

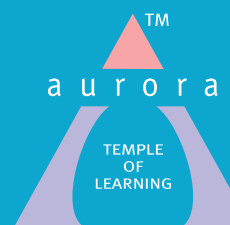
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NEWSLETTER  
VOL- VII | ISSUE-1 | JANUARY 2017



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**akshara**  
NEWSLETTER

# Dash for Unaccounted Cash

**STAGE I** 17.92 lakh  
No. of People from whom online responses were sought

in the selected cases, tax profiles were not aligned with deposits of scrapped notes after demonestisation (between November 8 and December 30, 2016)

Depositors of ₹ lakh and below not questioned except in a few cases where deposits were between ₹ 3 lakh and ₹ 5 lakh

No manual intervention at this stage

**STAGE II** No. of cases being pursued by field officers, Include cases where online inquiry was ignore or responses were not satisfactory

Verification is closed if cash deposits were declared under the Pradhan Mantri Garib Kalyan Yojana, a window that was open till March 31

Searches, surveys and open inquiries are conducted

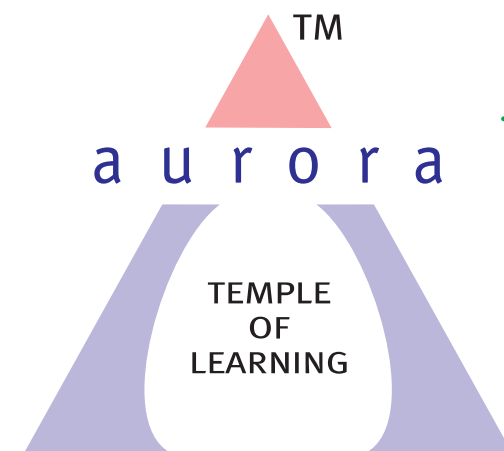
**STAGE III** I-T department engages two private data analytics companies to analyse deposit data post demonestisation

New cases are expected to be detected by these two firms

Probe is on, separately, of 600-odd cases of searches after demonestisation. Some of these cases are being shared with other agencies such

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What his father Chuni Lal started as a small shop in Sialkot, Pakistan, way back in 1919 is now a Rs 1500 crore empire which runs the masala company, about 20 schools and a hospital. In the aftermath of partition of India Gulati moved to a shop in Karol Bagh in Delhi and has since opened 15 factories supplying to as many as one thousand dealers in the country. MDH also has offices in Dubai and London and exports to about hundred countries. His son manages the overall operations now and six daughters handle region wise distribution work. The company's success is attributed to its supply-chain running from contract farming and sourcing spices from Karnataka and Rajasthan to Afghanistan and Iran. But the segment has been attracting newer players.

While the Everest brand is the market leader with 13% share in this segment. It is followed by MDH with 12% share, according to Euromonitor. Sales of sauces, dressings and condiments grew 16% to reach Rs 13,200crore in 2016, as urbanization sees consumers increasingly switching from unpackaged to packaged products.

Entering exports market is easier than launching within India as masala composition changes depending on varying tastes of local communities even as the basic ingredient remains the same. That's a huge challenge. Also there aren't enough options Indian companies offer new age consumers and global cuisine such as Chinese, Thai or Italian."

MDH, that has more than 60 products, gets a bulk of its sales from three variants – Deggi Mirch, Chat Masala and Chana Masala – each selling roughly a crore packets every month. But global cuisine is not a focus yet with MDH.

"There is scope to widen the Indian spices market and converting consumers from unbranded products," said Rajinder Kumar, executive vice-president at MDH.

"We dictate the prices in the market as rivals follow us to make their pricing strategy. Since we want to keep our business low margin, it helps the overall category grow affordability."



## Nonagenarian School Drop-out is India's Highest Paid CEO!

Dr Raghu Naga Prabhakar, Director  
Aurora's Business School  
Hyderabad

The highest paid consumer product CEO in India is not a man known to grace magazine covers but yet visually familiar to a vast swathe of the population. The 94-year-old Dharampal Gulati, also called Dadaji Mahashayji, is the sprightly old man with a turban promoting masala brand MDH on television commercials and on every pack. The fifth grade school dropout took home more than Rs 21 crore as compensation last fiscal. This sum is higher than Adi Godrej and Vivek Gambhir of Godrej Consumer, Sanjiv Mehta of Hindustan Unilever and ITC's YC Deveshwar. His company Mahashian Di Hatti, popularly known as MDH, posted a 15% jump in revenues to Rs 924 crore with a 24% increase in net profit at 213 crore Rupees.

Gulati is the man who diligently makes his daily rounds to factories, markets and dealers including on Sundays until he is satisfied everything is in order in the company wherein his personal stake is 80%.

In his own words his motivation to work is "being sincere in product quality sold at affordable prices".

Nearly 90% of his princely salary goes to charity in his personal capacity. He is the second-generation entrepreneur who joined MDH nearly 60 years ago.



## FROM THE DIRECTOR'S DESK DIRECTOR'S DESK

January is the month packed with lots of placement drives, both for Summer Internship placements and financial placements. Many companies have expressed their willingness to visit our campus for placements drives. We thank our esteemed recruiters for their continued patronage. I take this opportunity to impress upon students to prepare themselves thoroughly to take these drives and secure top placements. The Auroras Business School, on its part, is making all out efforts to groom you and make you job ready through regular institute-industry interface, pre-placement training and arranging for add on courses. The students are advised to have clarity on their career goals and stay focused on their chosen goal with systematic preparation and by creating a USP of their own. I wish them all very best in their quest for a high end career of their choice.

**Dr. Raghu Naga Prabhakar**  
Director

## News & Events @ Aurora's Business School - January 2017

Date	Event
01.01.2017	Industrial visit of students and faculty to Jubilant Food Works Ltd (Pizza makers)
02.01.2017	Placement Drive of Hetero Drugs for HR Majors held. Veeraja Jagirdar (DM-11-045) secures placement
04.01.2017	Karvy Summer Internship Placement Drive held
04.01.2017	Quicker.com placement drive for marketing specialization with CTC 3.00 lacs held
04.01.2017	Debate held on the topic "Demonitizaion helps in unearthing Black Money"
07.01.2017	Off-Campus placement drive of Matrix Labs, Hitech City for Business Analyst positions held
07.01.2017	Ten students attend the ASSOCHAM Portal Launching Function at Hotel Taj Deccan
07.01.2017	Industrial Visit arranged to Agromeck, Sanathnagar, Hyderabad
09.01.2017	Commencement of PGDM II-Mid Exams of I Year I Trimester
09.01.2017	I Year II Mid Exams of II Trimester Commence
10.01.2017	Student feedback of Faculty of I Year and II Year collected
11.01.2017	II Mid exams of II Trimester of PGDM I Year and II Year conclude
11.01.2017	Rangoli Celebrations held on the campus
12.01.2017	Kites Festival Celebrated on the campus
16.01.2017	Reporting/commencement of classes after a short vacation
16.01.2017	Raunak Kishore and Abhishek Kumar secure placements with Bajaj Capital with Rs 3.5 lac CTC
17.01.2017	Work on International Study Tour for Batch 2016-2018 Commences
18.01.2017	Off Campus Placements with Multiplier Solutions (Health Care Solutions Co.) for Mktng Major or Minor with CTC of Rs 4.5 lacs and for Business Analytics Specialization with Rs 5.6 lacs
18.01.2017	Off-Campus placements with Asian Paints

However, Einstein turned the offer down, insisting that he the man whose last name is synonymous with genius was not qualified. He also cited old age, inexperience, and insufficient people skills as reasons why he wouldn't be a good choice. (Imagine, someone turning down a presidency based on a lack of experience, old age, and an inability to deal properly with people.)

All my life I have dealt with objective matters, hence I lack both the natural aptitude and the experience to deal properly with people and to exercise official functions, he wrote.

Though he was resolute in his decision, Einstein hoped it wouldn't reflect badly on his relationship with the Jewish community a connection he called his strongest human bond.

*Dear January Born,  
Happy B'Day to you all!*

*Achraj Jain*

*Pati Praneeth Reddy*

*G U Sreenivas Chaitanya*

*Peri Satyasai Kruthi*

*Aditya Mishra*

*Marisetty Jagadish Babu*

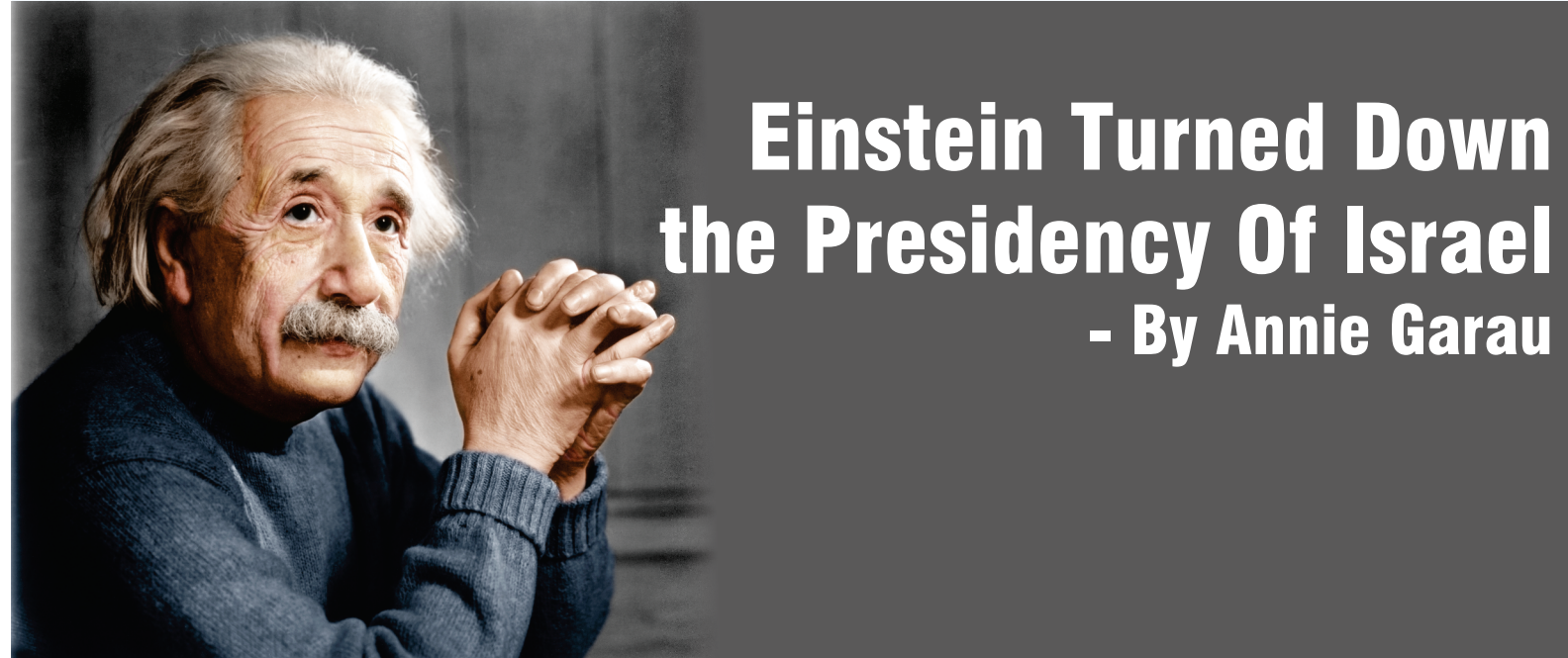
*Jagirdar Veeraja*

*K Bhanu Prakash Reddy*

*Oodela Anudeep*

*Punati Pallavi*

*K Pooja Gopal*



## Einstein Turned Down the Presidency Of Israel - By Annie Garau

Albert Einstein in Princeton, New Jersey, soon after he fled Nazi Germany in 1933

As a Nobel Prize-winning physicist and the creator of the world's most famous equation, Albert Einstein had an impressive resume. But there was one notable title he turned down: President of Israel.

Israel's first president, Chaim Weizmann, said that Einstein was the greatest Jew alive. So, upon Weizmann's death on November 9, 1952, only one successor seemed a natural fit. As such, the Embassy of Israel sent a letter to Einstein on November 17, officially offering him the presidency.

He would have to move to Israel, the letter said, but he wouldn't have to worry about the job being a distraction from his other interests. It was just the presidency, after all.

The Prime Minister assures me that in such circumstances complete facility and freedom to pursue your great scientific work would be afforded by a government and people who are fully conscious of the supreme significance of your labors, Abba Eban, an Israeli diplomat, wrote.

And despite Einstein's old age, he was 73 at the time, he would have been a popular choice. For one thing, as a German-born professor who found refuge in America during Hitler's rise to power, he had been a long-time advocate for the establishment of a persecution-free sanctuary for the Jews.

Zionism springs from an even deeper motive than Jewish suffering, he is quoted as saying in a 1929 issue of the Manchester Guardian. It is rooted in a Jewish spiritual tradition whose maintenance and development are for Jews the basis of their continued existence as a community.

Furthermore, Einstein's leadership in establishing the Hebrew University of Jerusalem suggested that he might be a willing candidate, and proponents thought his mathematics expertise would have been useful to the burgeoning state.

He might even be able to work out the mathematics of our economy and make sense out of it, one statistician said to TIME magazine.

18.01.2017	Elocution competitions held as a part of National Voters' Day Celebration-2017 on the topic "Elocutions and National Development". Roshini Sequeira (DM-12-003) won I prize, Shreyas (DM-12-063) won II Prize and Sai Vishnu Kanupuru (DM-12-024) won the Third Prize
18.01.2017	Conducted a symposium on Cashless Transactions. This was reported in Eenadu Dt. 19.01.2017
20.01.2017	Finalised the monthly financial bulletin Finscape-2017 January issue
20.01.2017	Conducted Quiz on Human Resource Management in the area of Labour Laws
20.01.2017	Conducted debate on the topic " Outsourcing Secures Business Advantage
21.01.2017	Five students participated in the district level competitions at Victoria Gardens, Chaderghat
21.01.2017	Satyanarayan Samudrala, Vice President of AVR Synchro Financials (formerly GE) delivers Guest Lecture
21.01.2017	International Study Tour finalised. Countries to be visited are Singapore and Malaysia
23.01.2017	Dean Prof. G. Sreenivas Reddy attends UG/PG Boards of Study meetings of the Department of Public Administration of Manlana Abdulkalam Azad National Urdu University (MANUU)
24.01.2017	Off Campus Placements with CSM Health with CTC of Rs 3.5 lacs
24.01.2017	Case Analysis on " CEO Pay in the News for I Year II Trimester students
24.01.2017	Seminar Presentations done by PGDM II Year students of HR Major specialization
24.01.2017	Seminar Presentations done by PGDM II year students of Marketing Major specialization
25.01.2017	Discussed Brand Survey Results published in the Brand Equity Supplement of the Economic Times (Dt.25.01.2017)
25.01.2017	National Voters Day Celebrations held. The event was marked with Voters' Pledge, lectures, essay & election competitions.
26.01.2017	Republic Day Celebrations held on the campus. The celebrations were marked by flag hosting, prize distribution to winners of various competitions, speeches by students and faculty. Director Dr Raghu N Prabhakar unfurled the national flag
27.01.2017	Dean Prof.G. Sreenivas Reddy gives a talk on Personnel Administration on Door Darshan Yadgiri channel. This was telecast on 29.01.2017
28.01.2017	Students of PGDM visit the All-India Industrial Exhibition Nampally, Hyderabad on Survey Research Project assignment.

## TRENDS IN PEOPLE MANAGEMENT AND THE ROLE OF HRM

Dr. G. Sreenivas Reddy & Dr. Raghu Naga Prabhakar,  
Aurora's Business School



The world of work is rapidly changing. As a part or subsystem of an organization, the Human Resource Management (HRM) department of a business organization too should be prepared to deal with effects of the fast changing world of work. The HR people should in particular understand the implications of major emerging trends like globalization of workforce, workforce diversity, changing skill requirements, corporate downsizing, continuous improvement initiatives, re-engineering, rising numbers of the contingent workers, decentralized work sites and employee involvement. Human resource managers have to first understand the new trends and intervene creatively in order to remain a relevant corporate development partner. Now we look at a few of the new trends in the field of employee management and their implications for the HR managers.

**Globalization and its implications:** Businesses today do not follow national boundaries. Their reach is increasingly becoming global and expansive. The rise of multinational corporations, transnational corporations and global corporations due to company expansions, mergers and acquisitions places ever new demands on human resource managers. The HR department needs to ensure that an appropriate mix of employees in terms of knowledge, skills and cultural adaptability is available to handle global assignments. In order to meet this goal, organizations must train and train individuals and corporate teams to meet the challenges of globalization. Further employees must have working knowledge of the languages, cultures and laws of the home country, host country and third country.

The HR managers must also develop mechanisms that will help multicultural work forces not only to work together but work along harmoniously. As background, language, custom or age differences become more paramount, there are possibilities that employee conflicts will also increase. HRM would be required to train the workforce to be more flexible in its practices. As the workers of tomorrow will come in different colors, nationalities and so on, managers will be required to change their ways. This will necessitate managers to be trained to recognize, appreciate and even celebrate differences in the workers backgrounds as well as orientations. Further, globalization is a great source of uncertainty. Therefore companies should work out alternative scenarios, develop contingency plans in terms of plan-A, plan-B, plan-C and soon as one can never know for sure what comes up next. Flexibility, a sense of futurology, readiness to embrace new technology and novel work methods are becoming virtues for the HR.

### Conclusion:

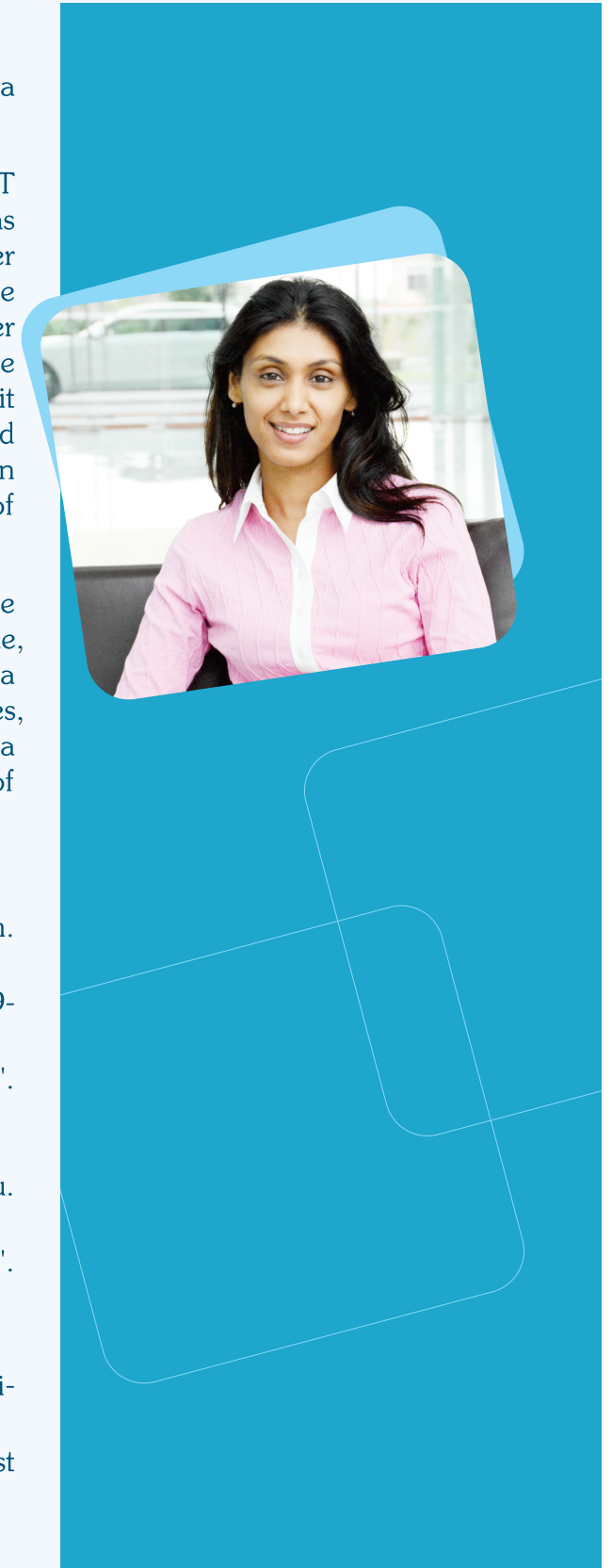
CEO, philanthropist, mother HCLs Roshni Nadar Malhotra is truly an inspiring personality

Roshni Nadar is the classic heiress. As the only child of IT giant HCLs founder Shiv Nadar and his wife Kiran, she was predestined to take over the reins of the empire her father built painstakingly over three decades. Today, she might be the CEO of a large organisation but she is also aware of her privilege as a person. She gives high priority to the philanthropic work carried out by the family's not-for-profit Shiv Nadar Foundation. Between managing business and social responsibility, Roshni also has her work-life equation cut out. She is the doting mother of two little boys, one of whom is born just a few months back.

Roshni takes personal interest in the work done by the Shiv Nadar Foundation. Roshni. She once said To me, giving is much, much more than just charity or signing a cheque. We make long-term investments in people's lives, through education and arts. I'm in this because I get to be a part of someone else's life, someone else's journey of becoming what they have the potential to become.

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She had performed important roles as the Shiv Nadar Foundation before moving to the HCL. Her stint at Shiv Nadar Foundation was nothing less than preparation for handling eminent positions at HCL. Media and experts always eyed the movement of Shiv Nadar related to Roshni but Shiv Nadar did the requisite only when he found his daughter was ready. Indeed she had proved herself at varied instances in life that the trust reposed in her by her father was more than justified.

Shiv Nadar's announcement of his daughters threw hints about the responsibilities she would be handling at HCL. While Roshni was made the CEO and the Executive Director, she was not expected to interfere with the operational matters. Since her promotion as the CEO, the company has acquired some positive reviews from market and from all across the world. The growing record seems to have hit a new high. Here are a few other things Roshni Nadar is involved with:

- Roshni Nadar is a trustee at the Shiv Nadar Foundation organization. There was a time she used to oversee everything that happened in the organization.
- A reputed member of SSN Institution and Shiv Nadar University boards of management, she looks over the curriculum and ensures the best of education is provided to everyone.
- She manages everything related to VidyaGyan schools in Uttar Pradesh. She is attempting here to revolutionize the education sector in the underdeveloped parts of the Indian sub-continent. Roshni is working really hard on VidyaGyan initiative and the campaign is doing really good. Till date more than 2,00,000 students in the state of Uttar Pradesh have been impacted by the program which covers more than 75 districts of Uttar Pradesh.
- She has been working in collaboration with Rajiv Gandhi Foundation to ensure proper promotion of education among the Dalit and Muslim children in the state.

Notwithstanding her aristocratic inheritance her sterling performance and the exceptional work Roshni has done for the betterment of the world makes it easier for us to admire her. Roshni has made the best use of the available resources and ensured a better world for everyone.

The intricate understanding of problem that Roshni has makes it easier for her to put her efforts at the right place. Probably it is her experience with news channels that makes her someone who knows how improving the lives of kids will change the future of the country.

#### Honors & Recognition:

She was conferred the prestigious NDTV Young Philanthropist- Indian of the Year award in 2014. In 2015 she was felicitated with the World's Most Innovative People Award for Philanthropic Innovation by The World Summit on Innovation & Entrepreneurship (WSIE), in partnership with the UN. She was awarded the Deans Distinguished Service Award at the Kellogg University for her exceptional performance. Business Today has featured her in its List of Most Powerful Women in India Inc. in 2016.

**Diversity of work force:** In the past HRM was considerably simpler as our work force was strikingly homogeneous. Today's work force comprises of people of different genders, ages, social classes, orientations, values, personality characteristics, ethnicities, religions, educational levels, languages, physical appearances, marital statuses, lifestyles, beliefs, ideologies and background characteristics such as geographic origin, tenure with the organization, and economic status and the list could go on. Diversity is critically linked to the organization's strategic direction. When diversity flourishes, benefits like better creativity and decision making and greater innovation will accrue to help increase organization's competitiveness. One means of achieving that is through the organization's benefits package. This includes HRM offerings that fall under the heading of the family friendly organization. A family friendly organization has flexible work schedules and provides employee benefits such as child care, maternity or paternity leave. In addition to the diversity which is brought by gender and nationality variations, HRM must be aware of the age differences that exist in today's work force that is increasingly becoming multi-generational on account of rising longevity levels across the globe. HR must train people of different age groups to work together, effectively deal with each other and to respect the diversity of views. In situations of high diversity participative approach seems to work better.

**Changing skill sets:** Hiring and developing skilled labor is important for any company that is concerned with competitiveness, productivity, quality and diversity management. Skill deficiencies translate into significant losses for the organization in terms of poor-quality of work, lower productivity, increase in employee accidents and customer complaints. Since a growing number of jobs in the future will require more education and higher levels of language than current ones, HRM practitioners and specialists will have to communicate this to educators and community leaders. Strategic human resource planning will have to carefully weigh the skill deficiencies and shortages. HRM departments will have to devise suitable training modules, both long and short term, to bridge the emerging skill gaps and deficiencies.

**Downsizing:** Many organizations, these days are attempting to delay in a bid to create greater efficiency. The basic premise of downsizing is to reduce the number of workers employed by the organization to increase its bottom line. HR has a very important role to play in downsizing. HR people must ensure that proper communication takes place during this time. They must minimize the negative effects of rumors and ensure that individuals are kept well informed with factual data. They must also deal with the nitty-gritty of actual layoff. HR people are often the key participants in the downsizing discussions. Sometimes they are blamed for no fault of theirs. They have to allay undue fears, may have to retrain the employees targeted for downsizing, explore avenues for their reemployment elsewhere, provide career guidance, and settle their entitlements and dues expeditiously when they are separated eventually.

**Continuous improvement:** Continuous improvement programs focus on the long term well-being of the organization. Continuous improvement is a process whereby organization focuses on quality and builds a better foundation to serve its customers. This often involves a companywide initiative to improve quality and productivity. The company changes its operations to focus on the customer and to involve workers in matters affecting them. Companies strive to improve everything that they do, from hiring quality people, to administrative paper processing, to meeting customer needs. Continuous improvement was first conceptualized by the Japanese companies as kaizen in the course of their aggressive post-War reconstruction.

Unfortunately, such initiatives are not something that can be easily implemented, nor dictated down through the many levels in an organization. Rather, they are like an organization wide development process and the process must be accepted and supported by top management and driven by collaborative efforts, throughout each segment in the organization. HRM plays an important role in the implementation of continuous improvement programs. Whenever an organization embarks on any improvement effort, it is to be remembered that it is actually introducing changes into the organization. Specifically, HRM must prepare individuals for the change. This requires clear and extensive communications of why the change should occur, what is to be expected out of the changes initiated and what effects will the change have on the employees of a firm.

**Re-engineering work processes:** Continuous improvement initiatives are positive starts though, many organizations typically focus on ongoing incremental change. Re-engineering is intuitively appealing. It is the constant and permanent search to make things better. Yet many companies function in an environment that is dynamic. As a result, continuous improvement programs may not be in the best interest of the organization. Problem with them is that they provide a false sense of security. Ongoing incremental changes tend to ignore what the organization really needs. Sometimes they need radical or quantum change. Such drastic change results in the re-engineering of the organization. Re-engineering occurs when more than 70% of the work processes in an organization are evaluated and altered. It requires people in the organization rethink about what work should be done, how it is to be done and how best to implement these decisions.

Re-engineering changes how organizations do their business and directly affects the employees. It may leave certain employees frustrated and angry and unsure of what to expect. Accordingly HRM must have mechanisms in place for employees to get appropriate direction of what to do and what to expect as well as to provide assistance in dealing with the conflict that may permeate a firm. For re-engineering to generate its benefits HR people need to offer skill training to their employees.

**Rise of contingent workforce:** A very substantial part of the modern day workforce comprises of the contingent workers. The percentage of permanent workers is continuously falling. Contingent workers are individuals typically hired for shorter periods of time. They perform specific tasks that often require special job skills and are employed when an organization is experiencing significant peaks in its workflow. When organizations strategically decide to employ a sizable portion of its workforce from the contingency ranks, several HRM issues come to the fore. These include: ready availability of employees when needed, providing scheduling options that meet their needs and making decisions about whether or not benefits will be offered to the contingent work force.

No organization can make the transition to a contingent workforce without sufficient planning. As such, when these strategic decisions are made, HRM must be pro-active partner in these discussions.

Roshni Nadar is someone who looks simple but has a depth. Her interests in music, travel and yoga prepare her for the exclusive challenges at work place. She has an exquisite record of handling intricate business operations very effectively.

Being daughter of the most innovative Indian entrepreneur, Shiv Nadar, courage and risk taking abilities were there in her since very beginning. All she had to do was maximize its use for a better tomorrow. Roshni stood firm on all the expectations people had from her at varied stints in her life.

Roshni is married to Shikhar Malhotra Vice Chairman, HCL Healthcare, Director & Board Member, HCL Corporation, and one of the Trustees of the Shiv Nadar Foundation (SNF). Shikhar was earlier a distributor of Honda cars. She is a doting mother of two male children. HCL Healthcare, is the first healthcare organization of its kind that aims to address the primary healthcare needs of millions of Indians living in urban India. HCL Healthcare began its operations in 2014 in Delhi and is affiliated to Johns Hopkins International, USA. Shikhar has led the organization since its inception and continues to provide strategic direction to the overall operations of the company. Shikhar is responsible for strategic decisions regarding the overall direction of the HCL Corporation and its new initiatives..

#### Education:

Roshni Nadar grew up in Delhi and studied in Vasant Valley School. She graduated from the Northwestern University majoring in Communication with a focus on Radio/TV/Film. She also graduated with a Masters in Business Administration having a focus on Social Enterprise Management and Strategy from the Kellogg School of Management. She returned to India after her business school education in US in the year 2008.

#### Career:

Within a year of joining HCL, she was elevated as the Executive Director and CEO of HCL Corporation. Prior to becoming CEO of the HCL Corporation, Roshni Nadar had been serving as the trustee of the Shiv Nadar Foundation, which runs the not-for-profit Sri Sivasubramaniya Nadar College of Engineering in Chennai. She is also involved in brand building across the HCL Group.

Prior to joining her fathers empire, Roshni cut her teeth working in companies such as Sky News UK and CNN America as a news producer. After her brief career in media and communications, she was inducted into HCL. She had spent her time learning the ropes of the business including the critical function of treasury management. While she is driving a number of things at HCL including the corporations global outlook, strategic vision for business, social enterprise and institution-building it is the work done at Shiv Nadar Foundation which she values the most. According to company insiders, she spends around 80 per cent of her time for the VidyaGyan initiative that provides free education to students from underprivileged backgrounds. Though entrepreneurs are not born, they are made is a legitimate theory but in this case, we will have to differ a bit in order to justify things. Roshni was promoted as the Executive Director of HCL within a year of her joining.





## ROSHNI NADAR MALHOTRA- STRATEGIC BUSINESS VISIONARY

- Dr G Sreenivas Reddy & P. Pratyusha Reddy  
Aurora's Business School, Hyderabad

### Abstract:

This is an essay on one of the youngest entrepreneur and business women in India viz., Roshni Nadar who is leading HCL Corporation is an Indian multinational IT services company, headquartered in Noida, Uttar Pradesh. It is a subsidiary of HCL Enterprise and is currently valued at US \$ 7 billion. The company has offices in 34 countries including the United States, France, Germany, and Northern Ireland in the United Kingdom. The article sketches her personal life, professional background, achievements and awards won. This profile is built on the basis of secondary source material.

### Key Words:

Business model, Vision, Business strategy, Women empowerment, Entrepreneur, Subsidiary.

### Introduction:

Roshni Nadar Malhotra is the Executive Director and the CEO of HCL Corporation. As CEO and Executive Director of the HCL Corporation, she is responsible for strategic decisions regarding the overall direction of the corporation including the key areas of determining its governance structures, treasury, risk and portfolio management, and for the diversification plans of HCL. The vision and strategy for the HCL brand and the Shiv Nadar Foundation are strategically driven by her as well.

### Personal Life:

She is the only child of the HCL's founder, Shiv Nadar, a well-known industrialist, entrepreneur and philanthropist of India. He is best known as the founder of HCL Technologies Limited, a brand that excels in providing IT services worldwide. Shiv Nadar was born in the Moolai Pozhi Village of Thoothukudi district in India. He has been nicknamed as Magnus which translates to Wizard in English for his skills in IT sector. Roshni is a trained classical musician, and enjoys traveling and yoga. She has gone on at least a dozen safaris. She is a great sports lover too.

Generally it is the HRM departments responsibility to locate and bring temporary hands into the organization. As temporary workers are brought in, HRM will also have the responsibility of quickly adapting them to the organization. HRM will also have to give some thought to attracting quality temporaries. This is sometimes done on consultancy basis.

**Mass Customization:** Mass customization is the optimal combination of mass production with customer orientation. We see companies basing employment arrangements on learning styles and personalities, allowing employees to choose between lower base pay and higher bonuses vs. higher base pay and lower bonuses, and changing from career ladders with a straight shot to the top to career lattices where a sideways move is considered a good career move. Here, HR has to apply HR principles to traditional functional processes of its own.

The HR should develop principles for understanding the optimal level of customization in the employer-employee relationship. Here customization means that different groups of employees receive different employment arrangements based on their needs or on the ways in which they contribute. In the light of this the HR must develop principles that equip leaders to explain these differences to employees. It is found that while many HR managers do understand the need for customization and differentiation in principle, they resist it because they simply do not feel well-equipped to explain them. It is far easier to say, 'We do the same thing for everyone, so it's out of my hands.' The concept of fairness is sometimes confused with treating everyone the same. Fairness implies treating people equitably rather than equally. Decentered work sites: Work sites are getting more and more decentralized.

Tele commuting capabilities that exist today have made it possible for the employees located anywhere on the globe to work from literally everywhere. Today, the employers no longer have to bother locating a business near its work force. Tele commuting also offers an opportunity for a business located in a high cost area to have its work done in an area where lower wages prevail. Decentralized work sites also meet the needs of the diversified workforce. Those who have family responsibilities like child care, or those who have disabilities may prefer to work from their homes rather than travel to the organizations facility.

For HRM, decentralized work sites present a challenge which largely revolves around training managers in establishing and ensuring quality of work as well as timely completion of work. Work at home requires the HRM to rethink its compensation policy.

**Employee involvement:** Organizations to be successful need to secure fullscale employee involvement. This is why the concept of employee involvement is gaining currency. Delegation of powers, participative management, work teams, goal-setting, training and employee empowerment are a few of the tools for securing a wholesome involvement of employees. HRM has a significant role to play in the process of employee involvement. Demonstrative leadership as well as supportive management are prerequisites here. Employees always need to be trained. This is one area where human resource management has a significant role to play. Employees who are expected to delegate, to have decisions anticipatively handled, to work in teams, or to set goals cannot do so unless they understand what it is that they are to do. Empowering employees requires extensive training in all aspects of the job. Workers may need to understand new job design processes. They may also need training in interpersonal skills.

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**Quantum leaps in technology:** There are quantum jumps in technological advancements these days. A number of computerized systems have been invented to help simplify HR functions in companies. Large and multinational organizations that are using some of the human resources management information systems (HRMIS) are reaping big. One does not need to stay in a particular location to perform one's duties. The paper work files are being replaced by the HRMIS which may be either tailor made or off the shelf. HRMIS helps in handling a lot of data on a chip rather than having a room full of file shelves. What HRMIS should be concerned with here is the safety and confidentiality of the personnel data.

**Focus on health:** With the proliferation of wellness clubs and fitness centers together with the need for having a healthy workforce, it has emerged that HRM has to move to another stage to subscribe on behalf of its employees to such clubs and by paying health insurance services for the staff. This is not only a productivity strategy but also a strategy useful to attract and retain valuable employees. With the rising incidence of HIV/AIDS epidemic, it has been seen to be of value to have infected and affected employees have special attention so that they can have confidence of support from the employers. With its effect leading to stigmatization, HRM has to think of counseling and guiding such employee so that despite the effect they (employee) remain productive. Cancer is another health issue. Cancers of all types are endemic to employees. HRM has no option other than to advise management to invest in health care packages that will revitalize the performance of the affected and infected employees. The focus on health and wellness will be of help in attraction and retention of highly qualified personnel.

**Work-life balance:** Family life and work balance is a perennial question in the field of HRM for long. This question has become even more important with the rise of dual career couples in the population. The fact is a happy family life is important for having a happy workforce. With the current trend HRM have to work it out that every employee's family to some extent is a happy one. Therefore investing in what may seem out of hand for the organization is inevitable. It is time the HR people convince their managements to organize family day outs for the staff and their families, sacrifice sometimes for days off to enable employees to attend to their family requirements.

Unlike in the past the employment laws now allow family leaves like maternity leaves and paternity leaves. Time off duty helps employees to refresh themselves. Breaks, dayouts and family unions make employee rejuvenated and make them realize that the employer values him so much to the extent that he/she is allowed to visit, stay and enjoy their family bond.

Still some people think that the family bond is a cost to employer in terms of time but it is a great motivator the employee which leads to high productivity. Therefore the HRM has to stay tuned to the changing family needs of employees.

**Conclusion:** A number of trends are visiting the HR systems and processes making the old domestic oriented HRM inadequate to tackle the contemporary business issues effectively. Today there is an imperative need for a dynamic, fast paced and global oriented HRM to figure out and execute proper HR interventions. This paper has only hinted at a few of them that need immediate attention of the corporate managers.

