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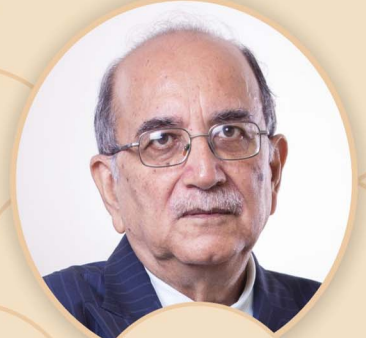
Making HR People Complete



Dr. Anil K. Khandelwal



Dr. Aquil Busrai



Dr. Rajen Mehrotra



**Dr. R. Krishna
Murthy**



Dr. Viresh P Mathur



Vivek S Patwardhan



P. Dwarakanath



Emmanuel David

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Cover Feature Experts

- **Dr. Viresh P Mathur**
- **Dr. Rajen Mehrotra**
- **Dr. Aquil Busrai**
- **Dr. Anil K. Khandelwal**
- **Vivek S Patwardhan**
- **Emmanuel David**
- **P. Dwarakanath**
- **Dr. R. Krishna Murthy**



Old hats need to pass the skills baton to new HR generation
-**DR. VIRESH P MATHUR**



The relevance of Industrial Relations will not wane
-**DR. AQUIL BUSRAI**



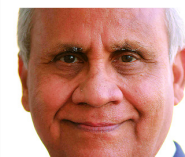
IR skills are required of a different level and proficiency
-**VIVEK S PATWARDHAN**



Core for the IR is objectivity, fairness and neutrality!
-**P. DWARAKANATH**



IR is integral part of HR
-**DR. RAJEN MEHROTRA**



Younger people are not enticed to trade union movement
-**DR. ANIL K. KHANDELWAL**



HR professionals must have capability of negotiating strategically
-**EMMANUEL DAVID**



IR is moving from blue to white collar and collarless
-**DR. R. KRISHNA MURTHY**

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Management
Expert -HR & IR

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Book Learning

**Labour & Service Referencer
(2000-2022)**

Author : Anil Kaushik

Commentaries on
**Employees' Provident Funds And
Miscellaneous Provisions Act, 1952**

Authors : V.K. Kharbanda & Vipul Kharbanda

Commentaries on
Factories Act, 1948

Authors : V.K. Kharbanda & Vipul Kharbanda

Labour Law Digest 2022

Authors : V.K. Kharbanda & Vipul Kharbanda

Commentaries on

**Employees' State Insurance
Act, 1948**

Authors : V.K. Kharbanda & Vipul Kharbanda



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Cover Feature Experts

- | | |
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| ■ Dr. Aquil Busrai | ■ Dr. Anil K. Khandelwal |
| ■ Vivek S Patwardhan | ■ Emmanuel David |
| ■ P. Dwarakanath | ■ Dr. R. Krishna Murthy |

C O V E R
F E A T U R E



Industrial Relations- An Extinct Skill?

Dr. Anil K. Khandelwal

Dr. Khandelwal (PhD in management) is a well-known transformational leader of India who is credited with the transformation of one of the largest public sector banks- Bank of Baroda having 38k employees in just three years (2005-2008) from decline to most powerful and valuable brand during his tenure. His brand of leadership is based on building Intangibles like culture, people, brand, governance, leadership and technology. He had a long stint in Personnel and IR.

Dr. Khandelwal is a prolific writer and has authored/edited eight books. His best-selling book - Dare to Lead is one of the most authentic narrations of his transformative interventions. The Bank of Baroda transformation story has been extensively written about by the academics and has found place in articles on leadership in India, mentioned in Harvard Business Review articles. Leading Management institutes like IIM Ahmedabad and Bangalore have written case studies on the transformation of Bank of Baroda during his time. His another best-selling book is- Chess Master or Gardener.

He also chaired a committee on HR in Public sector banks, popularly known as Khandelwal committee.

He is a multi-awarded leader having received Asian Banker, Singapore's highest honour, Life time achievement award for leadership in the financial sector; the only Indian to have received this honour so far. He is also a recipient of Life time achievement award from National HRD Network, India for his contribution to HR profession. Economic Times has rated him among the 100 most powerful CEOs of India consecutively for three years. His brand of leadership and the work is globally recognised.

He is on the Board of SBIL, Kolkata and also on the central training committee of SBI.

The days of assurances, good intent and fashionable and symbolic demonstration of gestures are over. The new challenge is "How much you care for me."

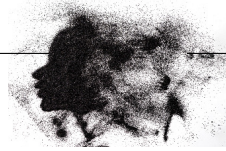


Younger people are not enticed to trade union movement

What reasons do you attribute to the fact that Industrial relation skills which was considered as one of the most desired and pre requisite skill for any HR person to succeed, has now become almost extinct?

AK Post 2000, the trade union movement has substantially gone down on account of variety of factors like technological and digital changes, speed of reforms and demographic changes. Younger people are not enticed to trade union movement.

Have industries committed a mistake in assuming the lost relevance of this people management skill that prompted educational sector to marginalize the subject resulting into



producing the new generation of HR managers totally unaware of IR nuances and employment regulations?

AK Let us face it. There is increasing realization in the industries to pay attention to People processes. The new breed of HR specialists has a different orientation from parasitic and exploitative culture to more empathetic attitude to people issues. Having said this, I must say that modern day's HR managers need to be aware of Employment regulations and should be sensitive to the issues of fairness, justice and equity. Mere motivational strategies in the absence of understanding the nuances of labour matters will be like flying an aircraft on a single engine.

Do you believe that Industrial relations issues will remain always in industry, may be in different forms? If so, how organisations should address this issue of widening gap and prepare for future on people front? What role can be played by professional bodies in this respect?

AK I agree. There was a time when Personnel/HR meant only IR management and somehow do use the fire and HR remained on the periphery. The situation is now reverse. Lately professional bodies have started sensitizing professionals on IR, which is a good initiative. There is a new trend emerging where in some instances, employees have got together to protest work place executive



behaviour without approaching their unions. Trade unions are losing grip on worker affairs in some industries especially in service sector as there is crisis of succession in trade unions. There is manpower crisis in trade unions.

More than professional organisations, the academic institutions too have to play a role in terms of research efforts in IR areas. In professional journals, one finds depleting number of essays/researches in IR area.

Do you think growing technology with social transformation of new generation having information blast around them has posed newer challenges for the HR and business leaders to handle IR issues? If so, how do you suggest, Business leaders should take it on?

AK This is true. Business leaders must engage with human issues and should not entirely leave it to HR functionaries. Organisations need to pay increasing attention to 'Worker Affairs'- They should not be reactive and wait for unions to take up the issues. There is no substitute to Pro-active and empathetic response to people problems.

In the present digital environment, business leaders have to solve human problems faster than ever. They need to introduce new structures and processes for quick problem solving in human areas. There needs to be ownership and visible commitment to people processes to build credibility. The days of assurances, good intent and fashionable and symbolic demonstration of gestures are over. The new challenge is "How much you care for me."

Why most of the young managers prefer Soft HR domain as career rather than focusing on IR? How do you describe the essentials of IR Skills, New Gen Managers should also acquire?

AK It is a demand and supply issue. Today, there is demand for HR stuff like competency and capability building, performance measurement, leadership development and soft domain architecture is in demand but it will be foolhardy for any employer or CEO/HR to write-off IR.

One can never take it for granted that IR has vanished. A small problem or accumulated problems can snowball into major IR problems. History Of IR in industry vindicates this.

A trained HR professional can not ignore crisis management in the domain of people issues. This is especially relevant for manufacturing as well as Public sector enterprises.

Your word of wisdom for new generation of HR managers in this respect?

AK A good HR professional must understand trends in technology, economics, sociology, law and geopolitical environment I think there is too much fascination for psychology but human problems require a combination of all these disciplines. **B M**

