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# Workplace 4.0:
# Reinventing
## Post-COVID-19

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# ABOUT US

**"Episteme"** means **"Spreading Knowledge and Understand".** 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 team is back with a new theme for its sixth edition, "Workplace 4.0: Reinventing Post COVID-19". This year companies globally underwent a lot of changes for the companies' survival and revival. The purpose of the theme is to understand how strategies and ways of dealing with the situation have been re-discovered and successfully developed in the workplaces. In the area of human resources, the theme focuses on various trends that have emerged and are here to stay. Also, it deals with how these advances have catalyzed raising the competitiveness of organizations. We also aimed to cover the HR learning gained from different guest sessions and workshops conducted by experts in the industry. Hope this Magazine helps to enrich you and add value to your knowledge.

Episteme

**(Faculty Editor)**

Dr. Chandrakant Varma

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# FROM THE DESK OF <span style="color:darkred">EDITOR</span>

At the outset, Team EPISTEME wishes everyone a Happy, Prosperous and Safe New Year.

The workplace practices in future will be explained as "PRE COVID - DURING COVID – POST COVID ERA". COVID -19 has tested organization ability to survive and sustain by presenting undeniably the sternest time ever experienced. Organizations too have responded well to the unprecedented situation of Pandemic. They adapted swiftly and effectively to digital workplace practices.

Organizations in pre COVID -19 times were already going through changes in the operational models driven by Industry 4.0. With additional challenges of COVID – 19 organizations had to rework on their employee management policies and practices. COVID -19 is driving higher investment in human resource management based technology with additional expectations.
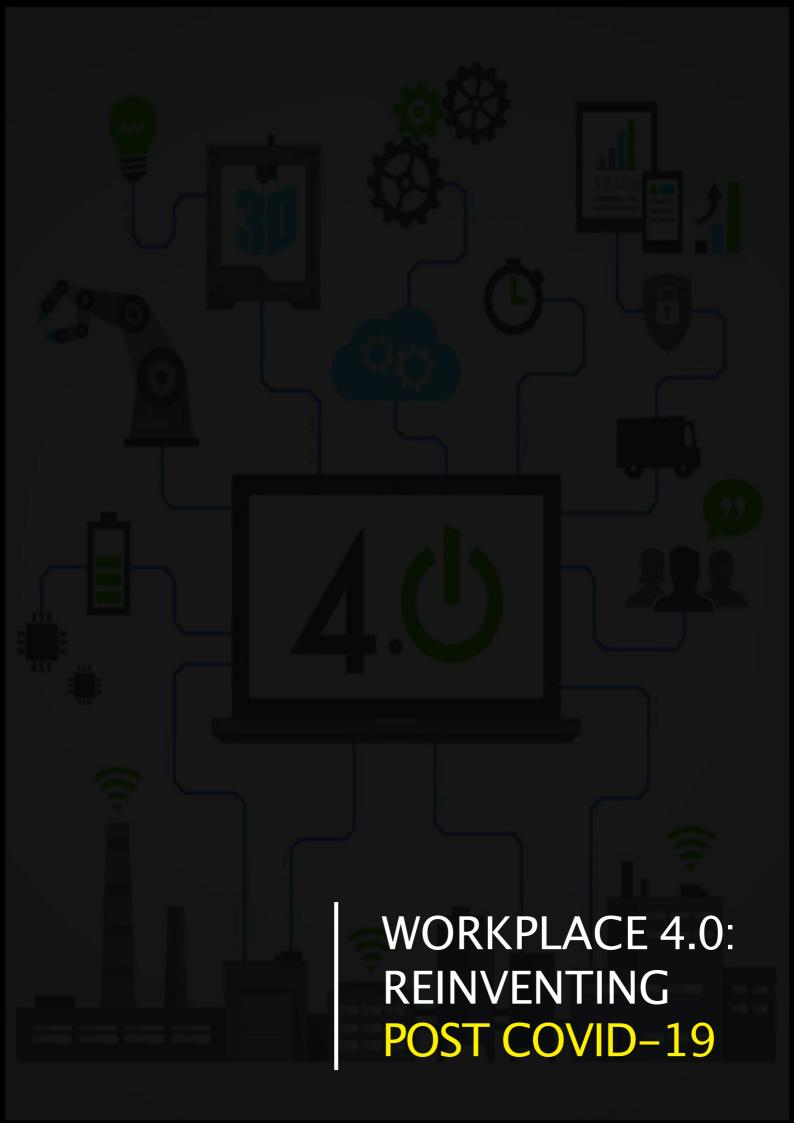
EPISTEME Jan 2020-21 endeavor to address the challenges and make the most of opportunities presented. This helps us understand the changes and evolution in HRM function at the workplace in terms of technological transformation. Organizations which were steadily adapting to the technological reforms had to abruptly start working remotely by adopting a variety of enabling technological solutions. Primarily Work From Home (WFH) was not seen as a viable option in near future but with pandemic it has all of a sudden become need of the hour and industries have overcome the fear of WFH testing the capability of the available technological infrastructure to go digital.

Organizations and Employees who would have stuck to traditional ways of operating have adapted to the technology well. Organizational HR were concerned whether the employees will adapt to these technological platforms which have been long pending such as Talent Management, Performance Management, Recruitment, Managing leaves and use of BOT's. The migration has been so far so good, the knowledge & experience gained enables superior understanding of implication of technological adaptation.

To conclude the technological revolution which would have taken a few many years has been done in mere 8 to 10 months. Earlier the adaptation of technological reforms was in a deadlock with an understanding of "Machines will take over Humans" but today there is it is seen more as an empowerment and an important tool to perform effectively and efficiently to support people development.

"Things are not going back to the way they were. Business will be done differently on the other side of this. More people will work from home, permanently. Now is a golden opportunity to think through how organizations could shift, change, restructure, re-staff to be ready for when things turn around." -Jan van der Hoop, President Fit First Technologies

**Dr. Chandrakant Varma**
Associate Professor HR Department

WORKPLACE 4.0:
REINVENTING
POST COVID–19

**Rutu Mehta**
**Manager Business HR-**
**Abbott Healthcare Pvt. Ltd**

# WHAT THE INDUSTRY SAYS
# THE FUTURE OF WORK

"Sorry I'm late, there was too much traffic!" this excuse will probably not be valid anymore.

With the onset of the pandemic office has got an all new meaning. Office is no more a cubical but one's own home. Is this the new normal, work-from-home, or is this a temporary scenario to adjust with the on-going crisis, that is something still to be uncovered, but a few MNCs have taken advantage of this and by strengthening their IT infrastructure and given the option of partial to complete work-from-home. But in a country like India, where processes still run manually, requiring intense paperwork and desktops are the prominently used, WFH may be a challenge, but it is definitely an emerging trend in the years coming.

Work-from-home, has boost productivity, given employees more hours with family as they avoid long hours of commute, reduced business cost of travel, meetings & events have come on virtual platforms that has enabled employees to join from remote locations and allowed families to be a part of reward & recognition ceremonies, employee engagement initiatives are no longer restricted, spouses, parents are involved.

As every coin has two sides, WFH has its own cons, the 'office hours' have become blurry, the stress of juggling between family & work at the same time is given way to large number of cases of stress, anxiety & depression; event management companies, media homes are facing trouble as gigs are less and the realization that certain jobs are outdated/ overlapping has led to layoffs and pay-cuts in a lot of organizations.

Work-from-home has allowed people to pick up lost hobbies and even start home-based business especially in the food sector.

One way the concept is allowing people to be self-dependent and giving them more decision powers with their careers or even at business decisions; lot of meetings have turned to email conversations and reduced time to results. But this is impacting the personal connect & touch among teams and leadership, it also paving path to adapting to new platforms of connect like WebEx & Zoom.

In my opinion WFH is an emerging trend and will be adopted for a lot of jobs but the concept of office space will stay with evolved policies for working hours, vacations and IT usage & this will give opportunities to second careers especially to mothers, reduce attrition & increase employee engagement opportunities.

**"Work-from-home has allowed people to pick up lost hobbies and even start home-based business especially in the food sector."**
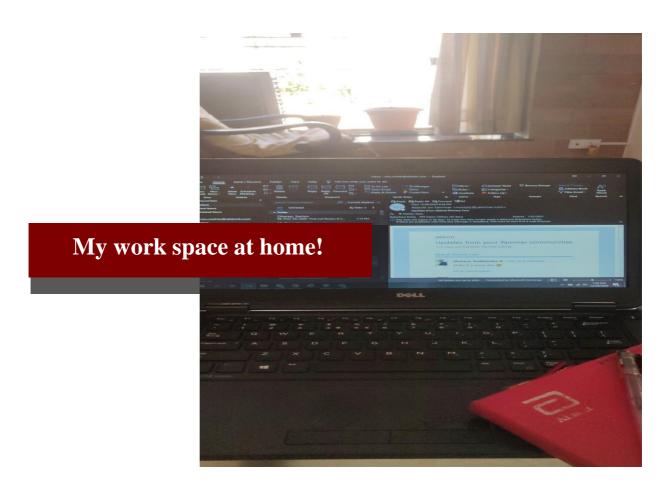
A Virtual Celebration!

My work space at home!

# VIRTUAL TEAM BUILDING AND CHANGES IN THE WAY OF LEADING

With the world moving towards the 'New Normal', everything about this year has been new. For some sectors, the new normal has brought in substantial gains and even significant opportunities. Be it the growth of apps like Zoom, Microsoft Teams, or local vendors providing delivery of food and essentials at the touch of your fingertips, the pandemic made us look at a different way of leading our lives. With a fast-changing world, disruptive new technologies, innovative designs, one hardly has any option but to change the way things get done before they are overpowered and taken over by yet another company.

## What has changed?

Companies have had to re-look at their current and long-term strategies, revisit their drawing boards, look at newer ways of engaging their employees, and making lasting impressions that go over and above providing monetary rewards. Fostering a culture of care, understanding, and mutual growth is what has guided companies through this crisis since they stood with an army of dynamic professionals who believed in the firm and the future despite the glaring reality of pay-cuts, leave without pays, and terminations. So, this brings us to the question of what made these companies tick?

In 2005, A. G. Lafley, Chairman of P&G, coined the term 'Moments of Truth' that means creating a lasting impression about a product or service on the customer.

A situation where meeting your peers, leaders, and colleagues is not possible, and yet having to work with the same enthusiasm,

**Nakiya Garari**
**Deputy Manager,**
**Talent Team, Deloitte**

requires dedication not only from the employee but also from the employer. To create these 'Moments of Truth' is a strenuous task. Building the team morale is the key to ensure a long-term bond and a feeling of mutual respect and trust.

Team building and leading by example has proven to be one key component in driving employee productivity and making sure they look forward to working each day virtually. In a nutshell, five things have helped build the virtual team-building experience in these times and have helped companies thrive:

**1. Adapt:** Leaders have had to change their schedules, re-look at their timings, and adapt to the changing work culture.

As additional home responsibilities have become a big part of the Work from home scenario, showing the care of adapting and understanding that someone's workday has gone miles in building a team.
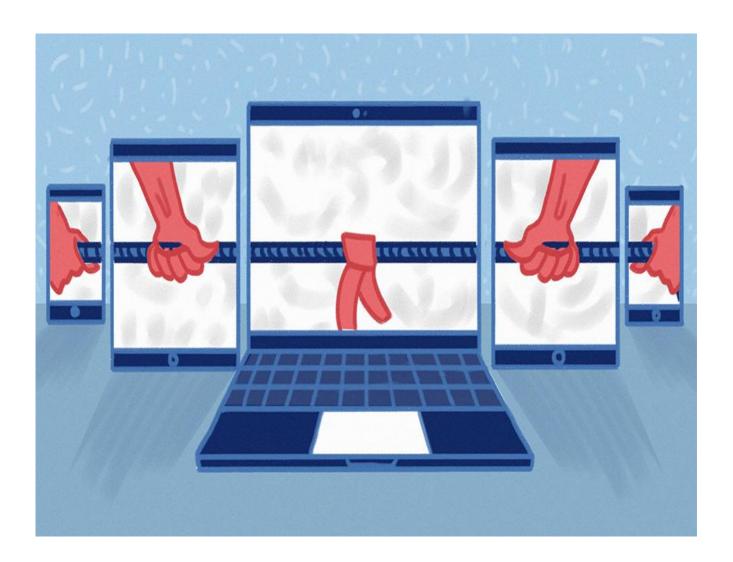
**2. Believe:** Exhibiting the quality that we believe in the potential of our team, and we know that this team is going to still do wonders despite whatever crisis we are in; has ensured rock solid foundation and base.

**3. Care:** Although care seems like a minuscule  term, showing concern and consideration for a  team member or even towards the family of their  team member fosters a culture of respect and care.

**4. Dialogue:** It is so easy to get so caught up in  meetings and working through the day glued to  your computer screen that most employers forget  the most important thing is having a dialogue.

Speaking to your team members; checking on their  whereabouts, health, and general well-being, even  if it is for 10 minutes a day, doesn't cost anything  but brings back tremendous gains to the company.

**5. Engagement:** Engaging employees with  simple yet efficient tools, be it a quick quiz, a fun-  filled online event, or a short survey or poll over a  team meeting or using Mentimeter, or just making  interactions more real-time with employees has  gone a long way in ensuring commitment to the  firm. These five things may seem simple, but they  are cost-effective, long-lasting, and pivotal in  ensuring employee trust and building a team that  could meet upcoming challenges.

Adopting these five components, leaders across  have ensured that they lead by example, showing  the path and results and inviting employees to be a  part of the journey that bears fruits not only for the firm but also for the employees.

# STUDENTS' VIEWS

**Poornima Nagare**
**PGDM – HR**
**2020-2022 Batch**

## VIRTUAL TEAM BUILDING IN THE NEW NORMAL

The Pandemic has changed a lot of things with respect to the way we work. Employees have to work from home and constantly be on calls and connect with teams and counterparts virtually. Leading teams before the pandemic was a bit easier than leading them virtually. This is the new challenge leaders are facing. Hence, there is a need to understand the virtual context of team building and accordingly alter the leadership style by using the following few points which I have discussed in this article.

### Have a Servant Leadership style:

A servant leadership style involves not exerting too much power on the team instead being with them as one of the team members and hence making them feel comfortable and delivering results in a better way.

### Have open communication with the team:

Having good and open communication with the team is very important to understand what the team members are going through. Have offline conversations with them one to one. This will help in bonding with the team members.

### Be Emphatic Listener:

Empathy is the most used word since the onset of the pandemic. You have to listen empathetically to your team members and help them in case of any difficulty. Give them a listening ear. Make them feel that someone is there to understand them.

### Give freedom of time to your team:

Since employees are working from home, everyone's timetable might be different. People have to juggle between family and work. Giving them the freedom to choose their working hours is quite important to get the most out of them

### Focus on the end result rather than the number of working hours:

End result is more important than how much an employee is working during a single day. This will make the team more productive and help them maintain a work-life balance. Have fixed time for calls Virtual calls can become quite exhausting if not properly planned. Have a

> "Having good and open communication with the team is very important to understand what the team members are going through."

time slot for calls  which will help you and your team  members to schedule your day.

### Have informal virtual meets  with your team:

Keeping your  team together in the virtual world  can be a little challenging. You can keep informal get-together  meets with your team once or twice  a month which can include virtual fun games, conversations with team members, meeting their family members online, etc. This will ease the pressure of work  and allow the team to bond with  each other in an informal fashion.

# IDEAS FOR AN IDEAL WORK-PLACE!!

**Need for the concept:** Our aim to revitalize the workplace is that the organizations become more sensitive towards their employees needs and preferences with the integration of technology which will ultimately reap beneficial results for the organization. Some major changes in today's time which create the need to revitalize the workplace are as follows:

• The shift of work from manual to tech-based

• The dynamic changes in the environment

•The changing expectations and preferences of the employees from the organization

**Implementation of Concept:** As Satya Nadella quotes, "In the long run, EQ triumphs over IQ", we recommend that the workplace environment should be such that it facilitates employee's involvement and well-being. These measures should be such that they can be useful in the work from home setting as well as the office setting. They are as follows-

•Changes in the policies: To revitalize the workplace, our first step should be to bring about a change in certain existing policies and introduction of a few new policies in the organization. These policies should be framed by anticipating the future needs and regardless of the situations, the policies should be reliable enough so that the organizations do not face a major setback.

•Keeping the current scenario in mind, the health and medical needs of employees should be properly addressed. We can do this by introducing medical insurance policies which the employees can claim without any hassle.

**Jhanvi Ajmani**
**PGDM – HR**
**2020-2022 Batch**

•The resizing-downsizing policies should be clearly defined so that they are in line with the organization structure. For resizing, a basic qualification criterion should be set as well as HRM tools for screening like ATS should be in place and industry standards should be followed. While downsizing, the policies should be formed in such a way that the organization does not lose the good talent pool required for the functioning of the organization.

•Employee-centered policies: With the arising need to retain existing talent pool in the organization, sabbaticals to pursue higher education or for upskilling should be provided to employees. Also keeping in mind the gender diversity in the organization, 'period leaves' and 'paternity leaves' should be provided as an option to vest for employees wellbeing.

Allocation of sufficient budget for R&D should also be done so that the organization is up-to-date with the market expectations and stringent policies should be formulated which clearly mentions the repercussions in case of data breach.

• Redefining the organization's culture-Redefining and recreating certain job roles like a manager's job should not be restricted to just getting the work done but also include looking after the team members mental health.

They should be willing to accept employee vulnerability without exploiting it. High road HR strategies should be followed so that the employees feel like a part of the organization, giving them the necessary resources to innovate also providing them the freedom to explore and express.

**Workplace counseling:** A professional counselor should be hired who has the knowledge about the basic working of the business as well as he/she should be trained in therapy and counseling. Employees facing difficulties to maintain work-life balance or other personal life issues can seek therapy to feel rejuvenated and motivated.

This session would be confidential and hence the employees will have a safe space to express their thoughts. This will help increase their work productivity and satisfaction.

**Happy hour:** Introducing the concept of a 'happy hour' on a weekly basis wherein employees can have multiple activities such as team-building exercises, relaxation, yoga sessions and other miscellaneous activities like charades, puzzles etc. Some services like masseuse, gyms, game zones etc. will be available throughout the day to relieve their stress and help them relax.

**Impact:** Following the above practices will help the organization become more human centric and develop a deeper level of understanding of employees needs as well as welfare. Our aim is to maintain a balance between centralization and decentralization which will help fulfil organizational goals as well as employee wellbeing.

**Preeti Goyal**
**PGDM – HR**
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**"Keeping the current scenario in mind, the health and medical needs of employees should be properly addressed"**

# TEAM BUILDING AND LEADING -
# REINVENTING POST COVID-19

Team building is an activity of turning a set of individual employees into a purposeful team. It creates stronger bonds amongst the members of a gaggle. But the year 2020 has changed the essence of team building. COVID-19 started as a health pandemic but has quickly also become a serious social and depression issue. For business leaders, the COVID-19 pandemic has accelerated unusual change.

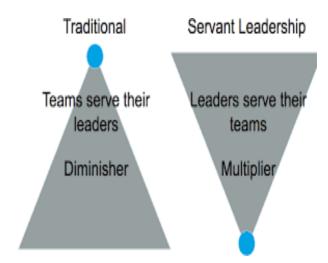The question many leaders are facing right now is:

**How should we move forward in such uniquely unprecedented circumstances?**

Effective leadership will help to manage crises, restructure communities, and forge ahead in moments of obscurity. But with so many challenges striking at once, many leaders may be wrestling to find a clear way to move forward.

What kind of leadership will help a team to stick with each other as well as extract maximum efficiency from the individuals. For team building, we need to have an active team in the first place. But on virtual platforms, not every member will be actively willing to participate in the team building process.

People may not be comfortable working with people they haven't met yet. To find the proper balance between flexibility and alignment and to ensure employee satisfaction, executives have to assess probable pain points in the bottom levels of organizations.

Only those leaders who respond to individual and team-related needs, as well as organizational and cultural implications of the emergent state are likely to eventually succeed and build a great team with coherence. During a crisis, the devotion to the principles of "servant leadership" has never been more vital.



**What are the key attributes of a servant leader in a crisis?**

First is the awareness of difficult challenges an organization and its employees face. Such awareness should foster understanding, endurance, and recognition of the need to step up and serve. Further, it is important that servant leaders project foresight, inclusiveness, decisiveness, transparency, and optimism. They should grow a faith that these difficult times will indeed end and that better days are ahead. A crisis brings out both the simplest and worst in a corporation. Its strengths are more apparent, but unfortunately, its weaknesses are also. Leaders should use the crisis to focus on their organization on what's most important. Their objective should not be mere survival but to come out of their troubles even stronger.

**Mansi Mosamkar**
**PGDM – Finance**
**2020-2022 Batch**

# Remote Hiring and Changes in Talent Sourcing

The Outbreak of Covid-19 has impacted everything, including the hiring process. The "new normal" is still getting settled, so is the recruitment process. Remote hiring is the new way recruiters effectively hire candidates. Struggles in Shift of Remote Hiring:

**Emotional Intelligence:** Testing the real attributes of the candidate, his/her emotional Intelligence.

**Large number of Applications:** Before getting the ideal candidate, the recruiter will have to wade through various applications that are received, which are more than they might receive during a normal situation.

**Technological Issues:** No matter what the level of preparations for an interview is, technology doesn't work the way you want. A few examples can be – network issues, bandwidth issues, microphone issues, and many more.

**Benefits of Remote recruiting:**
With remote recruiting coming as the "new normal", there is no limitation to time or geographical location. For example- The interview could be scheduled at any time. Geographical location is no more a limitation for recruitment as the interview process could be conducted online, which not only saves traveling time but also opens doors for various candidates, as inviting talent from various places irrespective of their location is possible. Strategies to restructure remote hiring: The outbreak has disrupted organizations and forced HR professionals to rethink their roles and contributions. The biggest concerns were decreased productivity and keeping high morale of employees. Here the strategies to be followed are:



- Focus on the intersection of Company policy and employees benefits.
- Empowering the candidates with various tools of information.
- Always have a segmented view of the workforce in the organization.
- Investing in technology and employee upskilling.
- Being active and staying motivated to keep the employees motivated.

The rigorous and continuous use of these strategies will be helpful in the long run. With few struggles, some benefits can be reaped if the proper implementation of the mentioned strategies takes place.



**Kush Sampat**
**PGDM – Finance**
**2020-2022 Batch**

# Permanent Work from Home:

## Need of the hour or an emerging trend?

**Avani Parekh**
**PGDM-Finance**
**2020-2022 Batch**

Getting up early in the morning, preparing yourself, searching for car keys, bustling traffic that consumes both our energy and patience, clamoring traffic that burns-through both our stamina and persistence, searching for the metro at a station is not anymore an ordinary movement and appears to be a fantasy now. Telecommuting (WFH) is the new normal for every body around us. Coronavirus pandemic isn't just reassuring individuals to keep up cleanliness yet additionally changing the world, prompting a massive progressive change for the people to increase their reliance on technology. Be it zooming with companions, peers, friends, or face timing with specialists. We imagined that we would be back to our workplaces in seven days; however it is right around nine months now, and we as a whole are fruitful in enduring and overseeing things all alone, even on the most troublesome occasions. Yet, for how long does one need to Work from Home? Is WFH going to be something perpetual? Are organizations going to receive WFH choice for all time, eliminating the gap between work and personal life? Are workers prepared to acknowledge this change? Well, answering these inquiries could be troublesome. Be that as it may, seeing the latest things, many people who were at first reluctant to adopt technology or digital mode had no option rather than accepting the change. According to a review by Mckinsey, around 31.13% of individuals across the globe, are first-time users, accessing digital channels across different businesses, post-pandemic, which is a positive change.

Indeed, even there are organizations like IBM, Infosys is considering the possibility of not calling 100% employees at work as there are activities like consultancy, HR job, Engineering, Software designing can be part of WFH initiative. While a few positions jobs like finance, insurance, research and development which expects up close and personal co-operations. Pandemic has made organizations to devise new methodologies, work courses of action and plans. As it is appropriately stated, "Necessity is the mother of invention." While GitLab is effective in having zero work work-offices and all the activities are done by employees from far off spots or from home, a few organizations came out with a new concept of a hybrid of in-office and WFH; where WFH for a few days and remaining days in office. This offers a lot of advantages to employees, businesses and society as a whole. Concerning employees, this will save their time and energy by not going for significant distances regularly, getting time to spend with their loved ones, businesses can set aside levelled office costs, and for society, contamination will be levelled out. At the same time, there has to be a lot of trust and understanding between employees and their managers so that they realise that each employee is putting in their 100%.

# HR Conclave 2020

# Utkarsh 2020

**Event Date**: 09th October, 2020

**Venue:** Virtual platform

**Event Theme:** Survival and Revival- Managing and Leading Organizations in Crisis

Utkarsh, one of the three key events of the annual HR Conclave, is a National Level B-School Paper Presentation Competition held at N.L. Dalmia Institute of Management Studies and Research (NLDIMSR).

Over the years, Utkarsh has endeavored to be a combination of opportunity and experience for students all over India. The underlying aim remains to nudge the minds of today's generation into contemplating ideologies with a broad view of the business-worldwide and invite eminent jury members with vast knowledge in HR domain to observe and analyze their critical thought-processes and award the deserving ones.

Taking a glance over the ongoing pandemic, to get an intimation of the catastrophic situations which can occur in the business-world, Utkarsh 2020 unraveled a pertinent theme with respect to the present scenario as well as in the view of future implications-

"Survival and Revival: Managing and Leading the Organizations in Crisis"

Relevant consideration for any organization to sustain, emerge and thrive.

The following five teams were selected from top Indian B-Schools for the final presentation round:

• Mumbai Educational Trust (M.E.T), Mumbai

• N.L. Dalmia Institute of Management Research and Studies (NLDIMSR), Mumbai
• Symbiosis Institute of Management Studies (SIMS), Pune

• ITM Business School, Navi Mumbai

• Great Lakes Institute of Management, Gurgaon

Prominent names in the field of HR were invited to judge the event-

• Ms Jayashree Chaudhry, Chief Talent Officer, Ketchum Sampark Pvt. Ltd., a Certified Management Professional in Human Resources with extensive experience in various domains of HR.

• Ms Sangeeta Lund, Vice President at GoldenSource International, an expert in Talent Management and Engagement Strategies.

• Mr. Llyoyd Monteiro, Assistant Vice-President HR at IndiaFirst Life Insurance, a widely experienced professional in people practices.

As the year 2020 ought to be, Utkarsh, this year, was no less unusual with a complete shift to virtual comforts of everyone. The online presence of our esteemed CEO Prof. Seema Saini, faculty members and students was observed. Be it the auspicious lighting of the lamp, powerful words of the CEO or the energetic anchors, the blessing of technology could be felt.

Thereafter, a series of well-researched presentations came forward, which not only added value to everyone's knowledge but also showcased multi-dimensional opinions of the budding talents.

Critical questions from the judges were well-directed towards the practicality of the theories proposed and situational cases, which were appreciated by the audiences and further complemented by prompt answers from the participants.

A transparent process was carried out by the judges to decide upon the winners. NLDIMSR was applauded for bagging the 1st prize of Rs. 30,000 followed by SIMS, the runner-up, who won Rs. 20,000.

The event ended with a vote of thanks by the faculty-in-charge of Utkarsh Committee, Dr. Nitin Sharma. A positive result was achieved through united efforts, as the event ran smoothly and proved to be a great success. With this, Utkarsh promises to create more opportunities and experiences in the coming years.

**Shreya Vij**
**PGDM – HR**
**2020-2022 Batch**

# Manusandhan

**Event Date:** 09th October, 2020

**Venue:** Virtual platform

**Event Theme:** Survival and Revival - Managing and Leading Organizations in Crisis.

On 09th October 2020, the HR committee of NLDIMSR together with the students of 2019-21 and 2020-2022 batches organized 'Manusandhan' which is a flagship event of the Annual HR Conclave. 'Manusandhan' means connecting minds where industry experts enrich us with meaningful insights from the corporate world through a panel discussion.

The event commenced at 5.00 pm with a varied audience including students, working professionals and alumni. A prayer song was played, and the lighting of the lamp was done virtually followed by a brief speech by our college CEO Prof. Seema Saini addressing the audience.

Then, the in-charge of the HR Dept. and the moderator for the event Prof. Caral D'Cunha gave a brief introduction about her views on the theme and invited the panelists to begin the discussion.

The event was taken ahead by the keynote speaker Mr. Raju Dodti-the Chief Executive - Special Situations Group at L&T Financial Services. He spoke about the importance of communication with the stakeholders and how L&T is coping up with the current situation.

As the discussion went on, Mr. Vikas Dua threw light on how there was a sudden change in what is expected from the leaders and how the current situation has given HR a front seat in the organizations.

Continuing Mr. Dua's points, the next panellist Mr. Rohit Manucha gave valuable insights on the need for a cultural shift and that Covid-19 has allowed working even more closely together to find an optimal solution.

Then, Ms Pallavi Pednekar expressed her views from a core HR perspective that well -

being (emotional, physical and financial) is an aspect that organizations need to be well aware of.

After Ms Pallavi, the next panellist Mr. Sandeep Chanana spoke about digital  transformation and how HR has to cater to a diverse workforce. He also  spoke on how the current situation is causing 'zoom fatigue.'

Ms Preeta Mohanty enlightened us about the shift from 'leader-led  movements' to 'leadership less movements.' She also gave her views about  how the definition of the right culture is evolving and how FOMO is causing  stress.

**Preeti Goyal
PGDM – HR
2020-2022 Batch**

Fruitful ideas were shared and discussed and the contemporary practices in  the organizations were talked upon. There was a Q&A session at the end  where students interacted with the panellists and got their queries answered.

The session was concluded by Prof. Caral thanking and expressing gratitude  towards the esteemed panellists for weaving the threads of knowledge in  the minds of the students on the given theme. Further, a vote of thanks was  given by the students. The feedback for the event was very positive and the  students found the panel discussion very enriching.

# Anveshan

**Event Date:** 10th October, 2020

**Venue:** Virtual platform

**Event Theme:** Survival and Revival- Managing and Leading Organizations in Crisis

It had three grand events, namely Manusandhaan and Utkarsh on 9th October while Anveshan on 10th October 2020**.**

"Anveshan" is the research segment, with a keynote speaker and paper presentations by academicians to explore trends, their scope and scale of use to transform HR functions. The purpose of this special research segment this year was to stimulate thoughts on the theme but not limited to the recent developments, approaches, and directions for HRM. Annual HR conclave 2020 commenced on 9th October 2020 and Anveshan- The research paper segment was scheduled on the second day of the conclave i..e. 10th October 2020.

The purpose of Anveshan as a special research segment this year was to stimulate thoughts on the theme Survival & Revival: Managing and Leading Organizations through Crisis. The event started with a keynote address on transformational leadership by Dr Debi Saini (Professor Emeritus IIM Ranchi), followed by research on how HR operating model will look like in the future by Mr Ajay Venkatesh

(Associate Director, People & Change Advisory KPMG), followed by Dr Damini Saini (Assistant Professor, IIM Raipur) who covered the holistic approach of leadership in a current crisis, and lastly by Mrs Ameeta Walawalkar (Head HRM & Administration, SVC Cooperative Bank Ltd) who gave a wholesome view about current requisites, analysing issues, HR to do and refreshing the outlook as a survival kit to deal with the organizational crisis. Dr Debi Saini discussed the relevance and importance of leadership is in this hour of crisis and the need to

build a sustainable model. He discussed how a transformational leader makes the well-being of his people a top priority and communicates with them transparently to empower the frontline. He emphasized putting together solutions by maintaining equanimity and balance. He packaged the whole discussion about transformational leadership through examples of JRD Tata and Sam Walton and summed up by sharing tips for the young bright minds to become transformational leaders and help their future organizations survive through any crisis.

Mr Ajay Venkatesh shared the consultant's view of what is happening in the industry and what the future of HR looks like. He explained in brief how the entire workspace landscape is changing. Through his extensive research, he enabled the participants to get themselves attuned about the challenges, organizations are facing and how future HR leaders can align themselves.

He ended the discussion by focusing on HR roles that are emerging and how traditional HR roles need to modify**.**

Dr Damini Saini covered the holistic view of leadership and she focused on characteristics of leaders required to cope up with the crisis. The way she covered the skills like acting with urgency, transparent communication, taking responsibility, focusing on problem-solving and the most important maintaining the calm and compassion through the difficult times was enlightening. The best part was how she captured the attention of participants by involving some real-life examples of leaders who have successfully led the way of their people during a major crisis. Mrs. Ameeta Walawalker started with emphasizing on the multi-faceted role of HR. She discussed the theme by dividing the whole concept into four parts- about current requisites,

nalysing issues, HR to do and refreshing the outlook. Throughout the discussion, she engaged the audience by sharing relevant anecdotes to discuss each part and creative coffee breaks with quirky thoughts. She also captured the essence of the theme through a wide range of videos.

The event was concluded by the technical summary presented by the faculty in-charge, Dr Kanti Mohan. In all, the students and faculty members had an enriching and enlightening experience about the theme "Survival & Revival: Managing and Leading Organizations in Crisis". The esteemed speakers enhanced the existing knowledge of the students through their research and area of expertise to enable them to emerge as successful leaders and thrive through any organizational crisis ahead in their career.

**Radhika Natu**
**PGDM – HR**
**2019-2021 Batch**

ANVESHAN
(The Research Segment)

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

Annual
HR CONCLAVE

"Survival & Revival:
Managing and Leading Organizations in Crisis"
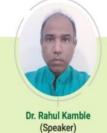
Saturday, 10 October, 2020 | 10:00 AM (IST) Onwards

Dr. Debi Saini
(Keynote Speaker)
(PhD Delhi | GPHR, SHRM-USA)
Emeritus Professor of HRM - IIM Ranchi

Dr. Damini Saini
(Speaker)
(PhD FMS, Delhi)
Assistant Professor (OB/HRM)
Indian Institute of Management Raipur

Dr. Rahul Kamble
(Speaker)
(PhD, TISS)
Assistant Professor (OB/HRM)
Indian Institute of Management Kashipur

Ms. Ameeta Walawalkar
(Speaker)
Head-HRM & Administration
SVC Cooperative Bank Ltd

EXPERT TALK

# TALENT ACQUISITION AND MANAGEMENT IN GODREJ

**Aashika Newar**
**PGDM - HR**
**2019-2021 Batch**

**Date:** 11th July, 2020
**Name of the Speaker:** Priny Thomas
**Designation:** General Manager Corporate HR
**Organization:** Godrej Industries Ltd.

The session began on a positive note with an ice breaker question of what the students were expecting from the session before diving deep into recruitment and selection.

Starting from the first stone, anticipating the requirements and where the search should be conducted- Internally or Externally - to bring top tier talent into the organization and retain them. The CTQ (Cost, Time, Quality) approach that most organizations keep in mind is one of the basic concepts to be kept in mind.

"A right candidate selected gives ten times worth the impact"; and there are ways to funnel the right candidate. It begins after the requirements and critical elements required are penned down.

Further, we can divide it into four categories:

- In the first stage of the funnel, we have a large gamut of applicants who are a good fit for the organization based on the experience and knowledge.

- In the second level, we can segregate amongst this pool based on technical tests. After completion, the mode now shifts to selection from elimination.

- In the third level, shortlisted candidates are interviewed by the
from that, the best could be sent to the line managers.

The discussion evolved further with questioning who should go for Talent Acquisition as careers? What are the skills an individual as an HR, must possess to be a good & successful recruiter? The answer simplifies how young minds can systematically figure it out. The series of things that Ms. Priny feels is crucial- The comfort to connect to new people, the influencing capacity, the art of a strong personality, and the appetite to learn.

> "A right candidate selected gives ten times worth the impact."

The talk also had highlights on how the selection mechanism needs to be in the unorganized sector. The session almost came to an end with Mrs. Thomas telling us about the Screening to offer ratio and how important it is for recruiters to maintain it as high as possible.

Despite these efforts, some unconscious biases happen while recruiting a candidate. But these biases are a part of the process. With artificial intelligence jumping leaps and bounds, there are chances that the biases could be eliminated.

# TALENT MANAGEMENT IN TALENT ACQUISITION

**Name of the Guest Speaker:** Mr. Vishal Sawant

**Designation:** Talent Acquisition Partne - Human Resources

**Educational Background:** PG Human Resource from Chetna

**Date of session:** 24th October, 2020

**Mitesh Duraphe**
**PGDM -HR**
**2019-2021 Batch**

A (Talent Acquisition), a term with which we all are acquainted as a function of HR as it plays a vital role in either Making or Breaking a Company. As recommended by Vishal Sir, we, the students of N. L. Dalmia Institute of Management Studies and Research, look at TA with the utmost importance at the beginning of our careers. Sir also enlightened us with all the Gizmos which are used to make TA an efficient function. He also showcased how this function had been under the hammer of rapid change. The students got an opportunity to dive deeper into the TA function by looking at the real world examples shared by sir that he went through.

Sir also guided us on how we should be using TA as a function in a Company and how Employer Branding can be managed through a crisp process.

Sir also shared his views on how a TA personally helps in the Job Enrichment and Career Growth of an employee in the organization while not just focusing on the performance bit.

Growing through the pandemic, how organizations should deal with crises, and how he handled the situation effectively. As we progressed through the session, Vishal Sir also spoke about scenarios he faced in the organizations and the kind of inter-department movements that organizations need to do to retain their employees.

Vishal Sir also guided us on how Talent Management should be undertaken and what role the employees play when it comes to the implementation of the decisions relating to changes.

While concluding the session, he spoke about the organizational hierarchy and how the culture builds in the organization. He also shared with all of us; his views on how the upper management is responsible for perpetuating all the cultural values, which eventually trickle down to all levels of the employees.

# CHALLENGES FACED BY HR PROFESSIONALS IN THE HEALTHCARE INDUSTRY DURING COVID-19

**Date:** 26th September, 2020

**Name of the Speaker:** Dr. Neil Sequeira

**Designation:** Vice President - Human Resources and Administration

**Organization:** Kokilaben Dhirubhai Ambani Hospital

The session began on an interesting note by narrating few tales of how the people in the country, irrespective of their gender, job, and stature, were going through so many similar struggles due to COVID-19.

Even the most expert doctors across the globe had not experienced such a virus in their whole career.

With no certainty of vaccine launch in the coming future, the panic in people is a prime concern, and to reduce this panic, importance of 6 Cs were pointed out that can be adopted by the HRs to make their employees feel better and engaged in their work.

**The 6 Cs are as described below:**

• **Calmness:**

Since the end of the pandemic is unpredictable, panicking about it will worsen the situation, hence being calm in this pandemic is the need of the hour.

• **Communication:**

In any crisis, the importance of communication is always at the utmost priority. Making the employees realize how vital their presence is in the work-place, especially in the healthcare industry, requires effective communication.

Steps such as communicating with the employees and their family members, the safety measures that are undertaken by the organization to ensure the employee's well-being in the organization; could be taken. By mentioning these points, the employee will feel confident and motivated to go back to the organization.

**Ishita Vasudeva**
**PGDM – HR**
**2019-2021 Batch**

- **Collaboration:**

 Collaboration with the internal and external  stakeholders is also vital to be arrived at in any industry. Working  together helps to achieve the organization's goals in a better manner.

- **Community:**

 People or society need to change their sight or  perception regarding COVID patients. Rather than ignoring the  patients, society needs to be empathetic towards them. Patients  are already going through a trauma, and hence having people to  support them will boost their morale, and therefore educating the  community is very important.

- **Cash:**

 Cash conservation is also crucial for all the organizations.  Hence, being an HR, the cash aspect should also be kept in mind  while taking any decision.

- **Compassion:**

The most required skill for an HR professional  is compassion. It makes a huge difference when employees are  treated with compassion in an organization. An HR professional  needs to have values like compassion and respect that will make the  employees feel valued in the organization.

Hence following these 6 Cs, an organization can work effectively  and tackle difficulties even in the pandemic.

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