Episteme

edition 4

Future
Of Work

Creating Future Workplace

for the VUCA world

INDEX

ABOUT US:

In Greek mythology, a phoenix is a long-lived bird that cyclically regenerates or is otherwise born again. It obtains new life by arising from the ashes of its predecessor. *"Episteme",* means *"Spreading Knowledge and Understanding"*, and just like a phoenix, we aim to rise from the ashes and touch the sky. A Chinese proverb says 'All the flowers of all the tomorrows are in the seeds of today'. The motive of this magazine is to spread knowledge and wisdom and ensure that the readers' mind blooms into a wonderful tree.

WHAT'S NEW

Episteme is back with its fourth edition in a reformed version. It has Central theme titled 'Future of Work', the purpose of this theme is to envision and predict how future work and workplaces will be. How would 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've 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!

From The Editor's Desk

Globalization, technological innovation, geopolitical modifications, demographic and Climate change are having an unprecedented effect on the work and skills. However new technologies are bringing new opportunities to the business and employees. On the other hand, as cognitive abilities and tasks that were once a notion to be reserved for humans are now increasingly being executed by means of machines, there is a developing issue about the impact on jobs and the subsequent risks for government, organizations and people.

There is a window of opportunity now for individuals, organizations and government to recognize and proactively manage the change to a new future. All the organization needs to take timely and collaborative actions to prepare the employees and business to remain productive and employable to thrive in the fourth industrial revolution.

As the Fourth Industrial Revolution impacts skills, tasks and jobs, there is a mounting stress that both job displacement and talent scarcities will impact business vitality and social cohesion. A pre-emptive and strategic effort is needed on the part of all relevant stakeholders to accomplish reskilling and upskilling to mitigate job losses and talent scarcities.

As the types of skills needed in the employment market change rapidly, individual employee will have to engage in life-long learning if they are
to achieve satisfying and rewarding careers.

For organizations, reskilling and upskilling strategies will be critical if they are to find the talent that they need and to contribute to socially responsible approaches to the future of work. For policy-makers, reskilling and retraining the existing workforce are essential levers to fuel future economic development, enhance societal resilience in the face of technological change and pave the way for future-ready education systems for the next generation of employees.

The HR leaders are in a unique position of leading the future of work and pave the way for a new world of work, but they need to stop working behind the scenes. HR needs to hone their skills in five critical areas that analysts say are key to future success in the profession and likely to be widely practised by 2025, they are Embrace Technology and Analytics, Understand How the Company Succeeds, Stay Focused on People, Be Ready for the New Workforce, Update Skill Set (Be certified).

HR thus needs to be a function that takes the lead in understanding what makes people engaged, what cultures drive the most productive workplaces and what equations enable a true merging of human capability with technology.

Caral D'cunha
Assistant Prof - HR
NLDIMSR

Future Of Work

Future of Work in HR

Role and Expectation of Human Resource Department

Over the years, there has been a transformation in the role and expectations of the Department of Human Resources. The Personnel Officer is now the Chief Peoples Officer. The ability of the People's function to deliver the expectations of the business is the key to the success of this function

According to their study, there will be primarily 3 major type of organizations:

Fragmentation

Small is beautiful:
The Orange World

companies begin to breakdown into collaborative networks of smaller organisations; specialisation dominates the world economy

Collectivism

Individualism

Companies care:
The Green World

social responsibility dominates the corporate agenda with concerns about demographic changes, climate and sustainability becoming the key drivers of business

Corporate is king:
The Blue World

big company capitalism rules as organisations continue to grow bigger and individual preferences trump beliefs about social responsibility

Integration

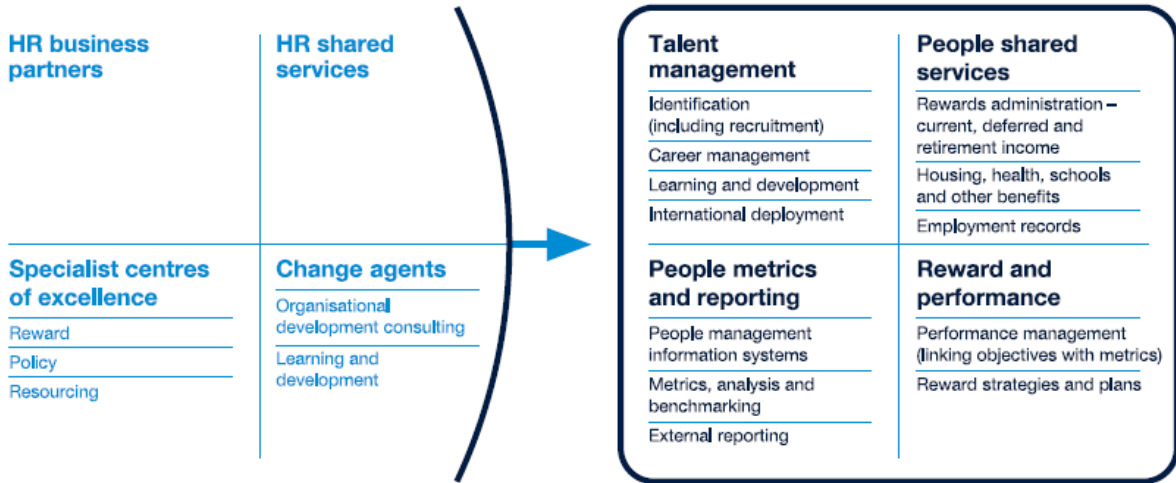Managing tomorrow's people introduction

Figure 1

Corporate is King – The Blue World

In the Blue World where corporate is king, the people and performance model is the closest to what many leading companies are aspiring to today – linking HR interventions to improvements in business performance and using sophisticated human capital metrics to evaluate corporate activity.
A people management model for the Blue World:

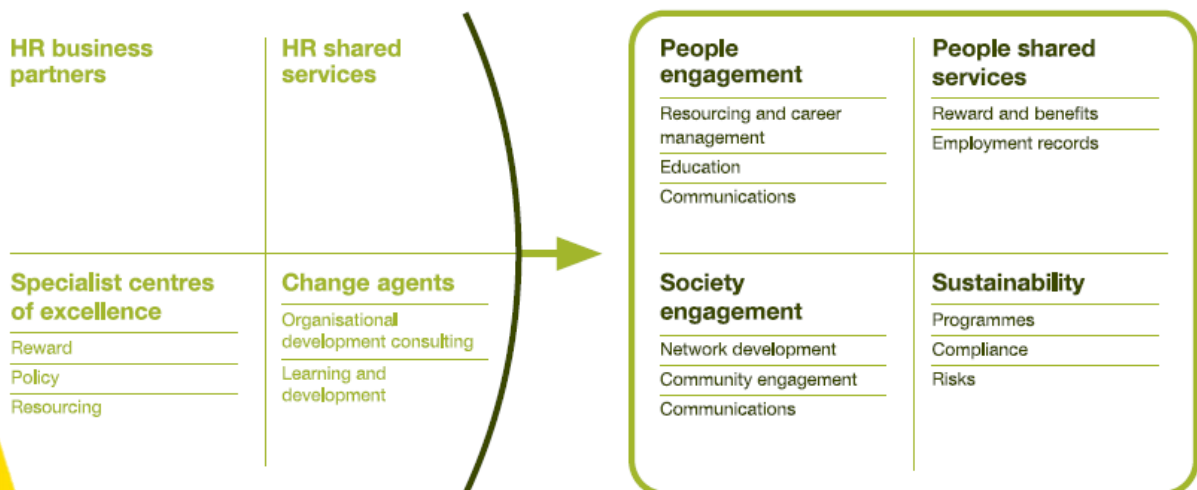| Human resources: the current model		People and performance: the 2020 model	
HR business partners	**HR shared services**	**Talent management** Identification (including recruitment) Career management Learning and development International deployment	**People shared services** Rewards administration – current, deferred and retirement income Housing, health, schools and other benefits Employment records
Specialist centres of excellence Reward Policy Resourcing	**Change agents** Organisational development consulting Learning and development	**People metrics and reporting** People management information systems Metrics, analysis and benchmarking External reporting	**Reward and performance** Performance management (linking objectives with metrics) Reward strategies and plans

Companies Care – The Green World

In the Green World where companies care, corporate responsibility (CR) is strong. The CR agenda is fused with people management. As society becomes a convert to the sustainable living movement, the people management function is forced to embrace sustainability as part of its people engagement and talent management strategies. Successful companies must engage with society across a broader footprint. Communities, customers and contractors all become equal stakeholders along with employees and shareholders.
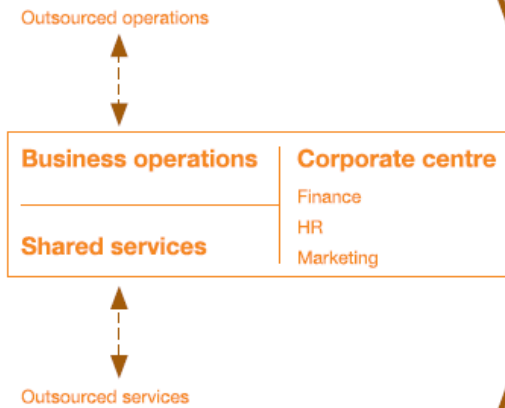
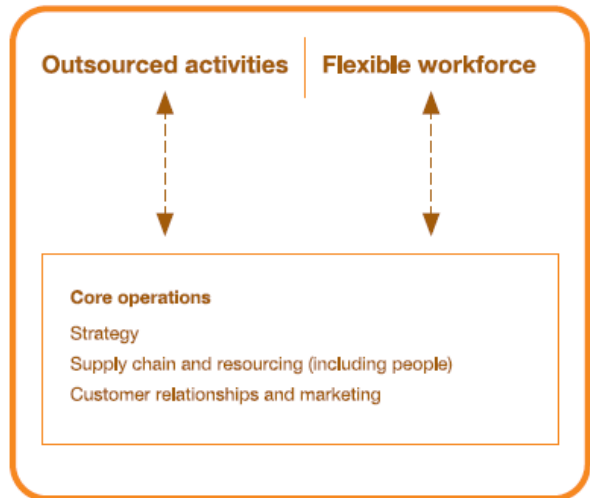| Human resources: the current model		People and society: the 2020 model	
HR business partners	**HR shared services**	**People engagement** Resourcing and career management Education Communications	**People shared services** Reward and benefits Employment records
Specialist centres of excellence Reward Policy Resourcing	**Change agents** Organisational development consulting Learning and development	**Society engagement** Network development Community engagement Communications	**Sustainability** Programmes Compliance Risks

Small is beautiful: The Orange World

Our third world is the most radical. In this world, economies are comprised primarily of a vibrant middle market, full of small companies and portfolio workers. People management is about ensuring these small companies have the people resources they need to function competitively. People supply chain is a critical component of the businesses and led by the HR function.

Current model | **Operational model in 2020**

Outsourced operations

Business operations	Corporate centre
	Finance
	HR
Shared services	Marketing

Outsourced services

Outsourced activities | **Flexible workforce**

Core operations
Strategy
Supply chain and resourcing (including people)
Customer relationships and marketing

Summary

A summary of the people management characteristics in 2020

	Blue World	Green World	Orange World
Resourcing and Succession	Long careers and career planning. Succession plans for key performers.	Holistic whole company approach to manpower planning.	Short-term careers. Lots of contracting. HR strongly focused on filling fixed-term vacancies.
Talent Management	Strong performance focus across all levels. Top talent have personal agents.	Broad definition of talent. Competencies focus.	Minimal – key players in the central 'core' only, but liaison with external agents crucial
Employee Engagement	Engagement around performance and performance metrics. Heavy promotion of corporate culture attributes and behaviours.	Engagement around work-life balance and social responsibility.	Short-term engagement around projects.
Reward and Performance	Strongly performance-related. Pay for performance. Highly structured according to role segmentation.	Focus on total reward over career life-time.	Contract based-pay for projects. Individual stake in projects as incentive for contractors.
Learning and Development	Begins at school. Focus on skills for the job – metrics driven.	Holistic approach to learning – much provided in-house. But secondments and paid sabbaticals for worthy causes are common	Minimal provision in house. Skills training via new crafts guilds.

The Manager of the future should be equipped to identify these 3 worlds during the course of their corporate journey. The People Management strategies for all the Talent Functions should be developed and effectuated to have the maximum impact.

With the advent of the fourth industrial revolution 4.0, the war the Manager v/s Machine (Digital Revolution) continues. To my readers and future Managers, I present on handling the workplace complexities with 3 As.

Agility:
The agility to respond to the changing scenarios or organizational needs will improve your effectiveness as a Manager. There is no uniform solution for all the live cases. Understanding the state of your organization, and offering the solutions will validate your strength as a Manager.

Adaptability:
The importance of being adaptable to any type of organization mentioned above, understanding of the business dynamics and presenting the strategies for the growth and sustainable development is the key to success.

Accountability:
Understanding the People Function and remaining accountable to the needs of the Business and its People, will not only win the confidence of the management but also endorse your image as a strong People Manager.
The real danger is not that machines will begin to work like people, but that people will continue to work like machines.

Vinu Pillai
CHRO - TMW Fintech

Future Of Work

With recent advances in technology, and galloping internet usage by people there is an adverse effect on many industries across the nations. The perils of such technological advances are multi-fold and have openly disrupted the current workspace foreboding chinwag that technology will automate jobs; everyone's going to lose jobs while leaving us to ponder the nature of work, working and workplace in future. We believe this digitization is not petrifying but rather offers newer vistas on future work for organizations and organizational leaders providing them ample prospects since these issues are emerging and will continue to unpack as everyone will face digital dilemma making 'future of work' a sizzling topic to debate. How can we remiss this conversation as HR professionals, since with the dawn of mammoth digitization, we too grapple with our work and workplace issues?

We join this conversation to add our perspective whilst embracing obscurity as future unfolds because we imagine a positive and bright future work. Why? we believe as argued in subsequent paragraphs that everything has their share of pros and cons but we choose to look on brighter side of future work. There are multiple possibilities for business leaders, for government on areas of policy changes and for budding HR professionals on emerging roles of human resource practitioners. In support, we offer laconic viewpoints confined to following two areas discussed in subsequent paragraphs; namely: reskilling and human resource information systems.

Reskilling - As we enter a new level of maturity in digital transformation the need for new skill sets is clear. It is reasonable to foretell that approximately 80% of all job roles will require digital competencies. In order to cross this skill chasm in a competitive talent market and with soring Gen Z. Organisations which meet the unique learning needs of

multi-generational workforce sail through current and actual skills gap. Ultimately, providing opportunities for HR to develop skill training with anytime, anywhere and any medium forms and formats entailed in their L&D strategies.

HRIS - Technology trends resulting in next-generation solutions have given digital innovations and automation. This transformation has resulted in replacement and adoption of newer HRIS systems creating opportunities to manage and use the database more responsibly. Organizations which proactively manage data have already perceived the prospects of developing processes and policies around the issues of data compliance, ethics and transparency beforehand. Eventually, with the institutionalization to prevent biases through responsible use of technology will give organizations recognition by their peers in the market, brand loyalty from their customers and support from all the stakeholders.

In conclusion, technological shifts are not looming as it is opportunity we believe to bank upon that the future of work that is positive and brighter for those who choose to embrace this digitation that requires them to learn the craft of work and working for seeking more meaning and purpose through the acquisition of right knowledge, right skills and right attitude.

Kanti Mohan
Associate Prof - HR
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HR Professional
NLDIMSR

Adding value to Work Place

Work is defined as 'an activity involving mental or physical activity to achieve a purpose or result. ' Nowhere it says that work is work only when one works for a remuneration. Many women are asked whether they work or not and some answer in the negative as if all that ,they do to keep the family together, happy, healthy and joyful is no work at all! We all know that **'It is on a woman's lap that the civilization is nurtured'.**

While many work for a living, there are a lucky few for whom satisfaction and happiness counts. They are fortunate to be in a setting where they love what they do and do what they love. It is estimated that about 80% of the workforce is not engaged or disengaged thus making the engaged workforce a clear minority. Considering this scenario can we do something about it so as to add more value to our lives and make the workplace a place we love to be with a series of positive experiences as we spend major portion of their lives in gainful employment?

For a holistic human life, it is important that we live in harmony with ourselves, those around us, the nature with its various forms of life and the supernatural. When this harmony turns into disharmony the circle of our concern (where we are not in control of our lives) rather than the circle of influence (where we are the drivers of our lives) increases and we end up sailing on a rudderless boat.

Any technology should make the human life simpler and peaceful. However, in today's fast-moving world technology probably has brought in more stress and less harmony. Today we live in a world of smart gadgets but dumb to our fellow human beings where one may love things and use people. When we are busy counting millions, billions and trillions, if we count the number of days that we live in this world, they are merely a few thousand. If we deduct the days of our developmental childhood and old age, we are left with just about 15000 days which translates roughly into 2500 weekends.

As we strive to make a living through our work, it is important for us to realize that the purpose of our lives is to live a life of purpose. This sense of purpose comes when we pause to reflect and know ourselves as unique individuals who will have to carve our own path of happiness. When we realize our multiple intelligences and our true divine spark within us, we can genuinely understand the meaning of the words of Teilhard de Chardin, a French Philosopher **"We are not human beings undergoing a spiritual experience. We are spiritual beings undergoing a human experience."**

The Fish philosophy advocated by John Christensen in 1998 gives us an insight to improve our work culture with its 4 principles: a. **Be there** (Be emotionally present for people), b. **Play** (Tap into your natural way of being creative, enthusiastic and having fun). c. **Make their day** (Find simple ways to serve or delight people in a meaningful, memorable way) and d. **Choose your attitude** (Take responsibility for how you respond to what life throws at you); has the potential to build better teams for a better output and make our professional life a 'mini heaven' where everyone finds meaning and purpose to be a part of an amazing team.

In a world full of problems which can be compared to thorns and stones, if we have to walk through it we may not be able to carpet the whole world but we can surely wear our own footwear and embark upon a journey on a road that is less travelled so that little by little we can walk far. There is an African proverb **"If you want to go fast you walk alone. If you want to go far you go together."**

It is surely a dream but like the saying **"Blessed are those who dream and still blessed are those who make their dreams come true"**; nothing stops each one of us to be in the latter category.

Pius Moras
Assistant Prof - GM
NLDIMSR

8 Common Myths About Working From home

The ability to work from home is an increasingly popular and coveted perk in modern workplaces, and it's not hard to see why. From an employee perspective, the benefits of avoiding a commute are obvious, but employers also see benefits: Overhead costs go down if you don't have to provide desk space and equipment for your staff, and you'll never have to worry about lateness due to traffic or transportation issues. But if virtual employees aren't visible in the office, how can they remain accountable? Will their bosses treat them as "out of sight, out of mind?" Are they going to be reachable during normal business hours? Won't they get distracted by all of their personal responsibilities at home?

You can be just as productive working on the couch as at a desk or table. "While you should make yourself as comfortable as possible and move locations to stay inspired throughout the day, the couch should not serve as your primary place of work. Save your neck and back!"

Meetings aren't productive because they're not face-to-face. "In our experience, meetings in the virtual space are often more efficient and productive than in office. We are all extra sensitive to everyone's varying time zones and don't feel the need to waste time. We also greatly value the in-person meetings and tasks throughout the day, since they are not the norm."

"Work from home" strictly means working from home, as opposed to other non-office settings. "We work from hotels, parks, cafes, restaurants, airplanes, libraries, pools, beaches, rooftops, nail salons - the list goes on and on.

A portable Internet device is by far a nomadic [virtual worker's] best friend, as the whole world becomes your office."

You can do your work anytime, night or day, without deadlines. "Because business thrives upon other people's deadlines and needs, we work when everyone else does — and then some!"

You work more than people who work in the office. "It's possible. It often becomes hard to draw the line when your home becomes a place for work and everything else, but it is very important to insist on a daily routine that involves eating, relaxing, taking a walk, etc."

There are too many distractions at home to work efficiently. "Similar to meditation, you become extremely good at cutting out all the noise and focusing on the task at hand. Like anything, it takes practice, but we all remain so grateful to be able to, e.g. write a report or take an important call from the park, that we work even harder than we would from inside a cubicle."

Anyone can work from home. "It is absolutely not for everyone, but we firmly stand behind the idea that work is something that you do, not a place that you go. It is vital that the company you work within encourages a strong sense of culture and community and implements a thought-out process to set employees up for success."

Lekha Nair
TA Specialist - Publicis Sapient

Arrive, The Good Times to Work In!

Gone are the days when overtime used to be a curse

With Flexi-time introduced, now from home, we can work.

Diversity at work is now encouraged,

With technology advancing, jobs are going out of fashion in a daze.

Lack of skilled people is the concern raised,

Anticipating changes, we'll surely have to embrace.

Employee experience is taking precedence over mere satisfaction,

The world has become one, big workplace, thanks to Globalization.

Self-managed teams are the new trending phenomenon,

Millennials will not work under today's power systems so common.

The workplaces are getting more and more informal,

Soon office slides like ones in Google, will not be so unique or abnormal.

With AI eating up so many jobs,

Will it draw attention of the unemployed-educated mobs?

Or will it set a base for a better work system?

A few hopes and expectations are still intact from times to come.

Big Data and Analytics are changing the way things work,

The shadows of insecure jobs are soon going to lurk.

Contractual workers and variable payments are on the rise,

One can only be prepared now if one is wise.

The Future of work and workplaces is a quiz,

But it does come along with opportunities one should not miss,

Foresee and prepare is all we can do,

We have to accept what is to come without much ado.

Meghavi Solanki
PGDM – HR
2019-21 Batch

Impact of Technology on the Future of Work

It's important to understand and realize the presence of technology in the workspace and how it's only going to grow bigger in the future. Introduction of technology is critical to the work in future while dealing with the consequences it accompanies. Our generation has witnessed the transition from wired telephones to the most mobile and tech-savvy cellphones This is one of the smallest example of a change in technology with no idea of what will be next. A much bigger shift on the organizational level is being experienced in this process.

This generation is going to be on both sides of the transition, benefitting in ease of life and standard of living while losing out on the importance of our contribution to sustenance of corporates and organizations. It has already seen machines and automation taking over roles and jobs which were earlier carried out by humans. We still seem to have the opportunity to learn and unlearn to match up with automation and make us indispensable. The only requisite is of self-awareness, awareness of the work surrounding, flexibility, eagerness to learn and the potential to get around. The advantage we carry over our predecessors is the availability of training and knowledge to compete with technology in future. Instead of looking at it as elimination of workforce, we can look at it as redefining work for optimization of resources and outcomes and focusing much more in details about valuable work, handling change and see what's best for both, humans and organizations.

Ayushi Agrawal
PGDM – HR
2019-21 Batch

The Future of Learning and Living at Workplace

As said by Marshall McLuhan, **"The future of work consists of learning a living"**, is exactly what the future of work is taking shape. The working pattern of people nowadays is changing at a lightning speed and HR has to gear up to keep up with these changes. People now are readily taking up challenges and responsibilities and continuously learning through it. There's going to be a paradigm shift in the working life of people. The future of work is thus said to be fluid.

'Evolution is the secret for the next step', man and his lifestyle has kept on evolving since ages which has now given rise to a sophisticated version of humans. Similarly, changes in working style has engaged people in fierce competition and need for lifelong learning. It's estimated that almost 50% of the workforce will be Gen Z by 2020, these workers are considered to digital natives and are more focused on entrepreneurship and work-life balance.

The "gig" economy is expanding where professionals sign on as contractors or freelancers and then move on to the next gig. Also, technology is continuously evolving the role humans play in the workforce, thus it is the need of an hour that humans keep abreast with the updating technology. Technology is going to augment human's job with the introduction of AI. Artificial Intelligence algorithms and intelligent machines will soon be co-workers of humans. So, a level of comfort and acceptance has to be developed by collaborating man and machines and making the best use of both. The myth that robots would take away our jobs should be replaced with a more optimistic view that humans would be exposed to more opportunities to do work that demands their creativity, social and emotional intelligence, and passion.

So, the future of work is highly dynamic, although all the changes cannot be predicted still we can prepare ourselves to fight back these changes. People need to engage themselves in lifelong learning and act accordingly. As the lifespan of any skillset is reducing it is implied for individuals to invest in acquiring new skills and rigorously keep themselves updated.

It's important for us to adapt to the changes today and prepare ourselves for the future when machines will become colleagues, else it will be challenging to catch up later. In addition, employees will have to work upon shaping their own career paths by pursuing a diverse set of work experience to successfully climb up the corporate ladder.

Ultimately, HR is the one who's in the driver's seat to take up this change smoothly. For the HR professionals, the future of work is not just about redefining the workplace, the employees, or the technology; it's about the ability to address the change in future generations of workforce, handle the challenges of rapidly changing technology, and find the culture that best works for the business and the employees of the respective companies.

So, let's welcome the new dynamic future of work and gear up ourselves to excel through it!

Prajakta Jha
PGDM – HR
2019-21 Batch

Workplace:Past, Present and Future

The best way to predict the future is to create it. Humans are creating a variety of new technologies which will have an impact on the currently existing jobs and the job markets. We are experiencing a slowdown in the economy.

It's a vicious cycle. Human beings are being replaced with machines leading to a reduction in the job demand with an increasing supply of labor. But as we know, the world stops for no one, more jobs will be created for fulfilling the labor supply.

As sir, John Delaney has correctly quoted, "**The way you deal with automation is by upgrading people's skills so they can get the jobs of the future**". Hence, for matching the demand and supply of labor force, people need to be trained and educated to adapt to the upcoming technology.

" **'Make in India' is great, but 'make it happen in India' is even greater. Make it happen in India is more than manufacturing. It's about training, about education, about societal development and automation and engineering** " - Joe Kaeser."**One-day offices will be a thing of the past**" - Sir Richard Branson.

As we can witness the increasing flexibility in jobs and employee-centric jobs, there is a possibility that this quote may be proved correct. New trends like flexible working hours, work from home, sabbaticals, block leaves, educate the employee, etc. are taking over which is making it more convenient for the employees to work.

"**Be stubborn on vision and flexible on the journey**" Noramay Cadena. Nowadays, organizations are more concerned with getting things done and achieving the results rather than how we have achieved it.

Therefore, to sum it up, a future of work agenda must include a greater diversity of workers, the fast-growing care jobs of the future need to be good jobs, or many more workers will fall behind, online training should be incorporated for upskilling the workers' growth.

Ankita Kedia
PGDM – HR
2019-21 Batch

Expert Talk

Change Management

We had the pleasure to be part of an insightful session on an extremely relevant topic among all corporate HR professionals in today's VUCA world- 'Change Management' by Mrs. Vinu Pillai. The most exciting part of the session was that unlike the conventional methods, she adopted the best practical approach to learning that is solving Case Studies. The class was divided into four groups of five students each and were given four different case studies to solve. The time constraints specifically set as 10 minutes for deciphering the case and 5 minutes to present the solutions that the teams come up with. After all the groups were done with their respective presentations, Vinu Ma'am not only gave us individual feedbacks but also gave a few creative tips that would help us perform better in the future.

As the session progressed we got to learn about various other aspects of change management. Because of her interactive approach and unique style of teaching we learned about how we, as prospective managers and leaders can adapt to changes in organizations related to goals, processes or technology. The session had mentions of formal and informal sessions strategies adopted by companies that foresee changes to better acclimatize the employees in advance as to what to expect and avoid chaotic situations resulting out of fearful attitudes of employees. Vinu ma'am briefly discussed about 3 phase model (unfreezing, change, refreezing) as one of the pioneering change theories and Paul Kotter's eight-step change mode.

Towards the end, ma'am patiently attended the queries of all the students. One guru mantra which she stressed on us to remember was how it comes down to a basic thing called WIIFM – What's In It For Me? Any manager who could give an answer to this question raised by the employees when they are asked to change can be a successful change agent. Further for better understanding, we discussed briefly about companies like Nokia and Kodak that failed to adapt to the changes. To sum it up, it was a great learning experience. We were truly immensely benefitted from the industry insights of our esteemed guest speaker and we look forward to more such intellectually uplifting sessions.

Akanksha Kumawat
PGDM – HR
2019-21 Batch

Performance Management System

On 29th September 2019, the expert talk team of N.L. Dalmia Institute of Management Studies &Research had organized a guest session by Ms Amrita Pandhi.

Our guest speaker started with concepts of competency mapping by asking us the difference between competence and competency. It was a good ice breaker session as many students came up with new points and examples thus helping us to know the actual difference between competent and competency.

Then further our guest speaker shared with us the competency framework of her organization. She introduced us to two types of competency i.e. workplace and core competencies and also explained the way she derived to core competencies through vision, values, visionary interviews and focus group discussions. We also discussed how innovation is one of the core competencies with the example of how smart lights on the street function on the basis of the movement of vehicles.

Sometimes an employee may not have the entire competency but might have a part of it, which led us to understand the importance of sub-competency and its usage. Then our discussion deviated to the lines of assessment centres where she spoke about how her organization uses these centres to hire valuable candidates on the basis of core competencies. The first thing was the ORCE training (observe, record, classify and evaluate) which they used to train the assessor for evaluating candidates because the assessment centre

did not involve just interviews but also other competency metric tools. Competencies cannot be assessed using just one tool but at least two to three tools are required. So framework, where a single competency was assessed using tools like case study, role play and BEI interview, was shared with us. To derive the conclusions or results, ORCE technique was used.

Then the guest speaker discussed the PMS process in her organization wherein employees are rewarded for performance and promoted for their potential. We also discussed how to use 9 box grid and MIRD analysis to identify employees eligible for increments.

The session definitely threw light upon competencies and its importance. It also gave us the required exposure with respect to usage of assessment centre and PMS process within an organization.

Reetika Patil
PGDM – HR
2018-20 Batch

Neuro-Linguistic Programming

On 23rd September 2019, A Personal Growth Lab session by Coach Kiran Padhi was organized for the second year PGDM-HR students.

Kiran Padhi, founder, Emerge transformation, is a certified Life Transformation coach, NLP coach, Law of Attraction Trainer and Career Coach. As a part of the curriculum in the subject 'High-Performance Leadership Development and Personal Growth Lab', this guest session certainly was a stepping stone for the students to embark on their journeys to become effective leaders in near future by understanding the concepts of Neuro-Linguistic Programming(NLP).

The session kick-started with the identification of 6 month and 12-month goals of students and reasons of importance of the identified goals. With a level ten on both motivation and concentration, an oath of commitment towards implementing the learnings from the session in achieving the goals was taken by all students. The concept of NLP was slowly unveiled to them so as to enable them to learn the language of their mind through a set of modelling tools used to observe, model and reproduce excellence in any field.

Post this, the principle of physiology of excellence in NLP was introduced wherein internal representation was explained and the fact that changing physiology helps to create a feeling of power or success was emphasized. Students were intimated about the Mercedes Model which consists of three parts, namely, internal state, internal process and external behaviour. The internal state relating to our emotions, feelings and values, the internal process, which is related to beliefs, thoughts, strategies, internal representations, mind and finally, external behaviour, which relates to actions, physiology and words. These three parts are interlinked as changes

in one also result in subsequent changes in the other.

The session was very interactive with enthusiastic questions and answers coming in from both coach and the students and even effective tips to solve life problems. As the session was drawing to a close, a very critical topic regarding behavioural frames was unfolded and discussed extensively with the help of activities. Through the activities, the students developed a great clarity on the behavioural frame that comes into picture in their respective situations from amongst the seven that were explained.

The seven behavioural frames were Cause and effect, Responsibility for results, Perception is projection, Outcome orientation rather than problem orientation, how rather than why, and Feedback, not failure and Possibilities instead of necessities and each of them is a different perspective or way of thinking about situations.

This Personal Growth Lab indeed enriched the learning process of the budding leaders of tomorrow and was very energising and encouraging for students to look into the bigger picture and become effective in future.

Tanushree Pal
PGDM – HR
2018-20 Batch

Utkarsh

Utkarsh is an Annual National Level B-School Paper Presentation Competition organized by the N.L. Dalmia Institute of Management Studies & Research (NLDIMSR). Over the years, Utkarsh has strived to be the focal point of young opinions on the paradigm of the current business environment. Imminent jury members from the realm of HR management are invited to adjudge the teams and provide some invaluable insights into the topic.

The theme for Utkarsh 2019 was "HRM Experience in Organizations: An AI Perspective in Global Context", where management students across the country are encouraged to showcase their thoughts and present a holistic view of HR function.

The five teams that made it to the finals of Utkarsh 2019 were:
1. Xavier Institute of Management and Research, Mumbai
2. Vivekanand Education Society Institute of Management Studies and Research, Mumbai
3. N.L. Dalmia Institute of Management Studies and Research, Mumbai
4. Institute of Rural Management, Anand
5. Symbiosis Institute of Telecom Management, Pune

Eminent personalities from the corporate world shared their extensive experience when they came to judge the event
1. Dr. Neil Sequeira, Vice President – HR and Administration, Kokilaben Dhirubhai Ambani Hospital
2. Sarmistha Roy Chowdhury, Chief Manager - Head HR & Administration, Power Exchange India Ltd
3. Shantanu Vaidya, General Manager - Corporate HR & General Administration, Godavari Biorefineries Ltd.

The respective teams conducted a presentation before a panel of Judges.

The winning team was from Xavier Institute of Management and Research, Mumbai which got awarded with Winning trophy & a cash prize of Rs. 30,000/-

Not far behind was Institute of Rural Management Anand who presented some exemplary views & won the second prize of Rs. 20000/- & Runner-up trophy.
At the end of the event, judges gave their feedback on the team presentations & also views on the theme of the event. Overall the Event highlighted the unlimited potential of HR.

Shikha Singh
PGDM – HR
2019-21 Batch

Manusandhan

On 30th August 2019, the HR students of NLDIMSR, organized 'Manusandhan', a flagship event of Annual HR Conclave- The Knowledge Trifecta.' Manusandhan' means connecting minds where industry experts enrich us with meaningful insights from the corporate world.

The event begun at 9:30 am with a small prayer song and lighting of the lamp. It was then taken over by our keynote speaker Mr. Ashok Ramachandra, CEO Schindler who spoke about HR perspective from a CEO's point of view. He spoke about his experience with the evolving technology and how the company is taking over various shifts in the technology.

Mr. Sangram Pradhan, President HCM at YES Bank followed the session with his meaningful insights about AI in Banking sector. He also shared about the use of AI in YES Bank in various functions.

The event further carried on with insights of Ms Raj Aradhyula, CPO at Fractal Analytics who discussed about the actual impact of AI and the way we perceive it. She discussed how AI is just the automation of certain HR processes and not something to be worried about.

Mr. Rajesh Lele, GM e -HR Projects at Tata Motors took the event forward and spoke about the changing dynamics and how these changes affect HR functions.

Our last panelist Mr. Harpreet Khanduja, VP HR at Reliance Jio enlighted us on various HR functions and domains using the real-life examples in a very interesting way. He discussed upon the fact that processes can be automated not the experience.

The event was progressed with Prof. Rima G Chowdhury, HOD HR, expressing her views on the theme and leading it into a discussion with all the panelist facilitating exchange of information and ideas, while also addressing questions from the audience. She also mentioned how AI can impact the various HR functions enormously.

The discussion and event was concluded by Prof. Rima, thanking all the esteemed panelist for giving their meaningful insights about the role of AI in different domains of HR. Further, a vote of thanks was given by the students and a felicitation ceremony for the guest by Mr. Dinesh Hegde, Dean Academics and faculties of the HR stream. The students disbursed for a quick lunch before coming back for the next event.

Sakshi Tiwari
PGDM – HR
2019-21 Batch

Anveshan

Anveshan was the research segment of International HR Conclave 2019, having the aim of exploring the new trends in AI and its impact on various functions of Human Resources. The event was on 31st August 2019, organized by the HR Committee at NLDIMSR.

We started the event with our First speaker, Dr Debi Saini. Dr Debi is an Emeritus professor-HRM at IIM Ranchi. He spoke about the different aspects of HR which can use AI to create a better experience for all stakeholders:

1.   Creating and Designing Workplace Experience

2.   Data-driven Recruitment Ecosystem

3.   Training and Development to a learning organization

4.   Managing Gig economy

5.   Obituary of Pluralism in Employee Relation

6.   Emergence of Neo Welfare State

After a brief discussion on the above-mentioned points, the event was taken ahead by our next speaker, Sunil Moore who is HRBP at Voltas Ltd. "Digital Transformation is not about Technology at all. It is about people" with this quote of Josh Bersin, Mr. Moore went ahead and explained the Top Trends in AI. After which he spoke about the different attributes of Effective HRM with the use of AI.

Mr. Moore also discussed some of the factors that are Key to Success for any organization in this VUCA world.

The security and ethical issues were also brought up. Before concluding Mr. Moore also briefly touched upon the different roles of HR for successful AI usage.

The event was then further continued by Mr Soudip Chowdhury, who is the founder of Eugenie.ai. Mr. Soudip discussed the HR Tech industry and how it could lead to more transparency in the system. He also briefly touched upon the various technologies like Machine Learning, Big Data, Anomaly Detection, Behavioral Science and Robotic Process Automation

He also explained about the various uses of AI in HR with the help of examples of different software. Apart from this he also spoke about Reverse Bias and how it could help in promoting diversity. Last but not least he explained how Behavioral Science can be used in various HR functions.

Dr Prof Kanti Mohan concluded the event with a summary of the topics discussed and Thanked all our esteemed speakers for sharing their knowledge on the topic. A vote of Thanks by student and felicitation ceremony lead to the culmination of the event.

Farhan Shaikh
PGDM – HR
2019-21 Batch

company visit

A Visit to Sundaram

Our institute gave us a chance to visit the Sundaram book factory at Palgarh on 11th November 2019.

The industrial visit was planned for all the courses (HR, finance, marketing, and GMBA) so that we, the students of the institute, can get insights about the working of a plant.

The factory is spread across 1,20,000 sq ft and has a workforce of around 300 odd workers. The plant has a capacity of producing around 5 lakh books during the peak season. It produces around 250 different kinds of books from A4 to notepads to art and craft books.

After reaching the plant we were welcomed by the Plant Manager, Mr. Narendra Gala and before giving us the tour of the plant he introduced us to Mr. Sudesh More, a member of the accounts department, who was our guide for the visit. Before beginning with the tour Mr. Gala briefed us about all the rules and regulations we had to obey during the tour and all the necessary precautions we were supposed to take.

As mentioned earlier, the factory produces a wide range of stationery items which includes notebooks, registers, diaries, notepads, etc. so Mr. More briefed us about how exactly all the items are produced from scratch.

The various stages involved were:

1) Rolling: Machines are used to make lines on the paper

2) Cutting: Paper is cut in the desired size

3) Stacking: Stack all the sheets of paper

4) Counting: Sheets of paper are counted manually

5) Back squaring: Finishing touch to the binding

6) Packaging: The books are packed in boxes of carton and shipped

Apart from this we also learned an interesting aspect of the production is that the factory produces zero wastage. All the waste generated is either recycled or reused. This is an initiative taken by them so that not even a single piece of paper is wasted which shows their concern for deforestation.

After having the complete tour of the plant Mr. Gala allowed us to ask him our queries and gave us the perfect replies and solved all our doubts ranging from worker's wages to their shift timings to how the company manages to compete in the market and what strategies are applied by the company to be among the key players in their field.

We are grateful to Sundaram Books for encouraging this kind of learning and to Mr. Narendra Gala and Mr. Sudesh More for sharing the insights about the plant and cooperating with all the students.

Ishita Vasudeva
PGDM – HR
2019-21 Batch

Mahindra Life Spaces

Our visit to the construction site in Palghar district was an insightful one. The site opens at 8:30 am, where first the workers have to go through the schedule of their work made by the site supervisor. They were given safety training according to the duties assigned. We too were given some basic training, a safety jacket and a helmet to protect ourselves from the hazards of a construction site. The project Head Mr Amit Pal was very friendly and open to questions, which gave us the opportunity to ask him how an HR works at a construction site. He told us that the HR here only paind quarterly visits and they majorly focused on workforce management and skill based training.

The composition of the workforce was such that labourers were majorly from states like Jharkhand, Uttar Pradesh, Rajasthan and only 5% were localites. Their attrition was minimum 4 months which was normal according to the standard norm in followed across industries. The wages given to unskilled workers for 8 hrs was Rs 370, and to skilled was Rs 450.The sub-Contractor was paid weekly to pay the labourers and Mahindra employees, working on the site were monthly paid. Only Male (skilled and unskilled workers) and female (unskilled workers for supply of material) were hired. Due to many issues faced in the past regarding female labourers, they strategically planned to not engage them. To promote labour welfare and create engagement, they provide a doctor who visits twice in a week for medical check-up, where they also check the workers blood pressure by making them walk and climb for 10 mins. They also promote CSR activities by making schools, ashrams block, toilets etc. They host events where the workers participate (for e.g. 26th kite flying tournament, cricket, volleyball etc.). For skill based trainings they provide monthly trainings of which the reports go the HR.

Every worker has to complete 5-6 hrs of training per month which majorly is on-site and they use PPTs and videos for training. They measure the productivity of workers on the basis of per square metre area and plot the curve on a graph. They have provided in-house quarters for workers to stay so that they reach on time. After hiring they take aadhar card copies and give 12-16 months training to get accustomed to the site.

Mahindra life spaces was creating a sustainable housing option for lower income groups in the form of this project. And they chose Palghar, Boisar and Kalyan as the connectivity is good and all modes of transport are available in walking distance. This project is being estimated to get over in March 2020.The property was registered via form C and had done its due diligence under MAHA RERA norms. They have provided amphitheatre, parking and other amenities, and have divided 13 acres of land into four phases where almost 400-500 flats have already been sold. They have created a WTB plant below the badminton court and a sewage treatment plant for flushing purposes. They are also providing flats for investment purposes and shuttles to go around the place or the train station. The rates of the flats were also reasonable and apt for their target audience.

All in all, the experience was very informative from HR and business perspective. Had a great time and would like to visit more such sites in future.

Shreya Ranka
PGDM – HR
2018-20 Batch

Champions' Journey

As Henry Ford said rightly
"Coming together is a beginning,
Keeping together is progress
Working together is success"

Under the orientation program for the new PGDM students this year, the students from different departments, distinct background, with different thoughts were divided into groups of 7 each for a business ideation competition. Our main lookout for the competition was to give our best, think about all the critical integrities that a business faces while in its initial stages.

We were encouraged to think for answers to questions like how to make our investment and finance plans, what would the marketing campaign be like etc.

After a brainstorming session that each team had, we finalized our project topic which was "Chef@home"

The topic focused on collaborating the home chefs with the hostellers, and the other needy ones for providing them good, healthy and hygienic food at their doorstep. So we gave the option of selecting from various different cuisines to our users, after they make the choice, the cook accompanied with the required ingredients visits and cooks the food at the user's place. The needed ingredients being bought by the cook also reduces the time and effort required on the part of the user spent in shopping. Food is cooked in her kitchen served fresh.

As far as our winning topic is concerned, we came across challenges as to how the association of all home chefs and their benefits that can be added to our profit-making intentions, how would we go about obtaining the licenses

that were required and what benefits could be rendered to our customers after availing our service. Careful Segmentation and Targeting were the keen areas where we had catered special attention. The "Maa ke hath Ka Khana" could be substituted by our chefs with the same love and affection with which our mothers prepare food for us. This was our emotional appeal to the customers.

It was a great learning experience. It pushed us in keeping an open mind and accept one another's' ideas and opinions. In the end, it was a fulfilling and worthy of winning experience.

We truly got the gist of the life of an MBA student in the orientation phase itself. Working upon our mistakes and having an optimistic vision, the 7 of us still have an inert thought of pursuing our idea.

Radhika Natu
PGDM – HR
2019-21 Batch

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