Sashakt - E-Newsletter of HR Club of RDIAS

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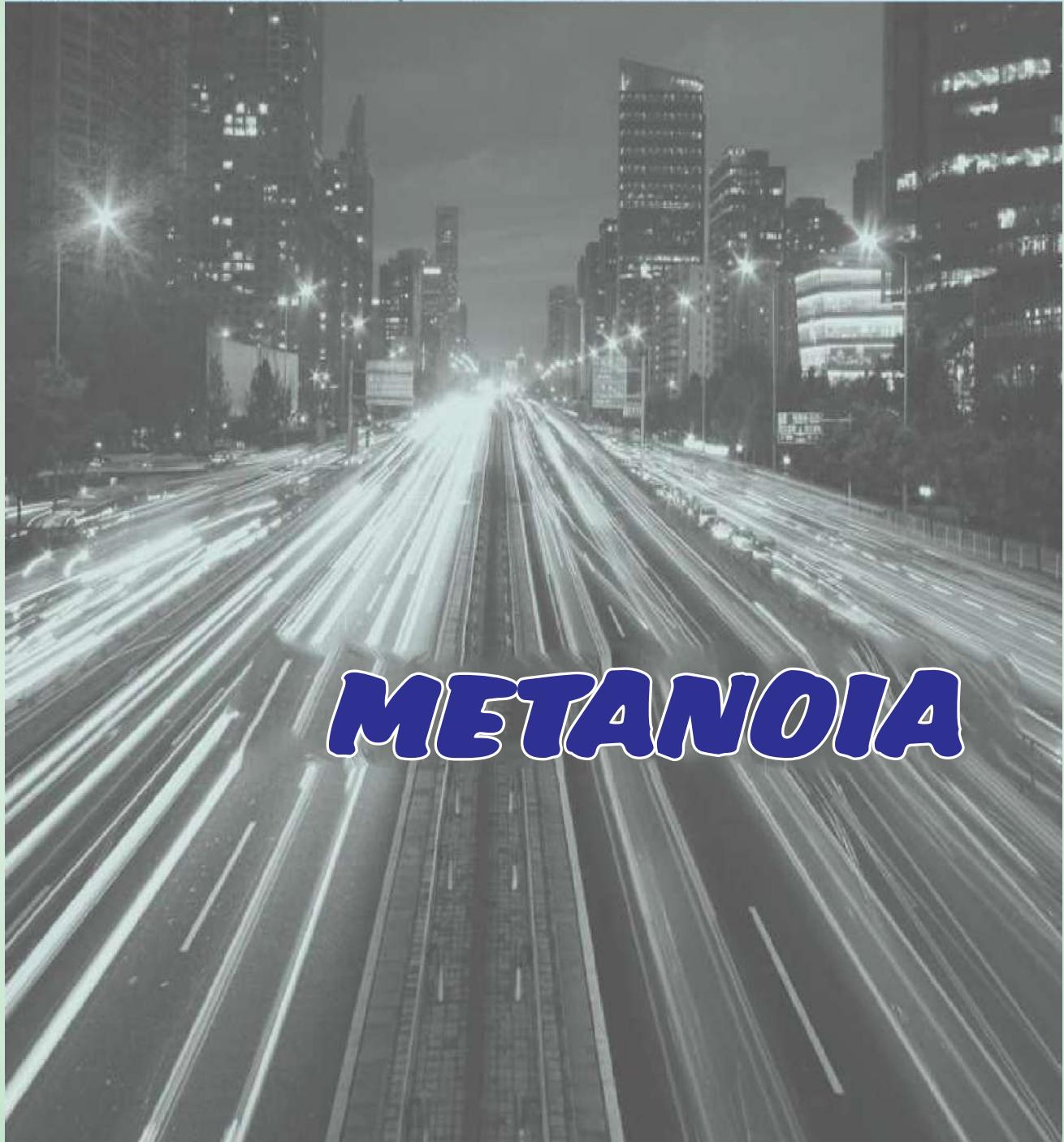
The journey of changing one's mind, heart, self and way of life

From The Director's Desk

Prof. (Dr.) Raman Garg
Director

Business models are changing. Learning management is viewed as a lifetime endeavor. The 21st century is redefining not just industry practices, but management education as well. The approach for managers has evolved to lead people and manage resources. The HR Club: Sashakt aims to bring like-minded HR aspiring students together on a common platform and understand the business patterns emerging in this era. The club is motivated to offer a platform for the students to see the environment from the lens of a Human Resource Specialist.

From The Editor's Desk

Incharge, HR Club
Dr. Vidhi Tyagi
Associate Professor

Dear Readers

This is the pioneer edition of our newsletter, in which we have aimed at collaborating a world view of the realms of HR. As swiftly as the world has changed in the past one decade, HR practices have evolved into a space of their own. At our HR club Sashakt, we incessantly strive to propagate an inclusive society where we are adrift with the tradition principles & also the contemporary ideas. Keeping that as the central idea, we handover our creation to you, the reader to read and to reflect.

Inside This Issue

About The HR Club

The purpose of SASHAKT-HR Club of RDIAS is to bring the students together on a common platform where they can enhance their HR Skills through participation and involvement in various HR related activities. This club is constituted to assist students to learn more about Human Resource and to lead them to build their career in HR Domain. Students are encouraged to participate in corporate events where they get the exposure and opportunity to meet HR professionals.

Internal Events

HR Cafe
Date – February 8th, 2019

The HR Club organized the event HR café- Poster Presentation of HR practices for the students of MBA. The motive of the activity was to expand the horizon of creativity beneath the minds of the students. This activity included a demonstration of research effort, a collection of company data or display of company artefacts for viewing. It represented the efforts of the student's research into HR practices and norms of the company chosen. They came up with a way to share the results of their research in the form of display backdrops, poster making, collage, crafts, model, exhibit material and more.

The hard work and efforts they put in their poster showed them the way to win the competition.

The winners of the competition were:

First position:
Ayush Khulbe MBA Sem–II E(B)
Vasudha MBA Sem–II E(B)
Priyanka MBA Sem–II E(B)

Second position:
Shivani MBA Sem–II E(B)
Prachi MBA Sem–II E(B)
Esha MBA Sem–II E(B)

Win Over the World
Date- March 15th, 2019

The Team Building Activity was planned with the theme of "WIN OVER WORLD (WOW)". The motive of this activity was to inculcate team spirit amongst them and expand the horizon of creativity beyond the mind of students. "WOW" was a team based activity in which students were assigned with three different games in which they had to show their efforts to work in a team along with creative results.

Students tried to connect to the theme of the competition through their performance in games played in team. Students showed their creativity and thinking skills in first round, communication skills in second round, mutual understanding, trust, and faith in third round.

Winners of the event were as follows:

First Position:
Sahil Manocha– BBA IV M B
Shubham Garg– BBA IV E C

Second Position:
Ruchi Kejriwal– BBA IV M B
Jatin Mehra– BBA II E A

Third Position:
Shubham Gupta– BBA IV M B
Manthan Gupta– BBA IV M B

Knowledge Sharing Session
Date- April 04th, 2019

Attending any external event gives students new learning's and provides exposure. RDIAS also provides the opportunity to the students to attend external events organized at the corporate level. Two students of MBA attended the "Star Flow Fest- event by Times of India", and were part of through Panel Discussions and a series of workshops.

In order to disseminate the Knowledge and the learning from this event, HR Club organised a "Knowledge Sharing Session" for the students of HR Domain. The learning's of the two participated students during the external event have been shared with all other students as it was an enriching experience for them.

Knowledge sharing session was useful for the students as it has given them an insight into such an event as well as introduction to new concepts.

Participating Students
Ayush Khulbe MBA Sem–II E(B)
Vasudha MBA Sem–II E(B)

🏃 Discussion Session Among Students

S. No.	Dates	Topic for Discussion	Keypoints
1.	February 20, 2019	Role of HR Managers	Operative functions of HR Managers, Roles and responsibilities of HR Managers in corporate sector
2.	March 11, 2019	Community Management: As a Recruiter's tool	Social Media platforms, Community Management, Modern Recruitment techniques
3.	April 04, 2019	Teambuilding : An Opportunity or Challenge for Employer?	Team building, perspective of employer, challenges & opportunities of team building

🏃 External Events

S. No.	Dates	Name of Event	College Name	Summary
1.	February 9, 2019	Reliance Quiz	Online Quiz by Reliance	Reliance Industries Limited conducted an online quiz for B-schools. The online quiz comprised maximum of 20 questions and the time limit provided was 30 minutes. Two students from RDIAS had participated in this online Quiz.
2.	March 14-15, 2019	Flow Fest - The change Festival	Times of India	Times of India had conducted "Star Flow Fest- The change Festival" on March 14-15, 2019 at Taj Palace, New Delhi. The program included the panel sessions and Workshops on various topics. Two students from MBA attended these sessions. Attending this event gave students new learning's and attending this fest has taught them not only the content but also seeing the dealings of corporate people has taught a lot in terms of being professionals.

News from Human Resource World: Key Highlights

❖ **Companies without Humans:** 52% HR professionals believe that the future workforce may have less humans. Times Jobs. 85% of survey respondents to the Times Jobs survey believe that automation will make the future workforce more competitive. Beyond the IT sector, Manufacturing is poised to be the biggest adopter of automation, followed by Healthcare and Automobiles. Factors like Emotional Quotient (EQ), decision-making and loyalty could disappear from the workforce in the light of increasing automation. Future Workforce: 48% of India Inc. believes future workplaces will witness a surge in demand for AI & ML experts by 2025.

❖ **Let's go off contractual staff:** Reliance Jio Infocomm sharply reduced the number of contracted employees, along with some permanent staff, as it strives to cut costs and improve operating margins, which fell in January–March. No Cost Pressure-led Action, Says Jio "Managers have been told to reduce team sizes. The areas that are getting impacted are administration, supply chain, finance and HR,".

❖ **Staff happy after Vodafone-Idea merger? It's still just an idea:** The corporate leadership of telecom market leader by customer base, Vodafone-Idea, is trying to cope with the merger's biggest challenge — managing employee morale at a time of huge job losses. So far, management has chalked up more losses than wins.

❖ **Which job function will see highest redundancy with increasing automation?** AI to see most talent demand by 2025, HR department likely to become the most redundant.

❖ **Reskilling, a solution to AI taking away jobs:** 65% of companies opting for AI are also investing in the reskilling of current employees. 1.8 million Jobs expected to be lost by AI by 2020. However, 2.3 million jobs will be created, making AI a net job creator. 84% employers who see AI as a tool to gain competitive advantage. 75% see it as a way to enter new business areas.

❖ **Companies re-designing job roles due to changing industry trends:** Survey Report says that With traditional jobs undergoing transformation, companies are now re-designing job roles to accommodate changing industry dynamics, according to a survey. Nearly half (47 per cent) of senior HR professionals are predicting a skills shortage in the country in the near future and, as a result, over one-third (37 per cent) are focusing on making changes in job descriptions to swiftly adopt changing trends, according to the survey by job portal.

❖ **BoB, Dena, Vijaya to soon offer services to customers of all 3:** All three banks have managed to integrate the HR functions and integration of the IT infrastructure is a work in progress. Bank of Baroda (BoB) will take the first step towards integrating individual customer services of Dena Bank and Vijaya Bank customers later this month by throwing open basic banking facilities to customers across all three lenders. This seamless transition will be a record as it has been done within two months of the merger announcement and marks an important step in what is a complex public-sector bank merger.

❖ **Facebook paying more:** After running into controversy for low wages of content moderators, Facebook raises pay globally. Facebook has decided to raise minimum wages to its outside vendors in the US to $20 per hour, and would implement the same for contractors in other countries including in India. Content moderators and other contract workers will make at least $18 an hour, up $3 from before.

❖ **IT industry executives believe skilled staff can find options abroad despite visa curbs:** Some Indian IT firms had begun saying that lack of visas was making it harder for them to retain talent. There are many countries where onsite is still an opportunity, as long as you have the right opportunity and the right skills, an onsite (opportunity) can come to you," Ajoyendra Mukherjee, former HR head at Tata Consultancy Services, had told ET just before he retired from the company at the end of April.

❖ **Insourcing threat looms large over IT services providers:** Global firms have been deploying their own talent to reduce dependence on outsourcing. In India's tech landscape, 'in' seems to be the new 'out' these days. Global IT companies with captive operations are increasingly reducing dependence on outsourcing to improve productivity and take decisions quickly, in a significant shift that could impact margins of technology services leaders such as TCS, Infosys, Capgemini, Wipro and TechMahindra.

- ❖ **Sony Pictures Networks hires ex Coca-Cola HR head Manu Wadhwa:** Sony Pictures Networks India (SPN) has appointed Manu Wadhwa as chief human resource officer (CHRO) for the network. Prior to SPN, Wadhwa was the head of Human Resources for Coca-Cola India and South West Asia.

- ❖ **Businesses need to reinvent with a human focus, says Deloitte Human Capital report:** Organisations must reinvent themselves with a human focus into social enterprises, says a report from consulting organisation Deloitte.

- ❖ **Leading The Social Enterprise:** Reinvent With A Human Focus' : According to the Global Human Capital Trends survey, its three categories of future of workforce, future of organisations and future of HR, has brought forward 10 major trends on alternate workforce, redesign of jobs, leadership, employee experience, teams, rewards, accessing talent, learning, talent mobility and HR technology.

- ❖ **Maruti Suzuki creates new management tier:** The executive board will not only be tracking the dynamic changes in the Indian automotive industry but also become a bridge between Suzuki and external shareholders. India's largest carmaker Maruti Suzuki has created a new management tier by rejigging its top cadre to ensure continuity as it prepares for the new partnership with Toyota and readies for the new emission norms by 2020. The newly formed executive board includes five Indian executives under the role of a senior executive officer from critical functions of R&D, production, sales and marketing, finance and HR along with a Japanese director.

- ❖ **CiplaNSE -0.61 % has announced the appointment of Dr. Raju Mistry as President and Global Chief People Officer (GCPO) of the company:** Mistry is a veteran Human Resources (HR) professional with over 27 years of global experience across diverse sectors such as Chemicals, Pharma, FMCG, IT, Engineering and Textiles. Prior to joining Cipla, she was Chief Human Resources Officer (CHRO) at Jubilant Life Sciences Ltd. For 13 years before that, Raju led the talent, employer brand and leadership.

- ❖ **The future is now:** The changing role of HR. Leading HR organizations are the ones which have already delved into the technologies by hiring the skilled employees and paving the way for a better integration of digital and human labor. A latest report by KPMG reveals two sides to this story. Out of the surveyed 1200 global HR executives from 64 countries, 39% of forward looking and confident HR leaders are harnessing the resources and insights to redefine obsolete models, and implement technologies such as analytics, digital labor and AI.

- ❖ **AI-powered video interviews are transforming the future of HR:** With the advancement in data analytics and automation, interviewing can happen on the go over a phone or app. Video interviewing thus is gaining traction due to incumbent benefits of reduced scheduling, lesser associated travels and lesser costs related to face to face interviews. With the help of customized, subject oriented questions hosted on the platform, a quick assessment of a candidate can be done. Further, AI can help in analysing the video of the interview to evaluate a candidate's engagement when making a hiring call.

- ❖ **Future Group HR goes mobile:** Around 68,000 employees of the Future Group have started using an app that takes care of several HR-related functions such as leave, attendance, birthdays and training. Vivek Biyani, who head's Future Group's initiatives in digital business, said the app, called Alt Worklife, has led to approximately 25% rise in productivity since its launch in the month of February.

Alum Speak

Jagriti Chabra
HR Professional
MBA Batch 2014-16

Q 1: What role has RDIAS played in grooming your career in Human Resource?

Answer: Overall it was a brilliant experience to be at RDIAS. But if I talk specific to HR grooming sessions it was an average experience as we did not have any club specific to HR or any extra trainings or courses pertaining to HR during our time. But one thing I loved the most was my enhancement in my interview skills.

Q 2: How has placement cell at RDIAS assisted in meeting dynamic needs of corporate?

Answer: The placement assistance from the placement department was good. One thing I would like to tell that our placement department is a good example of great teamwork and perfect leadership.

Q 3: What are the challenges you faced in your career?

Answer: The initial challenge faced by me was getting into right job that suits my interest area and the second most important challenge I faced was how should I compete in the highly competitive industry.

Q 4: How was your overall journey from RDIAS to corporate sector?

Answer: Overall it was a brilliant experience to be at RDIAS. I really loved the activities organised by different clubs and committee. The best part of RDIAS is that it has a huge trust on its students. All activities that were organized were wholly student centric that was the most important part for the development of the student.

Q 5: Is there any message you want to give to students like us who are pursuing MBA and will be joining corporate in future?

Answer: To my young friends I would like to say that people always say that the number of HR jobs in the industry is very less. But, I feel that if you are passionate towards your career then it doesn't matter whether jobs are less, you will surely get a job.
Also, in the beginning of your career, don't run behind money just focus on your development and getting good job.
Specific to HR students your major project should be in HR, should have HR analytics certification, sound knowledge of MS office (specifically excel and advance excel)

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Kriti Verma
HR Professional-Impeccable HR Pvt Ltd.
MBA Batch 2014-16

Q 1: What role has RDIAS played in grooming your career in Human Resource?

Answer: RDIAS had played satisfactory role in grooming my career in Human Recourse Management. But it can be brilliant if college can provide any one of the certification related to HR. But I could say that one thing that college has enhanced is my interview skills and increased my confidence level through letting us participate in various events.

Q 2: How has placement cell at RDIAS assisted in meeting dynamic needs of corporate?

Answer: The placement assistance from the placement department was good. Everything was well managed.

Q 3: What are the challenges you faced in your career?

Answer: The initial challenge faced by me was selecting right subject then going forward and getting job of my interest area. Most important is competing in the highly competitive industry.

Q 4: How was your overall journey from RDIAS to corporate sector?

Answer: Overall it was a brilliant experience to be at RDIAS. I really loved the activities organised by different clubs and committee.

Q 5: Is there any message you want to give to students like us who are pursuing MBA and will be joining corporate in future?

Answer: I would like to emphasize on the importance of live projects. During your MBA, have at least two live projects in their respective areas. Be updated and acquire certifications in your Major or Minor subjects.

The Third Axis

What kind of People Assessment system are you using?

Ankit Singh

HR Analyst, Royal Bank of Canada, Capital Markets, Toronto, Ontario, Canada

The one that measures percentage sales achieved by an employee against budgeted just like your percentage in 10th grade final semester exams which shall decide the fate of your career henceforth? Or, the one that measures the change in your employee engagement scores like a dipstick to measure the level of fuel in the fuel tank before you leave your car at the mechanic?

Many evolved organizations use the concept called The 9-Box Model to categorize talent. The proponents of this model would say that it is by far the best representation of Talent in terms of mapping the potential of employees against their performance and creating the talent pipeline by providing them with focused developmental opportunities. To this, I would say, too many heavy words in a single sentence! Aren't you asking too much from a simple X-Y plane? Some organizations map their talent on a Skill v/s Will plane, which, to a certain extent, tries to poke into those latent factors responsible for driving an individual towards enhanced levels of productivity.

If 'Talent' were to be a function of just the performance and the potential, retention of your folks would have been a lot easier. Although it is nice to know the existing levels of your Talent, it is must to know whether they really care about which box of the 9-box model they fall in.

So, what is that one latent force that drives an individual towards delivering high productivity and to be considered as 'Talent'? That one factor which strikes the sweetest spot of an employee and unleashes the best in him. That one chord if struck at the right time and in the right manner would result in a highly motivated individual who utilizes his 100% potential and performs the best as per the required standards.

If there are hundreds of research papers and studies conducted across the globe on this topic, then there are thousands of theories that explain factors responsible for bringing out the best in an employee. As part of a study conducted over the last few months lot of candid one-on-one discussions with employees across hierarchies, tenure, roles and different organizations across industries, around, what motivates the employees at work and what is that one factor which has made them stick around with the organization since long, were conducted. We refrained from conducting a typical survey because surveys tend to give ideal results and not the actual. As a result, most employees opened up straight away crediting their tenacity with the organization to career growth and development opportunities, culture and bonding among the team members whereas others had to be probed sufficiently to bring out those hidden factors.

On careful examination of all the verbatim received as part of this study, we found out a common thread linking most of the responses. And, that factor is 'how the organization has succeeded in managing the Career and Personal Aspirations' of an individual.

The study revealed some really interesting facts about what goes on behind the curtains of the employed workforce. Whatever be their daily routine at the workplace, one latent factor that was driving them at work was the sense of advancing towards accomplishment of their personal or career aspirations which is reflected in some of the following findings:

- For some, working with a reputed organization or a big brand name was an aspiration and coming to work daily gave them a sense of achievement.
- For some, considering their minimal educational backgrounds, getting into a job and earning a living for their modest families was an aspiration.
- For some, a satisfying job that matches their educational qualification and provides a steady career growth path gave a deep sense of accomplishment of aspirations
- For some, having a respectable job close to home gave a sense of accomplishment whereas, for some with their children studying in nearby school and spouse also having her place of work nearby gave a sense of accomplishment of life's goals.

Although very few admitted that their role was something that they always aspired to do, majority of employees mentioned that their current roles were just a stepping stone to their career aspirations.

- For some, the aspirations were very clear and they knew where they saw themselves 10 years down the line, while some had to be probed significantly to come to a closed-ended answer, etc.
- For some, career aspirations were nowhere connected to their current roles and were a complete drift from their existing career path. For eg., some of them intended to take up photography or teaching as a profession whereas, some wanted to take the entrepreneurial route to satisfaction!
- Now, let's look at this in light of The 9-Box Model where the 2 axes of the X-Y plane represent 2 independent variables – Performance and Potential of an individual. This model, very conveniently plots the variations in performance of an individual vis-à-vis the variations in potential and thereby, deciding that these are the only 2 factors to distinguish talent.

In all the seven statements highlighted above, potential and performance at the workplace are definitely not the reasons for an employee's sense of belongingness with the organization. They are governed by another factor which brings out that latent satisfaction and motivation for an individual to perform and work at his 100% potential. A factor that is more supreme than an individual's potential – performance, of course, being the ultimate outcome. This latent factor is the "Individual aspiration". It packs in itself a power so great that, if tapped and harnessed carefully in a focused manner, has the potential to take organizations from good to great and great to the best in the world!

Consider the example of an employee with 10 years of experience as a data scientist, in a role that requires him to perform high degree of analysis and draw analytical inferences. Although he possesses extremely high analytical skills and is extremely skilled with numbers, he is not performing up to the required standards. Even when you probe such an employee to understand the reasons why he is unable to perform, he is reluctant in answering or gives away any random answer just for the sake of answering the question. Eventually, in a year or so he quits the organization and takes up the role of an Assistant Professor of Analytics in a reputed B-school.

Would you call this individual a low-potential employee or consider it as a talent loss? Think of what would have happened if he had been given the role of an internal trainer of Analytics for the team of new younger data scientists that join the organization? Both the organization and the employee would have benefitted from this. Such is the power of tapping and managing individual aspirations and aligning them with organizational goals. Better the management of individual's aspirations, better the exploitation of individual's potential and thus better the performance at the workplace. And the best part about this third factor is that it comes at absolutely no additional cost, however, all it takes is the skill to identify such drift of individual aspirations from organizational goals and the desire in the management to reduce this drift.

As we speak, today's dynamic 3-dimensional space, is expanding diametrically and opening up a plethora of career options for both millennials and baby-boomers to choose from – talent, therefore, can no longer continue to be regarded as a mere function of Performance and Potential. This approach is too limited in its scope and leaves out the very important aspect of individual's aspirations which determines the mix of his total potential being put to use and his performance at the workplace. This third dimension of Individual aspirations can then be represented on paper as a parabolic.

Organizations that are able to fulfill individual aspirations while employing the individual would definitely have lasting impact on overall performance of its workforce thus resulting in a sustained competitive advantage. Needless to mention, employees are the biggest assets that an organization has.

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STUDENTS

Important HR Trends to look out for in 2019!!
Sakshi Mittal- Student
MBA Batch 2018-2020

1. Personalisation

Historically HR, has focused on standardisation and "One-Size-Fits-All" ideology. Traditionally, many HR-practices take the needs of the organisation as the starting point. An example is recruitment: we have an organisation structure, with a hierarchy, and well-defined jobs. Next step: how do we find the candidates that can fill the vacancy? The reverse question is hardly ever asked: what can we learn from the new employees who enter the organisation? Learning & Development has a hard time to make the shift to an individualised approach. We still see many programs targeted at groups (e.g. high potentials, senior managers), with a large classroom component. Office design is an area where the standard approach has backfired. Most of the new office designs now take the different needs of users into account. If you are work better near other people and if you regularly need advice from colleagues, you can work in open space. When you need to concentrate on a complicated report, you can sit alone in a quiet room. For a call with a client, you can find one of the small phone booths. In 2019 personalisation will get a lot of attention, and employees and organisations will benefit.

2. The Trust Issue

A recent global survey of Ernst & Young ("Trust in the Workplace") showed that less than half of the respondents have "a great deal of trust" in their current employers, boss or team/colleagues. The results of the annual Edelman Trust Barometer are a bit more promising: globally 72% of the employees trusted their employers "to do what is right" (see table below for the differences between countries). Trust in government and the media is a lot lower. Cognitive dissonance might be an element in the explanation of the higher trust in employers than in the government and the press. The trust issue needs to be on the 2019 HR agenda, because many of the HR initiatives are designed under the assumption that employees trust the organisation and that employees trust technology. Unfortunately, the trust level might be lower than we expect.

3. **Big = Beautiful**

The big players in HR business solutions are getting bigger. LinkedIn bought Glint. LinkedIn launched Talent Insights. SAP buys Qualtrics. Workday announced Workday People Analytics. In the past we have been sceptical about the ability of the big players to incorporate new technologies and to be flexible enough to cater the different needs of organisations. Our scepticism is decreasing, and our expectation is that especially the big players will be able to help HR to make the transformation into digital. The creative and innovative small players, and there are many, will increase their chances of survival if they are bought by one of the big players, if they work seamlessly together (as a plug-in) with the big players or if they have been able to capture a truly unique niche area.

4. **HR Innovation Labs**

Experimenting with new technologies and new innovative HR solutions can be enhanced by installing an "HR Innovation Lab". Big innovative organisations, as Deutsche Telekom and RABO bank, are investing in teams that focus on HR innovations and the possible applications of HR Tech. It is good for the organisations, as they increase the angle of the learning curve. HR tech providers benefit, as they can work with and learn from sophisticated clients. It helps HR to change the image of HR, from slow and traditional to fast and innovative.

5. **HR is about People**

The expectations of workforce analytics and technology are often too high. Three elements must be considered. In the first place, human behaviour is not so easy to predict, even if you have access to loads of people data. Even in domains where good performance is very well defined and where a lot of data is gathered inside and outside the field, as for example in football, it is very difficult to predict the future success of young players. Secondly, the question is to what extend managers, employees and HR professionals behave in a rational way. All humans are prone to cognitive biases, that influence the way they interpret the outcomes of workforce analytics projects. Some interesting articles on this subject are why psychological knowledge is essential to success with people analytics, by Morten Kamp Andersen, and The psychology of people analytics, written by myself. The third element: AI developments are going fast, but there are many tasks where AI has great difficulty to come close to the performance of human beings.

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The 5 Aspects of 'Company Culture
Ayush Khulbe- Student
MBA Batch 2018-2020

Relationships

When you join an organization, you have a short window of time to adapt to its culture. We know too many talented individuals who have stumbled in their new company because they failed to read the cultural tea leaves. This happens because most organizations don't explain the cultural rules to newcomers, and new hires are so focused on the job and the new boss that they overlook the rules' profound influence. Being cognizant of not just what your colleagues do but how they work, matters if you want to be effective and be perceived well. In our work, we have noticed five dimensions of culture that require your attention. These have the greatest impact on your ability to navigate a new job

Communications

Observe where and how your colleagues get work done and make decisions. Do they spend much of their time meeting with one another, or do they tend to be at their desks or work from home? Are people friendly and open to meeting with you? Or do they appear to be nice but repeatedly cancel "meet and greets"? You may need others to help you make the necessary connections.

Decision Making

When you start a new job, look at how people tend to communicate with one another. Is it through formal channels, like meetings that are always set in advance, and to which everyone comes well-prepared? Or do individuals more often communicate spontaneously with little or no documentation? (Maybe your manager frequently stops by and says, "Can you come join this meeting now?") You should start by asking your boss what the expectations are. Personal assistants and your teammates are other good sources of information.

Some companies make real-time decisions in formal meetings, while others tend to finalize decisions offline. Even if formal meetings are the norm, you may find that the real decisions happen by the coffee station, in the hallway, or over lunch. Watch for whether the decisions made in the meetings get implemented. If you see people agreeing to some set of actions in a meeting, and then notice that other things happen afterward, that suggests there are strong informal decision-making mechanisms at play that you'll need to uncover.

Individual vs. Group Perspectives

Group-focused organizations provide a safety net in which risks and rewards are shared. These organizations tend to be flatter and more focused on shared

goals and results. If you are a highly ambitious individual who enjoys individual recognition, you may not get what you need fast enough in terms of career progression. One cue is to listen for how people discuss their work in meetings. If people generally talk about the group achievements, and you use "I" in your presentations, you will quickly be branded as someone who is not a team player. Once again, the key is in recognizing how individuals are recognized and rewarded.

Culture Change

The thing to keep in mind when you join a new company is that your previous achievements don't allow you to act outside of the norms of the culture you're in currently. Most organizations will hire.

you for past experiences, but your future success there will be determined by your impact in your new environment — and depending on how well you understand and work within your new culture, your impact can be amplified or derailed.

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Journey @ RDIAS- Student's Outlook

Sumit Chauhan
MBA Batch 2017 – 2019

Q1. Could you tell us about your journey as RDIAS Student ?

Answer. Well, being from non–commerce background and having no knowledge about real corporate world, RDIAS has given opportunities at every single step to learn more about the professional world and also gave a chance to understand the true self. If I say about my journey then it has been rich with lot of learning and fun, I mean at RDIAS we just don't learn, we learn with fun. At RDIAS, they nurture the talent and every faculty makes sure that students don't just get good score but also understand the concepts and they can apply it to their real life or professional life. The life at RDIAS is full of activities. It helps students to learn

more and more. I have taken part in many events which I never thought I would be able to participate in such as, anchoring in HR Crystal Ball 2018 held at RDIAS, participated in Fashion show and also won the Intra College project presentation on "Social responsibility of student towards their college". And yes in these two years I have been to different corporate companies for industrial visit to know how real business world runs. But finally journey came to its end with so much leanings and experiences that I never had before.

Q2. Being HR major student, what suggestion would you like to give to upcoming aspiring students to make full utilisation of their 2 years at RDIAS ?

Answer. HR is the field of manpower management where every small thing counts, little is much and much is little. It is the field of Applied Sciences and Arts which requires students to have the blend of both soft and hard skills. These skills can be learnt books but that's not enough. Student should be well informed of what the real HR world is looking in, in HR professionals. This can be done by engaging oneself with corporate world by the means of internship projects live projects and knowing about new trends by reading research studies.

Faculties at RDIAS are well equipped with knowledge that can help student to grow more.

Q3. Challenges you have faced as being Non–Commerce and how you overcome them.

Answer. Well I am a BHM (Bachelor in Hotel Management) doing MBA itself was a challenge for me. Every subject was new to me but RDIAS curriculum is designed in a way that helps every student to overcome their challenges. The events they conduct helps students to overcome their fear and to be honest ever faculty helped me to understand the respective subject. Also, the corporate training program of RDIAS helps me a lot in overcoming the challenges I faced.

Shivangi Bindal`

MBA Batch 2017 – 2019

Q1. Could you please describe your journey of 2 years in RDIAS in a brief?

Answer. These 2 years have been the most dynamic years and the only thing which was certain was the uncertainty. The plethora of activities offered by different clubs of the college encouraged me personally to perform better than before. MSD & CTP sessions helped me to discover myself and improve my overall personality.

If I reflect upon my journey, I have learned more through participation. Attending different conferences, workshops, events, Winning Student Mentorship Programme organised by college, Securing II position in Inter–College Quiz competition boosted a lot of confidence in me. I have also been an active member of HR Club, Credence Club, Placement Department of our college. These clubs helped me to improve my presentation and organising skills.

Writing research paper and getting it published in the renowned journal gave me alot of insights as writing a paper is not a one–day task. It requires both efforts and discipline. My mentor was always there with me whether I needed help mid night.

In short if I have to describe my journey in one word then I would say "transformational". RDIAS not only provided me the platform to participate and perform in internal events but also encouraged me to participate and perform in external events too. In end I want to thank all the faculty members of college who were always there to guide me and had lead me from darkness to the path of light.

Q2. What suggestions would you like to give to the upcoming aspiring HR Students to make an impact and to make full utilisation of their 2 years of MBA?

Answer. The world is dynamic and the only key which can keep you forward is consistency in your efforts. I would suggest my juniors to have the basics of the subject clear and they should be able to identify in which field of HR they want to lead. I would recommend them to be participative in their approach. Communication skills can't be learned in one day, the flair comes with practice and for that students should take part in debates, presentations and conferences where during networking you can hone your speaking skills. Keep yourself updated with what is happening outside the college, so that you don't miss out on the relevant opportunities. The more you make mistakes the more you will learn. This is the time where you can remove your hesitation and convert your fear into strength.

Q3. What were the challenges you faced in the journey of yours and how did you manage to overcome them?

Answer. "Success is going from failure to failure without losing your enthusiasm". This famous quote from Winston Churchill always motivates me to move forward. During my journey of MBA, I faced many challenges like low confidence level, hesitation in speaking, presenting my ideas etc. I overcame all of them by regularly participating in both the internal and external events. Also, the faculties of RDIAS are very supportive. Whenever I felt low or I wanted guidance they were always there to help me.

Learning and Organization Development

Featured Books:

"The Making of a Manager" What to Do When Everyone Looks to You by Julie Zhuo

The Making of a Manager is a modern field guide packed everyday examples and transformative insights, including:

- How to tell a great manager from an average manager (illustrations included)
- When you should look past an awkward interview and hire someone anyway
- How to build trust with your reports through not being a boss
- Where to look when you lose faith and lack the answers

Julie has included Richard J. Hackman's research on what helps create successful teams into her approach of managers creating the right conditions for their teams:

- Purpose
- People
- Process

It provides an honest account of what it means to be manager and how to best transition into a managerial role.

OUTLIERS: The Story of Success. By Malcolm Gladwell

Malcolm Gladwell has described an intellectual journey through the world of "outliers"--the best and the brightest, the most famous and the most successful. He asks the question: what makes high-achievers different?

His answer is that we pay too much attention to what successful people are like, and too little attention to where they are from: that is, their culture, their family, their generation, and the idiosyncratic experiences of their upbringing. Along the way he explains the secrets of software billionaires, what it takes to be a great soccer player, why Asians are good at math, and what made the Beatles the greatest rock band.

Predictably Irrational, Revised and Expanded Edition: The Hidden Forces That Shape Our Decisions By Dan Ariely

Standard economic theory assumes that we are rational, but we are not. Most of the time, we're deeply irrational. Just because we're irrational, however, it doesn't follow that we're chaotic. Our behavior isn't random. There are predictable patterns in our behavior. Dr. Dan Ariely looks at self-defeating behavior, the power of suggestion, of procrastination, the effects of placebos and many other aspects of our lives that we are often unaware of.

HR Disrupted: Its time for something different By Lucy Adams

Lucy Adams makes a statement of the current situation that generates frustrations with the employees. Nevertheless she does not content herself with this and suggests avenues to explore in order to make HR the great partner it should be when building the future, thus embodying cultural change, hiring for innovation, encouraging entrepreneurship, promoting best practices in leadership and training people for the next challenges.

Leaders Eat Last By Simon Sinek

The book was inspired by Sinek's conversation with a Marine Corps general who told him that 'officers eat last'. Great leaders sacrifice their own comfort for the good of those in their care. Within this book are a number of thought-provoking, real-life examples of how long-term, sustainable success will only come as a result of building empathy, imbedding the right culture and effectively playing on the old adage that people are more productive if they are happy and engaged.

Professional Courses in HR:

HRM is the backbone of any industry in order to the skilled and knowledgeable workforce. There are various job opportunities in the field of human resource management. all industries need to hire an HR administrator(s) to settle and handle the activities regarding the hiring of employee, their benefits, compensation, salary settlement, training & development and maintain the work performance of the employee, and ensure that all activities is done as per the company policy.

S. No.	Courses	Organisation / Institution	Duration	Job Roles
1.	HR Analytics	Jigsaw Academy	3 months	Overview of HR Analytics, Analytical Problem Solving, Improving Measurement Maturity, Analytics in Talent Management, Workforce Analytics, Predictive Analytics.
2.	Advance Certificate in Management (HRM)	AIMA	6 months	Industrial Relation and Labour Law, Wages & Salary Administration, International HRM and Organizational Change & Development.
3.	Organizational Design: Creating Competitive Advantage	IIMB	7 weeks	Interrelationship between an organization's strategy and structure, Effective use of control systems, How to achieve Competitive advantage through different designs, Structural alternatives such as functional, divisional and matrix, Structural trade-offs such as centralization, formalization and complexity and How to manage structural change.
4.	Introduction to Inclusive Talent Acquisition	TedX	2 Weeks	Inclusion is more than just a buzzword – it's a business strategy. Learn how to attract and support a diverse workforce.

S. No.	Dates	Name of Event	Organization Name	Summary
1.	August 17, 2019	7th Anubhav – the management case study contest	NHRD	NHRD provides the platform to students for analysis critical managerial areas, They can contribute to management development and some of its future challenges.
2.	September 25 – 27, 2019	38th NIPM Annual National Conference	National Institute of Personnel Management	National Institute of Personnel Management (NIPM), is the only all India body of professional managers engaged in the profession of Human Resource Management, Industrial Relations, Labour Welfare, and Training & Development in the country and provide the opportunities to participate upgrade their knowledge.
3.	October 1, 2019	NASSCOM Diversity & Inclusion Summit	NASSCOM	The NASSCOM platform which looks at ways to celebrate diversity, understand the inclusive leadership nuances, questioning the status quo of ways of thinking.
4.	October 10 & 11, 2019	SHRM India Annual Conference & Expo 2019	SHRM	The SHRM India Annual Conference & Expo is the biggest platform to gain a competitive edge and engage with winners across the globe. While providing an opportunity to interact with the business community at large, the eighth #SHRMIAC19 will ensure that participants stay abreast with the driving factors of all business units.

Internal Event Calendar (July-Dec, 2019)

S. No.	Name of Event	Proposed Month	Description
1.	Scavenger Hunt	August 02, 2019	The activity will be organized in the month of August for the students of MBA I and BBA I semester. The basic idea to conduct this event is to show the new students around the College area and to get them familiar with. Identifying key campus locations as part of a fun and engaging scavenger hunt will ensure student familiarity with these spaces, and increase the likelihood they return to them in the future
2.	Win Over the World	August 09, 2019	This activity is planned for new students to make them realize the value of "team work", to inculcate "team spirit". Different activities are designed for the students which are often challenging and require planning, coordination, and trust These activities guide the students to build teamwork, improve communication, and motivate them. The activity will be on August 9, 2019.
3.	Mock Interviews	September 4 to September 7, 2019	Before placement week for HR specialization students, mock interviews will be conducted. These interviews will help the students to upgrade their knowledge in HR Domain and help to prepare them for Interviews.
4.	HR Quiz	Every month Aug – Nov, 2019	HR Quiz will be held on the basis of Articles pasted on notice board and the topics of GD Session. Students will be able to enhance their knowledge and skills required in the area of HR
5.	Personality Profiling	September, 2019	To make the student identify employability skills and develop an improvement plan. Will execute a personality test like PF16 or Big Five to assess dominating traits in an individual and mapping it with a suitable job profile. Focus will be in highlighting the employability skill that student has and how to develop them.
6.	Inter College HR Case Study Competition	October, 2019	This inter college competition will enable the students to get insight into the real HR problems. Students will solve the problems and provide the best solution. Team who scores higher will be awarded with Prize.

One should know: HR Jargons

Attrition: A term used to describe voluntary and involuntary terminations, deaths, and employee retirements that result in a reduction to the employer's physical workforce.

Autocratic Leadership: Leader determines policy of the organisation, instructs members what to do/make, subjective in approach, aloof and impersonal

Balanced Scorecard: The balanced scorecard is a management and measurement system which enables organisations to clarify their vision and strategy and translate them into action.

Bullying (Workplace Bullying): Workplace bullying is "repeated, health-harming mistreatment, verbal abuse, or conduct" which is threatening, humiliating, intimidating, or sabotage that interferes with work, or some combination of the three.

Behavioral competency: Behavioral competency is essentially an evaluation of the behavior qualities and character traits of an employee.

Bumping: Bumping is a practice that gives established senior employees whose positions are to be eliminated the option of taking other positions—often a step down, complete with less pay—within the company that they are qualified for and that are currently held by employees with less seniority. This is a way for an organization to retain institutional knowledge and experienced workers.

Competency Mapping: Competency mapping is the process of identifying the specific skills, knowledge, abilities, and behaviours required to operate effectively in a specific trade, profession, or job position. Competency maps are often referred to as competency profiles or skills profiles

Critical incidents: It is the keeping, by management, of a record of on-job incidents or behaviours which may be used as background information for subsequent discussions and performance appraisals

EAP: An employer-sponsored program that is designed to assist employees whose job performance is being adversely affected by such personal stresses as substance abuse, addictions, marital problems, family troubles, and domestic violence.

Equal Employment Opportunity (EEOC): The EEOC is an organization responsible for enforcing federal laws that make it illegal to discriminate against a job applicant for a variety of factors. This includes a person's race, color, religion, sex, national origin, age (40 or older), disability, or genetic information. Most employers with at least 15 employees are covered by EEOC laws.

Ergonomics: The measurement of physical characteristics of the human body and the development of equipment to fit them, so that strain on the body is reduced.

Group dynamics: The social manner in which people interact with each other within a group

Glass ceiling: An artificial barrier to the advancement of women and minorities to decision-making positions

Glass Cliff: The glass cliff is a relative of the "glass ceiling" — a metaphor for the invisible, societal barrier that keeps women from achieving the highest positions in business, politics, and organizations.

Grievance: A grievance is a complaint brought forward by an employee about an alleged violation of law or dissatisfaction with work conditions.

Gross misconduct: Gross misconduct is an action so serious that it calls for the immediate dismissal of an employee.

Pink Slip: Pink Slip is used to describe the termination notices issued by employers to employees

Negotiation: The process of discussion with a view to mutual settlement usually by the means of a conference

Nepotism: Favouritism shown to relatives by individuals in a position of authority such as CEO's, managers or supervisors.

80/20 Rule: This terminology is used in many different situations, but in HR, it typically means that 80 percent of the problems are caused by 20 percent of the employees. HR departments may also speak of "frequent fliers."