



# samvad

## LEADERSHIP

Image courtesy: 123Royalty Free Stock Photos

**May Issue 2012**

S.P. MANDAL'S  
**we school**  
Welingkar Education

# About Us



## OUR VISION

**To nurture thought leaders and practitioners through inventive education**

## CORE VALUES

**Passion**

**We Link and Care**

**Result Oriented, Process Driven Work Ethic**

**Breakthrough Thinking and Breakthrough Execution**

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*“The illiterate of this century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.” - Alvin Toffler*

At WeSchool, we are deeply inspired by these words of this great American writer and futurist. Undoubtedly, being convinced of the need for a radical change in management education, we decided to tread the path that leads to corporate revolution.

Emerging unarticulated needs and realities need a new approach both in terms of thought as well as action. Cross disciplinary learning, discovering, scrutinizing, prototyping, learning to create and destroy-the mind's eye needs to be nurtured and differently so.

We school has chosen the 'design thinking' approach towards management education. All our efforts and manifestations as a result stem from the integration of design thinking into management education. We dream to create an environment conducive to experiential learning.



# Message from the Group Director

Dear Readers!

It gives me great pleasure to welcome you to the fourth issue of Samvad in the month of May, 2012.

The first three issues have been published and were received with much appreciation and applause from our faculty, alumni and business readers. I am extremely pleased that the Samvad team has continued their sincere efforts to bring to you a better edition this time.



**Prof. Dr. Uday Salunkhe,  
Group Director**

Samvad aims to provide a forum for students to use their creativity, imagination and language skills to reflect upon various areas of management, i.e. operations, marketing, system, human resources, finance and entrepreneurship as well as in other areas of their interest. It has become absolutely critical to not only think about these matters deeply, but also share it with the world. To engage in a constructive and synergistic dialogue involving the student community, academicians, the corporate world and the society at large is the need of the hour.

At WeSchool, we constantly strive to create and nurture managers who are thought leaders through inventive and innovative education. This is absolutely necessary since the world has become highly competitive and Innovation is the order of the day. To enable this, WeSchool has set up an ecology that is set to encourage people to put design thinking in action. To keep abreast with the dynamic changes in the corporate arena, there is a dire need for students to develop a global mindset, increase their awareness, inculcate a holistic thinking approach, and nurture a sense of empathy and ethical perspective while employing business best practices. At WeSchool, all our efforts are towards grooming our students with these qualities and skill sets.

Samvad is a platform to share and acquire knowledge and develop ourselves into Integrative managers. It is our earnest desire to disseminate our knowledge and experience with not only WeSchool students, but also the society at large.

I welcome you to the World of Welingkar.

**Prof. Dr. Uday Salunkhe,**  
Group Director

# From the Editor's Desk

Dear Readers,

Welcome to the May Edition of Samvad!

Last month's edition of Samvad was a wonderful representation of what Samvad actually stands for – the expression of new ideas and celebrates the success of some great ventures that have stand true to the world of business. The edition focused on innovation that has taken the world by storm in the past and those that continue to change the world around us even today, and possibly even some new ideas and practices that that have the power to change the world as we know it, forever. We thank everyone who contributed to creating a splendid edition sharing their ideas with us.

With the success of the first three editions of Samvad, we find ourselves motivated to bring you a better magazine. The May Edition of Samvad revolves around the theme of "Leadership". Each of us, in our lives, have been deeply influenced by certain special people. All of us have role models, people we look upto, people without whom our world would have been a very different place. Our lives are driven and shaped by leaders, their thoughts and their actions. This world has seen few leaders who have inspired and motivated us to strive for the best and settle for nothing but excellence.

Leadership is a term that may be most commonly used for individuals, but it may also stand for ideals, principles, companies, countries, or even a group of people. Leaders are those not only start the revolution but carry the world with them towards a better tomorrow. As future leaders, the responsibility of changing the world and making it a better place to live in falls on our shoulders.

In this edition of Samvad, we bring to you various aspects of leadership, and what this term brings to the minds of the management students of our generation.

This issue has articles which discuss topics ranging from the 'Leadership in Education' to 'Political Marketing', and 'Personal Branding' to 'HRIS'.

The article on 'The King of Indian Retail' is a must read. We hope that the ideas shared through this edition help inspire the creative side in us to emerge and express itself to its full potential thus creating a better world.

The creation of Samvad has been the result of the contributions of many key individuals. We wish to thank everyone who has been a part of the inception and development of this magazine. We thank our Group Director Professor Dr. Uday Salunkhe for his constant motivation and support. We thank our friends and colleagues for their valuable suggestions. Above all, we thank all the students of the various MBA colleges who have sent their articles for this issue. Without your excellent contributions, this issue could not have been successful.

We hope you stay with us, read with us, share with us and grow with us!

Hope you have a great time reading Samvad!

Best Wishes,

Team Samvad.

# Acknowledgments

Team Samvad likes to extend their heartfelt thanks to certain key members of the WeSchool family for their special efforts towards the making of this magazine.

We deeply appreciate the constant motivation & encouragement that our beloved **Group Director Prof. Dr. Uday Salunkhe** has always given us. His vision & result orientation has been the driving force in creating brilliant leaders and making WeSchool a name to reckon with, not only in India but also globally. His focus on the core values of Passion, We Link & Care, Result Oriented Process Driven Work Ethic and Breakthrough Thinking has formed the foundation of all the activities that we undertake as students of this esteemed institute.

We deeply appreciate the help and support given to us by both **Prof. Amarkant Jain** and **Prof. Deepa Dixit**. Their expertise and vision helped us to create a better design and format for our magazine, as well as ensure its sustainability.

We appreciate **Prof. Jyoti Kulkarni** for helping in selecting the best Marketing articles. Prof. Jyoti Kulkarni has worked for over 8 years in the Mutual Funds industry in the areas like product development & investment relations.











We appreciate **Prof. Dr. Priyanka Sharma** for helping in selecting the best H.R. and General Management articles. Prof. Dr. Priyanka Sharma is an experienced faculty in the field of H.R. education.

We extend our heartfelt appreciation and thanks to **Prof Dr. Kavita K. M** for evaluating the articles for the Operations domain. **Prof Dr. Kavita K. M** has many years of teaching experience in the field of Operations.

We are indebted to **Prof. Jalpa Thakker** for all her help and guidance in the making of Samvad. Her insight and suggestions have been of tremendous benefit to us. The Samvad Team would truly be incomplete without her.



# Contents

	WeAct	07
	Political Marketing	08
	Leadership in Education	10
	The King of Indian Retail	14
	Social Media – 21 <sup>st</sup> Century Leader	17
	E-commerce- To Burst or not to burst?	20
	Supply Chain Management and Value Creation	24
	Personal Branding	28
	HRIS – A Business Enabler	31
	WeCare	34

## Scripting Excellence in Higher Education

Welingkar hosted a daylong conference on 'Assessment and Accreditation: Future Possibilities and Challenges.' In its efforts, it was joined by the All India Council for Technical Education and Directorate of Technical Education. The Conference witnessed leading policy makers, academics and corporates discussing the various issues regarding accreditation and how these would be fine tuned further to render the Indian higher educational system one of the best.



Shri Rajesh Tope, Minister for Education (Maharashtra), Shri.S.S.Mantha, Chairman - AICTE, Dr. H.A.Ranganath, Director - NAAC were a few of the policymakers who participated in the conference and shared their thought process and incisive insight into some of the policies afoot. From the academia, those present included eminent speakers like the IT marvel Dr F C Kohli, management guru Dr Y K Bhushan, Dr Bhushan Patwardhan - Vice Chancellor of Symbiosis International University, Dr M.R.Rao, dean emeritus - ISB and many more. The seminar discussed the role and functions of the National Accreditation Regulatory Authority as mentioned in the recently tabled Bill in the Parliament and how it is bound to throw the door open to private agencies in accreditation. Issues like international accreditation and consequent branding of an institution also were given considerable time and thought. Experts from the respective domains shared the expectations of industry with respect to the process and procedures of accreditation

## A New Beginning at WeSchool



Students of We school accomplish what they set their eyes on. The batch of 2011-2013 has introduced several new concepts to We school and there seems to be no stopping them.

Kinnari Shah, Naman Mittal, Jeynel Sumar & Shoaib Memon, our students from the PGDM program spear-headed the Marketing Club launch and initiative and thus was born our Marketing club.

The marketing club held its first event with a quiz and a live case Contest – Dr. Writer's Chocolates. First year students from various courses participated enthusiastically. Quiz winners were awarded prizes from WeSchool, and the Case competition final round, was judged by Mr. Vikram Apte- Head (Strategy & Development), Dr Writer's; who finally chose two teams as winners. Marketing club will continue to conduct various activities viz., Quizzes, Guest Lectures, Case Contests, and Discussion Forums etc. and hope to draw larger participation from students in the near future.



# Featured Articles

## Political Marketing

**By: Anand Tajpuriya & Omkar Deshpande, PGDM (2011-2013), NMIMS**

“Politics is not a game. It is an earnest business.”, Winston Churchill.

The above quote breaks the blasphemy that surrounds the usage of ‘business and politics’ in the same breath. Politics has indeed become an earnest business. Gone are the days when the pomp and show of the campaign rallies would decide the fate of an election campaign. Today politicians, like businessmen, are expected to communicate, interact and engage with their customers continuously. Nowadays even the politicians are engaging in brand building exercise to send out clear & crisp messages to their electorate aka the proverbial customer. It is very important to understand the customer in the business of politics. Therefore let us take a step back and understand the broader canvass of the Indian political milieu. India is a country of mindboggling complexities - ethnic, linguistic, cultural, socio-economic and geographic. To add to the diversity, the country has been in a state of transition on different fronts – globally, locally and economically. As a result, the electorate has evolved into a complex market place. Political success is directly proportional to the effectiveness of political marketing i.e. the art of selling political ideologies cutting across the diverse social fabric of the country. The success of political marketing rests on the pillars of brand building and brand portfolio management

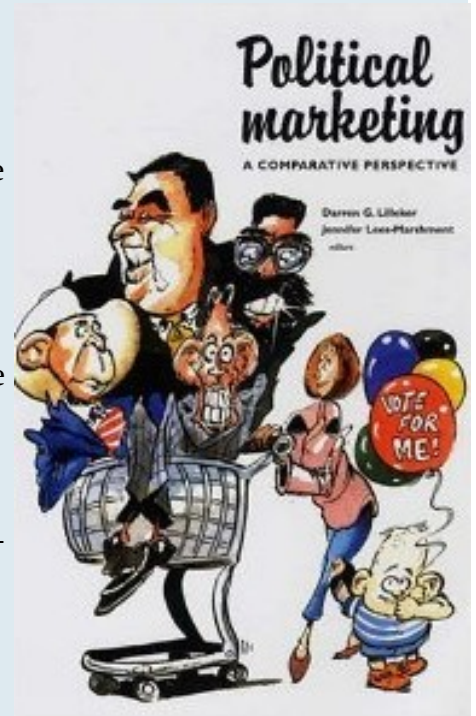


Image Source: amazon.co.uk

### **Iconic brand: Charisma & PR**

Sociologist Max Weber defined a charismatic person as someone endowed with super human qualities. These super human qualities have been passed over generations. In this context, the first political brand that comes to mind is the Nehru-Gandhi dynasty. The Nehru-Gandhi family has been looked upon over the years as the savior of the poor and the downtrodden. The indirect connect to the Mahatma Gandhi's legacy has further added to the aura that surrounds them. The Nehru-Gandhi dynasty symbolizes continuity, coherence and national unity. The brand has been bestowed with charismatic leaders like Pandit Jawaharlal Nehru, Indira Gandhi, Rajiv & Sonia Gandhi and now Priyanka and Rahul Gandhi. Even after 65 years of Independence the country is still awe-struck by this dynasty.

On the flip-side let us examine the curious case of Anna Hazare and his fight against corruption. Anna Hazare comes from an unknown hinterland of Ralegam Siddhi, a village in the Ahmednagar District of Maharashtra. All political parties have talked about corruption in the past but Anna Hazare decided to take a stand and do something about it. Anna has become an



# General Management

iconic brand today which has ushered in an “Indian Jasmine Revolution”. Although he lacks the charisma that many other leaders have he has been able to establish a truly iconic brand with the help of an astute PR campaign being run by Team Anna. Brand Anna has established a close association with qualities like Selflessness, Self-righteousness and Fearlessness in the minds of the masses. Thus in Anna’s case a little charisma coupled with a sound PR strategy has created ‘the differentiator!’

## The Brand Portfolio:

The days of single party rule in India are long gone. The diverse electorate needs a coalition which is strong, nimble and agile at the same time. Thus the portfolio should offer a good mix of Power, Niche and Regional brands.

The idea behind having an exhaustive portfolio is that the alliance becomes a one-stop shop for the customer. Power brands can be defined as the brands which have an appeal across all electorate, e.g. Sonia Gandhi for Congress. A niche brand would cater to certain segment of the society. Politicians like

Jyotiraditya Scindia, Sachin Pilot and Naven Jindal, the faces for the future, are well educated and suave which helps them connect with the urban middle class population. The most difficult to manage but probably the most powerful brands are the regional brands.

‘Hinduhridaysamrat’ Balsahebh Thackeray, ‘Kalaignar’ Karunanidhi, ‘Behenji’ Mayawati or ‘Didi’ Mamata: What is the common string between these politicians? The Answer: even before the business leaders propounded their theories about movement from Globalization to Localization these politicians used their out of the box thinking to change the rules of the game. They chose to play to their strengths, albeit willingly limiting their scope. These leaders worked meticulously on a segment & used a myopic but relevant strategy to engage the target audience. The focused approach has created iconic brands for these leaders which has given them the arm-twisting strength not only in their states but also at the national level.

Thus leaders have realized that to establish ‘the connect’ it is essential to create Iconic Brands through PR & Charisma and at the same time present an exhaustive array of brands in its portfolio to cater to this mind numbing complexity present in the market place.



Image Source: surfaceearth.com

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# Education

## Leadership in Education

**By: Samarth Sanghavi, PGDM(2011-2013), WeSchool**

India, the emerging super power globally. Looking to achieve greater heights, be world beat-ers and dominate the international scene. It is interesting to note – why a nation which now wants to be an international leader has always played the part of second fiddle. Are we truly ready? No, we are not and that's cause of our education, the education system and mostly us (and by us, I mean students not our professors or parents)

“With great power, comes great responsibility”, Spider Man was a superhero and he stood for what is right and almost always got beat up for it. But we are a nation who has always be-lieved that fence sitting is the most prudent strategy – little change can be seen even in B-schools where no one is willing to stick his neck out and say what he really feels like.

According to a recent article by Thomas Friedman, PISA (Programme for International Stu-dent Assessment) conducted by the OECD (Organization for Economic Co-operation & De-velopment) – India ranked a meagre 71<sup>st</sup> position (that is second last in the last of 73 ranked countries). What is PISA? PISA is an international study started in 2000. It aims to evaluate education systems globally by testing 15 year old students in the domains of reading, mathe-matics, problem solving and science. These results are then compared with other nations.

An observation was seen in terms of the correlation between natural resources and student development. “There was a significant negative relationship between the money countries ex-tract from national resources and the knowledge and skills of their high school population” said Andreas Schleicher, an exam overseer at PISA. What this statement simply means to say is that the more natural resources you have the dumber your children are.

Below is a matrix which helps locate countries which are blessed with resources and those which are not and how that compares with the smartness of their children:

Country	High PISA scores	Low PISA Scores
Low Resources	Singapore, Finland, South Korea, Hong Kong, Japan	
High Resources	Canada, Australia, Norway	Saudi Arabia, Kuwait, Oman, Algeria, Bahrain,

There is an anomaly here; many would believe that India deserves a position in a higher seg-ment, because at the end of the day we have more engineers right? We pop more engineer-sout every academic season much faster than any country in the world, so that's natural rite of passage, wrong!

Neither do I agree that India is a nation with lower natural resources – the only resource that

# General Management

we lack is oil which is our major source of energy generation. Not that it's the only resource that helps generate energy, but we never got about using any alternative resource. But that's another story.

Others might argue as to why India is in the high resources segment as we have a large population which results in less per capita resources. Agreed, but that is only a case of relativity, smaller countries with even fewer resources might be facing a similar problem albeit on a smaller population. Case in point: Singapore, Taiwan.

This can be further elicited through the charts provided below where I have tried to compare GDP growth rates of countries as compare to absolute growth values. While China acs the list of GDP in terms of value but Singapore acs the list in terms of percentage growth in the last year. It has not always been all green for Singapore either but that largely is owing to the fact that the country is heavily dependent on financial systems and markets globally.

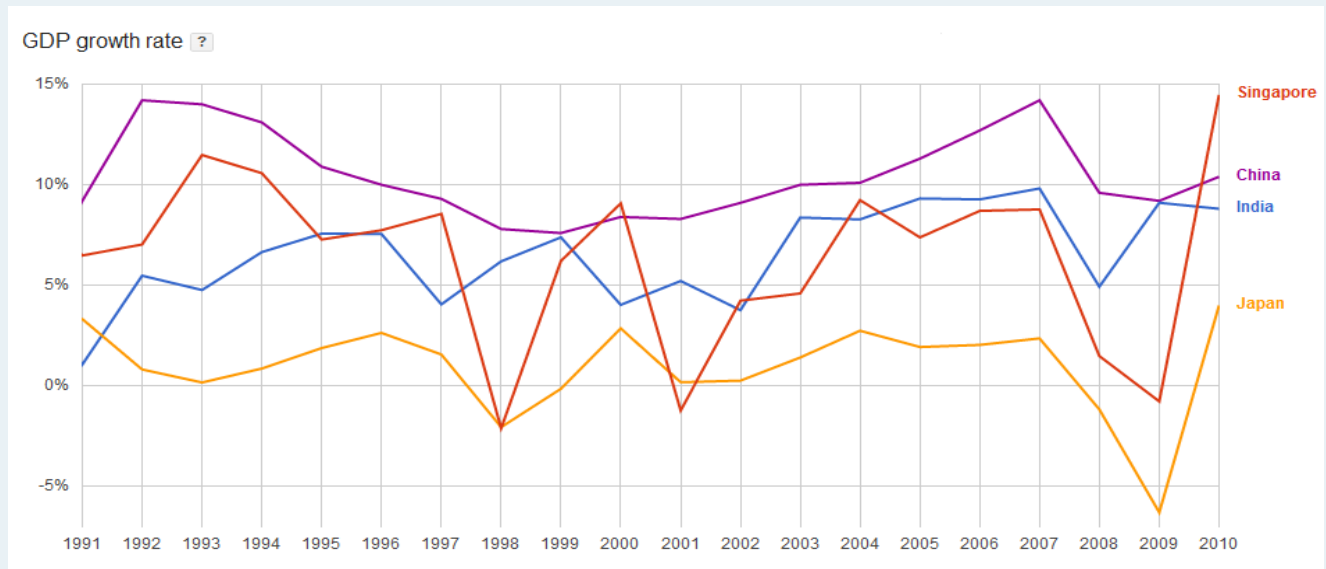


Image Source: World Bank

So what did Mr. Friedman say when asked which was his second favourite country apart from the United States (obviously) and his reply was Taiwan. Taiwan? Yes, that small little 36,000 square kilometre piece of land almost a throw away from China. With only small deposits of copper, gold, coal, natural gas, limestone, marble and asbestos. 55% of the island is forests and 24% arable and only 1% is used for permanent cropping. Bereft of any natural benefits its leaders chose to mine the only truly renewable resource and that is its human capital of 23 million. And the results are there for everyone to see; Taiwan is a leading technology player in several markets like biotechnology, nanotechnology, laptops, networking, smartphones, semiconductors, photovoltaic industry and even bicycles.



# Education

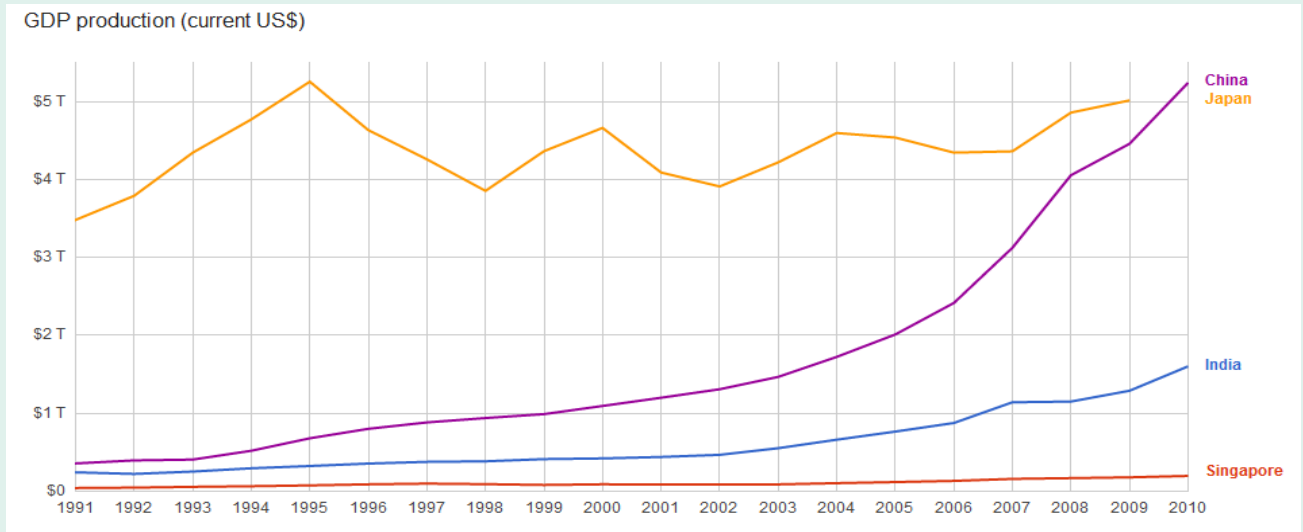


Image Source: World Bank

Have a look at some of the basic parameters of the country and you can see that its economy is larger than several others combined. On a piece of land half the size of Sri Lanka, roughly one tenth the size of India, Taiwan has a GDP of \$450+ billion (i.e 25% of that of India). Resulting in a GDP per capita of 10 times as compared to that of India (\$20000 for Taiwan and \$2000 for India)

Taiwanese exports have been over \$20 billion on a monthly basis roughly the same as India. While Taiwan has been over that level over the past many years, India has just touched the \$20 billion + league.

Surely there must be something that they are doing right? The difference is education, quality education serves a long way for its citizens and gives them the tools to compete and collaborate to enhance and develop production. It is a full proof mechanism to create a better environment than doling out benefits, raising public debt, increasing current consumption and making future generations pay for the profligacy of the current generation.

Have a look at the debt to GDP ratio and then you will see that Taiwan's growth is largely a manifestation of using funds created through net exports, don't forget Taiwan imports most of its requirements including oil, basic metals even at times food, despite that the country is self sufficient and does not find itself floundering to externalities. This situation is no more different in other economies like Japan, Finland or Singapore – it would be interesting to read their PISA scores as compared to that of mineral rich countries.

It is heartening to know that the FM has aided education through waivers and incentives in this budget, but it is ironical to see the way we learn. If education is looked beyond the myopic lens of getting a job but from the point of view of creating a life, long lasting solutions and development we will all be better off.

# General Management



Image Source: Trading Economics

As much as there is a problem in our education system, the onus often falls on us to make a change and create a better learning environment. Ironically that never seems to be the case, we will get crammed in a small room (150 in a room capacity of 100), read (or listen) what the professor says as Gospel, go home and by heart everything that is said (along with the misspellings and mispronunciations), give entrance exams/placements and continue the cycle again.

So where are we going? We are moving in the same direction as the generation before us, the only difference is there are going to be more of us who are educated. But we will continue to be dissatisfied with our knowledge; we will continue to look (educationally) inferior, we will refuse to take onus and look for reasons to offload the blame on others, we will refuse to take charge. Not because we cannot but because we do not want to.

—O—

# King Kiranas

## The King of Indian Retail

By: Aashwi Verma, MBA(2011-2013), IIM-Ahmedabad &  
Yuvraj Singh, MBA(2011-2013), XLRI Jamshedpur

Leadership is the state or position of being a leader. It is being No.1 in one's area of operation. This No.1 status is not easy to attain. Flexibility, trust, integrity and sustainability are just some of the virtues that make a person or an entity a leader. A leader can be a person, a corporation or a brand for that matter.

Becoming a leader in any industry requires having a business model which more than anything else stands the test of time. Such a model has to be unique and must be equipped to meet all the requirements of its customers.

In the Indian retail industry, one such unique model of business has been so successful that it has been replicated over 12 million times. This model is the face of unorganized retail in India, the ubiquitous *Kirana* store or mom n pop store as it is referred to in English. These *kirana* stores are the leaders in selling food and grocery to Indians and have been leaders ever since retailing started in India.

The Indian retail industry is unique in many ways. The retail market in India is estimated at US\$ 470 Bn in 2011, which accounts for roughly 35% of GDP and is expected to grow to US\$ 675 Bn by 2016 with a CAGR of 7.5%. The biggest share of the retail pie belongs to the food and grocery segment, roughly 70 %. But the most significant fact about retail in India is that much of it is unorganized (more than 97%).

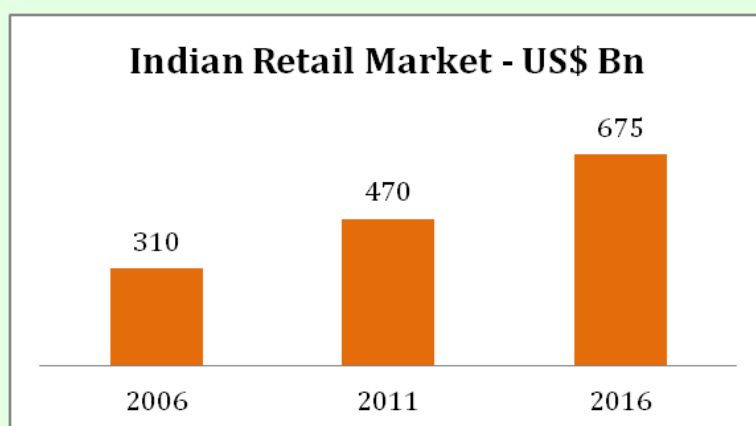


Image source: Technopak Analysis, 2011

*Kirana* stores fall under the unorganized category of retail. There are more than 12 million mom n pop stores in India and they generate revenues of well over \$200 billion each year. That is why they are the undisputable leaders in food and grocery retail and retail in general.



# Marketing

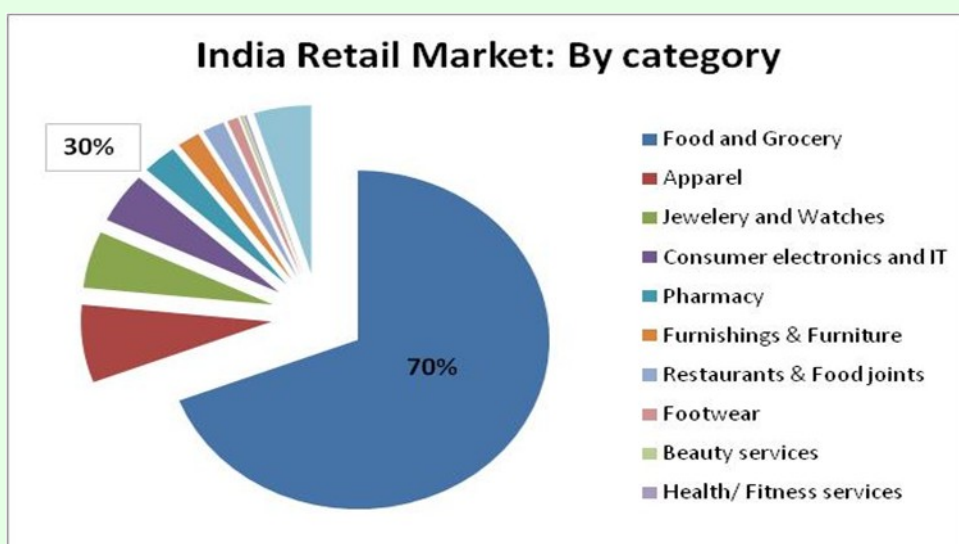


Image source: Technopak Analysis, 2011

The average *kirana* store is around 500 square feet in size and it houses everything from groceries to vegetables. It is a one-stop destination for the needs of an average household and what's more, most stores now a days have home delivery facility!

One of the many advantages of these neighborhood *kirana* stores is the facility of short-term credit, which is very attractive for the average middle class household. To understand the success of *kirana* stores, we have to look at what drives demand in India. Demand in India is driven not by income levels as most people think but by local/micro factors. These factors may include community practices, eating habits, weather conditions, literacy levels and/or local prices of food products.

The demand is therefore not uniform and this factor is the main reason why *kirana* stores are so popular. They cater to the local needs. The people running these stores live in the locality itself or have lived there for generations and understand the needs of people better than anyone else.

They stock items that sell in the locality they are present in and do not invest in one's which are not so popular. They sell spices, vegetables, pickles, dry fruits, grains, rice, and pulses along with FMCG goods. Since they are owned and run by people from the local community, the people in the locality have trust in what these shops sell and the customers are greatly influenced by the *kirana* shopkeepers. So much so that in remote areas the *kirana* shops are the demand drivers for FMCG products as they are the only point of access to such goods.

What do you do if that jam you bought wasn't the one that your children wanted? Simple, you could just walk up to the *kirana* store you bought it from and get it exchanged! This kind of facility is not available in supermarkets or modern retail outlets. What if you want to buy a small number of an item like one or two toffees but didn't want to buy the whole pack? Easy, just go to your nearest *kirana* store!

# King Kiranas

Nowhere would you get loose items and this is a real boon for the average Indian. Sachets have revolutionized the way commodities like shampoos and food stuffs are sold. A lot of poor and lower middle-income people rely on this kind of packing for such commodities and these are only available at *kirana* stores.



Image Source: Google Images

One of the biggest advantages that these stores have is their location. They sit bang in the middle of a locality or between two or more localities and this gives them a huge catchment area. It is therefore seen that sometimes multiple stores open next to each other to meet the demand. These stores are mostly in houses or in small shops known as booths so the investment on land is nil or minimal. This provides the shop owners with a relatively high ROI. Moreover with the increase in efficiency of the distribution of today's FMCG players, supply of goods is not a problem so much so that the companies provide various incentives to the shop owners so as to sell their product. These shops are also a very important source of feedback on product sales for companies.

With the inflow of FDI in retail and private investment, the scenario in urban India is changing. Supermarkets and hypermarkets are springing up everywhere and this is definitely having an impact on the business of *kirana* stores. But most of the population still lives in rural India (70%) for whom the *kirana* stores are the only source of FMCG goods and food items. Moreover the Indian mindset that products being sold in big and flashy stores are bound to be a tad more expensive than those sold in *kirana* stores is limiting the profitability of such modern stores. Most of the big retailers such as Big Bazaar and Reliance fresh are loss-making ventures till now and will require some time before they become profitable. Till then *kirana* stores will remain the undisputed kings of Indian retail.

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# Marketing

## Social Media– The Leader of the 21st Century

**By: Ricky Sundrani & Nikita Singla, MBA( 2011-2013), NMIMS Mumbai**

On April 2007, 68000 people slept in makeshift tents across 10 locations in the United States – not because of some natural disaster, but as part of a campaign ‘Displace Me’. This was a nationwide event organized by Invisible Children, a non-profit which intends to bring awareness about Joseph Kony and his activities in Uganda and Central Africa. The event ‘Displace Me’ was organized in order to simulate the plight of the children in Uganda who sleep in the city centre in makeshift tents to prevent being kidnapped and thus create greater national and international attention of the humanitarian crisis in Northern Uganda. This event was made possible because of one of the most powerful tools of modern times – social media.

The non-profit ‘Invisible Children’ was started in 2004 by 3 film-making students from University of South California who visited Uganda to shoot a documentary. The group seeks to put an end to activities of Lord’s Resistance Army, a militant group in Uganda involved in wide-spread human right violations. From these humble beginnings the non-profit went on to produce a film called ‘Kony2012’. This film became viral and got 90 million hits on Youtube. The video was viewed by over 40 million people in less than 5 days. Sounds incredible? Twitter has the answers. The video was tweeted and re-tweeted by celebrities such as Oprah, Rihanna, Justin Bieber and others who have millions of followers on Twitter. As of 25<sup>th</sup> May, 2012, the video has been viewed over 104 million times. The videos’ impact has gone beyond the millions of views and bought people who are normally not in tune to social awareness more interested in the decade long battle.



Image Source: skgtechnologies.com

The efforts of Invisible Children bore fruit in May 2010 when President Obama signed the “Lord’s Resistance Army Disarmament and Northern Uganda Recovery Act” which led to the deployment of US troops in the region in October, 2011.

This story highlights the power of social media and how it can enable each one of us to become leaders. It can enable us to be heard by millions around the world and by some of the most powerful people ever like it did for Jason Russell, founder of Invisible Children.

Facebook has over 900 million users worldwide. It is greater than the population of many countries. Since 2010, Twitter has recorded a 191% increase in market share in India. Orkut which is on the declining stage has 12 million users in India. This huge activity of people on social net



# Social Media

works has been highly beneficial for various companies which have started promoting their products online. Social Media Technologies

Although, social media has become a hub for promotion activities, it has also become an empowering agent for people who want to express their opinion and want to reach the masses.

The film was criticized on the basis that by merely engaging people in clicktivism – ‘the idea that one engages in activism by sharing something online and its potential to shape real world change’, one did not engage in meaningful social activism. This was answered by the second film ‘Cover the Night’ whose goal was to turn this digital revolution into something more and premise is simple ‘serve your community and seek justice for Joseph Kony’.

Similarly, the Occupy Wall Street movement started when a group of leaderless people met few blocks away from Wall Street. It was through social media that it attracted the support of masses throughout the world. The occupy Wall Street facebook page has about 170,000 likes and the hashtag #occupywallst was tweeted innumerable times in a minute. Protestors organized meetings via Meetup – social networking site for meeting informally.



Image Source: <http://ameristroika.wordpress.com/tag/occupy-wall-street/>

cause. Facebook was used extensively to detail how and where to gather whereas twitter was used for amplification i.e. to spread the word as far as possible.

Thus social media acted as an 1) accelerant – time it takes for the movement to spread which traditionally would have taken months 2) facilitation of largely leaderless movements 3) weak ties being made stronger by connections made online than bringing people together people offline

Social Media thus played a leader's role by bringing together people from diverse social, political and economic backgrounds and merge them into a united force. Social Media was pivotal in the redistribution of power from the governments and institutions to the people. It no

Even the recent uprisings in Tunisia and Egypt are remembered for being leaderless where social media played a crucial role. The Egypt revolution was sparked off when Wael Ghonim created a facebook page in the memory of the slain businessman ‘Khalid Saed’. This page was then used to mobilize protestors and unite them for a common

# Marketing

longer takes a single charismatic figure to inspire and organize the masses. In this digital age, leadership can be far more distributed or nodal which is remarkably disruptive. Had it been the era of Mahatma Gandhi or Subhash Chandra Bose, their ideas would have spread like fire through social media.

The characteristics of a leader are the same – empathy, trust, openness, creativity, fairness, etc. But what is different now is the way relationships are established between a leader and others. Earlier the span of influence was limited but now it's virtually unlimited.

Social media has become a hub for thought leaders. The people who are able to provoke others to think spread their ideas. These ideas garner support and are promoted through the social media. Social media has come out as a leader in today's scenario. It has given everyone an equal voice to speak their opinion. A leader always cares about the goal of his followers. He brings effective communication between the followers and lets them realize their goals on their own. Instead of setting down rules and asking them to follow his path, he inspires them to take their own path and reach their goal.



Image Title: If social media were present earlier

Image Source: self created

On the commercial side too, social media is a great platform for businesses from small to large which leverage its power for reaching out to their stakeholders. They can reach their target audience and connect with them in a way like never before. Social media not only leads the people towards their goals. It is also leads a brand to create a perception in the minds of people which they desire and attract audience at a much lower cost than any other conventional media.

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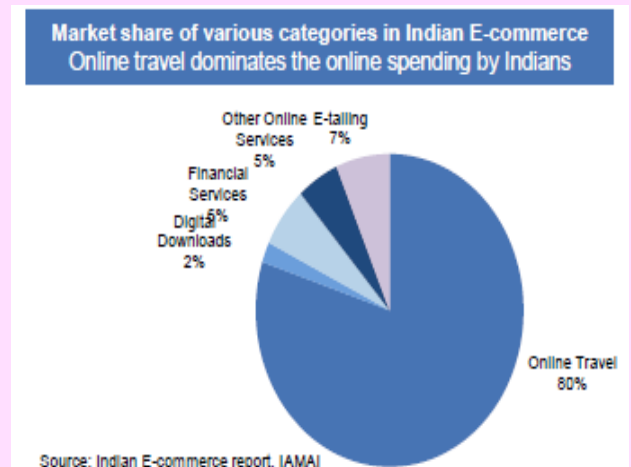
# E-commerce — Bubble Burst

## E-commerce - Will the bubble burst Or is it just a hype?

By: Arnab Guha Mallik, MBA(2011-2013), IIM Kozhikode

Ecommerce or rather E-tailing is still at a nascent stage in India. The noticeable trend is that established categories like books, mobile, electronics etc. are experiencing growth. In India penetration of online shopping using Credit card is low. The customers haven't matured enough. Cash on delivery is thus the direct byproduct of this, something that is unheard in the west. What drives ecommerce is the want for convenience buying in this age where consumerism and hedonism rule.

The Indian e-commerce has developed a lot in the last few years. Consumers across urban India, according to published reports, are going for deals worth Rs. 20,000-25,000 today. Earlier, they stayed in the Rs. 2,000-5,000 range. According to a Vizisense study in 2011, adoption of e-commerce product sites is higher at 57% in urban India beyond the top eight metros' 43%. Today, between Letsbuy, Flipkart, Infibeam and Naaptol, \$100 million worth of TV sets are being sold annually. And this number is growing very quickly.



So why are there talks of another bubble building up? The fall of VC-backed Taggle in December set tongues wagging; however the failure of a single startup is too small a sample size to argue that the whole segment was in serious danger.

The problem is: with most e-commerce providers not being profitable yet, what's pushing the valuation sky high? With the mushrooming of so many e-com websites, it has to be seen whether the Indian market can absorb all of them, if all of them can stay in the target group consideration set. And more importantly, are they financially stable.

Flipkart raised close to Rs. 750 crore at a valuation of \$ 1 billion. The company raised funds to build capabilities in logistics, technology, customer support etc. to scale up the business and others are following suit. Snapdeal.com has raised \$40 million at a valuation of \$100 million (Rs530 crore) in July. Other players like Fashion and You and Myntra have also raised huge amounts of money at significantly high valuations.



# Operations

The extremely high price to sales ratio and PE ratio defies all logic. Mahesh Murthy, co-founder of Seedfund, a VC firm finds appalling mismatch between topline, sales, margins and valuations. *"How can a company with topline of Rs 50 crore raise money at a valuation of \$1 billion? The valuations have a ratio of 1:100 vis-à-vis sales to market cap. The company is yet to break even. The valuations, then, to my mind, are insane,"*

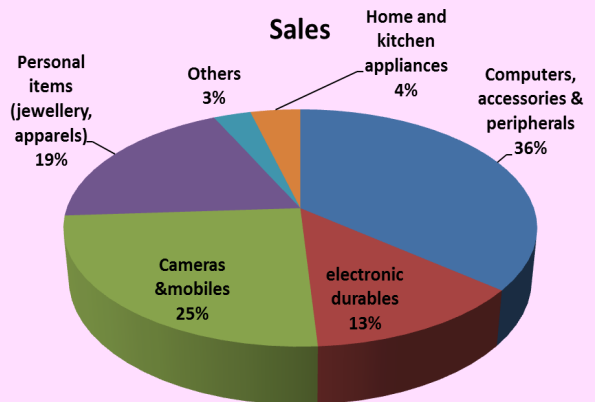
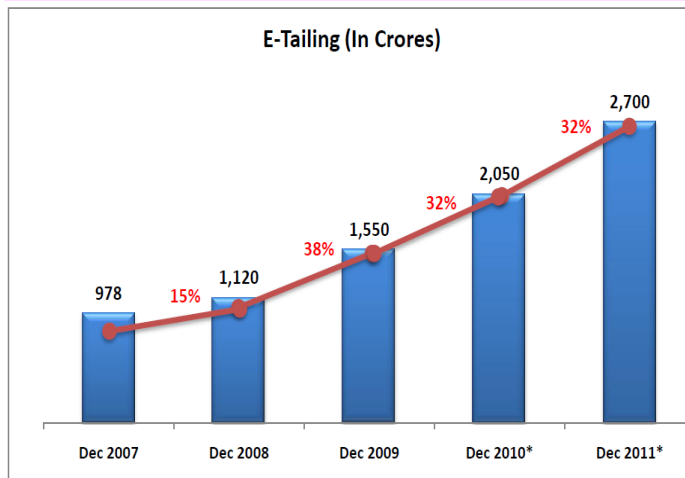
According to Deepak Shenoy, founder MarketVision, and financial writer, to justify a \$1 billion valuation, the company needs Rs 1,000 crore in topline at a minimum 5 per cent margin. However this is far from being achieved. Hence there are apprehensions of a bubble. There is a price war out there; an intense competition among the players to get more and more buyers to register on their website. Every player claims to have huge customer base and with varying amount of money spent on marketing and visibility, their online traffic increases. Consider the case of Jabong.com, with an aggressive promotion, it has risen to 47 in the Alexa traffic rankings for India leaving behind established players like Myntra, Infibeam etc.

But the interesting part is that the calculation of revenue per user has gone for a complete toss. Loyalty is out of the window and means nothing for a customer. Every website claims great value and affordable prices. In the greed to sell more every retailer takes up more orders than they can actually deliver, more orders than stock resulting in order cancellations, irritated customers, and bad customer reviews.

The Net Result is often One-night stands or short term sour relationships. Customer acquisition is being done at the cost of selling below cost price and this price increases many folds the moment you have new customers who are not loyal and dissatisfied as it means that they will not shop again. They are Lost Customers.

The logistics partners are also to blame here who have no accountability and usually misplace the order or deliver the products late. In some case they do not report to the company after the delivery is made. In an environment like India where cash on delivery rules, websites lose money on account of dropped orders and customers refusing to accept the packages. So when they are barely eking out a living with neither much customer loyalty, no revenues, only losses to show and a price war and insane competition to deal with, is the valuation sane? One might argue that the Indian internet market with almost 100 million users internet users out of which only 7 million are online buyers provide a huge opportunity for future growth along with the consumers maturing and having more confidence on ecommerce websites. The IAMAI report highlights that the overall potential for e-commerce will increase from 146 million households in 2009-10, to 229 million households in 2024-25. It further says that the core potential for consumer e-commerce in India will increase from 71.4 million, to 141.8 million households. Core potential includes all households in the high-income category, and those in the medium-income category which have attained graduate or secondary level of education, and at the same time, engaged in more productive occupations.

# E-commerce — Bubble Burst



Source: Indian Ecommerce Report, IAMAI

However, looking in a cynical way, the number of shoppers online won't grow at a staggering pace in the near future and neither the growth opportunities unless the websites reinvent themselves and keep on differentiating themselves in terms of building a unique customer value proposition, rather than becoming a "me too" player.

Already the deals market is highly saturated and the presence of big players like snapdeal and mydala means high entry barriers for others. Moreover the customers after a few days get tired of deals. In fact how long can you expect them to be excited about deals on spa, facials, food and what not? Taggle was the first casualty in this sub segment.

But saying that the ecommerce bubble will burst is being a bit too harsh to portals who have a long-term plan, have been investing in the right places like beefing up their supply chain and having a single minded focus on customer satisfaction. But it is an undeniable fact that the bubble will burst for many and invariably each failure will send valuations downward; but it's going to take a fundamental weakness for one to come to the conclusion that valuations are at a bubble level.

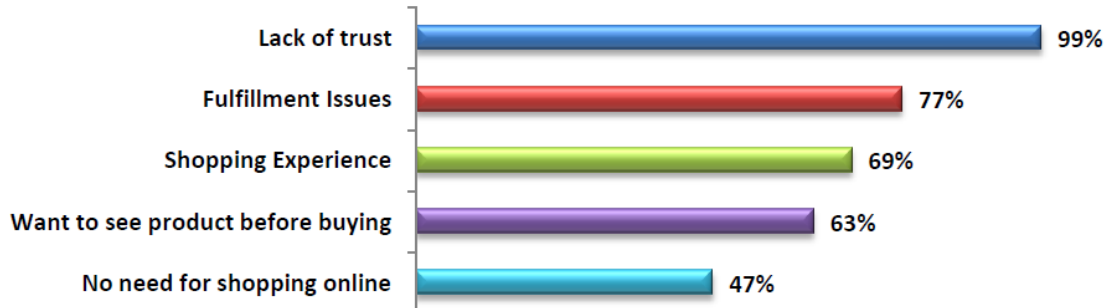
There are opportunities but only if they realize: focusing on how many orders one can fulfill ensuring customer satisfaction in at least 85-90% cases rather than how many orders can one ship in a day. This realization will only make them wiser to invest in their supply chain and make it more efficient.

The IAMAI report states that the reasons for this mismatch between potential and actual e-commerce consumers are lack of trust, fulfillment issues, and shopping experience.

Till now there has been inadequate infrastructure and only a few have started to invest in backend. In fact they should work hand in hand with the logistics partner and jointly invest in the distribution system. Only when the logistics partner is on board sharing the same vision of providing good service to customers, will the decline rates come down. It is 4% for some portals and may be as high as 30-40% for some.

# Operations

**Reasons for Not Shopping Online**  
(Base: 6.1 Mn Active Internet Users who do not purchase online)



The websites must realize the power of multiple warehouse and shorter lead times which can actually make whole cycle run faster and bring multiple benefits to all. If they can't address the issue of distribution and creation of multiple warehouses, SOR (Sales or Returns) is another procedure that they must follow. Keeping least amount of inventory with them should be a prerogative to cut costs

The focus should be on developing innovative delivery models and setting-up high standards of safety and quality of services. Only when they fix issues like reducing the Order Processing Time, reducing the Shipping Time and un-complicating the Return policies/mechanism, will customers become loyal. Better customer loyalty increases the brand value which in turn will increase their chances to sustain and remain stable.

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# Supply Chain Management

## How important is Supply Chain Management in Value Creation?

**By: Soumya Jain, PGDM(2011-2013), MICA Ahmadabad**

‘We may have all come on different ships, but we're in the same boat now.’ Martin L. King Jr.

Be it distribution strategy or inventory management or maintaining healthy relationships with customers as well as suppliers, all fall under the purview of supply chain management. This labyrinthine network indeed needs a well-managed system, wherein all the elements function together in unison. It is also known that the feeling to work closely with everybody and in favor of them as well as the organization should come from within. Besides, the environment should be amicable enough to boost that co-operative feeling. Else every attempt to make an employee work whole-heartedly will go in vain.

Valuing and acknowledging your colleagues' hard work and contribution is important not only in formulation of congenial terms, but also in providing a nudge to that person to substantiate himself in a more promising way. This indirectly is beneficial for an organization's sustained growth. I used the word 'sustained', because in today's competitive scenario, it is very easy to dissuade any employee involved at any stage of the production of a product, starting from development to marketing to sales, into a completely different territory. For any company, its employees are its assets. Thus, it becomes very necessary to hold them back, either by favorable company policies or by providing enough lucrative.

Cohesiveness of the entire team should be the mantra of the day. But, egotism is the thirst which is way too difficult to quench. Appreciating the efforts of one's co-workers is a situation rarely witnessed these days. Admittance of other's accomplishments is the seed which has to be incepted in all the people associated with the organization. It should not be overlooked that a person's maximum potential can be extracted when he feels at home at his workplace and where his confidence is boosted by a dose of admiration at regular intervals. Thus, the feeling of integrity should be leveraged amongst the employees for a satisfactory output.

Nowadays, dependence on your team mate or any person working up-the-line or bottom-of-the-line is looked down upon and poses a question on your abilities. It is mandatory to do away with this prejudice amongst every correlated section in the company for it to prosper. Today, it is not only the role of marketers to create brand differentiation or specialization, but also the function of distributors, sellers, retailers, advertising agencies, information technology department, human resources department, logistics and inventory section to create a relevant brand perception. All have something or the other to offer to.

Let us take the examples of specific product categories. Say, for instance, soaps and detergents. They need considerable product visualization and shelf space for marking their presence amongst the gamut of products available. Here, the role of advertising agencies and retailers is emphasized. If they do not perform well, due to personal grudges with the marketer or the logistic head, the visible range of the product becomes like a flash in the pan. Now, when we move over to the automobile sector, here we find that there is no role of a retailer. It is taken



# Operations

over by the distribution and service sector. More satisfied and spirited are the employees, higher is their efficiency, better is their convincing power, and more is the increment in the sales.

Another important component in the supply chain management is the business partners. They mould the structure of the entire system in a well-disposed manner. They are influential stakeholders of the

company, and thus maintaining consonant relationship with them assumes prominence. Also, at times the company wishes to widen its range of products by collaborating with other companies and running the organization as one. This calls for respecting each other's decision, while acknowledging them and giving each other sufficient space to contribute properly. The concept of single partner has now given way to multiple partners. And if all of them are beneficial, the task becomes more strenuous.

Building up of a strong relationship is dependent on maintaining transparency by the authorities. This helps in imparting trust throughout the chain, and thus acquiring loyalty from them in return. Initially, thrust was on to creating and enhancing customer value. It is still there, but now the focus has also shifted onto how to keep every employee in the supply chain and logistics elated and contented. This is backed by a tacit understanding amongst all of them, regarding the task each one has to manage and the area of the other subdivision where one is not supposed to intervene.

Nobody can survive alone. Dependency always comes into the picture. Same applies with the functionalities of any organization. If this concept is understood by all, it becomes very easy for it to operate. It should be noted that, if any single element doesn't perform up to the mark, the entire unit suffers. Whatever hard work is put in by the others, it all goes unnoticed and wasted, and lethargic attitude of one section creates nuisance for all. In the competitive scenario of today, where no domain can afford to dawdle, optimization is the key to success. And this level can be achieved only by incorporating the feeling of oneness in all the elements of a growth-oriented organization. Esprit-de-corps stance of one and all will help in going a long way and in achieving the desired profitability.

To fetch that number one position, every management tries to gain competitive advantage. If it is able to strike a difference from what its competitors have to offer, it then hits the bull's eye.

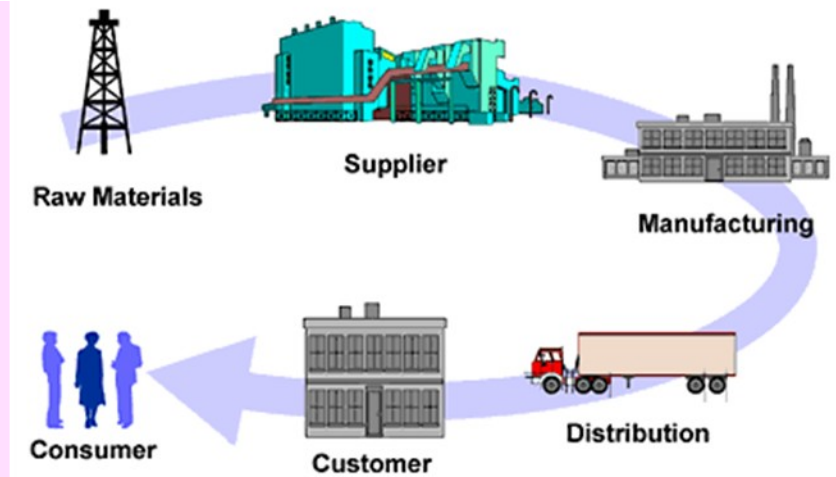
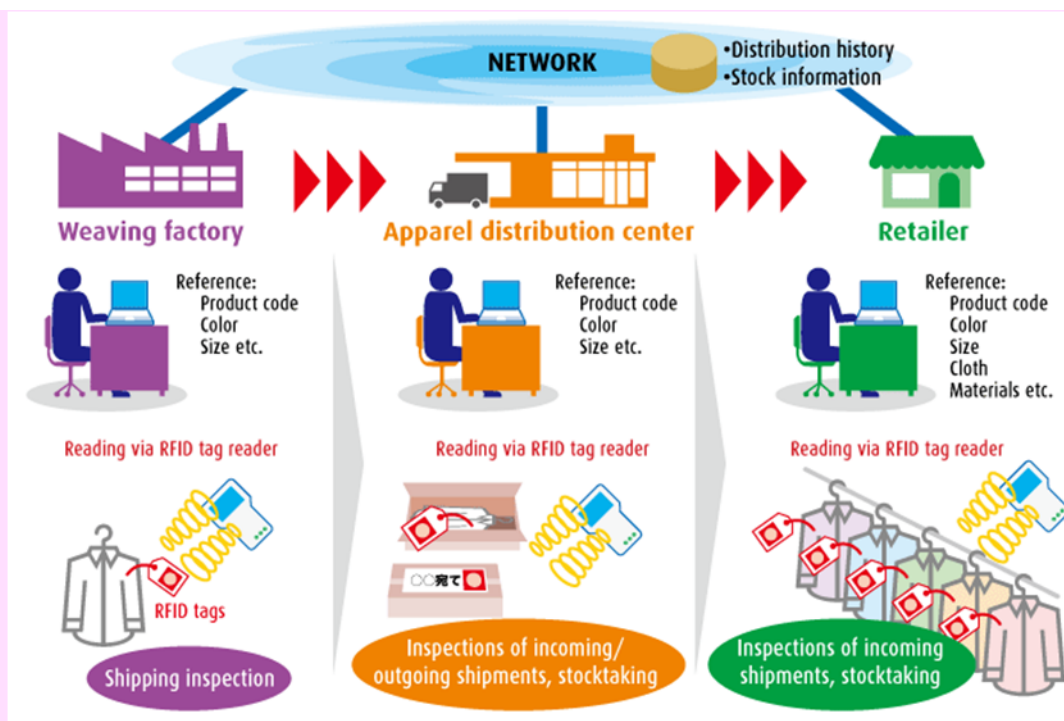


Image Source: MindQuad Solutions Private Limited. *Enterprise Solutions*.

# Supply Chain Management



*An example of SCM in Apparel Industry*

Image Source *Efficiency in Production Management Processes within Corporations*  
 < [http://www.soumu.go.jp/menu\\_seisaku/ict/u-japan\\_en/new\\_r\\_ioim.html](http://www.soumu.go.jp/menu_seisaku/ict/u-japan_en/new_r_ioim.html) >

Offering an exemplary supply chain can be one of the factors to demarcate its position in the market. For this, the authorities should continuously do a performance analysis of each element in the chain, to find out the loop hole and rectify it accordingly and at the earliest.

Imagine a scenario, when the advertisements of your products promise and claim to fulfill your needs, whenever you desire, but the actuality is far from what is projected. In this festive season of Diwali, customers were asked to wait for months for purchase of things like refrigerators, automobiles, RO water purifiers due to limited stock. Why was this ambiguity between the promotional campaigns and the product delivery? Was it the fault of the logistics team or the material management team? What attributes did BASF impart in its structure for it to be glorified with the award of the Best Supply Chain Management in April 2011? And what will you have to say on \$1 billion loss of Boeing 747 and 737 airplanes, due to delay in providing specific parts from the supplier side? As per your product demand, the company should either follow just-in-time [JIT] methodology or keep sufficient stock for inevitable circumstances.

Supply chain executives should understand the business strategy in order to deliver value and stand intact in the sea of competitors. For this, a sound communication process is needed. The policy, the new strategy to be implemented should be communicated properly and well-in-advance to everybody in the chain, so that synchronization is observed in the product development and delivery. Outsourcing has become a common trend these days. It becomes very necessary for external division to interlink well with the internal ones; else severe repercussions

# Operations

ought to be followed. The gap has to be bridged effectively for smooth transactions to occur. The appraisal of one should not be at the cost of undermining the efforts of the other. Be it tracking of orders or provision of an expert for support services or research and development, all has to be collaborated efficaciously.

Other aspect which cannot be overlooked is the globalization of firms. When the business crosses national boundaries, it becomes more constrained environment and the sync of each one becomes too demanding. Language is not the only barrier. The regulations differ, the approach differs. And if the manufacturer and seller happen to be in different countries, proper co-ordination pushes its way through a lot of pressure.

The click is to get connected! This connection itself improves quality and ultimately, profitability. It is all about respecting others' capabilities and not hesitating to render your services in other departments when needed. At the end of the day, it is not the individual work, but what the organization has to offer as a whole which matters. The administrative department should understand that the relationships within the supply chain tend to fade soon, so their consolidation is required from time to time. Misunderstandings ought to be resolved instantly to prevent them from assuming immense proportions. The managers and the planners at the authoritative level should be pragmatic in decision making and should reciprocate what its employees have offered it for its prosperousness. This is what is the essence and bottom line of a successful business entity, with a successful supply chain management.

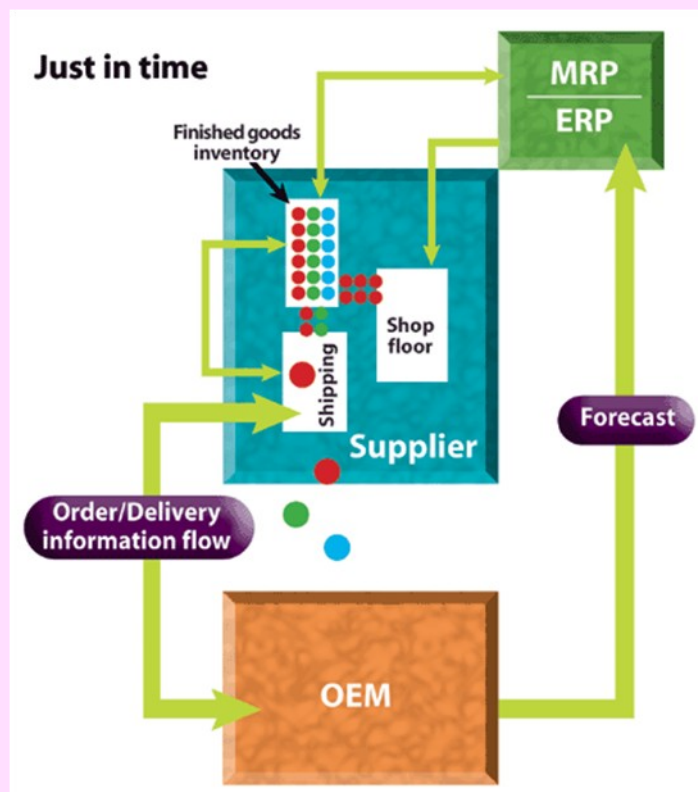


Image Source : Getting auto supply chain in sync  
<<http://www.isa.org/InTechTemplate.cfm?Section=features3&template=/ContentManagement/>>

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# Personal Branding

## Personal Branding-“Catch, Create and Connect”

*You are your own leader...Follow Yourself.*

By: Moumita Choudhury, PGDM(2011-2013), NMIMS Hyderabad

We associate the word brand with: McDonalds, the Nike Swoosh, Apple or with celebrity. In today's world, where we have to sell ourselves in various situation from impressing our managers to partners, convincing our family to friends, it is very important that we learn the art of personal branding. Every one of us have personal brand, be it is positive, negative or neutral. What is most important is you know your audience and you take your initial step by identifying the emotion you would like to evoke among others. The fierce competition in today's market place is first reason that makes personal brand essential...Impression (I) tool is very important in personal to professional life. From our clothing to our behaviour, body language, interaction is all being looked upon and makes overall brand. Personal Branding is your reputation, the size and strength of your network, your unique value you can contribute. At the same time branding is very crucial and tricky so, you have to be careful before you place yourself. Finally when you are clear that you are a “BRAND”, it is very important that you tag yourself as strong and consistent brand.

### Why Strong and consistent personal branding?

- Establish yourself in your respective field
- Build solid reputation
- You would be visible among the masses and your perceived value in the market place would increase
- Gain An Edge On Your Competition

### Formulate your Personal Ambition:-

This is the phase where you develop and formulate your Personal ambition. This is the important phase where an individual enhances brand and encompasses your personal vision, mission, and key

roles. It is about identifying yourself and figuring out what your dreams are, what you stand for, what makes you unique and special, and what are your values.

**Define and formulate your Personal Brand:-** This is second phase, where defining, formulating, authentic, relevant and meaningful personal brand promise and can be used as focal





# Human Resources

point . An understanding of your strength, weakness, opportunities and strength would help you personal ambition and brand objectives. Your personal brand statement should contain personal ambition, speciality and domain. It also include unique value proposition. This would enable you to keep focussed, provide as guide and help to communicate brand effectively.

**Formulate Personal balance score card(PBSC):-**This phase entails personal critical success factor your personal ambition, brand objectives, performance measures, target and improvement. PBSC translate personal ambition and brand into measurable personal objectives, milestones and improvement in a balance way. It is an effective way to develop improvement actions to achieve your goals, monitor progress and explore life and brand , define career , report your accomplishment etc.

**Implement and cultivate your Personal brand:-**It is the important phase where you implement, maintain and cultivate your brand effectively. Credibility comes into picture. gain experience in areas of your brand in which you are weak, promote yourself, market your brand frequently and consistently, make conscious choices about the people you associate with, build a strong network, deliver on your brand promise, and in short live according to your brand promise. unique learning cycle called the Plan-Deploy-Act-Challenge cycle (PDAC cycle). Your personal brands needs to refined and figuring out and adjusting the challenges that doesn't work

## Must ingredients in your worksheet

**Discover yourself:-**Before you start with your branding it is very important that you have the message clear in your mind what you want and what you stand for within your chosen field. This chosen field is your mission and goal that would take you to your next step.

**Identify your strengths:-**Very basic step, an individual should know own's strength. Positive feature should reach people, so it is very important for an individual to understand and identify positive things about one's.

**Tag yourself as "NICHE"-** Start by identifying the qualities or characteristics that make you distinctive from your competitors. It is very important for an individual o understand own strength, same can be tagged as niche. Every individual have its own USP, so making it niche would increase your reputation.

**Identifying Audience:-**Always remember, we are not here to impress the entire mass. Identifying the audience becomes very important – key step. People you would like to influence, the people you would like to help you and the people who help to shape your own success. Audience will change with time, so it very important to manage the change.



Image Source: [bidyutbikashdhar.com/](http://bidyutbikashdhar.com/)

# Personal Branding

**Good Impression (I):-** It has to be remembered that personal branding is not about what we think about yourself, it's all about what others think about us. It becomes very important that we remember "I" in personal branding.. Impression counts a lot in every work you do. No matter how hard working or capable you would be, but things goes into vain , if you don't present yourself well. So, you have to be careful with the image that you portray.

**Stay Connected:-**Once you create brand for yourself, it is very important to make your presence felt. In this virtual and competitive world of opportunities, you should be easily accessible for people to reach you easily. With various social networking Facebook, Twitter, Linkedin, Blogs.. This makes you to stay connected and as well, outside world is aware of your work. Its like you are transmitting your branding messages.

**Keep your eyes and ears open: -** It is very important to keep your eyes and ears open to keep an eye on what's happening around. It is very important that you don't miss out an opportunity that makes you to track your competitor's moves in branding in order to keep one ahead and updated.

**Maintain your brand:** Brand identity is not all about creating your brand ... It is very important to maintain and monitor your brand to keep you updated.

**Honest and smart: -**

It may not be necessary to reveal everything about you or boastful in self branding. What is important is you should be smart enough to judge what is required to be known to the outer world, but with self-branding, you just have to be honest. One of the secrets of successful self-branding is to lead others by it which will make them follow you and want some of what you possess, your branding should be easy to relate and have a good recall of value which makes other's to recognize you at once.

Once people are aware of the benefit and knowledge that you offer, before you showcase your expertise, people will be aware of you and will seek your expertise. They will identify with your brand which is "YOU".



Image Source: <http://johnantonios.com/2010/11/16/100-indispensible-personal-branding-tips/>

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Page 30

May Issue, 2012. Samvad

# Human Resources

## HRIS: A Business Enabler

By: Siddharth Jaiswal, PGDM(2011-2013), IMT Hyderabad

There is an old Chinese saying which goes like this,

“If you wish to plan for a year Sow Seeds,  
If you wish to plan for 10 years Plant Trees,  
But if you wish to plan for a life time, develop People”

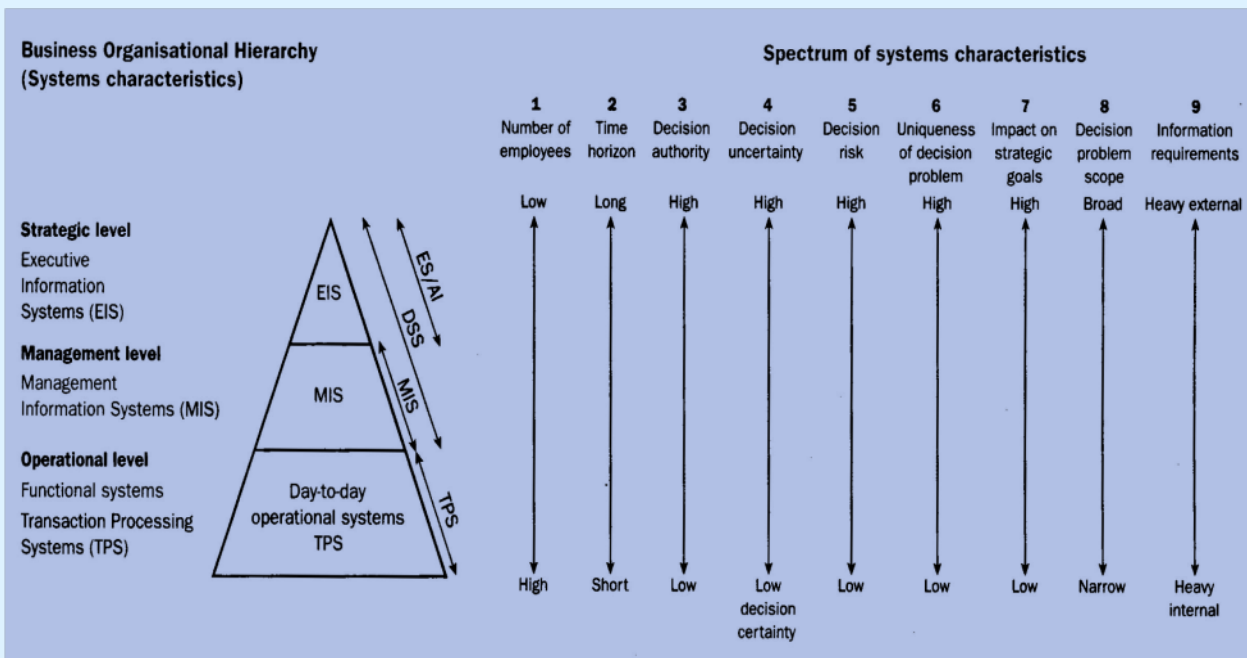
“People” have turned out to be the most valuable resource and assets for any organization in this challenging and competitive market, the companies of post-modern era are in a lookout for every means to get the best talent on board and maintain them. One such tool is HRIS which helps the organization understand its employees and take decisions which best serves both the company as well as its people.

When reference is made to Human Resource Information System (HRIS) in today’s environment of high tech wizardry, it is often thought as a vehicle that integrates people processes with user interface by leveraging technology. HRIS can play an important part in an organization’s HR function. After all we live, work and play in the information age. Over the past century HR has evolved from a “Caretaker” to a “Business Strategy Contributor”, during this transformation the need for an information system increased drastically.

Era	Emphasis in HR
<b>Pre-World War-II</b>	Reactive, caretaker activities, not part of mainstream business, record keeping.
<b>Post War 1945-1960</b>	Importance of employee morale, personnel is part of operating cost, yet not part of mainstream business, R&D on selection of employees, Payroll automation, Early application of mainframe computers for personnel in defense industry
<b>Social Issue Era 1963-1980</b>	Social issue legislation changes HR, Increased paper work and reporting requirements, Advent of MIS in computing world, Introduction of IBM/360, HR considered more into mainstream business.
<b>Cost Effective Era 1980-1995</b>	HR expected to cost justify its activities, Increased government regulations, High paperwork and reporting requirements, Advent of microcomputers and explosion of HR software, Increased focus of R&D in HR domain.
<b>Optimization Era 21st Century</b>	HR considered as a mainstream business, Shift from Manufacturing to Service lead to People as an asset, HR becomes part of business strategy, Analysis requirements increased, Sophisticated HR software.

Table-1 “Historical Eras of HR” (Kavanagh et al. 1990: 7)

It is evident that the role and challenges of HR has expanded over time, so has the need for effective recording, storing and analyzing HR data. In today's global knowledge economy, information is power. A contemporary use of Information System (IS) at various levels aids the organization in making accurate strategic decisions as well as operational level decisions and working.<sup>1</sup> The quantum of information and type of information required in an organization differ, hence making HRIS a system that acquires, stores, manipulates, analyze, interpret and disseminate relevant information to the right person at the right time<sup>2</sup>. A summary of the three levels of IS according to organization level is depicted in Figure-1.



Different level of IS use (Image Source: Elliott and Starkings, 1998:Pg48)

To cater to such diverse information needs of each level of the organization a systematic and a sophisticated analytical system would prove to be both responsive as well as cost effective. Companies look forward to HRIS to simplify the HR activities that best serve the end customer i.e the employees and managers. HRIS can assist human resource in numerous ways, but particularly in the day-to-day functionality by streamlining workflow through control process, system interface and database validation. One of the most common HR grips is being bombarded with mundane data and administrative work that takes away from the actual practice of 'walking the floor'.

For instance, HRIS consists of web-based portal which integrate employee self-service system (ESS) that removes the burden of administrative work for HR by lacing policies, procedures and involves employees to maintain their own information. ESS is widely used as a platform to keep



# Human Resources

employees up to date on the latest company news, awards or achievements by both employees as well as the company.

HRIS acts as an interface between the user and the database, which is a real value-add in terms of data analysis and reports<sup>3</sup>. Probably the most profound way in which HRIS can manage human capability is by providing end-to-end solution around the employee life-cycle which includes activities such as recruitments; manage performance management system, learning system, succession planning etc. Hence it is about managing the human capability in all dimensions. Two other areas that HRIS can assist in control of payroll processing at a fraction of the cost incurred in outsourcing and the other area is ensuring government and payroll tax compliance with automatic updates to keep the HR up to date on the latest regulations.

With continuous technological breakthroughs HRIS system are increasingly becoming advance and more user-friendly. Some of the latest achievements in this technology include the Time Clock system, OLAP, Real-Time system and Web-GUI's. OLAP systems allow direct links to the online system so the data can be entered via web and when saved the data is submitted via direct link into the HRIS.

Some of the key advantages by implementing HRIS are:

- Reduction of cost of storing HR information.
- Higher speed of retrieval and processing of data.
- Reduction of duplication of effort leading to reduction of cost.
- Reduction of manual operations due to automation of HR process.
- Better analysis leading to more effective decision making.
- Improved quality and accuracy of reports.
- More transparency in the system.



Image Source: <http://www.sagemicropay.com>

The future trends of HRIS would incline towards technology improvements of e-workplace, mobile computing, XML (standards such as HR-XML for some companies, this shift has taken place but for others the journey has just begun). Communication will also become more important as the Indian workforce evolves. With an increasing number of employees telecommunicating, HRIS must be able to communicate via web mobile, WAP and PDA devices. HRIS would be able to serve employees no matter where they are located.

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## Mumbai Bhushan

There is a saying that as “Mumbai keeps on growing there is no space left for love among the people”. Mumbai Bhushan is a competition which challenges this by auditing and promoting the co-operation, love, warmth, innovation, peace, harmony and efforts of various co-operative societies. The competition is organised by Yuvak Biradri (Bharat), Maharashtra Chambers of Housing Industry (MCHI) and Welingkar Institute of Management (WeSchool). The event began at WeSchool where eminent personalities like Mr. Kranti Shah, Mr. Kumar Ketkar and Prof. Dr. Uday Salunkhe addressed an audience consisting of representatives of NGO's, retired IPS, IAS officers and professors, students of WeSchool. They shared the importance of peace and harmony for making Mumbai a beautiful city. They explained how the concept of Mumbai Bhushan has evolved and its motive of creating awareness about safety, innovation, congeniality and clean environment among co-operative housing societies and its vision of making Mumbai a peaceful and safe city.



Mr. Kranti Shah explained in detail the parameters on which the societies need to be audited and how to check for the various parameters in physical by questions and observations. The main parameters were Security, Disaster Management, Administration and Management, Congeniality, Welfare, Cleanliness and Maintenance, Beautification, Environmental Awareness, Water Management, Saving Energy.

Students from WeSchool visited various societies in Mumbai to create awareness about the competition. They met the managing committee of the societies and distributed posters. Also members from Yuvak Biradri conducted street plays at various locations in Mumbai to create awareness. Every day two teams of jury members visited various zones and conducted the audits. The jury members consisted of Yuvak Biradri members, Social Workers, retired IPS, IAS officers and WeSchool students. The audit of the documents of society and the questions were asked by the senior jury members and the physical audit was conducted by WeSchool students by checking the conditions of the society and interviewing the members and workers in the society. After the audit, both the senior jury members and WeSchool students sat together and compared their observations and then allocated marks based on consensus and reasoning. This event is a unique event and will surely give new dimensions to the safety and peaceful life in the Co-operative Housing Societies as well as create an awareness among them.

- Credits: Abhishek Bhagat - MMS (2011 -2013)

# Call For Articles

We invite articles for the May, 2012 edition of Samvad.

The Theme for the next month: June 2012 - **Media & Entertainment**

The articles can be from Finance, Marketing, Human Resources & Operations domains.

## Submission Guidelines:

- Word limit: 1000 words or a maximum of 4 pages with relevant images.
- Cover page should include your name, institute name, course details & contact no.
- The references for the images used in the article should be mentioned clearly and explicitly below the images
- Send in your article in .doc or .docx format, Font size: 12, Font: Constantia, Line spacing: 1.05' to **samvad.we@gmail.com**.
- Please name your file as: <YourName>\_<title>\_<MBAvertical e.g. Marketing/Finance/BMS>
- Subject line: <YourName>\_<InstituteName>\_<Year>
- Ensure that there is no plagiarism and all references are clearly mentioned.
- Like our Fb pg: [Samvad: WeSchool Students Magazine](#)
- Deadline for submission of entries: **25th June, 2012.**

## Team Samvad



### From right to left :

- Rakesh Marar (Creative Designer)
- Stita Pragyna Misra (Editor)
- Prof. Jalpa Thakker (Mentor)
- Shapnaa Sridharan ( Sub-Editor)

For any queries, please mail us at  
**samvad.we@gmail.com**



# A Dream Within a Dream...

*Take this kiss upon the brow!  
And, in parting from you now,  
Thus much let me avow~  
You are not wrong, who deem  
That my days have been a dream;  
Yet if hope has flown away  
In a night, or in a day,  
In a vision, or in none,  
Is it therefore the less gone?  
All that we see or seem  
Is but a dream within a dream.*

*I stand amid the roar  
Of a surf-tormented shore,  
And I hold within my hand  
Grains of the golden sand~  
How few! yet how they creep  
Through my fingers to the deep,  
While I weep~while I weep!  
O God! can I not grasp  
Them with a tighter clasp?  
O God! can I not save  
One from the pitiless wave?  
Is all that we see or seem  
But a dream within a dream?*

*-Edgar Allan Poe*