



Man makes the difference

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### Rica Bhattacharyya

*Assistant Editor  
Economic Times*

Rica Bhattacharyya is a journalist with The Economic Times. She writes on career, HR, higher education, leadership and entrepreneuring.

The ezed or the outcome of HR processes has to be adding value to the business. HR cannot operate in a vacuum purporting to exist for issues that concern employees alone independent of the business the organization is in. It is curious indeed that while most HR processes are delivered by managers, the HR professionals consider themselves industry agnostic and therefore are eager to render services to even industries that they have no exposure to. In my view if HR has to become strategic partner, it must cross-breed within the industry across functions and become industry specific. The natural corollary of the above argument is for uninhibited movement of professionals from other functions to HR and vice versa. Organizations that are open to this idea and facilitate this movement are likely to have more robust and meaningful HR practices.

The e-magazine eZet of BIM Trichy is an interesting initiative that brings to the fore the contemporary challenges before HR function in a crisp and entertaining format. A collection of interviews, articles on contemporary issues combined with entertaining additions like cartoon strip and crossword puzzle on HR topics seem to me an interesting melange. I congratulate Zetetica on having thought of this idea and wish them all the best for future editions. I will look forward to reading eZetin times to come.



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## THE INSIDE STORY

# The Travails Of Being A Football Manager



### Mr. Shyam Prasad

is an MBA student at BIM, Trichy. His areas of interest include Marketing, HR and Football.

Being the manager of a football club might be one of the toughest HR jobs around. I'm sure many of the traditional and deep-rooted HR managers would fly into a rage if they come across this seemingly absurd claim and start recommending negative reinforcements to set right my attitude. But first hear me out. Let me lay bare the facts about the pressure-cooker situation these poor souls constantly live in.

The first task of any new manager is signing new players whom he thinks are going to bring in that much coveted shiny trophy for him (that the signing might turn out to be a 50Million Euro flop like that wonder kid Torres is a totally different story). Meanwhile, he has to ship out the non-performers to some other clubs and make sure the net of the transfer spending and earnings stay within the budget cap allotted by the club's executive board. All of this while making sure that the stars and other players in his club are happy and feel secure as may affect the team chemistry and the respect the players have for the manager. An illustrious football club from London learnt this the hard way as their decision to swap the club's favourite for a rising star cost them the season and their players' loyalty. These daunting tasks are simply called as 'recruitment'.

The actual test starts with the ten month long season and the manager has to arrive at the right combination to put on the pitch and also try to maintain harmony with the team. Some players arrive with egos as big as their physical forms and the manager has to ensure that they gel well with the rest of the team. Mr.Mancini,

who has been managing the tempestuous Mario Ballotelli for the past 3 years, swears that no other HR manager in the world has been tested as much as he has. The daunting task of translation into results – 'performance management' lies ahead. The manager has to ensure that all the players are at their best form throughout the season, manage rotation of the squad and schedule practice sessions, ensuring there isn't player burnout. All of this under the watchful eyes of millions of supporters and the media who are ready to write off the team at the slightest hint of a dip in form. This puts the manager in a situation where he has to absorb the pressure of all the 11 players on the pitch. It's his job to ensure they take their 'A game' with them every time they step on to the pitch.

I do not claim that all the managers have the skills and the patience to deal with all of these pressures. Even the most respected and battle-hardened managers are not exceptions to occasional outbursts. Anyone who has ever seen a football match would know about the boot-throwing incident involving the great Sir Alex Ferguson and David Beckham. This incident led to Beckham's (the then captain) exit from the club.

Given all these nerve-wracking high pressure situations they face, managing a football club is analogous to the functions of an HR manager. If you still feel that the statement with which this article began is blasphemous, sit back and watch a football match!



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## HR GURU

### Excerpts from the Interview with Mr. Suresh Bose



#### Mr. Suresh Bose,

Head – HR at Sterlite Copper controls business at Tuticorin, Silvassa, Mettur & Fujairah in the middle-east. He is a professional Human Resources expert, with hands on experience in India & Overseas.

#### *What is your view on the contemporary HR practices? How has HR as a function evolved over the years?*

HR has undergone a major transformation over the years. From being subjective, it has grown to be a very objective function reliant on metrics and analytics. Technology has been a major enabler of this transformation but there is still a long way to go. Though, objectivity and strategic HR has gained importance, many companies are hesitant to allocate resources to further the development of HR as a strategic function. If you see the case of successful organizations, they have been the ones which have identified this transformation and latched on to the trend.

#### *What do you think are the competencies required of today's HR?*

HR should speak the language of business. HR must be proactive and aligned to organizational strategy. Analytical skills, good business sense and a complete understanding of the company's business are skills which are mandatory for today's HR. Also, HR personnel should keep them continuously updated of the latest trends in the industry and be aware of the happenings in the business world.

#### *What is the role of HR in an organization like Vedanta?*

HR is a business partner, nurtures people and builds leaders. The multifaceted role of HR relates to Talent Building, Employee Engagement and Employee Welfare.

#### *What are the steps to be taken to align HR strategy with the organization's business strategy?*

Ensuring putting right person for the right role, matching competencies with the job requirements, employee engagement and objective appraisals are some of the initiatives.

#### *What are the work place changes you anticipate in the next 5 years?*

Women in leadership roles, technology as a substitute to traditional administrative HR functions and finally an outsourced HR department are some of the changes in future. HR will play the role of a strategist.





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## EXPRESSIONS



**Mr. Karthikeyan**

is an MBA student at BIM, Trichy.  
His areas of interest include  
Marketing and HR.



*The difference between ordinary and extraordinary  
is that little extra.*

- Jimmy Johnson



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