment to avoid injury and eliminate accidents.
10. Fixed amount of earnings paid for each worker.
11. Attitudes and beliefs about things we think are important in life.
12. Detailed step by step description of the customary method of handling an activity.

HR QUIZ

1. The latest social networking app on android, CIRCLES is created by which famous HR related company?
2. Expand MPS.
3. How do we better know the employment agencies and executive recruiters who locate suitable candidates?
4. What's the term used to describe an employee who is not tied to one country or company but moves around?
5. Name the Process of Certifying the competence of a person, an employee, in an area of capability?
6. What are "Blind Ads" in HR parlance?
7. Boulwarism is a popular negotiation strategy. Who developed this concept?
8. We all familiar with Buyback of shares. But while managing people what is 'Buyback'?
9. Who proposed the 'Equity Theory' in the year 1960?
10. What are 'Cafeteria Benefit Programs'?



HR Activities

18th January 2013
Corporate Interface
Recent Trends in Talent Management
Akamay Technologies ,
Ms.Bhavana,
HR Lead India - Comp & Ben

22th January 2013
NHRD Students Wing Meet
Emotional Intelligence
Mr.Amaan ,
Corporate Consultant

01st February 2013
Corporate Interface
T. V. Rao Learning System – Enhancing Competencies through Certifications
Ms.Nandita,
HR - Trainer & Consultant

08th February 2013
Corporate Interface HR - Way Going Forward
Dr.M.S.Balaji,
Division Head - HR,SIEMENS

22nd February 2013
Corporate Interface
Don't Hire the Best - Recruitment Strategies
Mr. Abhijit Bhaduri
Chief Learning Officer- WIPRO

27th & 28th February
Workshop Readiness Program for Summer Internships
Mr.Raghunandan SV , Treasurer - NHRD

08th March 2013
Corporate Interface
Personality Development and Communication Skills
Ms. Shalini Lal , HR - Universal Sampoo

Feel free to mail in your suggestions!

forte@mba.christuniversity.in

**CHRIST UNIVERSITY INSTITUTE OF MANAGEMENT,
HOSUR ROAD, BANGALORE - 560029
KARNATAKA, INDIA.**

Phone: 080-40129531/ 9532

Email: mba@christuniversity.in

Website: www.christuniversity.in