

Abhijit A Hardika

A company goes from good to great when ordinary employees start doing extraordinary things. What is extraordinary? Most organisations fail to recognise the power of intrapreneurship and intrapreneurial employees within. Organisations should look at intrapreneurship as the discipline of creating new enterprise within the organisation by deliberately forming constraints and conditions while empowering the individual or select group of individuals to revitalise the organisation and connect/re-engage with the market.

**FOLLOWING ARE A FEW NUANCES TO PROMOTE AN INTRAPRENEURIAL CULTURE:**

- 1. Create a platform for innovation and creativity:** Create, promote and market avenues for employees to participate. Encourage employees to take leads, initiatives and acknowledge their ideas;
- 2. Executive buy-in:** Change requires sponsors, champions that can come from senior management / leadership buy-in. Icons, success stories internal to the organisation with whom employees



## THE AGE OF INTRAPRENEURSHIP

Want to create an entrepreneurial culture within the organisation in 2015? You can do so by promoting an intrapreneurial culture

- 3. Empowerment:** Once identified, intrapreneurs need to be empowered to take decisions and risks. Have intrapreneurs manage their business and make decisions within the context of the system as a whole;
- 4. Channelise for business needs:** Identify key corporate

- 5. Mentoring and coaching:** While such projects or programmes are run, it is important to assign a mentor and coach to the budding intrapreneurial employees or managers;

**6. Learning from lessons:** Failures should be treated as stepping stones. Most importantly, failures should be tolerated and encouraged to start with; however, within the boundaries laid by the organisation. Failures bring in tremendous maturity, learnings and a sense of responsibility to do better. Intrapreneurs should be guided and coached during such times and a positive side of failure, i.e. an opportunity to improve should be demonstrated;

**7. Shorten the "yes" chain:** The biggest challenge today in the corporate world, is to navigate successfully through the maze of hierarchy and decision-making to get to the ultimate power of approval. With growth comes a large organisational hierarchy bringing in more complexity and difficulty to intrapreneurial employees on their projects. Companies can do better by circumventing "yes" chains;

**8. Acknowledge, celebrate and reward:** Recognition and reward will act as significant affirmations for the intrapreneurs and provide them with reasons to stay, continue to add value and grow their contributions in the future.

While companies foster intrapreneurship, it is equally important for an intrapreneurial employee to

understand what does not constitute intrapreneurship:

- >> Intrapreneurs do not sign up for unlimited risks. They do take risks more than an average employee but less than the CEO himself/herself;
- >> Intrapreneurs are not the sole decision-makers like entrepreneurs. They do have autonomy, but to a limit, beyond which they seek permission from the sponsors and the stakeholders;
- >> *Unlimited resource availability:* Empowerment comes with responsibility and accountability. Intrapreneurs do have funds and resources but those are available only with projecting and asking;
- >> *Cultural drive:* Intrapreneurs can facilitate cultural change but they are not decision-makers. They work in alignment with the company's culture and fight bureaucracy if exists;
- >> *Intrapreneurs have a boss:* Unlike entrepreneurs who are their own bosses, intrapreneurs are not their own bosses. They are accountable to the organisation, and are governed by a manager/sponsor.

- The author is head, program management function, Quest Global

## "For the first time in 18 years, India fared better as compared to China in the 'Corruption Perception Index'"

ARPINDER SINGH, partner and national leader, fraud investigation and dispute services, EY India on the year gone by and the year ahead



Ankita Shreeram  
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**WHAT ARE THE KEY LEARNINGS FOR INDIA INC FROM 2014?**

The launch of several initiatives by the new

Government, changing sentiments around corruption and an intense regulatory push made 2014 a watershed year for India. Corporate India seemingly followed suit, propagating good governance but at the same time, struggling to stay compliant. The general disposition of industry leaders points toward

increased awareness around risks related fraud, bribery and corruption; but there is still immense ground to cover.

**WHAT DO YOU THINK WILL BE THE MAJOR SUBJECT FOR CORPORATE DISCOURSE IN 2015?**

For this first time in 18 years, India

fared better as compared to China in the 'Corruption Perception Index' by Transparency International. Moving up by 10 places, it stands at 85 in the 2014 rankings, which is a marked improvement in perception. In the coming year, the government's propaganda toward driving transparency within corporate India through pending anti-corruption bills will see precedence.

**ISN'T THERE AN ADDED EMPHASIS THIS YEAR ON CORPORATE INDIA TO OVERPOWER ETHICAL DILEMMAS?**

The introduction of several regulatory changes such as the Companies Act 2013, revised SEBI guidelines; Lokpal Bill have demonstrated the government's commitment to weave a more ethical business fabric. These changes, which can be attributed to a more globalised environment, have been strategically outlined for enhancing the state of corporate governance. Throughout the last year, organisations have been inducted into the new norms and made efforts to imbibe sound governance practices in their corporate DNA.



### IIM Lucknow

INDIAN INSTITUTE OF MANAGEMENT LUCKNOW

**INVITES APPLICATIONS FOR THE POSITION OF DIRECTOR**

IIM Lucknow, established in 1984, in the culturally rich city of Lucknow with a vision to be a preminent centre of excellence generating and imparting knowledge in management education, teaching, consulting, research and providing socially conscious and globally relevant thought leadership, is looking for a Director who is not only the Chief Executive of the institute but provide academic leadership and administration to the institute under overall guidance of a highly distinguished Board of Governors.

The applications are invited from distinguished professional and academic administrator having 15 years teaching/research participation in reputed institutions, experience in institution building and passionate about leading a world class valued driven institution with outstanding academic credentials throughout including a Ph.D degree with First class degree at Bachelor's and Master's level.

The Director will be appointed after obtaining the approval of the Appointment Committee on Cabinet (ACC) based on the recommendations made by Search-cum-Selection Committee (SCSC). The SCSC will consider applications fulfilling above criteria, received in response to this advertisement as well as nominations received from eminent persons in the field of management/ management education.

Selected candidates shall have a contractual tenure of appointment for five years or until attaining the age of superannuation of 65 years, whichever is earlier.

Qualified and interested applicants should provide detailed information as per format available on [www.iiml.ac.in](http://www.iiml.ac.in) on seven parameters in Annexure-I to Chief Administrative Officer and Secretary, Board of Governors, Indian Institute of Management, Lucknow, Prabandh Nagar, IIM Road, Lucknow - 226013. The applicants should arrange to send the Vigilance Clearance/Background Clearance directly from their present organization to the Institution at the postal address mentioned above.

Last date for receiving application is February 2<sup>nd</sup>, 2015.

**RASHTRASANT TUKADOJI MAHARAJ NAGPUR UNIVERSITY, NAGPUR SEARCH COMMITTEE INVITES APPLICATIONS FOR THE POST OF VICE-CHANCELLOR**

The Rashtrasant Tukadoji Maharaj Nagpur University, the oldest in the Central India, was established in 1923. The University has, at present, 667 affiliated colleges, 40 teaching departments and 3 conducted colleges with a student population of more than 4 lakhs. Nagpur, Wardha, Bhandara and Gondia these four districts are under the jurisdiction of the University. The University is spread over seven campuses in 308.26 acres of land along with traditional Degree & Post Graduate courses in Arts, Commerce, Science, Law, Education, Social Science, Pharmacy and Engineering Faculties, University has also started innovative courses like Molecular Biology and Genetic Engineering, Forensic Science etc. University has introduced credit based system in most of the faculties and has brought IT reforms in examination system. University has signed a number of MoUs with various leading research Institutions of national and international repute. This prestigious University has recently been accredited 'A' Grade by NAAC.

The Maharashtra Universities Act, 1994 provides for a transparent and an objective process for selection of the Vice-Chancellor, aimed at selecting a scholar of eminence with leadership and administrative abilities, who would be able to transform the university into a Centre for Academic & Professional Excellence.

The Chancellor, the Hon'ble Governor of Maharashtra, has formed a three member Search Committee for recommending suitable names for the post of Vice-Chancellor. The Search Committee now invites nominations / applications from eminent academicians who fulfill the qualifications and experience prescribed for the post of Vice-Chancellor as per the Government Order dated 27th May, 2009 and who are willing to take on this challenging assignment. All the necessary details regarding essential qualifications and experience, desirable experience and skills and competencies and application format are available on Rashtrasant Tukadoji Maharaj Nagpur University Website [www.nagpuruniversity.org](http://www.nagpuruniversity.org)

Interested individuals may submit a detailed resume in the format available on the university website, along with a two page justification for his / her candidature, and two page vision statement for the university and the names / contact details of three distinguished individuals well acquainted with his / her work. The age of the candidate should not be more than 65 years. Institutions may also nominate suitable candidates.

The Search Committee has appointed **Dr. S. M. Taley, Professor & Head, Department of Soil and Water Conservation Engineering, Dr. Panjabrao Deshmukh Krishi Vidyapeeth, Akola as the Nodal Officer.**

Nominations / Applications may be sent in the prescribed format in hard (4 copies) as well as soft copy to the Nodal Officer at the under noted address so as to reach on or before **6<sup>th</sup> February 2015**. Applications received thereafter shall not be entertained.

**E-mail : [smtaley.vcsc@gmail.com](mailto:smtaley.vcsc@gmail.com)**  
**Address : Dr. S. M. Taley, Professor & Head, Department of Soil and Water Conservation Engg., Dr. Panjabrao Deshmukh Krishi Vidyapeeth, Post - Krishi nagar, Akola 444 104.**

**Mobile No. : 09822723027**

If needed, short-listed candidates would be invited for personal interaction with the Search Committee.

This is an excellent opportunity for educational administrators to take this prestigious centre of higher learning to greater heights through innovation, research and overall development of student community.

**Chairman Search Committee**

Date: 11th January 2015

**Haridaspur Paradip Railway Company Limited**  
 CIN : U45203OR2006PLC008959  
 Invites applications for the Post of **MANAGING DIRECTOR**  
 For details, please visit website: <http://www.rvnl.org> or Contact Company Secretary - 0674-2360931 / Email: [hrprcl@rediffmail.com](mailto:hrprcl@rediffmail.com). Last Date for receipt of applications at the following address is **13<sup>th</sup> February, 2015**.  
**Company Secretary,**  
**Haridaspur Paradip Railway Company Limited,**  
**J/7, Pal Heights, Jayadev Vihar,**  
**Bhubaneswar - 751013 [Odisha] [India]**

**WAGH BAKRI Tea Group**  
 Wagh Bakri Tea is a well-accepted brand in India enjoying No.3 position in branded packet tea with an impeccable quality and customer loyalty and having captured market in many countries of the world. Presently Group's turnover is in excess of Rs. 950 Crores; its Head Office is at Ahmedabad and Branch Offices at Delhi, Kolkata, and Mumbai.  
 We are looking for a Professional Manager dealing in Tea procurement/ auctioning/ production of Tea based either at South India or North East India having knowledge of the subject.

**General Manager-Tea**  
 Candidate should have  
 • Minimum 10 years' experience in Tea Tasting  
 • Knowledge of leading Tea Companies engaged in production, marketing and export of tea.  
 • General knowledge pertaining to Tea Trade and Industry.  
 • Preference will be given to the person who has served as an office bearer of any Tea Association.  
**Age group:** In the bracket of 35 to 50 years.  
**Location:** Ahmedabad  
 Interested candidates may please send their CV to [hitesh.desai@wbtea.com](mailto:hitesh.desai@wbtea.com)

**LEGALLY SPEAKING**  
**Proposed amendments in PF and their possible impact**  
**K VARADAN**  
 Keeping in mind the changed economic scenario, employment patterns and the social security needs of the employees in the organised sector, the Ministry of Labour and Employment, Government of India is contemplating certain amendments to the existing provisions of the Employee's Provident Fund and Miscellaneous Provisions Act, 1952.  
 It is proposed to make the Act applicable to every establishment in which ten or more persons are employed. The term 'establishment' is also exclusively defined to include factories and other establishments. If these proposals are through, the determination of the applicability of the Act would be comparatively easy for the employers. This move would bring a substantial number of members and establishments additionally under the purview of the Act.  
 The nomenclature of the term 'basic wages' is proposed to be changed to 'wages' and the new term is expected to carry almost the same definition as given in the ESi Act. On one side, this move would add to the financial burden, despite having a ceiling of Rs 15000 pm. On the other side, this could clear the air as this would include allowances.  
 The definition for the term 'employee' is also proposed to be amended to mean any person who is employed by the establishment in terms of contract of employment, whether written or oral and whether expressed or implied, to work for an establishment and includes  
 employees employed through any other establishment or contractor in or in connection with the work of the establishment. The new definition, besides the direct employees and the contract workers, includes 'employees employed through any other establishment'. The scope of this phrase appears to be very wide and this could add to the complication particularly when the employers are voicing to exclude even the workers of the contractors who themselves are legal entities.  
 The proposal that no order under Sec 7A shall be passed by an officer in respect of a period beyond five years from the date the contribution becomes payable indirectly suggests the employers to preserve the records only for five years. Definitions for a few terms like contractor, establishment, wage ceiling and voluntary contribution in addition to the existing terms and increase in the quantum of penalty are also in the offing.  
 The Central Government has recently taken some initiatives to introduce unified portal and rationalise inspection. At the same time, it is hoped, these steps, among other objectives, would bring down the burden of the employers in terms of compliance.  
 - The author is COO, factory compliance, consultation and audit, Aparajitha Corporate Services Limited

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**Indian Banks' Association Wanted SENIOR ADVISORS**  
 Applications are invited for the post of (1) SENIOR ADVISOR - (Corporate & International Banking & Risk Management) and (2) SENIOR ADVISOR - (HR & Industrial Relations) from Serving / Retired GMs of RBI / Public Sector Banks or equivalent post in Private Sector Banks having atleast 2 years experience in the relevant field as GM of the Bank.  
**The last date for receiving applications in the prescribed format for the above position is 31/01/2015.**  
 For further details please visit our website [www.iba.org.in](http://www.iba.org.in)

**भारतीय प्रबंध संस्थान अहमदाबाद Indian Institute of Management Ahmedabad Requires**  
**MANAGER, INDIA GOLD POLICY CENTRE**  
 IIMA has recently set up India Gold Policy Centre (IGPC) which will be conducting cutting edge applied research on the gold industry in India. The activities of the Centre are coordinated by Centre Head, IGPC, who is a faculty of IIMA. The Centre also has other faculty of IIMA associated with it.  
 To look after day-to-day administrative activities of the Centre and to coordinate activities with different internal and external stakeholders, IIMA intends appointing a senior administrative person as Manager.  
 To know more about the above positions, please visit our website: <http://www.iimahd.ernet.in/institute/working-for-us/current-openings.html>  
 Interested candidates are advised to **APPLY ONLINE ONLY** by **January 29, 2015 by 6.00 pm.**

**IIM Lucknow**  
 INDIAN INSTITUTE OF MANAGEMENT LUCKNOW  
**IIM LUCKNOW INVITES APPLICATIONS FOR THE FOLLOWING POSITIONS**

Assistant Professor	(PB-3 Rs. 15600-39100) with AGP Rs. 8000.00
Associate Professor	(PB-4Rs. 37400-67000) with AGP Rs. 9500.00
Professor	(PB-4Rs. 37400-67000) with AGP Rs. 10500.00

**In the following areas:**

- Business Sustainability
- Decision Sciences
- Economics & Business Environment
- Information Technology & Systems
- Operations Management
- Strategic Management

Applicants should be Ph.D or equivalent in appropriate branch (First class in preceding degree) with excellent academic record throughout and experience in teaching / research / industry. IIML offers excellent facilities for research and professional development.  
 Last date for submitting online application is January 30, 2015  
 For more details, please visit the website [www.iiml.ac.in](http://www.iiml.ac.in)