



CONGRATULATIONS PROF. DR P K GUPTA, SECRETARY GENERAL, (NAFEN)

On being elected un-opposed as a member of the Executive Committee (EC) of FMS Alumni Association for the period 2017-2019. FMSAA has more than 4200 members who form the general body.

Prof. Dr. Gupta is a gold medalist of FMS, University of Delhi who did his PGDBM in 1970 and MBA in 1971. He has the unique distinction of topping both in PGDBM and MBA. His brief profile is given below for ready reference: _.

- Former Board Member, Faculty of Management Studies (FMS), University of Delhi, Delhi.(2013-2016)
- Core competencies in Higher Technical Education including curriculum Development , Advising on all Higher Technical ,Academic & Administrative matters , preparation of project reports, feasibility studies, student ,faculty & management hand books , establishing bench marking norms & standards , monitoring and evaluation of projects incl. R&D projects, accreditation , impact studies, project management etc.
- Guidance in procurement procedures under World Bank projects and also domestic projects.
- More than 27 years in Academics including running a Management Institute as Head of the Institute at MBA and BBA Level. Also Dean NSIT (Formerly DIT).
- More than 27 years in Industry ----Bharat Heavy Electricals Limited (BHEL) a leading Govt. of India company having a turnover of more than US\$ 1.65 billion and engaged in the field of equipment, services and systems for power, transmission, oil & gas, industry, mining, transportation, and non-conventional energy & tele-communication sectors.
- First class First (Gold Medal) both B E in Electrical Engineering (Hons.) from Thapar Institute of Engineering & Technology (Now Thapar University) Ph. D from Kharkov Polytechnic Institute (Kh.P.I-Now Kharkov University)) Ukraine and D.SC from Moscow University of Electronics and Mathematics (MUEM) Russia. Diploma in Commerce Exterior (DCE) from ACTIM, France and Diploma in Contract Administration (DCA) from CE, USA collaborators of BHEL. Accredited Management Teacher (AMT) by AIMA.

SUNIL SHARMA, VICE PRESIDENT, NAFEN

" Management Transformations "
By Partho Pratim Chowdhury
" Lecturer, HR & Training and
Development
" NSHM Academy
" Durgapur.

CONTINUED FROM LAST EDITION

- ❖ Visit costs - This includes hotel rooms, travel costs, meals, a token gift, and lost labour time.
- ❖ Time costs - Members of the benchmarking team will be investing time in researching problems, finding exceptional companies to study, visits, and implementation. This will take them away from their regular tasks for part of each day so additional staff might be required.
- ❖ Benchmarking database costs - Organizations that institutionalize benchmarking into their daily procedures find it is useful to create and maintain a database of best practices and the companies associated with each best practice.

Get promoted -
develop first class management skills NOW!
This is the career builder you've been looking for !

HANDS ON MANAGEMENT

Hello, welcome to the path to success!

Let me ask you a question - how did you get to be a manager?

Most people are appointed to a management role because they are very good at something. Often that something is not managing people - it may be engineering, administration, purchasing, accounts, marketing, maintenance, law or some other professional expertise. Or it may be that you are an entrepreneur - a driving force, full of ideas and vision.

Does this sound familiar?

The problem here is that few of these specialisms include training in managing people. Some of them include a little bit of training in self-management, but most only skim the surface.

You're not alone. Most of us have been there; we've made the mistakes and, hopefully, learned a bit by trial and error. One or two people never do get the hang of

management and become either 'do-nothing' managers, or a mini-dictator!

You wouldn't be reading this if either of those describes you! You obviously want to get the best from your team so let's look at how we can help you.

Who am I? My name is Lesley Morrissey and I'm a manager, a coach and a trainer. I've been working with people in management roles for 15 years and have learned from my own mistakes and successes and from those that my clients have experienced. (I even used my management skills to help me to pass my motorcycle test - but that's another story!) I discovered, the hard way, that there isn't much practical help around for people who realize that they need help to achieve the success they want as a manager, without reading a ton of dry text books and attending weeks of management training.

Why is this important?

Because your team should see you as a role model. It will be hard to get them to improve their working practices and approach if you're not being seen to be doing these things yourself - it's called credibility!
Also

- you will be much more effective
- able to get more done in less time
- get great results with less effort. In the

This situation is common to more managers than you might imagine. As a trainer I quickly realized this and after a few years of continuously delivering training programmes in the same subjects and dealing with the same issues in coaching sessions I decided to write some basic guides to help people just like we all - I called them 'Hands on Management', because that's what they are - practical management skills you can use straight away.

Because I got fed up with finding exercises and case studies that bore no resemblance to the trainees personal working environment I also decided that these guides should be related to each person's 'real world'. This means that they provide tools that you can apply right away at work with your staff.

Of course, it isn't really just for you. There are lots of ideas and techniques you can pass on to your staff. These will work just as well for them as they do for you. Imagine what it would be like if everyone in your team developed first class time management skills - wouldn't that make a difference to your output?

You'll soon be able to show them simple techniques that will make huge differences to their work rates.

Managing yourself offers you:

- ✓ A wide range of management skills presented in separate units mean that you can pick the ones that you need the most, and you can have as many or as few as you want - or get them one at a time.
- ✓ Straightforward and readable presentation means that you just have a short and easy to read so you won't get bogged down in dry theory.
- ✓ The presentation of management subjects in straightforward language, conversational style makes it easier to follow and remember.
- ✓ Small bites of information mean that you don't get information overload and find yourself struggling to take it all on board. This system ensures you get what you need in simple, easy-to-follow, practical language.
- ✓ Tools aim to relate to the your own work situation giving you something that is immediately usable
- ✓ If this isn't enough for you, you'll also get some additional benefits:
- ✓ You won't need to translate 'theory' into 'how this works for me' which makes it much simpler and easier to use what you've learned.
- ✓ You start improving skills as you read as you consider your own current skills and start to see how new approaches will improve your results.
- ✓ You'll develop personal skills that will add to your CV for the future - better positions, raises to your salary and will make that dream job a real possibility.
- ✓ Many of these skills can be used outside work so they enhance other areas of your life.
- ✓ When you're operating on a more effective level you'll get great results, spend less time getting them, get more out of your job and get more compliments and recognition for what you've achieved.
- ✓ By improving your working techniques you'll suffer less stress from trying to do everything at once.
- ✓ You'll get a real buzz from seeing people you've helped to develop, succeed.
- ✓ Imagine what it will be like when your colleagues and your boss praise you for the very high quality results you consistently produce.
- ✓ Good managers are in short supply, so you'll have a greatly increased chance of promotion.

- ✓ You'll be able to do what gets you the best and most important outcomes and consequently get a reputation for being an achiever.
- ✓ Your team will operate at the same high level you do - they'll enjoy working for you and will give you the whole hearted support you need when a crisis occurs - result, a high you can't get from much else at work!
- ✓ If you start working with your team to develop their skills, you get a reputation as a great coach as well!

Can you imagine people are saying the following things about you?

- ✓ "Really focused"
- ✓ "Very organized"
- ✓ "Always delivers on time"
- ✓ "Involves the team in getting the results"
- ✓ "Fantastic at keeping everyone in the picture"
- ✓ "Seems to be able to get on with everyone, no matter who they are."
- ✓ "Writes the only reports a person can understand"
- ✓ "Doesn't waffle on in meetings - gets to the point"
- ✓ "Knows what they're talking about, very knowledgeable"
- ✓ "Very persuasive presenter"
- ✓ "Doesn't mess about - when you want a decision, you get one!"
- ✓ "Values everyone in the team and means it"
- ✓ "I wish my team is as good as that"

What would this do for your career? Managers with this type of feedback don't stay in a low position for very long, they are the material of the future - part of the team that leads the company to success.

This is not an impossible dream - but it's not a magic spell either!

The first step in the process is to read one or two chapters of the Managing Yourself manual and put the techniques into action. The manual comes in 13 easy-to-digest chunks. However, a word of advice - don't pick the things you're already good at and get even better - that's just too easy! Pick on something that you find a challenge and then try out the techniques at work. You'll soon start to see a difference.

- Your efficiency will improve - you'll do things quicker and in a more organized fashion.
- Your effectiveness will improve - you'll get better quality results from less effort.
- Your team will improve - if you operate at a higher level, they'll see the benefits of upgrading their skills (and, of course, you'll have the information to provide them with to help them).
- Your department will deliver - higher quality, faster, more - and your customers will love you - whether they are internal customers (your colleagues that you support) or external customers (that pay your salary).

Leadership

Determining what makes effective "leadership"

In comparing various leadership styles in many cultures, academic studies have examined the patterns in which leadership emerges and then fades, sometimes by natural succession according to established rules and sometimes by the imposition of brute force. Some scholars choose to judge the effectiveness of leadership by the size of the following that the "leader" can muster. By this standard, Hitler became a very effective leader even if his promises were delusional and even if his troops coerced the followers.

Other scholars maintain that an effective leader must unite followers to a shared vision that offers true value, integrity, and trust to transform and improve an organization and society at large. James MacGregor Burns calls this leadership that delivers true value, integrity, and trust transformational leadership that he distinguishes from mere transactional leadership that gets quality of leadership is more difficult to quantify than would be a mere count of the followers that transactional leadership sets as a primary standard for effectiveness. That is, transformational leadership requires an evaluation of quality independent of the market demand that exhibits in the number of followers.

Leadership as a position of authority, comparison with other apes

Richard Wrangham and Dale Peterson, in *Demonic Males: Apes and the Origins of Human Violence* present the empirical evidence that only humans and chimpanzees, among all the animals living on earth, share a similar tendency for violence, territoriality, and competition for uniting behind the one chief male of the land. And the chimpanzees are man's closest species-

relative; humans inherited 98% of their genes from the ancestors of the chimpanzees.

In comparison, the bonobos, the second-closest species-relative of man, do not unite behind the chief male of the land. The bonobos show deference to an alpha or top-ranking female that, with the support of her coalition of other females, is as strong as the strongest male in the land. That is, if leadership amounts to getting the greatest number of followers, then among the bonobos, a female almost always exerts the strongest and most effective leadership.

Some have argued that, since the bonobo pattern inverts the dominant pattern among chimpanzees and men with regard to whether a female can get more followers than a male, humans and chimpanzees both likely inherited gender bias against women from the ancestors of the chimpanzees; gender bias is a genetic condition of men. And the bias against women having leadership as a position of authority crosses all world cultures. As of 2002, Sweden had the highest percentage of women in the legislature at 43%. And the United States, Andorra, Israel, Sierra Leone, and Ireland tied for 57th place with less than 15% of the legislature women. Admittedly, those percentages are significantly higher than the occurrence of female chimpanzees becoming alpha of the community by getting the most followers, but the trends are similar in manifesting a general gender bias across cultures against females getting leadership as a position of authority over followers.

Do certain qualities a "leader" make?

Studies of leaders have suggested qualities that are often associated with leadership. They include:

- ✓ Talent and technical/specific skill at the task at hand.
- ✓ Initiative and entrepreneurial drive
- ✓ Charismatic inspiration - being liked by others and the ability to leverage this esteem to motivate others
- ✓ Preoccupation with their role - a dedication that consumes much of their life - service to a cause.
- ✓ A clear sense of mission - clear goals - focus - commitment
- ✓ Results oriented - every action is directed towards a mission - prioritize activities so that time is spent where results will be best achieved
- ✓ Optimism - very few pessimists are leaders

- ✓ Rejection of determinism - belief in their ability to make a difference
- ✓ Ability to encourage and nurture those that report to them - delegate in such a way as people will grow
- ✓ Role models - take on a persona that encapsulates the mission - lead by example

The skills and practices of "leadership" may compare with management in the broadest sense of that word. In this connection one can view leadership as

- centralized or decentralized
- broad or focused
- decision-oriented or morale-centered
- intrinsic or derived from some authority.

Leadership Metaphors

An effective leader resembles an orchestra/conductor in some ways. He/she has to somehow get a group of potentially diverse and talented people -- many of whom have strong personalities -- to work together toward a common output. Will the conductor harness and blend all the gifts his or her players possess? Will the players be happy with the degree of creative expression they have? Will the audience be pleased by the sound they make? The conductor may have a determining influence on all of that.

Leadership by a group

In contrast to tolerating leadership as a position of authority, some highly successful organizations have adopted a pragmatic approach when they found that the role of boss costs too much in team performance. That is, in some situations, the maintenance of the boss is too expensive by either draining the resources of the group as a whole or impeding the creativity within the team, even unintentionally.

For example, the Orpheus orchestra, which has performed for over thirty years without a conductor--that is, without a boss--for a team of over 25 members, has drawn discriminating audiences, and has produced over 60 recordings for Deutsche Grammophon in successful competition with the other world-class orchestras with the autocratic or charismatic conductors.

Rather than an autocratic or charismatic conductor deciding the overall conception of a work and then dictating how each individual is to perform the individual tasks, the Orpheus team generally selects a different "core group" for each piece of music; the core group as a team work out the details of the piece; the core group

present their idea to the whole team; each member of the whole team then participates in refining the final conception, rehearsal, and product, including checking from various places in the auditorium how the sound balances and verifying the quality of the final recording -- all without a boss.

At times the whole team may follow someone, but whom the team follows rotates from task to task among the members that the team finds capable. The Orpheus team even has developed seminars and training sessions for adapting the Orpheus Process to business.

Other varieties of leadership

The word "leadership" can mean a collective group of leaders, or it can mean the special if not mystical characteristics of a celebrity (compare hero). Yet other usages have a leadership which does not lead, but to which one simply shows respect (compare the courtesy title reverend). Aside from the prestige-role sometimes granted to inspirational leaders, a more mundane usage of the word "leadership" can designate "current front-runners": someone can for a time take over the lead in a race, for example; or a corporation or a product can hold a position of market leadership.

In would-be controlling groups such as political parties, ruling elites, and other belief-based enterprises like religions or business, the idea of leadership can become a Holy Grail and people can come to expect transformational change stemming from the leader; such entities encourage their followers and believers to worship leadership, to respect it, and to strive to become proficient in it. Followers in such a situation may become uncritically Führer. Alternatives to the cult of leadership include co-operative ventures, collegiality, consensus, anarchism and democracy.

Aristocratic thinkers have postulated that leadership depends on one's blue blood or genes. Contrariwise, more democratically-inclined theorists have pointed to examples of meritocratic leaders, such as the Napoleonic marshals profiting from careers open to talent. In similar fashion, traditionalists recall the role of leadership of the Roman pater familias; against which feminist thinking posits emotionally attuned responsive and consensual empathetic guidance.

Many organizations aim to identify, foster and promote leadership potential or ability.

For a more general take on leadership in politics, compare the concept of the statesman.



" The ABCD of employability for management graduates"

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Many of us know the facts that every year thousands of students successfully complete their course in management and business administration, but of them very few are employable and most of them end up doing some odd jobs for their bread and butter. This situation indicates that something is missing among students which is barring them from getting the job what their qualification deserve

This article is based on my experience of more than a decade and spread across three countries, India, Saudi Arabia and Malaysia, throughout my life as faculty for management subjects I have noticed so many factors which hinder the growth of even an intelligent student irrespective of how colorful the consolidated sheet is, among those many factors I have zeroed down to four major factors without which the success of any management graduate is equal to imagining survival of aquatics without water, Irrespective of the sub-continent the students are more or less same in their nature

The most important aspect missing among the present generation of management students is Attitude [A], across the countries there is a dearth of attitude among students may be it is towards their betterment also, they lack seriousness even in those aspects which may engulf their life and success, it may be because of the take it easy concept which is not good at every instance. For the readers of this article let me highlight the significance of attitude with this illustration.

If ABCD E -- is equal to 12345--- then the following calculations will open your eyes

A B C D E F G H I J K L M N O P Q R S T U V W
X Y Z

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18
19 20 21 22 23 24 25 26

LOVE = 12+15+22+5 = 54 , **LUCK**= 12+21+3+11 = 47

HARD WORK = 8+1+18+4+23+15+18+11 =98,, **MONEY** = 13+15+14+5+25 =72

Now calculate the **ATTITUDE**, and find out which attribute will make you 100%.

Now let us focus on the significance of behavior [B] for management graduate, first of all the behavior is what you think and react towards others, it is that aspect which is very close to humanity and religion, most of the graduates I have seen in my academic life do not have behavior but not positive, by looking at their body language, way of talking, posture, hair cut and even the walking style are completely devoid of any sign of positive behavior, let me explain this with an example what I have been saying to my students all along, there was a student who passed the MBA course with flying colors and by virtue of prior experience he was even good at communication, based on our parameter we have selected the guy for campus placement, but surprisingly he was not selected by any of the companies for any job, we were very curious as to what happened with the guy who was a cynosure of all companies visited, due to this I enquired with HR of the company which took his interview then the fact came out, the most intelligent student has committed one single mistake it was " He was sitting before the panel with legs crossed and showing over confidence", here comes the behavior even though you are having every required skill for a job but if one doesn't have behavior then the destiny is expected to be no destiny.

The third most significant aspect required for any management graduate in order to become employable is Communication [C], I have seen in my academic life that even though the students had only English as a medium of instruction in all previous qualifications but majority of them lack communication skills, here in this observational study I found that the students need to improve the oral communication compared to written, at the time of your interview and during presentation you must show your excellent oral communications, apart from this aspect the accent plays a very crucial role in your selection and in your job, it has been experienced that

the students will mix the accent of their mother tongue or national language to the English communication which not only gives improper meanings but also becomes the matter of concern in companies,

The last but not the least is decision[D] making skills, I have met with so many students in every country who cannot take decision or time bound decision, in fact there are cases where due to prolonged analysis before decision some of them suffer with paralysis of intelligence, the students must have an ability to evaluate the alternatives and take the decision under the time frame. In this aspect my elderly advise for management graduates would be to consult their peer group beside consulting their higher ups, and never take blindly the same decision what others take, so the bottom-line is any student who is master in just four miraculous alphabets ABC and D can be employed anywhere and will be suitable for various positions.



" Training - Concept & Methods"

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Human Resource Management is concerned with the planning, acquisition, training & developing human beings for getting the desired objectives & goals set by the organization. The employees have to be transformed according to the organizations' & global needs. This is done through an organized activity called Training.

Training is a process of learning a sequence of programmed behavior. It is the application of knowledge & gives people an awareness of rules & procedures to guide their behavior. It helps in bringing about positive change in the knowledge, skills & attitudes of employees.

Thus, training is a process that tries to improve skills or add to the existing level of knowledge so that the employee is better equipped to do his present job or to mould him to be

fit for a higher job involving higher responsibilities. It bridges the gap between what the employee has & what the job demands.

Since training involves time, effort & money by an organization, so an organization should be very careful while designing a training program. The objectives & need for training should be clearly identified & the method or type of training should be chosen according to the needs & objectives established. Once this is done accurately, an organization should take a feedback on the training program from the trainees in the form of a structured questionnaire so as to know whether the amount & time invested on training has turned into an investment or it was a total expenditure for an organization.

Training is a continuous or never ending process. Even the existing employees need to be trained to refresh them & enable them to keep up with the new methods & techniques of work. This type of training is known as Refresher Training & the training given to new employees is known as Induction Training. This is basically given to new employees to help them get acquainted with the work environment & fellow colleagues. It is a very short informative training just after recruitment to introduce or orient the employee with the organization's rules, procedures & policies.

Training plays a significant role in human resource development. Human resources are the lifeblood of any organization. Only through trained & efficient employees, can an organization achieve its objectives.

- ✓ To impart to the new entrants the basic knowledge & skills they need for an intelligent performance of definite tasks.
- ✓ To prepare employees for more responsible positions.
- ✓ To bring about change in attitudes of employees in all directions.
- ✓ To reduce supervision time, reduce wastage & produce quality products.
- ✓ To reduce defects & minimize accident rate.
- ✓ To absorb new skills & technology.
- ✓ Helpful for the growth & improvement of employee's skills & knowledge.

METHODS OF TRAINING: -

The most widely used methods of training used by organizations are classified into two categories: On-the-Job Training & Off-the-Job Training.

(Continued in Next Issue)

ARTICLES

Readers are requested to send articles for publishing in NAFEN DIGEST on the latest areas of:

- ❖ Management
- ❖ Finance
- ❖ Engineering & Technology
- ❖ Information Technology
- ❖ Science & Technology
- ❖ Any other current area

Through e-mail: nafenindia@nafenindia.com preferably in M.S. Word.
Selected Best Article for year 2015-2016 will be suitably awarded by NAFEN.

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