

# Episteme



Edition 3

# 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 Third edition in a reformed version. This edition, unlike the previous one, has a section called "Periscopic view " entailing a varied range of experiences and views of students, academicians, industry experts, and alumni. It has Central theme titled '**Only Constant is Change**', to understand the paradigm shift in the words of our very own faculties and students. 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 enjoy and enrich yourself with this magazine!

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# HR In Today's

# Context



# WHAT ADVICE WOULD THE WORLD'S MOST GIFTED MINDS HAVE TO GIVE ON INVENTIONS?

***“Creativity is intelligence having fun.” –  
Albert Einstein***

The marketing world already knows about the powerful association between creativity and intelligence. They recognize that intelligence fuels creativity.

An intelligent mind is creative because it has to be creative to query, process and rearrange the information coming at it. That said, if your business is rich in academia but you have a sterile environment, it might be time to shake things up a little bit. Einstein would agree: “Play is the highest form of research.”

***“There are no rules here – we’re trying to accomplish something.” – Thomas Edison***

This one is also about the business landscape but rather than it being a physical space, it’s a mind-set on how to cultivate your environment. Rules are antithetical to creation and innovation. Rules set up a dichotomy between what is accepted and what isn't. Rules cage the mind and inhibit free expression. Rules are the death of ideas. In your environment, that means creating an atmosphere where people aren't criticized for poor ideas. You don't have to run with every idea or reward the effort, but you do have to support your team member's willingness to speak up with something they've thought of. This is how the best ideas come forward – when no one is afraid to share the worst ones in the fear of ridicule or punishment.

***“Either write something worth reading or do something worth writing.” – Benjamin Franklin***

If you need PR help, here’s your answer. Unless you have a stellar voice and some creative ways to put forth, that’s only going to get you so far.

To have an impactful way of communicating with your client is quintessential. And in my experience, clients have wanted that through highly personalized emails & newsletters to tell them about the things they can't find on a website.

On the other hand, doing something worth writing about was best exemplified this week with an Israeli restaurant that gave interfaith patrons a 50% discount on hummus dishes for dining together. It was that restaurant's way of diffusing Israeli-Palestinian conflict in a meaningful way. Another restaurant more locally did the same by offering phone-free diners a meal discount to encourage actual conversation and enjoyment of the meal.

*“Be alone, that is the secret of invention; be alone, that is when ideas are born.” – Nikola Tesla*

this is also why the best ideas are discovered while taking a shower and why vacations are encouraged. Here Tesla is talking about disconnecting from the outside world and going in, allowing your mind to wander, explore and play with ideas that you otherwise don't have time for. When you're alone, you're allowed to think in quiet without outside influence – and that's huge!

Translating this into a working environment means giving employees a work-life balance. This means no emails after hours or on the weekends, giving people a chance to stop working. Seeing pop-up emails on your smartphone from your boss on a Saturday morning, for example, is not a way to achieve this. When it comes to an inventive mind, this is a crucial piece of wisdom from Tesla: give people a chance to live their lives and separate work from that life otherwise you're going to get short-circuited employees with zero ability, energy, or interest in the invention.



**Lekha Nair**

Senior Manager

Talent Acquisition and On-boarding at More Retail Ltd

***Human Resources is not a subject, it's not restricted to the curriculum to be learned, and it has to be experienced!***

And to experience something, it's not necessary for you to go through a situation. You can experience it through others by being Empathetic!

One of the pillars of Emotional Intelligence is "Empathy" - Towards self and others as Empathy begins with awareness!

I would like to share three case studies based on my experience as a psychotherapist on "Empathy". The views we hold of ourselves and others have a great influence on the way we lead our lives.

**I am sharing these three short real-life stories in my attempt to clarify some norms and beliefs we hold about life to make our lives a bit happier!**


**Case 1:** One of my close friend's son who is about 14 years now, would frequently come home complaining over minor stuff at school which off late became a regular feature. I would patiently listen to my friend's daily woes, however, one day I was tempted and casually asked her

"What are you going to do about it?"

She was taken aback as she did not expect any response from me however, gathering her thoughts she very candidly replied I am going to do nothing about it. Let him learn to handle it himself. This is not the first time. This will help him deal with it and make him stronger.

What will he do when I am not around?"

14 years old, should be capable of handling own conflicts.....Valid point!



**Case 2:** This was about a relationship resolution. The guy was a sailor however he did not like his manager. He would sometimes tell his significant other as well as his parents how much he hated his job. However, they would motivate him to deal with the situation and would tell him “this will teach you to be strong”. Don’t give up so easily.

35 years old, should be strong by now... Sounds Valid.... Once again!

**Case 3:** A senior citizen came up to me and casually remarked ‘whenever I tell my problem to my daughter, she tells me “don’t bother... forget it, don’t take things so much to heart. Be strong” ... hmm... seems so logical.

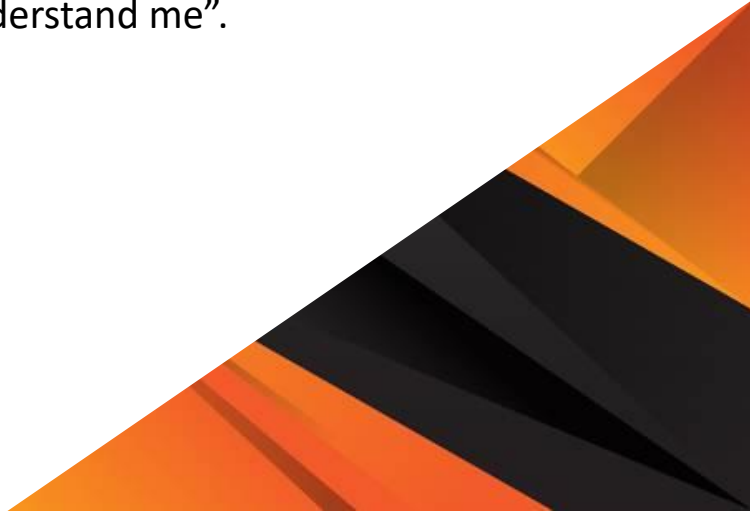
Perse, it all looks so logical and that's the way it has been! All the above three cases are so much part of each one of our lives. Isn't it? We make these statements so often and in good faith. Nothing is wrong with these statements. We feel we have done our duty as and a great sense of achievement dawns on us on doing a good job at counseling.

As they say, the proof of the pudding is in the eating, so now, if I were to focus my attention on the main characters of these stories: The young boy, the sailor, and the senior citizen

My question to them was:

“Did you eventually get stronger?”

The answer:

- 14-year Old’s response: “I felt that they did not understand me”.
  - The Sailor: “I don’t know”
  - The elderly parent:“ It’s okay”
- 





In their defense, they stated, not in the same words but the crux of their defense was:


- True gold fears no fire!
- Fire does not destroy gold. It only makes it stronger and purer!
- Hardships, trials, and sufferings make people stronger so that they are ready to face the realities of life!


All of this sounds very valid and very true, but there is a dangerous flaw in this entire set up

1. Do you think 14-year-old was ready enough to handle the situation?
2. Do you know whom he is seeking help from as you have shirked him away?
3. Have you lived a life of a sailor, sailing for months together with strangers?
4. Can you and I even for one day live without meeting our loved ones/our friends?
5. Can you empathize with an elder who was so much in command a decade ago, has to deal with the daily aches, pains and moreover is morally looking for support from the family members who do not have time for their own families, let alone parents!

Remember that when we deal with people we cannot compare them to anything ...be it gold, diamond, silver.... However, inspiring it might sound!

At that moment all that they needed was someone to “ACCEPT THEM AS THEY WERE”: -

- Weak and Helpless!
  - Docile and fragile
  - Broken and depressed
  - Full of limitations and imperfections
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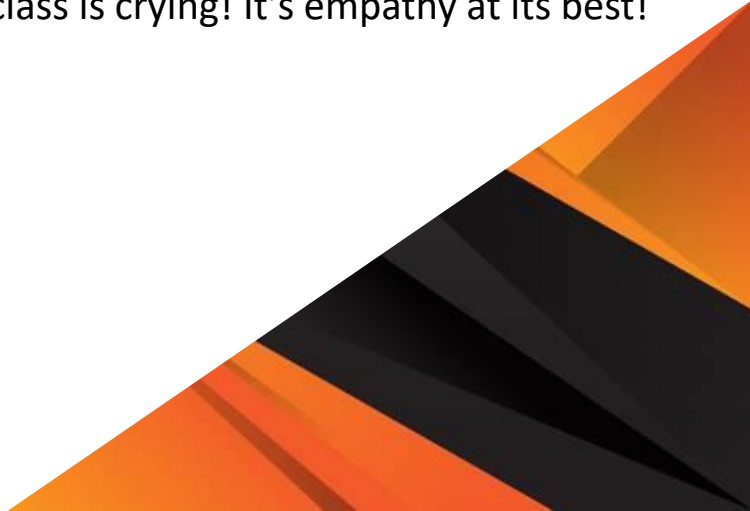
Even when you have to purify gold you have to treat it with kid gloves so that the dangerous chemicals coming out of it do not harm you. Do you know that there is a specific process to be followed to purify gold and if the process is not followed, you will end up corrupting the gold which eventually will not be as potentially viable as you would want it to be? The entire process is done very meticulously and trained professionals.

We are very particular to understand the 'gold purifying" process, however, when it comes to our loved ones, we push them in the psychological fire and let them fight it out themselves – Strange isn't it?

Q. Are we not responsible to provide the air cover, moral support, and all other external support to help them transform from one level to another?

We are humans, not metals. Each one of us is complex and dynamic, unique in our beautiful way!

In the future, if you feel like motivating someone to do better, instead of using the analogy of "gold" I would urge you to use the analogy of a "flower". When the flower doesn't bloom, you fix the environment in which it grows, not the flower" –Alexander Den Heijer. We, like every living being, are born sensitive, emphatic, loving and caring. A good example is when a three-year-old child cries in a playgroup. The entire class is crying! It's empathy at its best!



As HR professionals the more we understand ourselves, the more we live our profession!  
This will make you professionally resilient and emotionally stable as I feel HR is the nurturer of the organization and if the nurturer is not emotionally happy, then nobody in the organization can be!

Accept yourself and others as they are and then use the right process/method to help overcome limitations!

To begin, do your own SWOT, Use the “blind spot” of Johari Window. Use all the relevant HR tools to your benefit!

Experiment, experiment, experiment!

You can truly get “Pure Gold” when you help yourself and others “Come up Roses”- Never forget this!

Be blessed and make your universe worth living –for self as well as others!

\*Come up Roses: It’s an idiom: “To result in success or an exceptionally good outcome, especially in the face of doubts or difficulties”.



**Prof. Sulochana Amin**  
Visiting Faculty-HR

# Expert Talk



## Talent & Performance Management System



Every organization grows and sustains because of the talent and performance of employees.

To value and recognize their hard work, measurement of their performance is very important, for that every organization has in place a Performance Management System. The Expert Talk team of N.L. Dalmia Institute of Management Studies and Research had arranged a guest session by Miss Shraddha Gotad from Bajaj Electricals.

She began the session by sharing her personal and corporate experience. She mentioned various job profiles under the HR function. Thereafter she asked us a few questions as mentioned below:

### **Why HR?**

A question that reflects the thought process, the reason behind choosing a particular profession. Many interesting answers like being a people person, comfort zone were given.

### **What do you want to do in HR?**

To reflect what job profile people are inclined towards and why?

## What do you want to achieve through HR in life?

To reflect how HR as a profession can help to fulfill goals in personal and corporate life.

We were asked to answer these questions, based on which we can further choose our future interest.

### ***“Be clear with your fundamentals”***

She also explained that it is important to be clear and confident about the profile you want. Your decision about a particular job or job profile should be backed by strong reason and judgment.

All this was followed by the advice, how to show work or output in a resume in a proper and precise way. E.g. the interviewer needs to see Results in your Resume. E.g. "Closed 3 Management Trainee Positions in 2 months"

### ***“Be politically correct”***

She is a training head, also shared her corporate experience that training and development function affects the most when an organization decides cutting costs. Such situations should be tackled properly without affecting the training of employees. We also came across an incident where our guest speaker completed all the training targets even though the training budget was reduced to a greater extent.

### ***"Training is a LAG INDICATOR, not a LEAD INDICATOR"***

Our guest speaker also provided us with various insights about what is available for us in the market.

The various fields for us under HR Domain include,

- Payroll
- Training and Development
- Organizational Development
- Performance Management System
- Talent Acquisition
- Employee Relations (I.R)
- Employee Engagement
- HRBP
- Strategic HR

The session also focused on the importance of confidence, clarity about goals and the importance of living a stress-free life.

***“Don’t compare your organization to some other organization”***

At every step of corporate life, it is necessary to keep oneself updated with new and required skills because change is constant each and everywhere and to cope with that change, it is necessary to improve ourselves.

***“Enhance and update your skills and Success shall follow you”***

The session was full of various valuable insights, dos and don’ts during the interview and a few experiences that gave significant areas to focus upon.

It was an interactive session that gave various strategies and cleared many doubts thus creating a learning experience for us.



**Priya Sayani**  
PGDM-HR  
2018-2020



# MEASURING LEARNING EFFECTIVENESS

HR professionals often have to make many decisions to have proper development of department and employee growth regarding training, planning, and needs. An HR Professional should give valid reasons for his decision and what he would gain from that decision. On 9<sup>th</sup> February 2019, the expert talk team of N.L. Dalmia Institute of Management Studies and Research had organized a guest session by **Mr. Danish Shaikh**.

He explained to us the **Kirk Patrick Model** and how it can be useful to validate any training program. The model consists of four levels:

**Level one- Reaction.** : The degree to which employee find the training engaging and relevant to their jobs

**Level two – Learning:** The degree to which employee acquires the intended knowledge, skills, attitude, confidence and commitment based on their participation in the training.

**Level three- Behaviour:** The degree to which employees apply what they learned during the training session when they resume on the job.

**Level four – Results:** The degree to which targeted outcomes occur as a result of training and support.

Later in the session, he discussed the actual application of these models in the routine and how effective they could be if applied well. He elaborated on the entire model by giving some real-life examples and cases.





Finally, the session comes to close with highlights on organization development and different training models that are being used in the industry.

The session encouraged all the budding HR minds to stay updated with the training models also employee needs and development by proper training analysis.

**Reetika Patil**  
PGDM – HR  
2018-20 Batch



# CREATIVE PROBLEM SOLVING

## What is the key that we use to limit ourselves?

The answer to this is that we have been conditioned to think in a particular way i.e. mental conditioning – ‘Break’

On 27<sup>th</sup> February 2019, the expert talk team of N.L. Dalmia Institute of Management Studies & Research had organized a guest session by Mr. Srivathsan to focus on finding a solution for the same.

The agenda of this session:

- Context Setting
- Mental Gym
- Divergent and Convergent Thinking
- Context changing – Scamper
- Visualization, Imagery & System thinking
- Integrative Models.

Creativity has to be in your subconscious. Divergent relates to quantity and variety of choices, novelty, and specificity whereas Convergent is time, legal, Personnel, Finances, and Relevance.

Another concept is ‘Brainstorming’; our guest speaker suggested that the creation of a conducive environment is important.

- Visual Stimuli (i.e. Emoji Reference)
- Sense Association
- Analogy- Workplace is like a jungle
- Collecting facts with 5 W’s and 1 H
- Nudging

Asking the right questions is always a key and scamper technique importance was also discussed.

Lastly, the highlight of the session was the activities were students had to present a problem. Students had to develop a problem statement and solutions on the problem of Job opportunities in India.

The session was full of valuable insights that gave us food for thought creating an amazing experience to cherish.



**Pooja Deshpande**  
PGDM- HR  
2018-2020

# HR PRACTICES

On 9<sup>th</sup> March 2019, the expert talk team of N.L. Dalmia Institute of Management Studies & Research had organized a guest session by Mr. Deepak Ahluwalia.

The session started with interaction about our experience with their construction site i.e. Mahindra life spaces. Our Guest speaker asked the class about the learnings and observations on site also asked them about what students want to know from industry experts.

HR professionals often have to make many decisions to have proper development. He began his sessions by asking what is the Role of HR in an organization and why an HR should be there when we have line managers? So many interesting answers were given by students, to which we learned, "**HR acts as a Consultant, Change agent and Coach**" in an organization

Later he explained about How to be a successful manager and people's person.

Being an HR you should have;

- i) Reflective conversation, an HR has to be a good speaker and a good listener for which active listening is a key. He explained this with the help of a role play.
- ii) Ask a **powerful** question. We should never ask why questions always ask how and when. To be a successful leader "Never tell people what to do, tell How to do"
- iii) Third and most important, Giving and receiving feedback. Always close the loop by asking for constructive feedback to improve yourself.



Finally, the session came to an end with highlights on learning and development practices in Mahindra's living spaces. They follow **45-60-90** minutes training plan by using mobile learning, e-learning techniques, and gamification.

The session fuelled our minds to be efficient leaders in our future paths

**Pooja Deshpande**  
PGDM – HR  
2018 – 20 Batch



# LEARNING & DEVELOPMENT

On 9<sup>th</sup> March 2019, the expert talk team of N.L. Dalmia Institute of Management Studies & Research had organized a guest session by Ms. Amrita Pandhi.

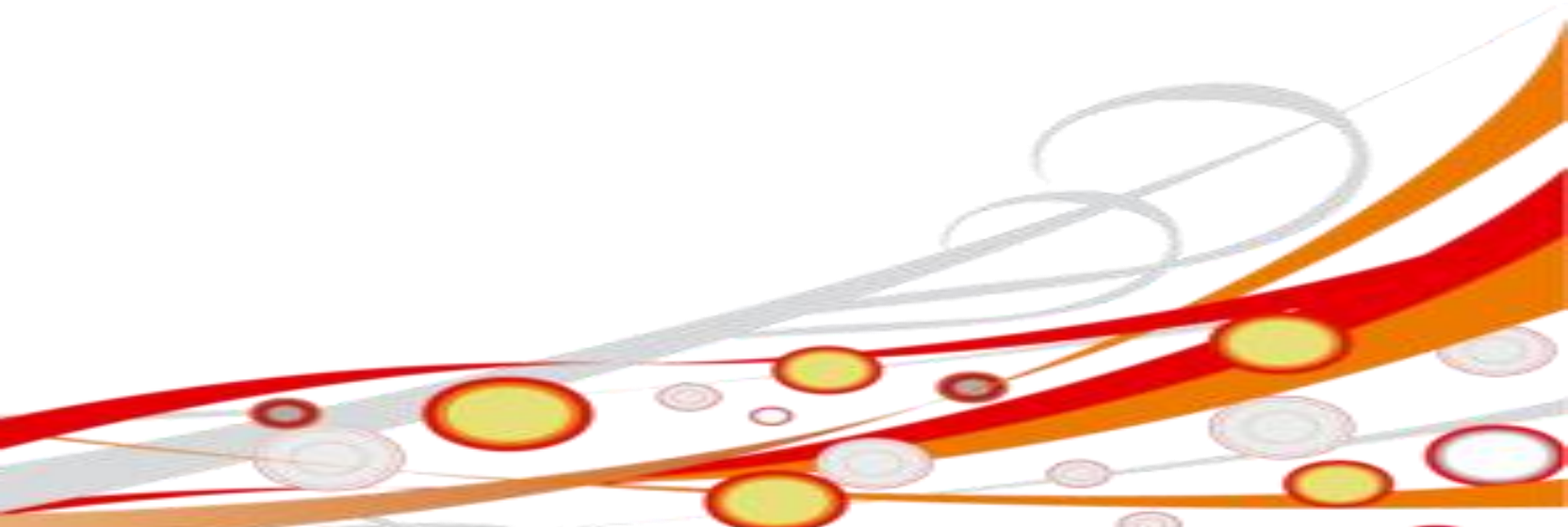
The session started with an ice breaker where she wanted to gauge our understanding of learning and development. This was a good icebreaker for everyone, we all came up with few points which showcased our inclination towards learning this as a subject also as a function to pursue in the future.

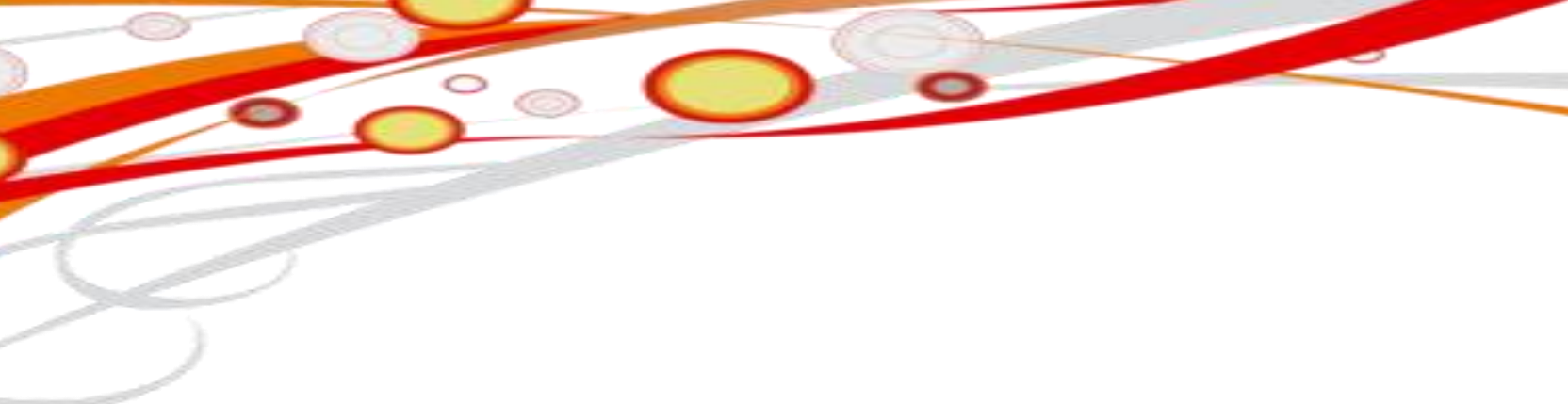
Ms. Amrita Started the session by introducing us to the L & D practices at Bajaj Electrical.

**“High expectations lead to high output”** was the motto they followed in Bajaj. They have a **PIGMALYTIAN** program for employees where they focus on parameters like learning ability, fluid intelligence, and Emotional intelligence. She also explained about the competency management and SOP followed in her company.

She explained the classroom training program and off-site training, advantages of such training and how they impact on building a good team and a stronger bond between the employees.

She also briefed us about employee engagement and how training cannot be prescribed to anyone. Training cannot be made a mandate for anyone. Rather training should be made interesting and mobile for an employee so that they can get the best out of it.





The session came to an end by discussing the skill gap and how HR finds and bridges need analysis.

The session will encourage all the HR minds to be an effective manager this was a very informative and interesting session. This session helped in creating a clearer goal for our future endeavours.



**Priya Sayani**  
PGDM- HR  
2018-2020



“Only Constant is  
Change”





***"It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change." Charles Darwin"***


A theory that was put forward centuries ago is being proven often in all the aspects of life and business. Change is the only constant thing in the advent of evolving technology and rapid globalization. Irrespective of being a start-up or an established business house, opportunities come only when you change with the changing environment. In any organization, if the change is internally driven rather than coming forcefully due to external factors, the transformation would be more joyful. It is imperative in the process of change to make employees feel that their past contributions are highly valued and the change will impact their role positively within the organization.

"Change is never painful, only the resistance to change is painful." Two classic examples are Nokia and VIP Industries. Nokia's demise from being the world leader in mobile phones to the bottom was a result of the resistance to developing the new operating system in the rapidly changing market. Its fall was equally swift as its rise. By the time Nokia realized its limitations, it had already missed the shift and lost the game. On the other hand, VIP industries appreciated the fact that the brand has lost its relevance among the Indian Youth and hence the management felt the need to transform. There was no problem in the flagship brand but the youth was not able to associate it with the brand VIP. Thus, VIP launched 'Sky bags' with all fresh look and youth icon to grab the lost market share in a very small period.

Change is all around us. In the era of digital transformation, functioning with old mind-sets will never help the companies to achieve their long-term goals. Companies of all sizes and stature need to change with time else they will be left behind in the race of success. It is always better to be able to manage a change and lead through it rather than being the victim of change.



**Dr. Prof. Ruchika Agarwal**  
Faculty- Economics




If there is anything permanent in this world, it is changing. It is said every success lies outside our comfort zone. To get out of the comfort zone one needs to change the attitude as well as the behaviour. It may not be easy, but the law of nature demands that we need to adapt to change lest we perish.

Even a plant adapts itself to the environment around it. Take the example of the Parthenium grass popularly known as the 'congress grasses because of the white cap-like structure on its flowers. It has larger leaves in areas where there is plenty of water and in places, with less water, it has smaller leaves. Similarly, it is critical to follow the statement "It is not the strongest of the species that survives, nor the most intelligent. It is the one that is most adaptable to change" a statement that is attributed by Charles Darwin.

Anything that is stagnant stinks. Like that flow of water, one has to flow with the times and adapt to the environment around them. As social beings, we are associated with many groups and organizations and we all expect the organization to change and be employee/customer friendly while we do not make efforts to change. It is rightly said that 10% is what happens and 90% is our reaction to it. If we have the right attitude to change, it will reflect in our thoughts, words, and actions and we would be able to make the best out of any situation including the one that is outside our comfort zone.

John Kotter, the Management Guru speaks of the 8 steps to the management of change in any organization.




It starts with creating an urgency of the need for change lest the organization perishes along with its employees, building a strong team to carry out the much needed change process, creating a vision that everyone or the majority of the people subscribe to, communicating the same to the last rung in the organization the lack of which will generate gossip and confusion, removing obstacles if any on the new path of growth, celebrating the winning milestones whether big or small, allow the change to mature and produce results and finally integrate the change in the new system and begin a new chapter in the history of the organization.

While bringing about any change in the organization the leadership plays a major role. The rudderless ship is bound to drift and a leader without a vision is bound to fail. It is important to remember that leaders do not lead by authority and control. They lead and inspire by a clear vision, trust, positive influence, empowerment and transformational leadership as against the transactional one. No one likes a suffocating environment where one does not get an opportunity to grow or take decisions. Therefore, a leader who does not delegate and micromanages is bound to disempower the team and thus will not be able to bring about the required change in an organization. Such an autocratic leader is like a banyan tree under whose shade nothing grows.

In the book 'Who moved my cheese' by Dr. Spencer Johnson, we see that change happens whether we like it or not and we need to anticipate, monitor, adapt and enjoy the change. We need to let go of the past, get over things we cannot change by moving forward and stop entertaining the fear of the unknown. Sometimes the unknown may be better than anything that we could have ever imagined. Our attitude towards life in this ever-changing world is best summed up in the prayer of serenity by Reinhold Niebuhr "God grant me the serenity to accept the things I cannot change, courage to change the things I can, and wisdom to know the difference."

**Prof. Pius Moras**  
Faculty General management





**Change,** The word itself has several meanings attached to several people out there. Change is not always for the good or better, it can be for the worse too. In the HR profession, there are a lot of things that are rapidly changing. For example, the whole concept of AI has made the face of recruitment change. It has become beneficial and it is a time-saver, but sometimes the best candidates are lost in the process.

With SAP coming in, a lot of manual and paperwork is saved which is in itself a good thing. Including the concept of video resumes. The candidates upload their resume in the form of a video. It makes the recruiters task much more interesting compared to otherwise. The recruiter can skim through several such video resumes and understand what exactly they are looking in the candidate. In the long run, it will save them from taking an interview and going through the process.

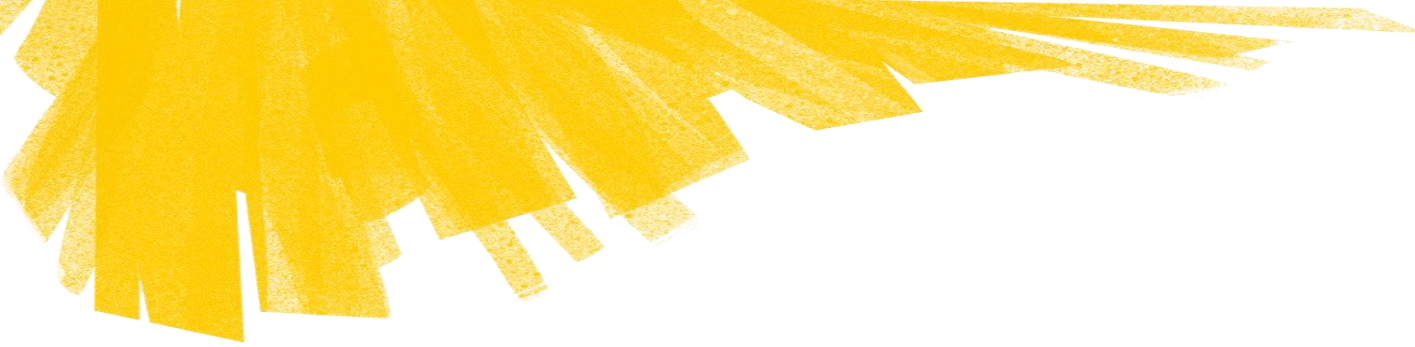
On the flip side to this is, the organizations are now leaning towards the concept of the video job description, where the job profile is explained in detail. It also talks about what they probably want in a particular candidate and some do talk about the value and culture of the company. This attracts talent to a larger extent. Since a lot of people dislike reading, it saves their time and the videos also help in better understanding and attracting the right talent.

Again this change and the shift of focus are good ones, but do they take away a few jobs? The answer is yes. If people aren't tech-savvy they will never be able to understand how to use these technologies. Also, not a larger mass of people will be able to access the internet. In the growing economy still, a larger chunk of India is rural. People would have to be trained and taught how to go about with these new concepts. There might be resistance to change. But again the video resumes and video job descriptions can't be applied to every job. For the junior level jobs, CV's will still be scanned and interviews will still take place.

Another part of the recruitment cycle is 'Block chain'. If that is applied to a larger extent, then retrieving data and background verification will be done in seconds. It won't require weeks or months. Again there will be a threat to various jobs. But people would have to keep themselves updated because the only thing constant is change.

**Alifiya Nasikwala**  
PGDM-HR  
2018-2020



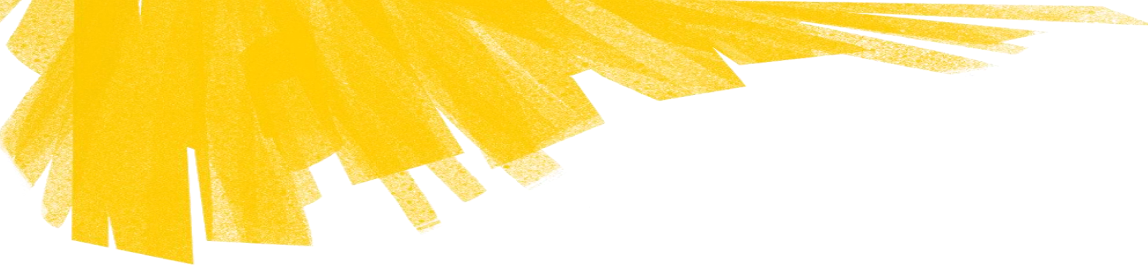


From operating in closed meeting rooms to holding a chief seat at the senior leadership table, there has been a paradigm shift in the role of HR where it has surely come a long way. In recent years, HR has undergone a dynamic shift in its roles, functions and its overall impact in shaping organizations. Operating in a traditional cocoon to having a complete digital transformation, it surely is an overwhelming change! So bringing to light the two most critical functions that have changed the face of HR. Here are some of my thoughts as to why Recruitment and L&D have brought about the big change!

### **Recruitment:**

This is an industry in itself with an ever-changing pace and phase. Recruiters who have failed to keep pace with the expectations of the industry and with that of the candidate probably failed to add creative recruitment strategies and tools to their arsenal and because of this, they are lagging. Today's reality is that recruitment is no longer "**one-size-fits-all**" as it was before. Every vacancy needs to be approached as a distinguished project if one wishes to attract and retain the best talent! Having had a monotonous call centre approach to now having an altogether candidate-centric approach that includes social media hiring, WhatsApp groups, Facebook communities, LinkedIn for the passive jobseekers, Employee referral rewards and much more. Not just that, it is no longer a solo effort. Previously recruiters worked mostly on their own and that would lead to reactive hiring which leads to pitfalls and bad hiring. Collaborative hiring is faster where the cycle runs from the moment a job is identified to the day the candidate successfully joins!





**Learning and Development:**

With the amount of competition in the market for the smallest of jobs to the most important ones, the necessity to improve and learn something new is the need of the hour for every individual in the industry. From being a mere luxury to being one of the most important tools in keeping the employees motivated and up-skilled to have an edge over others, the L&D sector has been on the rise and is now more important than ever. An entire industry is created just to keep up with new learnings and ensuring that the employees are not just updated with upcoming trends and technology, but are also equipped with interpersonal skills to be effective at their jobs. By way of executive coaching, the senior leadership has found an innovative training method.

In highly competitive markets, this industry has seen one of the biggest changes in the field of HR. From having a one-dimensional business-related training to now having multi-dimensional approaches that include various training methods such as bite-sized learning, micro-learning, gamification, blended learning, e-learning and so on. Empowering the employees with the know-how of the skills required and also learning additional skills to increase the efficiency of not only the employee but with him also of the entire company has been the driving change of L&D.

"Change Brings Opportunities" famously said by Motivational Speaker and the President of High Point University, Nido Qubein can be rightly associated with the topic of this article. The change that we can see in the field of HR has brought umpteen number of opportunities in the industry, proving that nothing remains the same and that change, being the only constant, constantly changing would be the way to go!



**Aashna Thawrani**

PGDM-HR  
2018-2020





The only constant is change a rephrased version of the quote given by Heraclitus, a Greek philosopher still stands true to this day. Be it in our personal or professional space we face changes on different levels at different scales. But the quote in a few words defines life sublimely by being neutrally connoted. It leaves us with a choice to pick which side of it we would want to apply in our lives. In our HR profession change is one of the most commonly used terminologies, to sum up, persons, processes, organization, etc.


To address the 5W's and 1 H's of change in an organization going through the transition we need to start digging beneath the surface. When is the change required? In our profession, we talk about change management for any company going through a paradigm shift in its fundamentals.

When is the change going to occur? This helps people to prepare so that they aren't caught off guard by what's happening. But what is the best time to break the news about change? And as an HR professional the timing for this matters the most because it can either make or break a company's foundation. E.g., if the news about change is released abruptly and not with the proper mode of communication it can lead to heavy attrition, delay in processes and turn to affect the overall functioning of the organization.

Who is the change affecting the most? Both internally (e.g., all employees, the global technology team) and externally (e.g., country regulators, union groups)? Are all employees being affected similarly, or are some specific groups being impacted differently? Expect to refine the stakeholder analysis on an on-going basis. Rather than just applying change management and expecting all to adapt in a lapse of time, further define change and continue to understand the impacts on teams and individuals

To get to the root because we should ask 'what is exactly changing'. Is it a functionally, monumentally, behaviourally changing, etc.? For example, are we entering a merger with another company? Are we moving to our offices? Are we reorganizing? What should be changed, to make the change happen seamlessly? To what extent the change will occur, what will be its intensity, what are the pre and post changes phases...if these questions get answered then assurance to the "Who's" will happen automatically.





Where is the change taking place? Where can we find out more information about the change? Are employees supposed to go to their managers with questions? I also suggest having a tech-based option – a web forum, wiki, email newsletter – where people can find out more about the change on their own time. HR professionals need to find out where is the need for change originating from and act accordingly if the root cause is cured only then change will drive itself.

Why: Change is just an umbrella heading where it depends on other parameters to occur we need to understand is change even required in the first place, if yes then why? And if no then why not? Why is it beneficial to us? It's important to stop and think about your target audience before addressing this W. You don't want to use overly generalized jargon. Instead, address this W with a clear message that resonates with people being impacted by the change and to whom you are communicating. To build an ecosystem which helps in facilitating the “unfreeze, change and refreeze movement” we need to do the classic case of talking the talk and walking the walk, what would we want if we were in the position of that employee should be the answer we should formulate to mitigate their fears. By doing so we would get the answer to ‘How’.

So if change is the only constant, why not make it a better one.

**Shreya Ranka**  
PGDM-HR  
2018-2020





We all remember having that one discussion with our elders about how easy and smooth our lives are in the present time as compared to theirs in the olden time. But, just because they searched through library books for information and we have everything on tip of our fingers are things easy for us?

With changing times, the challenges have also changed. Our surroundings are changing so rapidly that it is almost impossible to keep pace with it.

Not just individuals but organizations are also into the same dilemma of upgrading itself to align with the changes. With the largest millennial workforce, year-old policies, procedures or initiatives are things of the past.

Now the questions that arise are

Exactly what all should be changed?

How frequently we have to modify it?

Before finding an answer to this we must realize the fact that the only thing that will ever remain constant will be change and we must never ignore it. Realizing the need for change is half work is done or maybe more than that.

Around the globe, most offices have working hours from 9 AM to 6 PM whereas the study says the most productive time for a brain to work varies from person to person. I can relate to the most as I usually feel more active after 4 PM.

Our work is surrounded by a series of approvals and tight deadlines and if quantity weighs heavier than quality, productivity is taking a back seat as a result. We also ask our employees to think out of the box when we have built walls around that box. They may get out of that box but how will they get beyond those walls.

This never means that we must not govern the organization with certain rules and policies but it is equally important to understand if it is effective till today.

The only way you will realize the need for change is when you are open to it. Don't get used to the same structured and defined dimensions. Go beyond something that is called the ideal way of doing it, because if not ideal you may find a new way of doing it.

Always remember there is no alternative to change, you decide to be a pioneer of it or an acceptor to it.

**Manaswi Mulchandani**  
PGDM-HR  
2018-2020



# HR CLUB



“Live as if you were to die tomorrow. Learn as if you were to live forever.” Learning is not just about the bookish knowledge and this is why the HR club tries to impart learnings in a fun way. The motto of the club is to try and impart practical knowledge and application of the theoretical concepts that the students learn through classroom sessions.

The core committee this year has 4 students-

Anaya Tripathi, Disha Soi, Kiran Yadav, and Pooja Deshpande.

We had conducted activities that aimed to impart team building, coordination, leadership, etc. We conducted a hula hoop activity where students in a group had to make a chain and pass the hula hoop from the first person to the last without breaking the chain. Also, we had an activity where a group of students needed to form a train and balance balloons between two people on the train. These were classic examples to promote team building.

Furthermore, we had a fun game where students had to recall a few.” Actions and this helped to empower engagement and active listening. Also, we had an activity to imbibe coordination among the team members. One person in the team was blindfolded and the other person had to guide them to reach the destination since the path was full of obstacles. This had to be done in the presence of disturbances caused by the opposite team.

Such fun activities have lessons associated with them that reshape the culture of learning and engagement.

Being the core committee members of the club, we try our best to introduce activities which will not only give our classmates a break from the regular schedule but will also help them enhance their skills as-

“It is possible to fly without motors, but not without knowledge and skill “



Disha Soi  
PGDM-HR



Kiran Yadav  
PGDM-HR



Anaya Tripathi  
PGDM-HR



Pooja Deshpande  
PGDM-HR





**FIRST STEP  
TOWARDS  
THE CORPORATE LADDER**



Parth Ahuja  
PGDM-HR  
2018-2020



Shreya Katakwar  
PGDM-HR  
2018-2020

My internship with **Course5 Intelligence** was a beautiful journey where I got a glimpse into the Business and Market Intelligence space. My experience with the team was amazing and the support from my industry and Institute mentor was tremendous. The project allocated to me was about building a Talent Pool, Talent Pipeline and Candidates Employee review survey for the organization from a scratch, which helped me in understanding the procedures and processes in a better manner. I was allowed to meet senior executives who took care of different verticals in the organization, at various locations locally and globally. I tried to bridge the gap between academics and industry by applying various methods used in training and understanding the applicability of laws related to compensation and benefits when I was working with **Course5 Intelligence**.

My steps into the corporate world started with **SHL**, the turmoil of emotions and uncertainty of new beginnings of my professional career kept me at the edge and pushed me to perform exceptionally well. When time-lapsed, working amongst so many experienced employees became one of the best lessons of my professional life.

**SHL** is known for making one of the greatest assessment tools but the atmosphere there was quite relaxed and comfortable, yet it taught me how to behave in the work environment. My duties were diverse and ever-changing but every change made a permanent lesson to be learned. Observing the everyday activities taught me how synergy in teams can create success. My internship served not only as a positive learning experience but as a résumé builder too.



Sakshi Gohil  
PGDM-HR  
2018-2020



Manaswi  
Mulchandani  
PGDM-HR  
2018-2020

I thoroughly enjoyed my summer internship with immense value addition to my learning experiences. As a fresher I got the opportunity to gain practical knowledge of the functions of this organization i.e. **Nascens**. Skills such as multitasking, communicating, learning to deal with diversity, and dealing with deadlines are different when you are working for someone else, not yourself like you do in college. Internships are also a great way to network with people in the industry. As I interned at a start-up, I got great exposure in terms of learnings, experiences, dealing with distributors, retailers, and customers. I got to know how every aspect of operation and marketing functions in a start-up and what are the important roles that an HR plays.

In the first year of my MBA while going through all those chapters I was always curious about its practical application. But I was fortunate to get a glimpse into that through my Summer Internship Program (SIP) at **More Retail Limited**. The first few days I spent in understanding the organization and learning their processes then later in the week I was allowed to handle the entire operation of the confirmation process. I was even allowed to organize an event for the kids of the employees to appreciate them for opting for a medic-claim policy. With a tight budget and a short span, it was challenging to manage everything. The many lessons I learned during my tenure with this company were multitasking, designing the communication plan for the event, negotiations with vendors, event planning, time management, cost reduction, etc. Ancillary to my project, I also learned about the Performance Management System of the organization, it was interesting and had immense potential of being explored further. But all in all, it was a great learning experience to begin my HR journey with.



Aparna Kulkarni  
PGDM-HR  
2018-2020



Shruti Kunder  
PGDM-HR  
2018-2020

My Institute, NLDIMSR, allowed me to work in one of the biggest FMCG companies – **Pidilite Industries Ltd.** I was working in the Talent Acquisition Team and the project given was Talent Attraction on digital platforms. The experience was very enriching and fun at the same time and it started on the first day itself when our Reporting Manager and other co-workers gave us a very warm welcome and made us feel comfortable. They helped us adapt to their company culture by creating a learning and sharing ecosystem amongst us. My boss quizzed me regarding the concepts learned in the 1st year of MBA and current affairs to keep me rooted in my basics. **Pidilite** gave us the first-ever opportunity to have a glimpse in the corporate world that we are soon going to be a part of. I feel very grateful to my Institute as well as the Company for giving me such an exposure.

My summer internship with **India Infoline (IIFL)** was an amazing experience. Those 8 weeks helped me understand HR operations in a much better manner. During my internship, I got to learn about the entire employee life cycle. With such an engaging and resourceful team at hand, I've been able to take many challenging tasks that helped in moulding me into an efficient HR professional. The onboarding process which I handled helped in facilitating my interactions with the new joiners this helped me to build my confidence and enhance my communication skills. Apart from these learnings I also got to know about the growth ladder of an employee in this organization, also what helped to motivate and retain them. What I had learned in my curriculum, **IIFL** helped to know its practical application, which was great learning in itself.



Sneha Singh  
PGDM-HR  
2018-2020



Disha Soi  
PGDM-HR  
2018-2020

Getting an opportunity to work at **IIFL Securities**, one of India's leading financial services provider was everything I could ask for in an internship. I was part of the recruitment team where my manager and team members acted as facilitators and made my work seamless. They gave me various positions to work on, which indirectly helped me understand their business. I successfully closed a few positions, which not only allowed me to understand my potential but also get a glimpse into the functioning of recruitment in the financial industry. I also got the opportunity to work on a great project – Talent Acquisition and Pulse Check of Employees at **IIFL Securities**'. The project helped me understand the issues faced by new joiners and the proactive solutions which could be provided to solve them. In conclusion, I would like to say that this organization not only provided me with a stepping stone to bridge the gap between academics and industry but also helped in facilitating my growth by providing a supportive team.

These two months of my summer internship at **A1 Fence** have given me a journey with problems to solve, lessons to learn but most important of all experiences to enjoy. I have not only gained immense knowledge about my projects on employer branding and employee satisfaction but also learned how to communicate professionally, think independently, to take criticism well and apply my skills practically. Apart from my projects, I got the opportunity to observe an interview process and also create an energizer for employee engagement. At **A-1 Fence Products Company**, I was always encouraged to suggest new ideas, and criticism of any idea was forbidden because who knows what might be the only feasible solution to solve a problem. This internship taught me that 'There is no substitute for hard work' and HR is the 'Soul of an organization. 'So the three words that best describe my summer internship experience are 'Creative fulfilment achieved'





Kiran Yadav  
PGDM-HR  
2018-2020



Pooja Deshpande  
PGDM-HR  
2018-2020

The Internship opportunity at **Chenoa Inc.** was a fulfilling learning experience. Powered by an employee-friendly work culture and dynamic work environment, it served the purpose of giving me a strong exposure to the different HR verticals of the IT industry. It also helped in garnering and developing my analytical skills which opened the doors to understand the best people practices. The team was quite approachable and helpful and mentored me to understand and execute the projects well. The practice that differentiates this organization from the rest is its Open Door Policy and having flexibility as per employees' needs. It makes employees feel a sense of belongingness and promotes a culture of trust that helps an organization to breathe in the long run. The most awaited monthly get-togethers are something that I would cherish. The 'Pat on the Back' that you get for doing a great job keeps you going and motivates you to achieve more. Moreover, the efforts taken by the organization to rise and shine and carve a niche for themselves in the market are appreciable.

The atmosphere at **Reliance Jio** was very friendly and welcoming. It taught me how to work and enjoy corporate. I now have a good understanding of how corporate works and how important and wide the role of HR is. I could relate the classroom lessons, taught by our subject matter expert had, in my practical life. It made me realize the importance of having strong fundamentals to understand the business and your role properly. Diverse and ever-changing roles made it difficult to keep track of everything you have learned in the past. I am grateful to my mentors Joyce Monteiro and Samik Choudhary for making my journey full of learnings. Apart from my project, I learned about teamwork and business strategy. Our VP HR, the perfect example of influencing leadership style kind, down to earth, brilliant HR, taught me how to focus on long term plans rather than focusing on small losses. To sum up my internship at **Jio**, it was a summer well spent.



Anupama Shetty  
PGDM-HR  
2018-2020



Yuden Shyodhi  
PGDM-HR  
2018-2020

This summer internship opportunity was an indispensable boon as it provided me with exposure to an entirely new area of work in comparison to my previous job. Before MBA, I had worked in a Bank. Going back to the same function in my internship was comparatively easier, but I wanted to explore new avenues and have value-addition in my professional space. Fortunately, NLDIMSR allowed me to work with **SBM bank India**. In this budding start-up and I was fateful enough to get a major part of my project on Organisation development with an added experience into recruitment and training & development functions. This organization not only helped me in my personal growth but also helped me to gain new skill sets. Working in a bank again made my existing network stronger with a few additions of newer networks. My journey with them not only gave me a new perception of the corporate world but also gave me clarity about my future endeavours.

I had the opportunity to work with **Cravatex Brands** over the summer, where they introduced me to so many core functions of HR. Cravatex is a distribution platform for lifestyle, sports and wellness products. Their strengths lie in licensing, distribution and product development. My project was to benchmark the compensation and benefits practices in the retail industry, through this project I was able to gain an insight as to how this sub-discipline of Human Resources is practiced in the industry. Not having work experience, the internship with Cravatex Brands was a great start to my corporate journey. I have learned to work hard, be passionate and always be critical of my work. Looking forward to making my mark and make my college, faculty, family and me proud.

# Millennial Expectations



From the job

# A STUDY

All of us one day will enter Corporates or have already worked before pursuing their course in this institute. We all have certain expectations for our job. The organization in which we work in matters as it becomes a deciding factor for our job expectations. For my final year project, I along with my Mentor, Caral D'cunha finalized the topic **“A Study of Millennial Expectation from the Job”**.

Millennials have grown up in a briskly changing world. They are highly influenced by technology in the workplace. They are also influenced by ethnic and workplace diversity. They are used to switching flawlessly between the real world and the virtual world due to globalization. Millennial believe in instant gratification and are also multitaskers in their personal lives. So, to increase organizational commitment, they need to be given ample recognition and opportunities to help them network and develop a strong relationship with their superiors so that they get the support that is required.

Job expectations start right from the time you are interviewed and become a part of your entire employee life cycle. When employees are satisfied with their job their relationship with their managers and co-workers also improves. We often understand the background of the organization which gives us a fair idea of what we can expect from the job.

Job expectations are the language in which we communicate what we will be doing for the organization which will further our own goals. If all expectations are met it will lead to the achievement of organizational goals.

The Millennial included in this study were born between January 1980 and December 1994 which represented a specific group of a generation who have college and university degrees, are employed full-time largely in the private sector. This study was based on seven common elements namely, salary, growth, work-life balance, learning opportunities, autonomy, relationship with peers and superiors, and physical environment at the workplace.

Millennial need to learn and grow continuously. Growth leads them to better opportunities which in turn leads to monetary growth. It is seen that to have work-life balance millennial prefer flexible working hours the most. They need time to do personal work which was not done because of their entire working week. They like to work independently and don't like to be micro-managed. They prefer managers who maintain transparency regarding their work and give feedback on their performance. They want their peers to give them constructive feedback about their performance.

From an organization perspective, it was found that Millennial prefer to work in an organization which allows them to voice their opinion. This shows that millennial prefer instant results and feedback and would rather prefer to spend constructive time by working towards improving themselves. Millennial also are attracted to the infrastructure of their organization. Recreational activities, employee engagement activities are a trend now.

To conclude, the gap between what employers offer and what employees want should be as low as possible. Employers should work towards attracting, engaging and retaining Millennial.



**Madhura Girkar**  
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