

Episteme

Edition 9, November 2022



N. L. Dalmia[®]
**Institute of Management
Studies and Research**
(A School of Excellence of N. L. Dalmia Educational Society)



AI & Gamification

Growing HR Trends

AI
Gamification

Expert Talk
Industry Visit

Internship Experience
Placement Preparations

CONTENT

5	Director's Message	18	HR Expert Talk
6	HR Desk Message	23	Dale Carnegie Workshop
7	Featured Article	26	Student Engagement
15	Industry Visit	28	Summer Internship Experience Batch 2021-23
		30	Placement Preparation

Coordinator: *Shania Fernandes*

Senior Editors: *Neha Gupta, Gayatri Kulkarni, Mohak Deshpande, Bhagyashree Shintre*

Junior Editor: *Shweta Chandra*

Art Direction & Execution: *Monit Kumawat, Marketing Department (NLDIMSR)*

ABOUT THE **EPISTEME**

"Episteme" means "Spreading Knowledge". The motive of this magazine is to spread knowledge and wisdom and ensure that the readers minds bloom. Every quarter, our team explores an HR theme in detail and tries to decode how exactly the dynamic changes we witness in today's corporates correspond to changing work systems, culture, environment, and other related factors and how an HR plays a significant role in creating the same. We invite insights and articles from industry experts, students, alumni, and our very own faculty members. We also cover the learnings in the field of HR garnered from various guest sessions and workshops conducted by industry experts.

WHAT'S **NEW**

Episteme is back with its ninth edition to provide amazing insights on our theme titled, 'AI & Gamification in Learning and Development'. The purpose of this theme is due to rapid development of computer technologies that has changed the world as we know it in just half a century. Computer technology is still developing at a dizzying pace. Gamification can encourage learners to go through their courses, gain rewards, achieve new levels, and motivate them. On the other hand, AI can be used to implement gamification in a personalized fashion and create courses relevant to the education program or industry training needs. We have also aimed to cover the learnings in the field of HR garnered from various guest sessions and workshops conducted by industry experts. Hope you enjoy and enrich yourself with this magazine!

NOTE FROM **TEAM EPISTEME:**

"Gamification is the design that places the most emphasis on human motivation in the process." - Yu-Kai Chou

Gamification is strongly related to the term artificial intelligence. The field of computer science known as Artificial Intelligence is concerned with creating softwares and hardwares that has skills similar to those of humans.

The advancement of computer technology continues to accelerate rapidly and the application of technology in the form of Artificial Intelligence and Machine Learning has improved recruitment, retention and other HR Functions by ensuring the proper match. Thus, the potential for implementing Artificial Intelligence in HR has grown rapidly, and there are now several HR procedures that benefit from the incorporation of AI into HR processes.

With the current context of AI & Gamification in mind, The Episteme Team – The E-Magazine of the Human Resource Department of N. L. Dalmia Institute of Management Studies and Research have taken the chance to provide the students from the HR department a platform where they can share their insights on the theme "Growing HR trends: AI and Gamification." This magazine provides a range of contents from Guest sessions conducted by the HR Expert Talk Team - To students sharing their summer internship experience as well as articles on their preparation of summer internship and final placement preparation.

In Conclusion, We are very happy to present to you the Episteme Magazine Edition 9.

We hope you enjoy reading this Edition!!!!

Congratulations!!!

EPISTEME team, on another fantastic edition.

The corporate climate has become more complicated and volatile recently. They were quickly adapted to by organisations thanks to their people management procedures. With the use of innovative HRM technology, it improves corporate agility. HR departments are progressively incorporating agile concepts into their responsibilities in order to promote company innovation.

In order to focus more attention on the strategic scope of work, the topic of "AI & Gamification Growing HR Trend" is one such strategy that creates cutting-edge and growing technologies, Artificial Intelligence, and considerably automates and completes the majority of regular HR tasks.

AI has the ability to alter employee experiences over the course of their careers.

In the end, the challenge is not to abandon administrative methods but rather to take advantage of technological advancements and to promote a comprehensive, creative view of the HR function, where AI will undoubtedly play a greater role in the future, especially for the analysis of predictive data.

I would want to encourage all students to continue participating in their studies and to view learning as an ongoing endeavor as aspiring future business leaders.

Prof. Dr. M. A. Khan

Professor & Director
(NLDIMSR)





Never before has the business environment been as difficult and unpredictable as it is right now. Businesses have prioritised survival and continuity despite all the uncertainty and complexity. The firms were able to quickly adjust to these complexities and uncertainty by reorganising their people management procedures.

Employee learning and development experiences have been named as one of the most important variables for improving or degrading productivity in many people management surveys. Observing the extra effort these firms are doing to institutionalize technology to improve employee

development through gamification. It supports flexible learning. Gamification tactics usually stress following the proper procedures. By implementing gamification, businesses may overcome business challenges and enhance employee engagement, learning, and development.

The idea of employee learning and development experience is fundamental to the current edition of EPISTEME published on November 22, since there is a chance for an organization to boost productivity and performance in ways. It will instead play a key role in discussions of company transformation strategies. Gamification extends beyond the realms of training and education. Digital simulations based on gamification principles provide a quantitative way to measure how much players agree with one another and work together. Therefore, management can enhance the efficiency of strategic discussions.

Prof. Dr. Chandrakant Verma

Professor (NLDIMSR)

**FEATURED
ARTICLE**



How Artificial Intelligence Can Personalize Learning

- Gayatri Kulkarni



between our personal and professional life. It simply makes obvious that these similar principles may be used to commercial platforms given how we now watch TV or shop on line. This is a hot issue of discussion in the enterprise learning community. Leaders in learning and development are clearly hungry for a more individualized approach to corporate learning. Personalization and adaptive delivery using artificial intelligence is a hot topic among learning and development leaders.

Personalized Learning Strategies that are actionable.

By being genuinely sensitive to your learners needs, artificial intelligence, which combines data collecting and technology like machine learning, may bring automated and personalised learning tactics to life. Here are a few advantages that AI can offer -

Eliminate skills gaps: We will be able to more correctly identify employee skill gaps thanks to AI, and it will also propose the most effective remedial measures.

Discover Learning Impact: AI will assist us in gathering better and more precise data on how learning materials are affecting both individual and business performance.

Supporting Learners Proactively: Although still in their infancy, virtual coaches will grow smarter and more focused as they assist students with a proactive response to their individual learning and development.

Faster interpretation of advanced analytics: Since AI can acquire and analyze enormous amounts of data, it will be simpler than ever to derive important insights.

We enjoy the possibility to use the keyword "Artificial Intelligence" (AI). But if we're being completely honest, every positive item has its detractors. How can we be sure that AI will live up to the hype and demonstrate its worth? Does it really have the power to make life that much simpler, and if so, how?

Artificial Intelligence has the potential to greatly simplify and speed up the work that we currently conduct in the field of learning and development. We have observed how AI enhances how administrators and learners engage with the content in learning platforms by subsidizing learning with a more tailored approach.

Personalization in the workplace was previously unheard of : Employees made up a very small portion of an organization's workforce, and the expression "one size fits all" was the mantra. Employee training is now a completely other game. With AI, a personalized learning environment is not only preferable, but also more productive. AI's role in Personalized Learning Experience.

Smart technology is causing expectations for individualized learning for training and development to change, blurring the boundaries

Gamification making corporate learning simple & engaging

- Neha Gupta



We live at a time when digital change is redefining the skills that businesses need. As a result, corporate leaders essentially have two issues to address:

First, developing the workforce for positions in the future, and second, ensuring that the current workforce remains relevant in the face of change. Every organisation that is focused on the future must consider reskilling, upskilling, and skill projections to address this disruption. These companies all agree that learning and development initiatives will be their trump card for success.

However, it might be difficult for HR leaders to communicate this message to the individual at the bottom of the hierarchy. Learning is therefore not at the top of the agenda for employees to complete. To put it another way, they place a high importance

on performing their current roles and obligations effectively. There isn't much time to consider the wider picture, or how far their current abilities will get them. Any corporate learning programme will only fill the classroom seats and hand out a tonne of completion certificates without the proactive intent and engagement of the employees. Such mindless learning has no discernible, verifiable commercial consequence.

Gamification fills in the blanks

HR leaders are struggling to locate talent that fits into these niches as data analytics, artificial intelligence, machine learning, virtual reality, etc. become commonplace. While internal learning and development programmes are a preferred traditional method of locating talent for these new opportunity areas, many HR professionals have



Games and Gamification both can lead to high level of learner engagement and enjoyment.

yet to overcome the barrier of low employee engagement. Lack of intent is the omission in this sentence. The employees have a difficult time understanding how these training sessions are consistent with their higher goals.

Organizations can get through this obstacle and improve the engagement of their learning and development programmes by incorporating the gamification concepts. Every player in a game has a goal. Gamification is all about doing that.

Every game has particular characteristics, such as guidelines, objectives, difficulties, course correction, warnings, and rewards for success, among others. When these characteristics are incorporated into any corporate learning programmes, it can imitate a setting where everyone has a good time while learning.

When playing a game, people often cooperate, finish it, and feel accomplished.

We may claim that gamification uses the notions of spaced repetition and repeated retrieval to encourage learners to alter their behaviour. The challenge for HR leaders is to avoid the dull PowerPoint curriculum that is planned for a learning session. Instead, they must select gamified course material to produce an enjoyable and rewarding experience.

The growing significance of gamification

Businesses will confront specific issues brought on by a multigenerational workforce as Gen Z's involvement in the workforce grows in the upcoming years. Therefore, a personalised learning experience will be essential to meaningfully involving the entire workforce.

Only information that is pertinent to them and specifically designed to suit their consumption will be taken seriously. They'll want to decide what they learn, when they learn it, and how they learn it. People are more motivated to pursue learning when they can directly link it to their professional development. They are more inclined to intentionally set aside time for their own growth and learning. Gamification is crucial for corporate learning because of this. When gamified simulations are combined with artificial intelligence and machine learning capabilities, evaluating learning outcomes and improving modules can be done in close to real time.

Gamified corporate learning experiences are immediately appealing to millennials and members of Generation Z who were raised on a steady diet of video games and smartphones. They participate in the process out of pure instinct. Gamification also promotes pleasant workplace connections as companies strive for cross-generational collaboration, which boosts everyone's level of engagement at the office.

Gamification goes beyond Learning

Gamification will eventually go beyond the fields of education and training. Instead, it will be a crucial component of discussions about company transformation strategy. Digital simulations built on gamification principles offer a quantifiable tool to gauge the degree of agreement and cooperation among participants. As a result, management can improve the effectiveness of strategic dialogues. In conclusion, it's time to ditch the PowerPoint slides in corporate learning spaces and set up a red carpet for gamified experiences.

Implications of Using Gamification as an Adaptive Learning Strategy

- Gayatri Kulkarni

The word "games" conjures up positive associations in our thoughts. We strongly link gaming to enjoyment and relaxation. The closest you can come to learning is through problem-solving, at its best. But this presumption is out of date. If you are not startled, you probably already know what gamification is and how it functions as a strategy for adaptive learning.

Let's examine adaptive learning first before getting into gamification in-depth. Adaptive learning is computer-based learning that provides a customized learning route to meet individual needs. The gamification of adaptive learning is not a necessary component. However, gamification can be successfully used as an adaptive learning method because it tries to boost student involvement to improve learning results.



These gamified experiences feed into the intrinsic sense of competition by incorporating game elements like leaderboards, points and badges, and other entertaining features of the games into the training modules, thereby rewarding and encouraging the learner. Gamification is the process of implementing engaging game mechanics in settings other than games to engage and encourage users. Aspiring learners can use gamification as an efficient adaptive learning approach.

In what ways does gamification boost engagement?

The following are some advantages of gamification that raise learner engagement:

- **Provides a challenge for the learner:** Gamification makes training more difficult, which keeps students motivated. The escalating complexity is meant to keep students interested and involved.
- **Strengthens personalized learning:** The student can move at his or her own pace and take control of the training process. The learners can monitor their progress and gradually increase their difficulty levels by focusing on their areas for growth with individualized feedback and self-directed learning.
- **Enhances retention:** Gamification uses game components to create a sense of challenge and competition, which makes learning engaging and enjoyable for the learner. Improved training outcomes are produced by such an engaging experience, and better learner retention follows.
- **Monitor learners' progress and offer timely feedback:** By gamifying online training and courses, learning and assessment become linked, allowing students to gauge their progress. Real-time feedback makes it possible for the learner to monitor their development and make modifications that will improve their performance.
- **Recognize learners' accomplishments:** Gamification takes advantage of the learners' competitive inclination by offering incentives at

the conclusion of each activity, such as points and badges. Such incentives encourage a higher sense of engagement in finishing and taking part in the training by validating the learners' efforts.

Gamification's fundamental tenets are participation and reward. Our intrinsic aspirations for competition, achievement, and status are effectively utilized by gaming.

Gamification is a highly sought-after magic bullet for adaptive learning. The issue surfaces when we consider the learning methodologies that gamification seeks to support. Gamification strategies frequently emphasize doing things correctly and doing them in the shortest amount of time with the fewest number of tries. This rewarding system that is based on right/wrong summative evaluation may encourage intrinsic motivation and a culture of competition, which will encourage students to work harder. Though it can also go wrong, the right/wrong paradigm may unintentionally motivate students to look for the fastest and least expensive way to select the correct answers.

In order to avoid future mistakes, it is crucial for the learner to recognize his mistakes, recognize their patterns, and correct past mistakes.

The most likely answer is to combine formative and summative evaluation.

Without sacrificing the enjoyable part of learning, this combination can improve retention capacity.

Gamification opens a door for users to improve their learning experiences. The constant evolution of gamified features opens up new possibilities for developing more engaging and dynamic learning experiences. This effective yet simple learning method can be used in a variety of fields/industries, allowing the student to increase their knowledge and skills in a fun and efficient manner.

Gamification: How the Best can get Better

- Bhagyashree Shintre

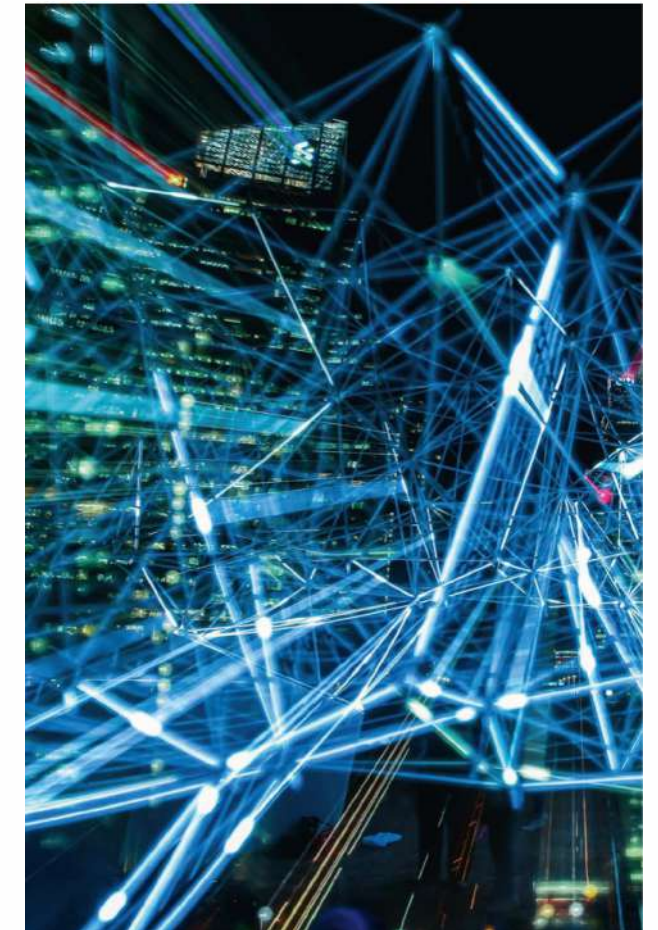
Trainings are boring and a waste of time? But what if a trainer enters and gives you a list of 20 countries and asks you to write the names of their capitals in 1 minute. The hint is at the end of the booklet. What did you do? Did you look for answers at the back or did you try to attempt as many as you could? Did it entertain you and did the trainer manage to gain your attention? If yes, then you have just experienced gamification.

Everyone loves entertainment. Specially in the era of web series with endless options of entertainment where we are more distracted than focused on learning. It becomes a difficult task for trainers to catch the attention and make people listen. Doing this online is even more difficult when you don't know if the other person is listening or has some other tabs open on the screen. To such issues, Gamification is the simplest solution.

Gamification is the process of applying game design theories to everyday situations, including business. Kevin Werbach (2013) of University of Pennsylvania defines gamification as "using design techniques from games in a business context or some other non-game context". Werbach stresses that gamification is "more than just rewards and points" but thinking about the engagement and motivation of people in a "Gameful Way".

So how do we do it? Gamification can be used for many other purposes apart from attracting, engaging and training employees. It is also used in retail, manufacturing, education sector and health sector for variety of reasons. The gamification concept is based on theories of human psychology, behavioural science, learning and development, performance enhancement, engagement, fun etc.

In the field of Human Resources gamification if used wisely can be the defining factor in creating win-win situation for any organization.



For attracting candidates, we can introduce a quest challenge and candidates have to compete. These kinds of challenges can be used in hiring coders and developers. Similarly, it can be useful in retaining, engaging and in Learning and Development process. In L&D gamification helps employee take risks or fail in safer context which is fundamental in the developmental journey. The Deloitte Learning academy uses gamification in their health and safety and leadership trainings.

Gamification is more than a trend and it can be made a part of strategic approach to Human Resource Management. Although it is a new thing if we understand it and make use of it, then it can be a great advantage to HR professionals.

AI and Gamification in Learning and Development

- Shweta Chandra

During old times, people used to rely on priests and priestesses to interpret any holy book or to do work of intelligence. They used to get highly paid for it as they used to have the monopoly of knowledge. They were in higher demand and people were dependent on them to solve their problems. Maybe solving a marriage issue or bringing peace in the house. Why is it so? Because we don't have knowledge about any holy aspect and cannot solve our issues in a practical way with the techniques that they use.

So, let's consider AI as a "HOLY BOOK" and the engineers as priests or priestesses. Engineers are well versed with the AI technology as they know that this will bring productivity in the organisation. AI is such a technology that can easily solve problems in an organisation. Say for example, in a pizza shop, it can detect that which pizzas are in higher demand and at what time that can solve the problem of wastage and cold pizzas. We can solve these problems by building AI. Creating series of codes that can build a system to detect mistakes and improve the operations.

Are engineers only responsible to learn and build these codes? Definitely not. All the people those who are tech savvy and really want to contribute to the organisation should learn AI. It is the next revolutionary step to improve literacy in India. The

next important step any individual can take after learning codes is to provide the correct and specific data. For eg: - If we are comparing two logos, one is real and the other one is fake. So, we need to take correct snapshots with each and every angle so that it helps AI to detect the real logo. Its in build system helps us to improvise in areas like product development, demand forecasting, supply chain, quality control etc.

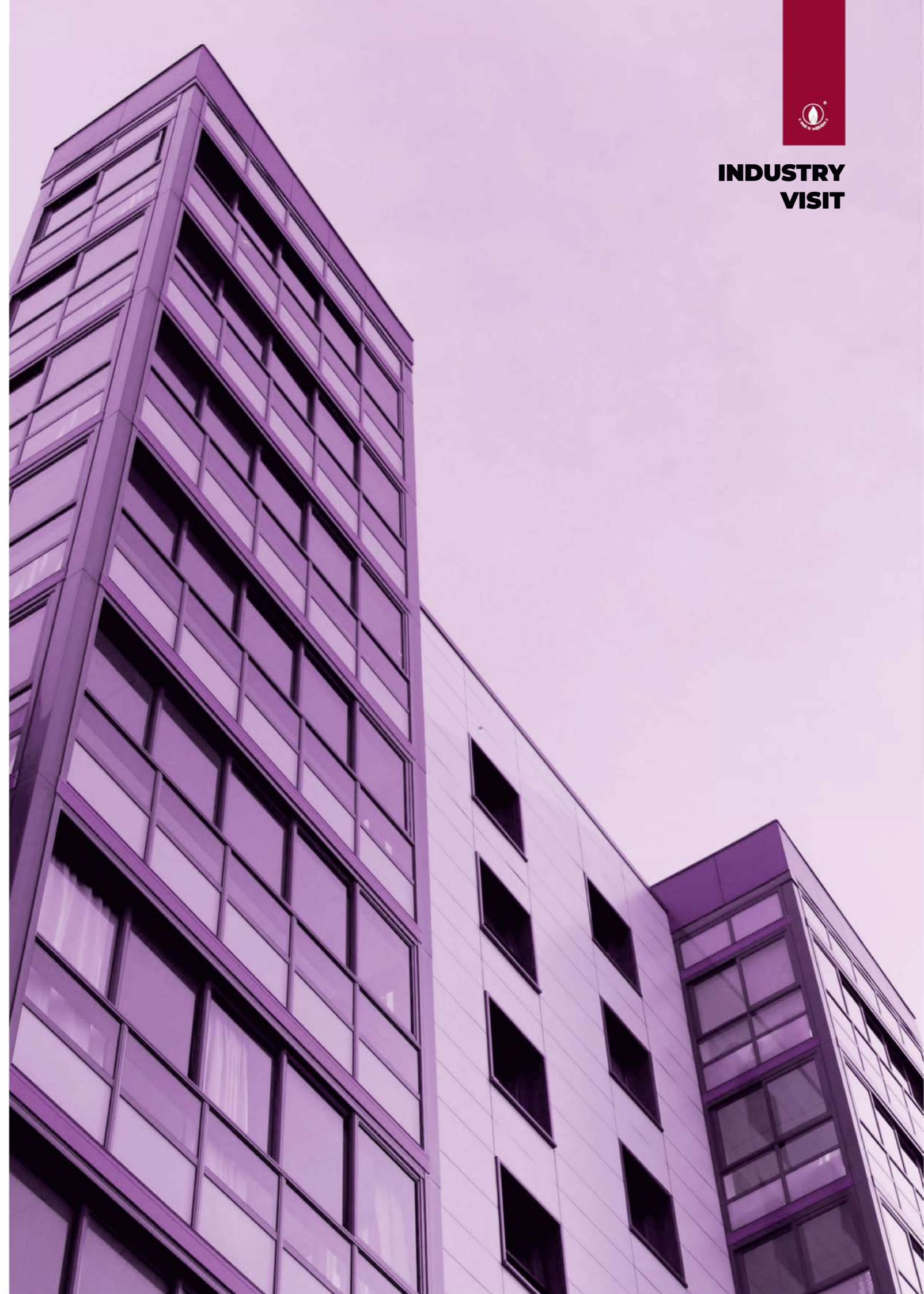
According to Andrew Nag, the recognised leader in AI, founder and CEO of Deep Learning and Co-founder of Coursera, mentioned about AI long tail (customization) system and locating projects of aggregate value at the tail of the distribution where no one is working on it.

After highlighting the points of AI, Gamification is also one of the main concepts everyone should keep an eye on. Gamification is learning in different fun ways. Nowadays its mostly prevalent to Millennials and Gen-Z population. It can be explained with an example of children using plastic colored token coins to buy toys and accessories. Another example can be teaching children to make a cake. All these examples involve math calculation that can be helpful for learning in the most interesting way.

In the corporate world, gamification can be used in the employee engagement programs. It improves leadership among employees with the course of actively participating in these activities. Another example can be what if corporates use graphical bars and line charts to reflect the progress of each employee just like we measure the progress of stocks in share market? It's interesting, right!!!

In a nutshell, we can conclude that on one hand, AI helps to build tremendous wealth and on the other hand, Gamification helps to build efficient and workaholic people.

1.5
ARTICLE



INDUSTRY
VISIT

A Visit to GIA India Laboratory Pvt. Ltd BKC Mumbai

Report by - Shania Fernandes

N. L. Dalmia Institute of Management Studies and Research organized an industry visit to GIA India Laboratory Pvt. Ltd. Mumbai on 3rd August 2022 for the 2nd Year PGDM HR students (Batch 2021-2023) for the academic year 2022-23 in Trimester 4. A total of 25 students participated in this industry visit with 4 professors from the HR department.

The Objective for the industry visit are as follows:

- To bridge the gap in the academic curriculum and in the industry application.
- To help the student to develop their skills and competencies in order to get better equipped by experiencing realism.

Company Profile: GIA is known as the World's foremost authority in Gemmology and has a legacy of 91 years. The institute is headquartered in Carlsbad, California, and operates in 13 countries, with 11 campuses, 9 laboratories, and 4 research centres.

GIA has 1700 employees in their current organization which is based in Mumbai, where education and laboratory is present in India whereas the instruments and research is done in the US. In 1953 the GIA developed its International Diamond Grading System and the "Four Cs" Cut, Clarity, Colour, and Carat weight as a standard to compare and evaluate the quality of diamonds.

DETAILS OF THE JOURNEY:

8:30 AM: Departure from the Institute: All the students were gathered around the reception area of our institute along with our faculty members. We departed from the institute in an AC bus which was organized for the PGDM HR students. During the journey, a snack box was provided to the students and professors.

11:00 AM Security Check-in at 5th Floor Reception.



On reaching the location we had a security check wherein we had to show our college ID followed by an ID proof. Attendance was also taken by the team at GIA. On complete verification, we were allowed to enter the corridor which was their corporate office, and were connected to various other departments.

11:20 AM: Introduction at the 5th Floor Conference Room:

All the students entered a Conference room where Jennifer who was our host welcomed us and gave us an overview of GIA.

GIA has a mission to ensure the public trust in gems and jewellery by upholding the highest standards of integrity, academics, science, and professionalism through education, research, laboratory services, and instrument development.

Later, a Safety briefing was given to us just in case an emergency arises, followed by the lab guidelines which we had to remember during the tour.

11:30 AM Lab Tour in batches of 10 persons, escorted by Security and 1 Lab Staff. Each Batch will follow the Tour Plan and begin 10 minutes apart.

Our PGDM HR group was divided into 3 groups each group having 6 Students + 1 Professor + 1 Tour Guide and 1 Security Guard i.e. A total of 25 Students + 4 Professors + 3 Tour Guides and 3 Security Guards which one group had 1 additional

Professor and Student. Each Batch followed the Tour Plan 10 minutes apart.

11:35 AM to 12:10 PM: Laboratory Tour: At the beginning of our tour our Tour Guide informed us that the 8th & 9th floor is dedicated to the laboratory whereas the 10th floor is an educational institute where training is given to the people who enrol for the course followed by hands-on experience which is done in their laboratory.

We began by entering a client room which is for all the clients and customers who come to drop off their diamonds which is referred as stone and then that stone is transferred to various other department towards the operations room.

All the client who come to drop off their stone are all on appointment bases and each stone has been given a RFID No. which is also known as a Unique No. which can track where the diamonds are kept and at which department. Later, the tour guide spoke on the 4 C's which is followed by GIA.

The GIA Diamond Grading Report includes an assessment of a diamond's 4Cs - Colour, Clarity, Cut, and Carat weight - along with a plotted diagram of its clarity characteristics and a graphic representation of the diamond's proportions. For standard round brilliant cut diamonds falling in the D-to-Z colour range, the report also includes a GIA Cut grade.

The guide did speak about the Colour, Clarity, and Carat weight department where the Cut is done in Surat i.e., where shape is given to the diamond. We did get a tour of their laboratory which is used for Clarity where employee see and analyse each and every diamond.

After the complete process of a stone which comes out certified as a diamond from GIA, the diamonds are returned back to the same place where the client had dropped off their diamond in the client room.

12:15 AM onwards tour batches end with Refreshments offered in the 5th Floor Conference Room. After our laboratory tour which lasted for 40-45 minutes ended with Q&A session with the tour guide followed by Refreshments which was given by GIA to the Profs and the students.

12:30 PM: Talk by Kirti Azad (GIA HR India Head) for 45 Mins followed by 15 minutes of Q&A

During the session, Mr. Kirti Azad spoke about the market size of GIA in the gem and jewellery industry which has a GDP of 7%. He also said that 95% of diamond mines globally come from India and 50% of people from the US prefer Diamond Jewellery followed by China.

In the second part of the session, he spoke about the "CUT" part of the diamond which done in Gujarat where 9 out of 10 Diamonds which are sold worldwide are cut and polished in Surat, Gujarat.

He did speak about the Gartner's Top Priorities for HR in 2022 i.e., OD & Change Management, Future of work, Diversity, Equity and Inclusion, Future leadership and building crucial skill competencies.

Followed by him speaking about his own life experiences in the HR field and how the business meets priorities and people's solution by including Diversity, Equity, and Inclusion.

We concluded the session with a Q&A session where students asked their doubts and got it cleared by the speaker followed by our Prof. Dr. Caral D'Cunha who gave a vote of thanks.

At the end, GIA gave a token of appreciation to all the students as well as to the faculty members.

2:20 PM: Students Depart

All the PGDM students of NLDIMSR departed from BKC at 2:30 by bus and reached back on campus by 3:40 PM.

Conclusion :

In conclusion, it can be said that 'Industrial Visit' is a most practical approach towards learning through interaction, working practices, etc., and hence gives a perfect reality check to the students.

Thus, we are thankful to GIA Mumbai for giving us an opportunity to visit their Office and organizing a wonderful session for us.

We would also like to thank NLDIMSR and our Professors for planning an industrial visit for the PGDM HR Students.



Induction on Campus: Career Guidance

Manasi Kulkarni



The N.L. Dalmia Institute of Management Studies and Research organized a guest session on the 18th July, 2022 @ 11:00am to 12:30pm for the PGDM HR students Batch 2021-2023 during their first On Campus induction which was delivered by our Alumni Ms. Ashlesha Keer of Batch 2015-2017, who is currently working as a Content Manager at Aditya Birla Capital.

The Objective for this session is as follows:

- To help understand the different profiles in HR Specialization.
- To help the student to evaluate themselves and understand their strengths and weakness.

This session helped student analyse below key points:

- How students perceive themselves.
- What is the difference between students' assessment of their own effort and company's assessments on their efforts?
- How do you prioritize the tasks while working?
- Improving analytical skills.
- Prioritization of Stakeholders based on Power Interest Grid.

There were 2 activities conducted in the session:

Activity 1: Rate yourself from organization side. After rating understand the skills, you lack in and how it can be improved.

Activity 2: Self Evaluation activity by rating yourself out of 5. This activity is designed for the students to rate themselves on skills and personal attributes to determine areas of strength and weakness.

Activity 3: List down the things you would like to improve in the organization you interned for and how would you implement the change.

Power Interest Grid :

A method of categorising stakeholders which will help in developing strategies to manage stakeholders effectively. Organization high priority stakeholders are the one with high power and high interest and they should be engaged regularly. It is a technique to identify the involvement of stakeholders in project. The complexity of the challenge will dictate the detail you fill in the grid. as an example, you might want to use more than the 4 positions shown - Keep Informed, Maintain Interest, Actively Consult and Regularly Engage.

Conclusion:

There is nothing wrong with giving higher scores or perfect scores as long as you can defend yourself on it. On the other hand, if you think you are having a low score in particular area start analysing it from today.

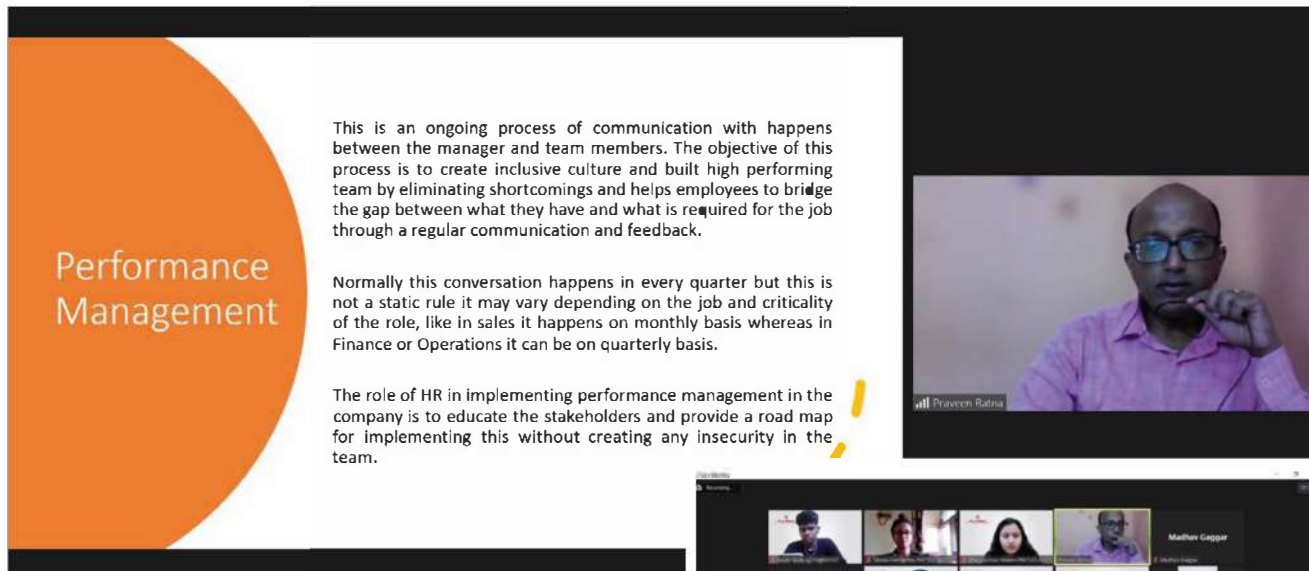
Being honest and being true to yourself are some of the tips that will help in successfully creating your impact in organization. Always remember this; "skills can be learned overnight but attitudes cannot".

Role of HR Analytics In Performance Management

Priyanka Nair

Psychometric Assessment

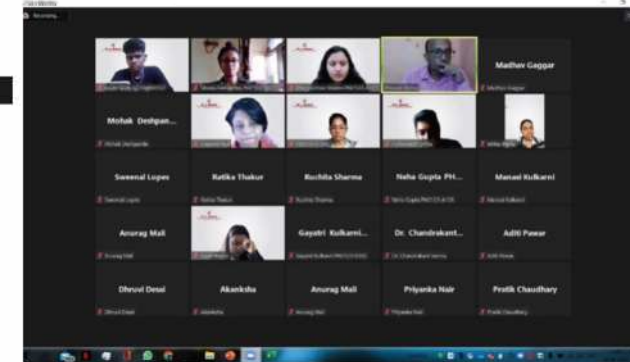
Shania Fernandes



The HR Expert Talk Team organized a guest session on the 28th August, 2022 @ 10:00am to 12:45pm for the first and second year PGDM HR students on the topic: "Role of HR Analytics in Performance Management" by the speaker Mr. Praveen Ratna, who has worked with Bajaj Capital Ltd. and India Bulls Housing Finance Ltd and is currently a HR Professional, a Writer, Mentor and a Career Coach for students and Professionals.

As a HR professional his expertise is in HR Analytics, Total Rewards, Performance Management and transforming the process through automation. He is MBA and SHRM & HRCI certified professional with 20 years of experience in BFSI and NBFC industries. He comes with blended experience in HR, automation, and business acumen.

The lecture begins with elucidation of the terms Analytics, Data, and Matrix. The speaker expounded on the difference between Data and Matrix. In his session he spoke about the Importance of HR Analytics, Benefits of HR Analytics, Metrics of Analytics, HR Matrix, and the Transformation of Data into Business Outcome in context of Performance Management. He also explained us about the T-



In the second half of the session, he spoke about performance management and how the role of HR is implementing performance management in the company to educate the stakeholders and provide them a road map for implementing without creating insecurity in the team.

The session came to its focal point i.e., the implementation of HR Analytics through case study. Praveen Sir made the session very interesting and interactive for the students by including anecdotes from his personal HR experiences.

The case studies included a Mean case, Productivity and Hiring channel cost, Hiring cost, Training Analysis Cost and AB Analysis. The case studies gave us hands-on experience in order to how to determine the cost in a particular HR Function.

The lecture concluded with a short Question and Answer session followed by a vote of thanks.

The HR Expert Talk Team organized a guest session on the 17th September, 2022 @ 11:00am to 2:00pm for the Second Year PGDM HR students on the topic: "Psychometric Assessment" by the speaker Ms. Sulochana Amin, who is the founder of SPAN World and has 20+ years of experience in people management and process transformation. She has successfully led seven verticals: Training, Organizational Design, Change management, Signature programs, Psychotherapy, Faculty at B schools, and Behavioral Psychometric assessments.

The session began with a warm introduction about our guest speaker along with a felicitation of bouquets. Ms. Sulochana said as an HR professional we must learn to touch lives and we must follow the life quote "I Can do it" instead of "how can I do it?". She also said as a professional we must learn to be on schedule irrespective of the various unforeseen circumstances which may occur. Thus, suggested us to be 15-20 mins prior to any upcoming meeting or a seminar or an event as being on time helps you be cool, calm, and collected, and you make a great impression by showing the other person you respect their valuable time.

At the Beginning of the session, she covered various topics like What is Psychometric Tests? and how is it measured along with the challenges which can arise. She also spoke about the various types of assessments which are carried out and by conducting these assessments what are companies looking forward in a candidate through these tests. The assessments include Aptitude, Behavioral and Skill assessment. Psychometric tests allow employers to objectively test candidates, not based on their background or prior experience, but by measuring their personality, aptitude, and general intelligence. The Purpose of these tests are to ensure that a candidate possesses the amount of skill and cognitive ability to perform the duties of a job.

During the Session, she guided students across how to prepare for a psychometric assessment along with the process of how the assessment is conducted and how it helps to provide insight into a candidate's personality traits as well as revealing their logical processes, aptitude for problem-solving, and ability to interpret and analyze a range of data. The commonly used psychometric assessment software's are Hogan & Disc psychometric test but they are many other tests which organizations use. She also threw light on the "Johari Window test", "Can do/ Will do Chart" and "The Star Model in Competency Mapping"

In the second half of the session, she conducted a Career Development test. This test provides extra information to people who are already in a career, but want to review or extend it. It is also suitable for people who want to work at a professional or managerial level. When looking at each set of three, simply we had to write 1, 2 and 3 in the place provided. Sometimes we will find a set where the items are equally attractive or unattractive. Nevertheless, we had to make a choice in each case. There were two ways in which we could respond to the items in the test. First, we could respond by asking ourselves, 'Would I like to do this activity, regardless of whether I think I have the ability or qualifications?' This is generally the preferred method. Second, we could respond by asking ourselves, 'Would I like to do this activity and am I capable?'

- Step 1:** Add totals against each capital letter and place totals of the letters provided.
- Step 2:** Convert your score to a percentage (%) score.
- Step 3:** Place percentage scores below each letter.
- Step 4:** Interpretation of our results.

There follows a short description of the main areas of career development opportunity. Some of the possibilities given may have been placed under several of the headings. All the students participated in this activity.

HR Expert Talk Session on “Talent Management”

Shikha Ghosh

The HR Expert Talk Team organized a guest session on the 2nd December, 2022 @ 2:30 pm am to 4:00pm for the Second Year PGDM HR students on the topic: “Talent Management” by the speaker, Mr. Kirti Azad, He is an HR practitioner and strategist with more than 20 years of experience across industries, cultures, and geographies. He is passionate about supporting the business by aligning people's practices. Currently, he is responsible for providing leadership to the HR and Administration functions at GIA India – a fully-owned subsidiary of Gemological Institute of America. He was accompanied by Ms. Sweta Srivastava who is Talent Acquisition manager at GIA, together they helped us to gain practical and theoretical knowledge about Talent Management.

At the Beginning of the session, he Showed us a YouTube Video on “How great leaders inspire action” by Simon Sinek – The Key Takeaways from that video was as follows:

1. Leaders inspire people to act -

If you want to influence people's behavior, you can either manipulate it or inspire it. Manipulation may work in the short-term, but it's a losing strategy in the long run. Great leaders don't demand that people do things. They inspire them to care about something. That inspiration will motivate them to do great work.

2. Communicate your WHY -

Most companies talk about what they do and how they do it. Instead, they should focus on why they're doing what they're doing. What is the purpose or cause? Why is it important? Why should others care? These are the questions that need to be answered and communicated to inspire people.

People buy the “why” behind your product, not the “what.”

3. The need to belong -

“We do better in places that reflect our own values and beliefs.”

People across all cultures want to feel like they belong. They want to be around others with shared beliefs, attitudes, and values. If someone doesn't feel like they belong to your organization, they won't be doing their best work. They won't feel that sense of being a part of a group that drives us to do better and be happier with what we're doing.

He also said that “Talent Management” is the purposeful and conscious effort to attract, engage, develop, and retain individuals who have the aptitude and capacity to satisfy current and future organizational demands. In the face of today's corporate difficulties, Talent Management has become critical. Companies are increasingly recognizing that effective personnel management is the key to achieving high performance. Organizations may survive and prosper in today's increasingly competitive marketplaces by analyzing available talent, placing the appropriate people in the right jobs, and eventually keeping them.

In the Second half of the session, he explains us about The g-box grid is a well-known talent management tool in which employees are divided into nine groups, based on their performance and potential. When assessing employee performance, managers often pay attention to two things. First, how well they perform today, and second, how well they are likely to perform in the future. For example, hardworking employees who do well in their role but have little growth potential are great to have in your team, as well as All-stars who perform well and have great potential. However, low-performing employees with low potential will require a lot of management attention and are unlikely to improve. They require a different approach. The g-box grid provides a framework that helps to manage all employees in an organization. In the next sections, we will explore how to assess performance and potential.

The session ended with a Question & Answer session followed by the vote of thanks and a token of appreciation from the team.



DALE CARNEIGE
WORKSHOP



“Psychometric Testing & Assessment Centres”

by Dale Carnegie - Shania Fernandes

N.L Dalmia Institute of Management studies and research Conducted a workshop on Psychometric Testing and Assessment Centers by the training Academy Dale Carnegie. This workshop was conducted on the 4th October 2022 for the PGDM HR Students as well as for the Marketing and Finance students as a part of their Elective.

The session began with the trainers speaking about the 3 core competencies a successful team:

1. The ability to respond to adversity in a positive way.
2. A deep desire to succeed regardless of the facts
3. Willingness to resolve and move beyond conflict quickly.

They also spoke about how Assessment centers are common in recruitment which involves candidates in



groups for tasks and activities. Some of the examples of what to expect are group discussions, written tests, role play, in-tray exercises and/or presentations, which are all designed to test your suitability for the job.

In the second half, they also spoke about role plays and simulation exercises to help the assessors accurately assess how candidates would perform in everyday business activities.

Class Activity: An activity was conducted for the whole class where students were divided into 5 groups and each group had 2 moderates each. Moderators were the students themselves who initiated to become one for this activity. The Competencies which would be assessed were Problem solving, Interaction with others, Skills in a larger group, Ability to think on the feet. The sessions ended with a vote of thanks. Which unlearnable behaviors are most crucial to this role? The session was very interactive and ended with a vote of thanks!

“Competency Mapping” by Dale Carnegie

- Shashikant Yadav

N. L. Dalmia Institute of Management studies and research conducted a workshop on competency Mapping by the training Academy Dale Carnegie. This workshop was conducted on the 3rd October 2022 for the PGDM HR Students as well as for the Marketing and Finance students who had taken this subject as one of their Elective. The session with a brief discussion about what is competency mapping. Later, Various Activities were conducted for the students as well as it was graded by the professors for internal assessment. Below is the mentioned activity which was conducted. In this session various concepts were covered like Competency requirement, Competency availability, Competency acquisition, difference between Competency and Job Description, creating a role profile etc.

In the second half of the session, we learnt how to Identify Proficiency, Job role and analysis Levels, Competency Measurement using Behavioral Indicators help and How does Training Needs Analysis on competency assessment work. We also learnt about the indicators of competency where Each competency is defined properly with the use of the competency definition that makes it very clear on what these competencies mean.

Speaking about the Role-Based Key Behavioral Indicators it helps to identify the following :

- What success looks like in this role?
- Which behaviors are necessary for success?
- Which unlearnable behaviors are most crucial to this role?

The session was very interactive and ended with a vote of thanks!



STUDENT ENGAGEMENT



Importance of the work environment and work culture **- Anurag Mali**

On August 26th, the Student Engagement Team conducted an event, which focused on the importance of the work environment and culture.

The session began by our prof. Dr. Nitin who explained to us about the significance of work culture and environment, relating it with real-life examples at TATA.

The session also included the learnings of Industrial Relations and the main objective of this activity was to gain knowledge about the HR field as it would help the students for placements. It is very important to stay updated and to know the history about the same to crack interviews.

At the end, he spoke about Stress interviews conducted by interviewers during the process. Attendees also got an opportunity to have a role play of the stress interview. This session helped students to prepare accordingly for their placement interviews. The event was concluded with a vote of thanks.

Collective Bargaining & Dispute Settlement

- Kajal Hinger

Prof. Minati Sahoo organized a guest session on 2nd August 2022 for the SY HR students on the topic: "Collective Bargaining & Dispute Settlement" by the speaker Mr. Bimalkumar Terapanthi.

At the beginning, Mr. Bimalkumar Terapanthi spoke about bargaining in the organized and unorganized sector wherein he talked about his own experience. He spoke about private and public sector organizations where the objectives of bargaining began to differ. He explained about various types of bargaining which happens at different levels Like Departmental Level and Factory Level.

He also differentiated between agreement and settlement and told his real-life experience of "Gherao", and spoke how he dealt with this situation of disagreement between management and employees. Later, he spoke about the process of long-term settlement wherein preparation started from both management and employees side.

The Session concluded with a thank you note.

Johari Window Activity!!

- Dhruvi Desai

On November 10th, an activity was conducted for the junior batch, which focused on the importance of enhancing individuals' perception of others.

To begin with, Dr. Nitin Sharma enlightened the attendees about the significance of Johari Window.

The session began by learning the correct way to use the Johari Window. Later attendees were given a task to write down one positive and one constructive criticism and one way of improvement each.

Later, all the chits were collected and read out loud to all by the team. Through this everyone understood what others pursue about themselves and what are their areas of improvements. This activity gave them a broader understanding about each other as well as it helped individuals to reduce their blind spot through effective communication and positively seeking feedbacks. The event was concluded with a vote of thanks.



- Ganesh Lalwani

Summer Internship Experience

Batch 2021-2023 Internship Company:
Crompton

My Summer Internship was at Crompton Greaves Consumer Ltd. There my role was in Learning and Development, where I'd collect the attendance and feedback of various trainings happening at the organization. The purpose of this was to get analyse the number of people who are getting trained and what kind of training are they getting and by providing these trainings how much its useful for the organizations.

Other than collecting attendance and feedbacks, I was also responsible for creating the calendar for the month by coordinating with HRRM's. These all Data I'd to present it to my CHRO every starting of the week.

This was just the 1/3rd of my work, beside this I was aligned with 2 Projects which were Degreed and Amber. Let us understand what Degreed is? Degreed is the self-learning platform which helps the employees to upgrade their skills through the platform.

My work was to spread the awareness of this learning tool. As in the month of May only 40-50 people were utilising the platform. My project was to increase the number as much as possible. So we created a campaign where we started promoting this Degreed Platform as much as possible. And by end of June the number had crossed 300. This is how we reached to our success.

Now talking about Amber, Amber is a AI feedback tool that gets shared depending on the months or years the person has spend in an organization, here my work was to make sure all the feedbacks or suggestions that the employees had, have been resolved before time by the HRM's. and the one who resolves the queries that the employees had before time, My work was to make sure there isn't any pending queries in the list and the one who are solving them on time will get a recognition and share it with the organization.

Overall I had an amazing journey with Crompton. And my key learnings were to be honest at work and its okay to commit mistakes, because if you don't, then you will not learn.



- Mohak Deshpande

Summer Internship Experience

Batch 2021-2023 Internship Company:
Ideaforge

I started the internship at ideaForge Technology Pvt. Ltd. from Jan' 22 and would do the lectures in the conference room and office canteen. IdeaForge is a leading UAV(Drone) manufacturing organisation in the country. It provides UAVs to all the defence forces and even the corporates for security, mapping, and surveillance purposes.

I interned as an HR generalist at ideaForge where I worked at different verticals with a team of five members and understood the HR domain. I started working on recruitment and then along with it moved on to working in engagement activities and employer branding activities, assisting the HRBP.

I was parallelly working on a 'Business Communication' session for the mid-level and entry-level employees. From working on recruitment individually to now speaking to 4-5 vendors daily for the follow-ups of the open positions, things started to develop and grow.

As it was the college campus, we planned on getting engineering talents from the premier colleges of Mumbai and Pune. I was given the responsibility of the campus drive where we conducted it in SIES, NMIMS, KJ Somaiya, MITPune.. The drive gave me an understanding of the challenges and process of campus recruitment.

In the tenure of 5 months, I have interacted with all the verticals at the organisation getting a deep understanding of the business and helped me to connect with all department heads and VP to ensure corporate relationships.

Final Placement Preparation!!!!!! Batch 2021-23

- Akanksha Shukla

The first stage in being ready for campus placement is getting ready to be future professional.

Campus placement cuts down on the time and effort students must expend to discover their ideal careers in their chosen field on a personal level.

Company conducts an aptitude test that is used to examine a candidate's ability for reasoning and analysis is called a **skill assessment**.

To master it I am following few steps which are:

- Consistently and continuously complete assignments based on random aptitude.
- To gain practical experience, gather past aptitude test papers and solve them.
- Speak with experts and senior members of your field and request pertinent advice.
- Don't be afraid to accept criticism and feedback.

Then comes the group discussion, which is primarily a campus placement-based exercise. This exercise aids a hiring manager in assessing each person during a group conversation and determining their capacity for problem-solving given the scenario. It is crucial to get ready for group discussions when conducting campus recruitment. Before you begin the discussion, have a clear idea of the topic and how to convey it and the framework of your argument. Communication abilities must be among the most crucial factors in a group conversation.

Moving on to the panel interview wherein a panel of professional recruiting managers interviews a potential candidate face to face. This is more professional than an aptitude or group discussion round.

When it comes to a panel interview round, confidence is a prerequisite quality. By allowing friends or family to pose as interviewers, you can practice for a panel interview.

Make sure you are familiar with all the standard questions that are asked during interviews. Take us through your profile, why do you want to work for our company, where do you see yourself in 5 years, etc. are a few examples of these questions. Make sure you have done thorough study on the organization, the position being offered, the company's values, and other topics before attending a panel interview.

Then lastly for the HR round which would be very important, because we will face someone from the company itself.

Do some research on the business before the interview process. Read through the company's website and entirely explore all its social media channels, and research the most recent news about it in order to learn as much as you can about the company.

Read the job description thoroughly and comprehend every criterion, as well as how your abilities meet each one. Review your resume and be ready to discuss it when asked. It is important to understand your career evolution, from the reasons you wish to leave your current position to the aspects of previous positions you liked and disliked. Campus placement is the first leap towards the transition of a student to a working professional and can be stressful for many. The right attitude & right preparation are what make an individual stand out from the rest.

Episteme



N. L. Dalmia[®]
**Institute of Management
Studies and Research**
(A School of Excellence of N. L. Dalmia Educational Society)

We Nurture. We Transform. We Create Global Business Leaders.

Srishti, Sector 1, Mira Road (E), Mumbai Metropolitan Region 401107. India.
Tel : 6389 222 555