

# VIRTUE

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## IN-DEPTH STUDY OF JOB SCULPTING PRACTICES IN INDIAN ORGANIZATIONS

Dr. H.L.Verma  
Dr. Sourabh Sethi

Pressure of international competition and market globalization constrain Indian organizations to match global standards of performance and corporate governance. To sustain the competition for efficiency and growth of the organization, it has become necessary to understand, evaluate and update the current competency level, as competencies influence all aspects of individual and organizational functioning. In the given context, tapping on the competencies through Job Sculpting, where the job profile is designed in accordance with the employee's interest rather than expecting the employee to fit into the job as in the traditional system is the concern for effectiveness rather it is a necessity for survival. Job Sculpting has become one of the most innovative Human Resource practice involving creativity and great analytical ability on the part of the manager. The paper argues the need, process and applicability of Job sculpting as innovative Human Resource practice in Indian organizations. The authors have conducted in-depth study in 120 Indian organizations covering Engineering, Manufacturing, Process and Infrastructure vertical, Consumer Services and Retail vertical, Telecom, Media and Entertainment vertical, Banking, Financial Services and Insurance vertical, Information Technology and Information Technology Enables Services vertical. The findings of the study have been exceedingly appreciated by Indian corporate sector and it has been extensively referred by consulting organizations.

**Key Words:** Job Sculpting, Competence Configuration, Talent Preservation, Capability Matching, Industry Specific Facts

## **MANAGING HR IN SERVICES SECTOR: 'Why it needs to be different'**

**Dr. Snigdha Mishra**

Needless to mention the importance of Human Resource in the present competitive world, both in manufacturing and service sector. Even if it is believed that HR has a common role to play in both set ups, in the real sense it needs to make the difference for the employees and as a whole for the customers outside. The present article is divided into 4 sections. Section 1 focuses on the peculiar characteristics of services sector which will set the context for looking at HR practices differently. The second section will discuss the strategic importance of HR in services sector further reinforcing the case for a different HR out -look. Section III of the article will delve into some illustrative HR issues where the difference between HR practices in service sectors vis-a-vis manufacturing sector is stark and naked. Finally, section IV will conclude with some recommendations to HR managers to make the line of argument in this article implementable in their context.

## **CONSUMER'S INTENTION TO BUY ORGANIC CEREALS Extending the Theory of Planned Behaviour**

**Dr. Shashi Singhal  
Pankaj Jain**

A C Nielsen's (Nielsen, 2006) study indicates that the Indian organic food market is in a nascent stage and it suffers from low volume operation and hence limited availability. Yet potential for the category appears quite promising in the near future. Using the Ajzen's theory of planned behavior (TPB) as the conceptual framework for the research this study investigates the relationship among the attitudes, subjective norms and perceived behavioural control towards making organic cereals purchases. Using systematic sampling method 90 respondents have been selected from the major organic food outlets in Jaipur city. Analysis of data indicates that price, availability, perceived difficulty of knowing if cereals are organically produced and subjective opinions of others are important determinants of consumer intentions to buy organic cereals. The study provides an extension to the theory of planned behaviour by supporting it considerably for the validity of the TPB in explicating buying intention of consumers.

## ***PEACE EDUCATION*** ***“Need of an hour”***

*Urvesh Chaudhery*

The world could be transformed and peace would reign if the basis of Education is ‘knowledge wielded by love and value for sustainable development’.

If we look into past it has been seen that humans have taught each other about conflict resolution techniques to avoid violence. Peace education is the process of teaching people about the threats of violence and strategies for peace. Peace educators always try to build peace strategies that can bring maximum benefit to a group. Education is the single most important means for empowerment and sustained improvement in all well being. With the help of Education we can spread the peace education all over the world and this should be taught from the initial stages i.e. from school education. If sustainable development of country has to move into reality, the world, both, developed and developing must move towards a new world order in which ‘Peace’ must be in the great priority.

Peace education activities that attempt to end violence and hostilities can be carried out informally within communities or formally within institutional places of learning, like schools or colleges. Peace education has been practiced informally by generations of humans who want to resolve conflicts in ways that do not use deadly force. Indigenous peoples have conflict resolution traditions that have been passed down through millennia that help promote peace within their communities. Rather than killing each other over their disputes, they employ nonviolent dispute mechanisms that they hand down from generation to generation through informal peace education activities. Anthropologists have located on this planet at least 47 relatively peaceful societies (Banta, 1993). Although there are no written records, human beings throughout history have employed community-based peace education strategies to preserve their knowledge of conflict resolution tactics that promote their security. More formal peace education relies upon the written word or instruction through schooling institutions.

An attempt is made in this paper to throw light on the impediments leading to Peace Education and to develop a culture of peace by using Education as the potent tool with reference to Higher Education. The main focus of the paper is on the social purposes of peace that is why, what is to be done to achieve the target of peace.

## **CONTROLLING FISCAL IMBALANCES IN INDIA: ROLE OF TAX SYSTEM IN INDIA**

**Anil Kumar Jain  
Parul Gupta**

For a sustainable fiscal policy, it is essential that fiscal consolidation process is not only facilitated but it is also strengthened by concerted efforts to boost revenue flows to meet the growing expenditure requirements. The fiscal scenario, both as the central and state levels, has been a mixed bag since 1990. From a high level in 1990-91, to a lower level by 2000-01, to a considerably lower level by 2007-08, the different deficit ratios considerably deteriorated in 2008-09. The fiscal scenario as state level, through not as bad as that of the central Government, has exhibited more or less similar trend.

Successive governments, both as the central and state levels have sought to deal with the problem of deficits through various measures. However, as the composition of government expenditure has acquired rigidity, the fiscal correction has been mainly revenue led-especially tax reforms led. Changes in India's tax system have been geared to move towards a tax structure which is simple, relies on moderate rates with wider base and better enforcement, serves the objective of equity and provides incentives and signals consistent with developing as internationally competitive and dynamic economy. At states' level, VAT has turned out to be buoyant sources of revenue. However, three points deserve mention here. Firstly, Tax/GDP ratio during the period 1990-91 to 2003-04 has either tended to decline or remain constant. Secondly, in most of the years, actual tax receipts have fallen short of budget estimates. Thirdly, there has been a structural shift in the composition of direct and indirect taxes both of central and state levels.

Therefore, significance improvement in controlling fiscal imbalances, in future, well largely hinge on increased tax collections. As service tax has proved to be buoyant source of revenue, there is need to expand the base of service tax by bringing in new services, overcame the problems of identification, assessment and enforcement. In the field of direct taxes, among other measures, there is need to discourage avoidance and erosion, promotes equity and efficiency, and also considerably improves administration. The Direct Tax code, which proposes to simplify the direct taxation and replace the existing Income Tax Act, needs to be modified so as not to favour high net worth

individuals and should take more care of equity considerations. At states' level, a major area of reforms would be the implementation of Goods and Services Tax (GST).

## **CUSTOMER RELATIONSHIP MANAGEMENT: 'A Catalyst for Organizational Growth'**

**Radhika Malhotra**

Customer relationship management (CRM) is a customer-focused business strategy that dynamically integrates sales, marketing and customer care service in order to create and add value for the company and its customers. The success of any business depends on customer satisfaction.

The paper explores customer relationship management (CRM) and why it is a vital practice to businesses for attracting and maintaining customers. This paper discusses how managing effective relationships with customers has become increasingly important in the era of constrained resources and global competition. It explains how customer relationship management (CRM) encompasses **all tools, strategies and other technology**-based capabilities that help a business organize and manage its customer relationships.

Specifically, the paper **outlines the goals CRM** attempts to achieve in organizations and emphasizes how CRM is essential for a business' long-term survival and success.

It also aims to define those areas where customer relationship management (CRM) and marketing are interconnected. It begins **by defining CRM**, in general and looking at how it has developed within organizations over time with a focus on **key Challenges** in implementing CRM solutions.

## **Training through Neuro Linguistic Programming “An innovative tool for behavioral training”**

Ms.Vijit Chaturvedi

Training has been defined as a process of molding people as per required and expected competencies, skills, knowledge and attitude to strive for betterment to organization as well as for individuals. Irrespective of the effective training provided, generally the problem which continues is that generally no visible change is seen in the behavior and attitude of trainees even after the training. Whatever changes come are seen either in performance or in expectation for betterment for own after attending the training program. Neuro Linguistic Programming which is an emerging tool in improving attitude and behavior of individual's .It is a subject which deals with inter-personal communication which is concerned with developing modeling between patterns of different behavior and the subjective experience thereby. It is a subject which deals with developing self –awareness and effective communication and thus helps in changing patterns of mental behaviors. The concept is based on utilizing the relationship between Neurological processes (which guides the thought process) the linguistic (Language pattern) and further modeling it in a way such that the perceptions of an individual about the world and the weak part can be modeled in a way that would help in transforming the overall personality.

Thus, if such technique is used in training individuals in improving behavior and developing a positive attitude in them for viewing and perceiving the surrounding in a optimistic way , it would help in making them perform better, develop cordial relation with peers and subordinates .It will also lead to developing high commitment , loyalty towards work and organization .The most important thing that needs to be remembered is that availability of suitable trainers and an appropriate environment in terms of training , resources and consistent feedback is expected Also what is most urgent is making trainees aware of the utility, scope and outcomes from such training ,until this is been done the very success and acceptance of trainees to attend such training program will not be possible Such techniques will also help in improving decision making skills, better planning, and generating innovativeness in trainees by improving their working behavior .

Thus, if planned well techniques like NLP will help in bringing overall improvement in workplace. The present paper will focus on how principles of NLP can be applied in

training in changing attitude and behavior of trainees Also scope of NLP in improving other related organization function will be discussed. Te topic as future implications since the same concept can be applied to different fields and profession, since improvement of behavior and attitude applies equally in all areas.

**Key Words:** Neuro Linguistic Programming, Behavioral Patterns, Perception, Behavioral Fluctuation.

### **Downsizing and its impact on survivor's Motivation**

**Dr. Ritu Arora**

The economic slowdown resulted in a period of apprehension and distress for many organizations and employees a like. Financial pressures resulted in organizations undertaking a range of measures aimed at cost reduction, many of which impacted employees at the time. Prior to the slowdown, organizations in India and other emerging markets had been experiencing high level of growth, rapidly expanding their structure, operations and workforce size to match accelerated demand. In some organizations, this resulted in range for efficiency issues emerging with the workforce, as organizations in their race for fast growth traded off some control on efficiencies. One constructive aspect of the economic slowdown is that it has actually provided organizations with an opportunity to pause and consider the quality of their growth. As a result many organizations have discovered significant opportunities to improve profitability of operations by looking at ways to improve how they manage the time, effort and costs associated with employees performing their work. While the most visible actions taken by the companies during the slowdown include reduction in variable pay, overtime pay control and reducing promotions, there have also been initiatives around role and job redesign, workforce optimization/ re-deployment to enhance productivity. While cost cutting was the flavors of the period, some leading organizations go in for “Downsizing”. To management it was the strategic measure to bring ‘optimized operational efficiency and productivity’ in organization. But the employees, who remained after ‘downsizing’, suffer from significant problems. Main objective of this paper is to analyze the effect of downsizing on employees on varied service years within the organization. This particular

study further suggests measures to improve the motivation level of retainers after the downsizing, at various levels in the organization.

**Key Words:** Downsizing, Psychological Contrast, Stress, Organizational Culture, Voluntary Retirement Scheme.