

Episteme

Édition 1



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THE TOP 6 LEADERSHIP CHALLENGES AROUND THE WORLD

What's most challenging about leading organizations today? And do the challenges differ around the world?

An online desk research comprising of a detailed questionnaire went straight to the source to answer these questions, gathering input from 800 + middle- and executive-level leaders in organizations from China/Hong Kong, Dubai, India, Singapore, Australia, the U.K., and the U.S.

The study found that these leaders consistently face the same 6 challenges — even if they describe their challenges and specific context in different ways :

- Developing Managerial Effectiveness is the challenge of developing the relevant skills — such as time-management, prioritization, strategic thinking, decision-making, and getting up to speed with the job — to be more effective at work.
- Inspiring others is the challenge of inspiring or motivating others to ensure they are satisfied with their jobs and working smarter.
- Developing Employees is the challenge of developing others, including mentoring and coaching.
- Leading a Team is the challenge of team-building, team development, and team management. Specific challenges include how to instil pride in a team or support the team, how to lead a big team, and what to do when taking over a new team.
- Guiding Change is the challenge of managing, mobilizing, understanding and leading change. Guiding change includes knowing how to mitigate consequences, overcome resistance to change, and deal with employees' reactions to change.
- Managing Internal Stakeholders and Politics is the challenge of managing relationships, politics, and image. This challenge includes gaining managerial support and managing up and getting buy-in from other departments, groups or individuals.

Knowing that these challenges are common experiences for middle and senior managers is helpful to both the leaders and those charged with their development, according to our researchers. Individuals can benefit from knowing their experiences as leaders are more similar than different and can feel more confident in reaching out to others to help them learn and face these challenges.

- Here are 4 concrete things leaders can do to address these common challenges:
- Set goals. Be proactive in setting goals, and the timelines and deadlines required to meet them.
- Delegate more. Delegating can make you more productive. The act of delegation can also empower your colleagues to take more ownership.
- Maximize your unique value. Among all the organizational priorities, there will always be important tasks that only you can do. These are the tasks you should focus on. As a result, you'll maximize your specific value to the organization. Everything else, try to delegate.

Gain some role clarity. Understand what your work does and doesn't entail.

Be comfortable saying “no.”



Prof. Dr. Raja Roy Choudhury
Director, NLDIMSR

MENTO

AN EFFECTIVE TOOL FOR

“

Who says we don't exercise?

We 'jump' to conclusions.

We 'throw' our weight around.

We 'twist' the truth.

We 'stretch' the lies.

We 'bend' the rules.

We 'push' our luck.

We 'lift' our egos.

We 'run' from tough situations.

”

To ensure that they do the 'right' kind of exercise and not the above, even the most talented of the lot need a coach or a guide, formally or informally. Right from the mythical times (Mahabharata) when Lord Krishna used to be the guiding light for Arjuna, the famous Pandava warrior, the concept of a friend-philosopher-guide is valid and is more relevant than ever before in today's VUCA corporate environment, which is no less than Kurukshetra, in so many ways. Organisations invest a lot of time and money in acquiring and developing talent, since every new entrant is important for the growth of the business. According to a research done by Deloitte, there is 40% lower employee turnover and 38% higher employee engagement in companies which have implemented strategic talent management process. For Talent to be effective in meeting the ever-increasing challenges and demands of a business world fraught with disruptions and distractions, the professional and personal standards of work need to be notches higher. This evolution in the business world, which has led to a change in expectations from professionals, has necessitated the concept of a heightened level of engagement with the Talent in the form of Mentoring. "Mentoring is a supportive learning relationship between a caring individual who shares knowledge, experience and wisdom with another individual who is ready and willing to benefit from this exchange, to enrich their professional journey". - Suzanne Faure

At times, an informal mentor-protégé / mentor-mentee relationship develops spontaneously based on mutual respect and rapport, but in a planned mentoring program, where mentor-mentee are matched through a logical process bases their backgrounds, the outcome is likely to be more effective and result-oriented. With proper developmental skills, competencies and attributes of a mentor, the benefits that can be derived out of mentoring are enormous. Through continued involvement, the mentor offers support, guidance and assistance as the mentee navigates the organisational maze, faces new challenges or embarks on a path of course correction. It is off-line guidance (usually not an explicit responsibility of the line manager) by one person to another in making significant transitions in managing perspectives, knowledge, work or pattern of thinking. The mentors are usually engaging leaders with a lot of credibility and empowerment-orientation and the mentee needs to be interested in self-investment and self-development, open to soak and absorb the learnings with a conscious and subconscious mind, which strives for growth and excellence.

Pre-requisites for launching a Mentoring program

- A framework for the program with due consideration of the goals and key success factors
- Patronage and well-socialised commitment of Top management towards the success of the program

RSHIP

TALENT MANAGEMENT

- Identification of a Program Sponsor and Project Champion with defined responsibilities allocated
- Clearly articulated Criteria for mentors and mentees' inclusion in the program
- Logical process for matching mentors and mentees
- Systems for monitoring and evaluation
- Contingency plans to deal with issues, if any
- Hierarchy of problem solving

Beneficiaries of Mentoring in corporate context

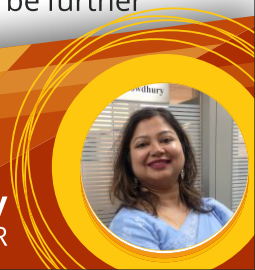
Benefits to the Protege

1. Evolved understanding of the organisational maze and dynamics and better alignment to the corporate culture.
2. Better strategic thinking capability, with a systems perspective, understanding of the macro environment, and an ability to connect the dots, helps the mentee stay ahead of competition.
3. Inclusion and affiliation needs are suitably addressed and boosts the self-esteem and confidence of the mentee
4. Learning outcomes - development of skill and competence like problem solving approaches, are the biggest takeaways of the relationship.
5. In the long run, there could be career benefits, since the mentee becomes more self-aware, understands his/her strengths and weaknesses with a periodic feedback to improve and can explore new vistas at work.

Benefits to the Mentor

Many senior and experienced leaders accept this responsibility voluntarily, due to the immense satisfaction involved in helping a young professional grow. It adds a feather to their cap as well.

Mentoring helps create an informal performance management approach for the business functions. There is a substantial benefit of role enhancement for both the partners, if the opportunities are utilised appropriately. There is no certification of Mentoring; learning and growth happen simultaneously. Due to the enhanced skill sets, Mentoring can increase a professional's visibility within an organisation and also lend more credibility to the Mentor's profile. The different types of Mentoring which are in use are traditional one-on-one mentoring, peer mentoring, group mentoring, virtual mentoring, reverse mentoring. As they progress, organisations and institutions are now open for different forms of mentoring like e-Mentoring, Speed Mentoring and there are likely to be further evolutions to align with the demands of time.



LET DETERMINATION AND COURAGE

CONQUER FEAR



Prof. Pius Moras

Faculty, General Management, NLDIMSR

It is a fact of life that there has never been a person that is you and will never be born one that is you in the future too. Hence it is important for each one of us to realize our uniqueness and respect the uniqueness of others. As unique individuals we all have to dream big and use the power of thought as a magnet to propel us towards our cherished dreams.

As we dream big and work towards our cherished goals, one of the main impediments that hinders our path is that fear of failure or the fear of the unknown. This fear can be paralyzing. When we drive up a steep hill the acceleration should be higher than the gravitational drag. Only then can we climb, or else we tumble down and never reach the top.

In a similar way our hopes, our faith in ourselves and in the supreme power should be greater than the fears that we have within us. Only then would we be able to rise above these fears and rise like a rocket whose thrust is greater than that of the gravitational force.

A person fully equipped for a battle has minimum fears. So let our arsenal be filled with all the necessary equipment and armaments in the form of in-depth knowledge, multiple skills, positive traits and an optimistic attitude. When we are aware of our strengths and capabilities, our determination to fly high will get a much needed boost and we would be able to reach our cherished goals with greater ease.

Fear is not something natural. It is an acquired trait. Remember that a child is not afraid of anything. The fear is instilled in the child by the elders around it based on their own individual experiences. Some positive parents with their constant encouragement and support provide greater hopes than fears to their children and that serves as a strong runway from where their children can take off to greater heights. At the same time there are some pessimistic parents who instill more fears than hopes in their children and make their life miserable and worthless. It has to be remembered that basically we are born free. Therefore there is a need to unlearn that fear. We have the power to choose our thoughts. We have two wolves within us. Feed the optimistic wolf and starve the pessimistic one. The choice is ours but it is a choice that we have to consciously exercise.

Like any habit that takes over 21 days, to form this habit of giving greater weightage to our hopes rather than our fears, will also take its own time. Fear that is instilled in us right from our childhood will take some time to conquer. Initially it might be tough but slowly and surely one will succeed. As we soar high with our hopes, our actions should speak louder than our words. Words are an expression of our thoughts, but to convert them into action needs effort. Vance Havner, the great orator of the 20th century had said: "The vision must be followed by the venture. It is not enough to stare up the steps - we must step up the stairs."

As we sail in the sea of life, let our determination and courage conquer our fears. At times when life's challenges try to overtake us and the wind is against us let us remember that we may not be able to change the direction of the wind but we can always adjust our sails to reach our cherished goals; keeping in mind the age old saying "Tough times do not last but tough people do."



CHAI PE CHARCHA

Date: 20th January, 2018

Venue: N.L Dalmia Conference room

Everybody wants to be successful but more often than not, people do not get the right guidance to take the right decision at the right time. In this fast paced world that we live in, one does not have the room to make errors or to commit mistakes while choosing a career for oneself. Right career guidance can tell you, about the career options that could suit you the most. Though, in the end, it's all your choices and decisions that really matter. Staying informed and up-to-date never harmed anyone!

So, as a fresher and a newbie in the field of Human Resources we had unanswered questions, and who better to answer them, than those who have been on this side of the table, and then have gone on to make a mark of their own in the corporate world? Our alumni!

'Chai pe Charcha' was one such initiative to connect with the alumni, to get more information about the corporate world, to bridge the gap between industrial expectations and the academic curriculum as well as know the various career options and paths in Human Resources after MBA. We were fortunate to have five different perspectives from our guests in the first edition of 'Chai pe Charcha'.

OUR GUESTS

Mr. Shivkumar: AVP-HR-Sodexo

Mr. Shivkumar, in spite of not being an alumni of our institute, acknowledged us with his presence. He understood and answered all our concerns and painted a clear picture of the industrial demands and how to develop our skills to match the industry needs. He also gave us valuable insights on HR Analytics and Talent acquisition, which were beneficial to understand the future of HR.

Mr. Raja Rayudu: AVP-Human Capital Management-YesBank

Mr. Rayudu, from the 2006-2008 batch, started his career with Reliance and then eventually switched industries and moved to the banking sector, currently working with Yes Bank, having previously worked with HDFC Bank. His views on the functioning of HR in banks and views on Talent Management gave us a better picture of the recruitment and selection process of manpower.

Ms. Ameeta Walawalkar: Head HRM-SVC Co-op Bank

Ms. Walawalkar is from our part-time MHRDM batch of 2007-2010. She gave us her perspective on the HR profiles and changes in the field of Learning & Development. She made us realize that it is important to know every vertical of HR function and then develop expertise in the field that interests us the most. A lady of sheer enthusiasm and positive attitude, she made us realize that you start small but where you end is up to you, your potential and efforts.

Ms. Prajakta Gandhi: Manager HR- Citibank

Ms. Gandhi has done her part time MBA from our institute and graduated in 2012. A young and energetic mind, her career has spanned across many industries. She made us realize that we are one of those fortunate professionals who can shift industries with ease, because business changes but people & behaviours are more often than not similar. Ms. Gandhi gave us good insights on Citibank's HR department and the career prospect in an HR consultancy.

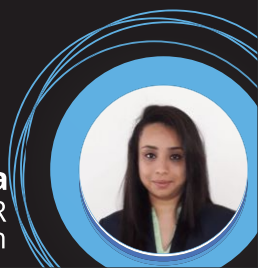
Ms. Bhavna Ate: Manager HR- TCS

Ms. Ate is from our 2006-2008 batch, started her journey in TCS in 2008 and built her career there. She is a woman of ethics and believes that one does not necessarily have to hop jobs to reach the top and rise to their full potential. She has worked in various departments of HR in TCS and her knowledge on the upcoming trends in this industry helped us get a better understanding of the industry needs.

The best part of career guidance is that it is very objective as well as strategic. Otherwise it is quite normal that students fail to figure out, what they want to do in near future. Career guidance from the right person could really help you to figure out the perfect career for you.

Everyone has some career goal in his or her life. If not, it's time to set one for yourself. And in order to reach that set goal of yours, a knowledgeable mentor could really go a long way in helping you find your path.

'Chai pe Charcha' was a successful initiative; it helped us, as students, to get ourselves geared for the corporate world and also served as a platform for the alumni to reconnect with the institute.



THE ART OF

Introduction:

Storytelling has survived thousands of years and flourished further due to its immense potential for shaping minds and transmitting knowledge and value education. Traditionally 'storytelling' has been mostly used by our grandparents and now it has invaded the domain of modern pedagogy and management training activities.

It is believed to be a powerful medium to transform mind and attitude of people, including students and working professionals. However, its utility and impact on our behaviour depends on how effectively the story is designed and crafted.

The success of storytelling depends on 6Cs: clarity, conciseness, consistency, credibility, cohesiveness and compelling power. For example, a story may have its own target audience (niche) or wider group of different stakeholders.

Even occasionally it is crafted to create customised impact on selected or identified individuals with specific behavioural deficiencies. Along with designing content for different stakeholders, the storytellers may require to use diverse voice modulations and body language.

The Structure of an Effective Story:

The great storytellers embrace and admire the four main components, such as

- (i) characters,
- (ii) setup of conflict,
- (iii) sequence of events and
- (iv) resolution.

The structure must provide a narrative map and visual outline to the listeners to memorise the story for a longer period of time. Following could be a good example of an effective story, where I've narrated my own life experiences. First, the story has been crafted with a desirable structure (mind map) as follow, and later it presents the actual story to be used to inspire people.



STORYTELLING

The Storytelling Mind Map.

(Challenge)

Background

Doctor advised me to stay in Chennai for effective post-treatment follow-up of my daughter

Why?

Core Message

3 things that I have learned when I had to quit my Govt Job

Opportunity

Reinventing life through uncertainties

How?

How #1

Don't live with dilemma, fix the priorities in life

How?

How #2

Never mourn a job loss, trust on your ability and confidence.

How #3

All I really wanted was to be a good dad.

How?

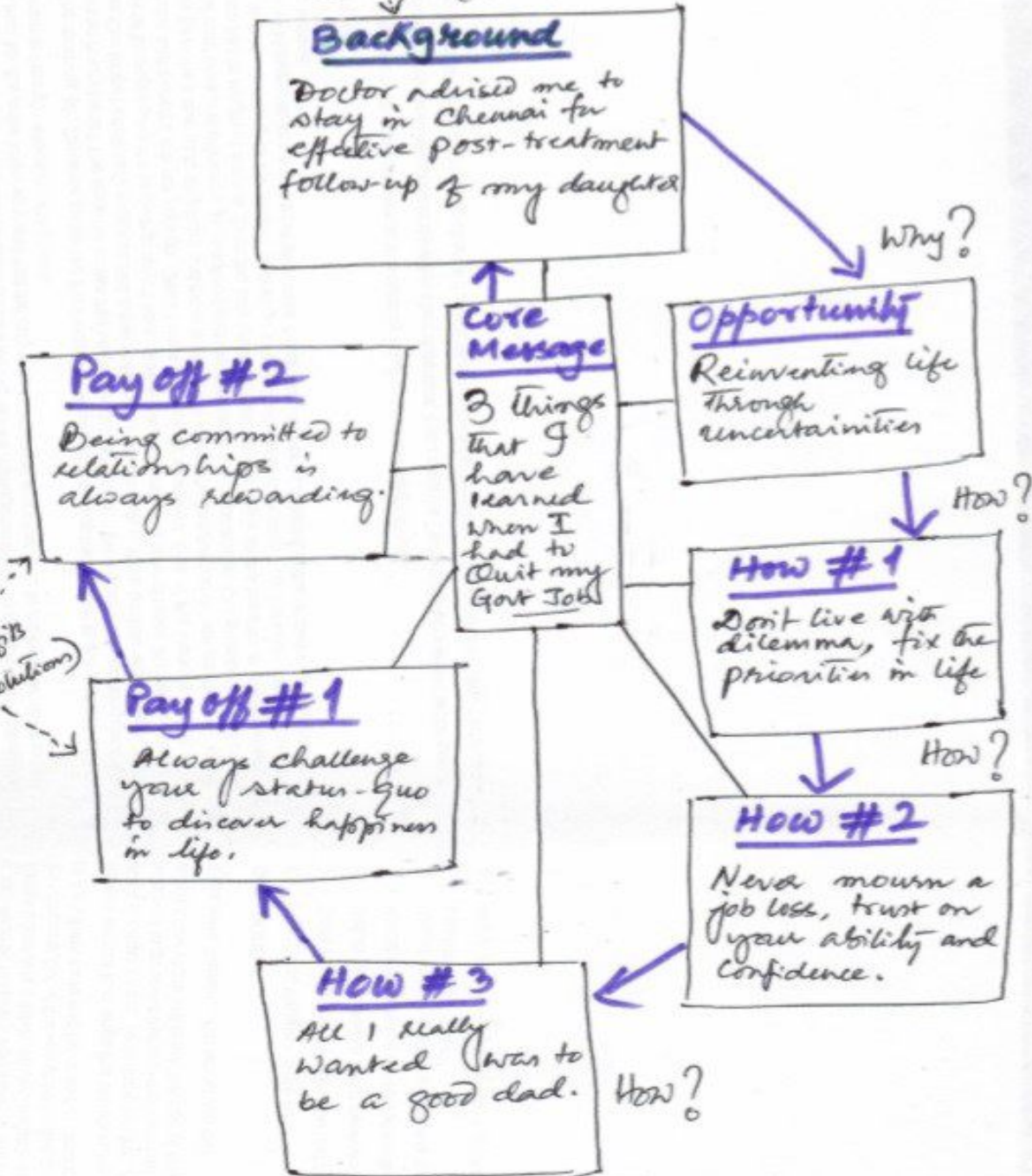
Pay off #2

Being committed to relationships is always rewarding.

Benefits (Resolutions)

Pay off #1

Always challenge your status-quo to discover happiness in life.



My Story:

Is our destiny certain or are we born to challenge our own basic purposes of life and strive through uncertainties? I would have never realised my hidden potentials unless I quit my government job in 2007.

It was, just when my daughter survived her battle between life and death and we were advised by her doctor to stay in Chennai for her better follow-up. I had no other option but quitting my government job in a university in Udaipur.

For a while I was completely lost in anxiety, fear and feeling of insecurity. It was a very tough time for me but I remain thankful to Lord for giving me three wonderful teachings from my life:

- (i) don't live in dilemma, fix the priority in life.
- (ii) it's always better to rely on my ability than the job and
- (iii) fatherhood brought the happiest moments of my life, so try to be a good dad always.

I decided to quit my job in Udaipur and stay in Chennai for my daughter. My commitment to my relationships have always given me strength and inspired me to look in to my life differently. I have been successful in challenging my status quo and that made it valuable to live with happiness than surviving through job satisfaction.

Conclusion:

Stories are expected to be from real life experiences. So in many aspects stories could be different than case studies. Ideally to create a lasting impact on the listener, the length of a story should not be more than 2-4 minutes, including dramatic pauses, gestures, postures etc. The above story may be used for those who are either unhappy due to job loss or compromising with own happiness to just make a living through jobs.



Prof. Indrajit Goswami
Associate Dean, Research, NLDIMSR

HR CLUB

“The capacity to learn is a gift, the ability to learn is a skill and the willingness to learn is choice” – Learning is a never ending process and anyone who stops **learning** is old, whether at twenty or eighty. Inspired by the thought that learning cannot be restricted to bookish knowledge – the HR club tries to impart learnings in a fun way. The main 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 – Bhavisha Kapadia, Drishti Kothari, Rasika Deshmukh and Krishna Vankani.

On 28th February 2018, the club conducted an activity called HR “Quizopia”. The core committee prepared a quiz of 24 questions covering all the subjects of 1st semester and current affairs. The whole motive behind the activity was to evaluate the retention and learnings of the students from the first semester and also to see how team work and effective leadership affects the performance of a team. The teams were asked to sit in four different corners and nominate one person from each team to come forward as a leader. The leaders were then separated from their teams and then the quiz was introduced to the students.



The rules of the game were – that every question has only 30 seconds for the team members to discuss and choose from amongst the four answers displayed on the board, every right answer would score 1 point, they would then pass on the answer they think is the correct option from amongst the four options and then the answer they so choose was passed on to their respective leaders. The leaders now had the choice to either go with the answer the team gives or change it to his/her discretion. Here, the test of trust begins, whether the leader trusts his team and goes with their answer or believes his/her judgement to be more accurate and change the answer so given by his team. The team also trusts their leader's ability to make the right choice and hopes to come out victorious.

At the end of the activity, Dr.Rima, who is not only our HOD, but also the mentor for HR club declared the winners and also shared her opinion about the activity.

Being the Core committee members of the club, we only hope to be able to deliver more activities like these in the near future, which gives our classmates a break from the regular schedule and also polishes them to brighter gems in the corporate world, as we all know – team work, trust and a correct leader is the key to success!

**Rasika
Deshmukh**

PGDM - HR
2017-19 Batch



**Krishna
Vankani**

PGDM - HR
2017-19 Batch



**Bhavisha
Kapadia**

PGDM - HR
2017-19 Batch





Anuradha Pai

PGDM - HR
2017-19 Batch

MANUSANDHAN

Manusandhan, held on October 5, 2017, is an Annual HR Seminar organised by the HR Club of the Institute. The purpose of this event was to orient the future HR practitioners about the contemporary business issues and challenges. It was to ignite their thought processes towards exploring alternatives to adapt to disruptive changes. The theme for the seminar of 2017 was – **Managing Diversity: The Millennial Way**. The event witnessed the graceful presence of respected corporate leaders, such as

- Mr. Jitendra Tyagi, Managing Director, Bristol-Myers, Squibb India Pvt Ltd.,
- Mr. Anjan Sen, Senior Director, MSD Pharmaceuticals Pvt Ltd.,
- Mr. Sanjeev Sarma, Managing Director, OSMOS Multimedia and Peoples Village.,
- Ms. Susan Raj, Global Head HR, Group Veritas.,
- Mr. Manish Kotwani, Head HR Administration, Cross-Tab and Blue Ocean Market Intelligence., and
- Mr. Abdul Khan, Global Chief Marketing Officer, Alef Mobitech.

These experts shared their views and experiences with the students and then took part in a panel discussion where Mr. Sanjeev Sarma played the role of a moderator. Millennials are the most talked about topic today and are poised to reshape the economy; their unique experiences will change the ways we buy and sell, forcing companies to examine how they do business for decades to come. Hearing such dignitaries helps students bridge the gap between academic knowledge and the practical approach in the real world.



Charmie Solanki

PGDM - HR
2017-19 Batch

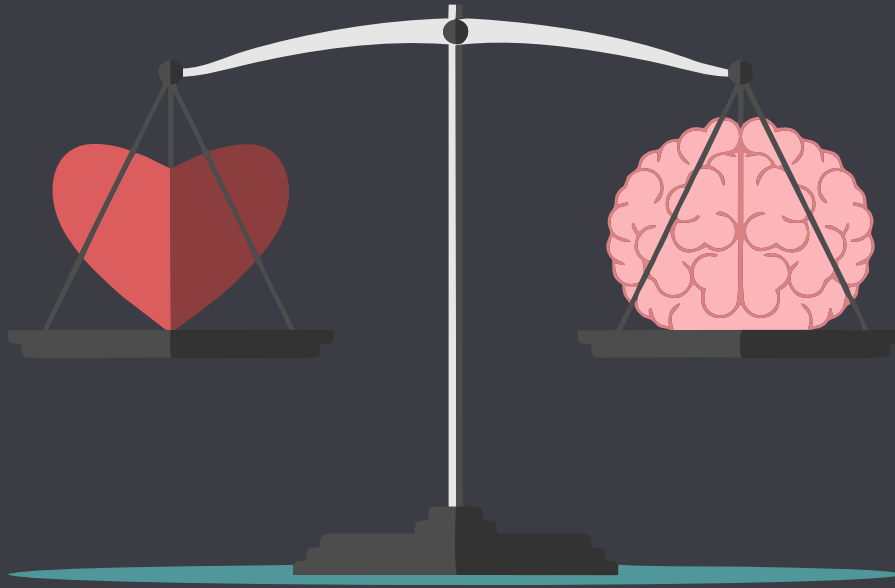
UTKARSH

Utkarsh, a National Level Paper Presentation Competition, was organised by the HR club of N L Dalmia Institute of Management Studies and Research on October 6, 2017. Over the years, Utkarsh has strived to be the focal point of young opinions on the paradigm of the current business environment. This year (2017) we invited views on the topic – **FUTURE IS NOW; Empowering Human Capital in Tech World**, where management students from colleges across the country sent us their reports. Based on the synopsis sent by these colleges, we shortlisted top 5. These top 5 students were then supposed to conduct their presentations in Dalmia campus. A panel of judges comprising of;

- Dr. Rima Ghose, Vice President, Quinnox
- Mr. Leenesh Singh, Head HCM, Smart Connect
- Mr. Aditya Kelshikar, Executive Director, Acuris
- Ms. Madhuri Singh, Senior Vice President, Intelenet Global Services

Evaluated each team. NLDIMSR and IIM – A were the winners and runners up respectively. The other competing teams were from JBIMS, WeSchool and IMI Delhi, etc. It was a very proud moment for us since our college stood First among colleges across the country. Such activities help us understand different students' different perspectives about a particular topic. It also encourages them to be innovative and creative.

NEXT UP!



**EMOTIONAL
QUOTIENT**

VS

**INTELLIGENCE
QUOTIENT**



EMOTIONAL QUOTIENT



THE VIEW

Since school, we have always been of the notion that a student who ranks first and is academically outstanding is a brilliant student. Very conveniently, we assume he/she will be the most successful person among the other students. However, there is more to success than simply being clever. The concept of emotional intelligence refers to an individuals' ability to perceive, understand and manage his/her own feelings and emotions. Psychologist Daniel Goleman says it has five core components:

1. Self-Awareness – The ability to recognise and understand our moods and emotions, and how they affect others.
2. Self-regulation – The ability to control impulses and moods, and to think before acting.
3. Internal (or intrinsic) motivation – Being driven to pursue goals for personal reasons, rather than for some kind of reward.
4. Empathy – The ability to recognise and understand others' motivations, which is essential for building and leading teams successfully.
5. Social skills – The ability to manage relationships and build networks.

With technological advancements in the fields of Big data, Analytics, Neurosciences and Virtual reality coming into the picture, everything around is starting to become digital and robotic. However, EI is that one key trait that will help keep humanity alive. If there is one thing that will give you an edge in the never ending Man vs. Machine war and ensure job safety, it is your Emotional Intelligence and how you apply it at your workplace. As management students, irrespective of your stream, we are all going to be Peoples' Managers. And EI is that rope that binds us all together.

Many managers who are task masters believe that empathy is a monster that can consume anyone. However, a person high on EI will understand that empathy is like gravity: its effects on a small scale are apparently modest, but observed on a global scale, the effect is so overwhelming as to create the environment that houses every other interaction. What we need to understand is that the death of Emotional Intelligence or even the lack of it is one of the telling signs of a culture about to fall into barbarism. But how do you develop this emotional intelligence?

The first and the most important step towards developing high EI is Introspection. The only way out is through. You cannot pour water out of an empty jug, right? One of the core elements of EI is Self-awareness and if you ask me, I think that is one of the MOST difficult things to do – to be aware of one's own emotions. Secondly, don't just hear – listen to people. Listen to the unspoken words. Thirdly, show authenticity. This doesn't mean make your lives an open book for everyone to read. This means do what you say and say what you do. Stick to your principles and uphold your values and ethics.

Working on your EI could definitely be one of the most important aspects of personal development. Remember, being high on EI is not being emotional but being smart with your emotions.



Charmie Solanki
PGDM - HR
2017-19 Batch

S INTELLIGENCE QUOTIENT

COUNTERVIEW

Emotional intelligence (EI) is the ability to identify, assess, and control the emotions of oneself, of others, and of groups. EI is, according to me, a set of skills (and NOT a TRAIT) that one can learn, practice, and improve upon. It takes account of things like mindfulness of your moods and the moods of others, an understanding of people's objectives, motives and tenacity, and the ability to decipher other's psychological needs. EI is usually measured using self-report questionnaires and claims to have stronger relationships with personality and traditional intelligence.

So, while traditional definitions of intelligence emphasized on cognitive aspects such as memory and problem-solving, several influential researchers in the intelligence field of study had begun to recognize the importance of the non-cognitive aspects. And thus, EI was born.

Emotional intelligence according to me is not just about understanding emotions, but it is also about influencing them. Not just your own but also the emotions of others. So, if you ask me whether it can be used to manipulate others behaviours, the answer would be a definite yes.

EQ/EI tests are self-tests. If that's not all, let's deep dive. They are based on self-perception. Okay, so let me get this straight. You're saying that I'm the judge of my own emotions AND also how I express them? Wow. Do you see where the problem lies? I might say, "It's easy for me to express my feelings" and "I remain super calm when my friends ditch me," but my friends will definitely say that it is the whitest of lies that they've ever heard.

Nobody can really agree whether EI is a real thing, because let's face it, it has NO scientific proof or basis. And even if it is a real thing, it's usefulness in any context is questionable.

Okay, consider this. You cannot be a good leader if the emotions of people in your team gain too much importance. A good leader sometimes has to make hard decisions quickly, which will make people feel bad. People with very high EQ score, may not find it very easy. But at the same time, leaders with selfish motives can use their mastery of emotion as weapons for manipulating others. Agreed? So, if you just nodded your head to that argument of mine, I just proved to you my beloved reader, how twisted this whole EI scheme really is.

However, with all things said and done, if by EI, you mean JUST the ability to interpret correctly the emotions that other people have or are likely to have, and the further ability to respond to those emotions in a way that the person feeling them finds helpful, then yes, this is a useful SKILL for any leader to have. But can't you achieve that by having a higher IQ too?

Lady Justice is blind for a reason and that's to not let the emotions get in between and affect judgement. Stay productive, stay efficient. Do not bring too many emotions to workplace and ruin professional relationships. After all, it's just like Harvey Specter said, "Caring only makes you weak. They think you care, they'll walk all over you."



DANCING MY WAY

“We can't always choose what music life plays for us, but we can choose how we dance to it!”

A quote that is very dear to my heart, one that I choose to live by, both figuratively as well as literally. “When in trouble, just dance it off” has been my motto ever since day one. Dancing has always been my passion. I feel a sense of freedom when I move my feet to the rhythm. I guess it all started during my early childhood days of carefree dancing at Ganpati visarjans, weddings, parties and other festive occasions. I have come a long way since then, refining my skills, learning new dance styles, but still the child in me surfaces time and again when I step to dance.

Dance means different things for different people. For me, it is connecting with the hidden child in me. Perhaps, dance is a way of expressing ourselves when words are insufficient. The joy we feel over new found love, the determination we have in the face of great sorrow or adversity, the passionate fire of our youth and the peacefulness of our softer and more graceful years- all of these can be expressed vividly through various dance forms, and in different styles. We all want to be understood, and if we could truly speak the words that describe our feelings, how deep and powerful would they surely be. But alas, those words never seem to come to us just right.

Before joining this B-School, I was told that I might not get time for my hobbies and hence I will have to focus and concentrate solely on academics. But to my surprise, in the first month itself we had an Intra-College festival named “Aakarshan” wherein each class had to give one dance performance, and due to my past experience, my class unanimously voted for me to be the lead. So I got another opportunity to showcase my talent. I met some amazing people and made some really good friends who shared my enthusiasm for dance. It was a challenge to train people with different styles and with such little time in our hands. Yet, with a lot of hard work and perseverance our team won the first prize in the competition.

After the event, I observed there were many people, in college, who were keen to dance but didn't have the right resources and the courage to take an initiative. So, my senior, Sanket Kondlekar and I, decided to take a step and we began a dance club called 'NLDIMSR Dance Crew'. Nobody had taken an initiative like this before, and we believed that MBA is not just about giving exams and passing, but also relieving your stress through extracurricular activities.

We made sure we participated in all in-house events as well as other inter college events. Our goal wasn't to win any competition per se but to win everyone's hearts.

THROUGH LIFE



Today- I'm a better mover for learning how and why different art mediums influence each other. I think outside the box. I push myself a little more, mentally, physically, emotionally. I use my dancing and dance-making to see and say things in ways I could never imagine. I'm stronger and happier when I dance.

Dancing has taught me innumerable life lessons and has moulded the Purva Deshpande that I am today. Dance has been with me at my highs, and my lows. I am very grateful to have found my passion which has touched my life so deeply. Never letting go of your passion, is my key to inner peace.

Although people might say there are no shortcuts to happiness, I believe otherwise - DANCE is my shortcut to eternal happiness.

Purva Deshpande
PGDM - HR
2017-19 Batch



“Now that you're in a B-School, make sure you enjoy these two years of your life!”
“MBA days will never come back in your life. Make the most of them!”
Everyone who knew I was doing MBA kept saying these things to me. However I never believed them until I joined the Indian People's Theatre Association (IPTA).

One fine (un)fortunate Monday morning, a group of students came to our class to announce the college's first ever participation in IPTA. I pondered over the various possibilities of what IPTA might be as I had never heard of it before. The **Indian People's Theatre Association** was formed during the Quit India Movement in 1942. Born as a result of a long-felt need among writers and artistes, IPTA brought about a sea change in the prevalent concepts about Indian Theatre.

Kishan Majithia, an MMS Finance student, who has been doing theatre for quite a long time, was leading this event. I had always been passionate about acting and I safely assumed that this was going to be a piece of cake for me given my experience in the Film Industry. But boy I was wrong!

I auditioned and successfully managed to bag the lead role. When I was informed that a famous director from the theatre industry was going to help us get through this, I realised that this is not just a normal drama that usually students create and practise themselves and perform in various inter-college festivals, this was serious and was going to be tough. The play was named “Darmiyan” which meant distance. I was playing the female lead – the role of a divorced wife and Kishan, the male lead and my ex-husband. Initially, it seemed a cakewalk but then as time passed, the difficulty level of the play was getting to my head.

We had less than 7 days left to our performance. Soon, the script readings turned to memorizing 42 pages with 7 monologues. I kept thinking as to how I would be able to pull this off! The director gave us 2 days to memorize all the dialogues as later he was to start polishing our skills. It was then, that I started feeling terrified. Every day we waited in college till 10 pm post lectures. Even during lectures, the dialogues kept playing in my mind subconsciously. It was a nightmare! I was in college every day for more than 14 hrs.

Managing the lectures, assignments, presentations and IPTA together was by far the most difficult challenge I had ever encountered. I kept telling Kishan that I didn't think I can make this, and he would always tell me that there's no one better than me who can do this and that he trusts me. He said, “You got this. We've got this. Don't give up!”

I DIDN'T GIVE UP!

TA

WAY MORE THAN JUST THEATRE!



Thursday (4 days to the play): I rushed to the auditorium after my lectures, I was late. The lecture stretched a bit longer than usual. I knew that the director was waiting and I had to somehow manage to stay calm and act natural. I pushed myself. Trying to leave behind everything that was happening in my life, I just focussed on acting- my passion. The script reading went well.

Friday (3 days to the play): "You guys don't have your lines memorized yet!" the director yelled. I wanted to tell him how hard it was managing everything together, but I knew what he said was right! We were 3 days away and we still weren't up to the mark, no, not even close! We stayed up in college till 11pm going through the 42 min play for more than 10 times. I was completely exhausted.



Saturday (2 Days to the play): Voice modulation, on stage positioning, body posture, voice intensity, hand gestures ... there were so many corrections that I had to implement. Theatre was so not what I had perceived it to be! It was much more than being JUST a good actress. We had to keep the audience glued to their seats. To add to this, there were no microphones, no second takes and no cues, nothing that could help us once we were up on the stage. So yes, it scared me. But again, there was nothing I could do about it, so it was another intense day of rehearsal till 11pm. As soon as I reached home, I lay in my bed, trying to force myself to sleep but to no avail. We had one last day, after which it was show time!

Sunday (1 day to the play): This day was all about the finishing touches and last minute improvisations. I was both, confident and anxious. There are no second chances in theatre performances. "What if I forget the dialogues during the performance?" I asked Kishan. "We cover up for each other, that's what team-mates do.", he said with a smile. That's when I realised the similarity this had with what a B-school teaches you - Team work, trust, time management and a never-give-up attitude. I remember riding back home, still performing the play at the back of my mind. Finally, the wait was over. It was 'The Big Day' tomorrow.

Monday (Performance Day): 2 pm, standing outside Mysore auditorium, I stared at the big board which displayed all colleges that were to perform that day. Mithibai, UPG and then, the screen flashed. "N.L. Dalmia's Darmiyan: Kishan Majithia and Bhavisha Kapadia." I felt proud, yet petrified at the same time. We were the only B-School participating in the competition and it was only possible because people believed in us. Our director - Dr. Raja Roy Chaudhary, our faculty in college and all our team mates were always there to support us in everything that we needed and more. I told myself fervently that I would not let them down. It was time. The play started a little later than scheduled, I watched the curtains open and lo behold! Kishan started off with his first line. My heart pounded and I could feel the chills run down my spine. I just wanted to go and give my best. This was it. This was our time to shine. Those 42 mins felt like forever. Every emotion, every sentence and every reaction came out perfectly. The audience appreciated us way more than our expectation. Yes, we nailed it!

It's been 3 months already and I am still not over the very telling experience of IPTA. I had so much to take out of this. The whole experience has taught me a lot of things. It taught me the virtues of patience and time management. It taught me how to trust and believe in friendship and colleagues. It taught me to believe in myself and that we are so much more than what we think we are. I learnt about team work, setting goals in life and most importantly I learnt about how to motivate myself and push my limits, last but not the least, it taught me to never give up!



Bhavisha Kapadia
PGDM - HR
2017-19 Batch

SUMMER INTERNSHIP

Have you ever thought why students work as Interns?

An internship provides a great opportunity for students to gain experience in a particular field or industry, determine if they have an interest in a particular career, and create a network of contacts, or gain university module credits and finally an opportunity to have a pre-placement offer before graduation.

How do Organisations benefit from Interns?

While some companies may treat interns as a free source of labour, organizations of today have realized that internship programs provide an opportunity for having new generation talent beforehand.

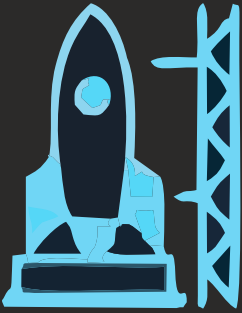
Here are a few things to keep in mind which I learned through guest sessions before you start your Internship:

1. **Know your Company:** Treat it like homework, understand your company's vision and mission, know the office hierarchy. One should know their immediate superior/mentor/boss to whom they're going to report.
2. **Be Punctual:** Visit the office a couple of times before joining and figure out alternate ways for emergency cases so that you don't end up late on the day of joining. First impressions are everlasting!
3. **Read Newspaper:** One should be updated with the latest headlines of their industry and general business happenings at all times. There's no better way to break the ice!
4. **Office Dress Code:** What you wear to work will decide the success of your internship program. One should know the culture followed by the organization. It is advised that one should be in formal attire irrespective of the firm being entertainment or media so that in case any higher authority notices you, they are reassured that their decision of choosing you over others was right.
5. **Office Etiquette:** Entering into corporate world right from the classroom requires a lot of dignified behaviour on part of the students. For Example, one should not chew gum at their desk, or call out their co-workers loudly from one corner to another.
6. **Paperwork:** On the very first day when you arrive at the office, a lot of paperwork has to be filled up. One should carry all the necessary documents and contact the concerned personnel at least a week in advance to find out if any specific document is required.
7. **Notebook:** There are chances that you might be oriented with important information and key persons on the first day, which you can't afford to forget. Therefore, it is advised to carry a notebook to jot down relevant information and contact details.
8. **Networking:** The most important part of any program, whether it's an internship or a full-time job. One should attend networking events if possible, spend time with your co-workers so that one becomes a part of the Industry. A study reveals, 70% of the time you find a job through your personal network.

Finally, believe in yourself because your organisation believed in you.



STEPS FOR IMPLEMENTING



START WITH AVAILABLE DATA

Even with limited data, you can create actionable insights. If you add more data, your insights will get richer.

ASSESS THE DATA QUALITY

But do not strive for perfection. There are creative and statistical ways to deal with missing data.



START SMALL, AND KEEP IT SIMPLE

Start with your most urgent questions. Focus. You will learn while doing, and get better.

AVOID ONE-OFF ANALYSIS AND PROJECTS

One-offs are time consuming, and difficult to replicate. Detect trends over time and you will be able to focus your actions.



PREDICTIVE TALENT ANALYTICS

INCREASE THE DATA ANALYTICS CAPABILITIES OF YOUR TEAM

Data analysis requires skill and domain expertise. Team up with IT and Marketing, and leverage capabilities.



REPORT VISUALLY

A picture tells you more than 1000 words. Don't make long reports, tell your story in simple visuals

SURPRISE WITH INSIGHTS

Create engagement through surprising insights and the organization will ask for more.



FOCUS ON BUSINESS RELEVANT AREAS

You can drown in data and get stuck in analysis paralysis. Focus on the areas most relevant for your business. Stay close to growth, sales and clients.



EXPERT TALK

The above quote highlights the importance of continuous learning and the same was communicated to the first year PGDM HR students on February 19th, 2018 by Mr. Kartik Jogi, HR Business Partner and Lead, Learning & Development in Bajaj Electricals Limited, an Indian consumer electrical equipment manufacturing company and is part of the Bajaj Group.

Mr. Jogi threw light on the 7 recent trends conducted by Mercer in the field of Learning and Development:-

- **Digital Transformation**- Refers to the changes that take place in the activities of an organization due to the inclusion of digital technology. According to him, digital transformation in any organization should be a learning experience rather than a mechanical one.
- **Leadership and the role of L&D in identifying leaders**- Leadership, being one of the important functions of management, helps in maximizing efficiency and achieving organizational goals. Mr. Jogi was of the opinion that a leader is someone who takes decisions in the present after considering its future implications rather than taking impromptu decisions which might not achieve the desired results. In other words, a leader is expected to take decisions after analysing its future impact on the organization.
- **Era of an Individual**- In today's fast moving world, technology-based learning constitutes learning via electronic technology, including internet, intranet, audio, videoconferencing, etc. Today, organizations prefer that the training material reaches its trainees while they are on field rather than expecting them to go off the field in order to receive training as this might hamper their productivity thereby affecting the overall output of the organization.
- **Investment in Learning & Development**- Employees in any organization are considered to be the assets of the organization, and therefore in order to improve the skills of its employees, it is important for every organization to invest in training and developing their employees. This will help employers gain a competitive advantage over other companies, increase their employee loyalty, decrease employee turnover and absenteeism and Bajaj Electricals abide by the same rules.
- **Big Data**- In the context of HR, Big Data refers to the massive and exponential growth in the number of employees, customer and transactional data available in organizations. Having big data knowledge, will help identify the training need analysis of its employees and assist in quick execution of training and developmental activities with minimum room for error.

Guest Session by Mr. Kartik Jogi

- **Ecosystem** – An ecosystem is an economic community supported by a foundation of interacting organizations and individuals. The Learning and Development Leader was of the view that it is very important for employees amongst various departments to communicate and have cordial relations with each other so as to promote each other's developmental programmes and encourage their team members to participate in the same thereby increasing trainee participation in the developmental programmes conducted by the organization for its employees.
- **Development in Neuroscience** – Neuroscience which refers to the scientific study of the nervous system and the brain, helps in understanding how the human brain works and how people are programmed to respond in certain situations. Application of this concept in the regular activities of HR could lend itself well while taking learning and developmental initiatives.

Mr. Jogi related each of the above trends with his day to day experiences at Bajaj Electricals Limited which helped the HR students gain a better perspective on these topics.

He also told the students how they conduct and encourage Learning and Development in their organization by enlightening us on their 2 flagship programs.

Sukarak – Bajaj Electricals Limited introduced this program with the aim of inspiring the employees in the organization to embrace new skills and learnings by sharing the experiences of employees that underwent the leadership training programme with colleagues thereby enhancing the collective knowledge of the organization. This in turn would encourage other employees to volunteer for leadership roles thereby increasing the number of internal trainers within the organization providing them the opportunity to become subject matter experts (SME).

Pygmalion – The second flagship program, Pygmalion, was introduced with the intention to identify and groom the future leaders of the organization by encouraging cross functional collaboration of team members by providing the best-in-class experiential training and competency based developmental plans.

All in all, Mr. Kartik Jogi's session helped the HR students get insights on how Learning and Development as a function is actually carried out in today's organizations vis-à-vis what is otherwise learnt within the four walls of a classroom.

Richa Mehta

PGDM - HR
2017-19 Batch



Nikita Mirchandani

PGDM - HR
2017-19 Batch



Roohee Khan

PGDM - HR
2017-19 Batch



OTHER NOTABLE GUEST SESSIONS

ASIAN PAINTS- Durga Prasad Dutta and Naresh Babu- Recipe for success

Mr. Durga Prasad Dutta and Mr. Naresh Babu, Manager Human Resources, of Asian Paints interacted with first year PG-HR students on December 9, 2017. They shared various insights as to how Asian Paints managed to gain a competitive advantage over others with the help of various mergers and acquisitions. Mr. Dutta emphasized on the fact that having complete knowledge about the business is of utmost importance for the upcoming generation of HR leaders in order to be successful in today's competitive business world. He stressed on the importance of learning about the business as new generation HR leaders, considering it as the perfect recipe to succeed.

L&T- Jay Upadhyay- Finding the Purple Squirrel

Mr. Jay Upadhyay, Head Talent Acquisition of Larsen & Toubro Group took us through his corporate journey from working with one of the largest employer of India, Indian Railways to heading the Talent Acquisition of one of the most powerful company in the world. He shared his views on how candidate profiles in various organizations are screened using different screening process tools. He also made us aware about the qualities that every Talent Acquisition Manager is expected to have and how difficult it is to find the right candidate and called this phenomenon as 'Finding the Purple Squirrel'.

Glenmark- Arjun Singh- An insight into Pharmaceutical Industry

Mr. Arjun Singh, VP- HR of Glenmark, a well-known pharmaceutical company, addressed the first year PG-HR students. Mr. Arjun Singh provided an in depth knowledge about the work culture of companies in the pharmaceuticals sector and amidst all of this, how does Glenmark maintain a culture of transparency in its operations and how that has helped them obtain the tag of being market leaders in the industry. Being an HR professional, he too focused on the importance of understanding the business.

Reliance Jio- Vivekananda Roy- Friendship with AI

Mr. Vivekananda Roy, VP-HR of Reliance Jio addressed the students of N. L. Dalmia Institute of Management Studies & Research. He threw light on various topics like difference in traditional HR practices and modern day HR practices, the importance and application of academics in corporate life. Amidst the speculation of technology taking over our jobs, he was of the opinion that technology will in fact be human's friend and will help us reduce the redundancy in our job roles.

Reliance Jio – Want it? Work for it.

Mr. Siva Vutukuri, Business Partner HR interacted with first year PG-HR students. According to him, all the functions of HR can be divided into four broad categories of Hiring, Training, Retaining and Sustaining and all the other roles fall under these broad heads. He concluded the session by conducting one small activity that focused on achieving the goal by overlooking all the distractions on the way.



ABOUT EPISTEME

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.

As editors of this magazine, we take immense pleasure to give credit to Arzoo Lakhwani from HR batch of 2017-2019 for naming this magazine "**EPISTEME**", which means, "Spreading Knowledge and Understanding".

Changing the outlook from "Drishtikon" earlier to Episteme, 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 reviving this magazine is to spread knowledge and wisdom and ensure that the readers' mind blooms into a wonderful tree.



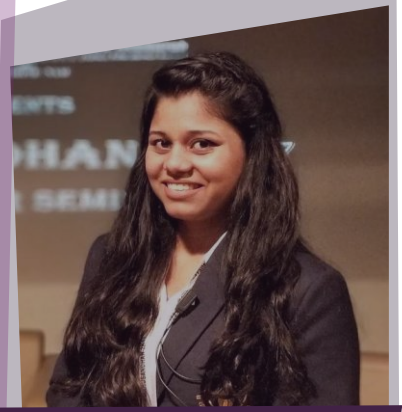
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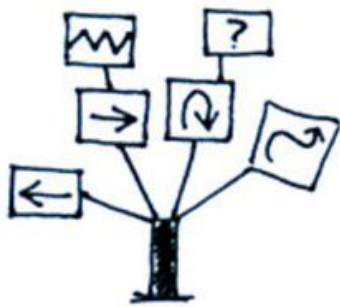


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LEADERSHIP IN A VUCA WORLD



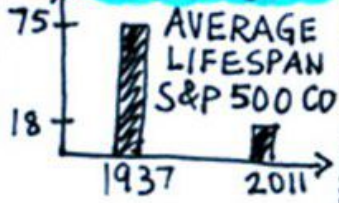
VOLATILE
RATE OF CHANGE

UNCERTAIN
LACK OF PREDICTABILITY

COMPLEX
ISSUES & CHAOS

AMBIGUOUS
HAZINESS OF REALITY

MARKET LEADERS DISRUPTED



GENERATIONAL SHIFTS AT WORK

RISE IN AUTOMATION & GLOBALIZATION

MINDSET/SKILLS TO THRIVE IN A VUCA WORLD



DEVELOP an ADAPTIVE MINDSET



HAVE A VISION



EMBRACE ABUNDANCE MINDSET



WEAVE ECOSYSTEMS FOR HUMAN ENGAGEMENT



ANTICIPATE & CREATE CHANGE



BE SELF AWARE



BE AN AGILE LEARNER



NETWORK & COLLABORATE



RELENTLESSLY FOCUS ON CUSTOMER



DEVELOP PEOPLE



DESIGN FOR THE FUTURE



CONSTANTLY CLARIFY & COMMUNICATE



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