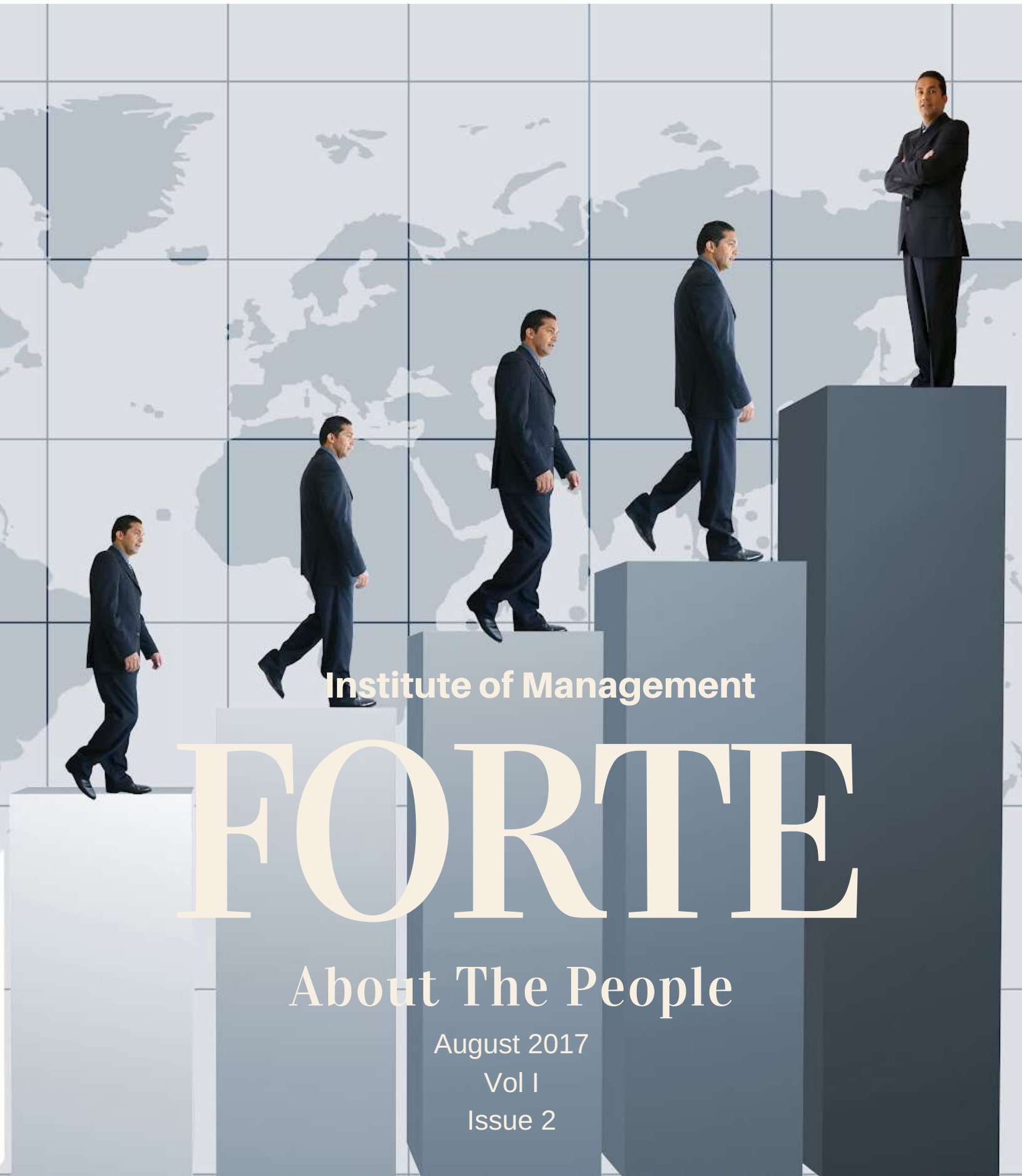




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Institute of Management

# FORTE

About The People

August 2017

Vol I

Issue 2

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Dear Christites,

As we embark into yet another trimester in our MBA journey, the FORTE Team is proud to present the August 2017 issue.

This time, we have a host of articles for our readers ranging from spiritual intelligence, evolution of recruitment, SIP experience and mentor interview, tapping the latest trends of gamification and analytics being used in the industry and policy changes being brought into the scenario regarding maternity benefits. Along with these articles, we also have a mind boggling quiz which awaits all our readers.

We express our gratitude to the students who have contributed to this issue and helped us spread the wings of HR through this medium.

Wishing you all happy reading!

Team Forte, Kengeri Campus

# Editor's Note





# 5 HR LESSONS FROM THE UBER SCANDAL



**MATHEW JOSE**  
1627014

Uber, the ride-sharing giant has been in the news for the past few months due to a sexual harassment scandal and their workplace practices. The ongoing investigation has resulted in over 20 Uber executives being fired due to reports of harassment, discrimination and retaliation. Finally, Travis Kalanick resigned as CEO on 20th June, 2017 due to pressure from the company shareholders. The string of scandals started back in February 2017 when an alarming blog post by a former software engineer of Uber, Sarah Fowler went viral. The blog post depicted a discriminatory and sexist workplace which defended high performers with utter disregard for unprofessional and offensive behavior towards female and minority colleagues. The blog post created a huge debate and it led to a series of investigations into the work practices at Uber. The toxic culture that developed at Uber is unlikely the result of a single individual's predisposition, but rather a lack of commitment and investment into HR leadership and people management within the organization.

The Uber scandal shed some light on the unprofessional, unethical HR practices in the Silicon Valley. The HR departments at many companies are devising strategies to revamp their workplace practices.

Here are five lessons for HR professionals from the Uber scandal:

## 1. Always place your people first before growth

There is always a tendency to ignore your people in order to achieve a faster growth rate. Building a business from ground up is always difficult. In a rush to

achieve success and the focus being growth, there is always a tendency to ignore your employees. The welfare of the people at your company should be the top priority if you want to achieve a stable growth rate. In the case of Uber, they were so focused on growth that they paid no heed to the complaints of their employees and this finally resulted in a massive scandal.

## 2. Make sure your star employee does not become your biggest liability

It is just not enough that you have to hire a high performer, his conduct should be assessed before recruiting him to your organization. A personality assessment test and team building exercises could be provided to a promising candidate to assess his behavior around other employees. All complaints against high performers should be taken seriously and after investigations, if found guilty, necessary action should be taken immediately.

## 3. Make sure employees find the HR friendly and approachable.

Susan J Fowler, ex-employee often complained to the HR about the harassment she faced from her manager. Despite the frequent complaints, she was rebuked and asked to stop visiting the HR since the manager was a high performer. The HR at Uber didn't address her concerns and threatened her not to place such complaints in the future. This led to Susan quitting her job and writing the blog post on the sexual harassment at Uber. The massive PR scandal faced by Uber could have been avoided if the HR had addressed her concerns at the right time.

## 4. People management practices starts at the Top level.

The work culture at a company is modeled on the vision of its leader. The culture always come from the top down. When the senior leadership doesn't respect the employees working for them, or follow proper procedures for a workforce complaint, it affects all levels of employees within the organization. Prior to the investigation, a video of Mr. Kalanick was leaked capturing the CEO cursing at his Uber driver for expressing concern into how Uber's changing policies were making it difficult for drivers to earn a profit. If the CEO of the company is responding in such a manner, then this sets a bad example for lower management and employees.

## 5. Effectively manage your workforce using HRIS System.

As an HR professional, you often get tangled down in the administrative side handling paperwork. Your valuable time should be spent solving the people problems at your organization. You can maximize your time to do that by using an HRIS system to help manage your workforce. Many of the HRIS systems offer step by step checklists to guide line managers through any people management issue, including workplace grievances and complaints to effectively handle any instances of harassment or discrimination. Utilizing a cloud-based HRIS system will empower HR leadership and management to focus on what matters - your people.





# EMOTIONAL INTELLIGENCE AT WORK



RAMYASRI  
1627261

Emotional intelligence is having the ability to understand emotions and impact behaviour and attitude. People with high EI are aware of their own emotions and also of the people they associate with. EI has an important impact on self-development skills.

Emotional intelligence is important for every employee in an organization. This is because it indirectly affects their productivity which is a major contributor to organizational growth.

Someone who wants to improve their EI should concentrate on the following factors:

**Self -Awareness:** It comprises understanding one's own emotions. It includes understanding of mood, emotion and also their affect on others.

Self -awareness can be improved in the following ways:

1. Respect yourself
2. Be positive
3. Be true to yourself
4. Give logic and rationality a test
5. Listen to others
6. Understand your impact on others

**Self- regulation:**

This is being able to manage and control emotions. It also includes controlling disruptive impulses and moods.

Self-regulation can be improved in the following ways:

1. Defer judgement
2. Park the problem
3. Express yourself
4. Be flexible
5. Manage non-verbal communication

Motivation:

This involves a passion to work without expecting returns. It can be sub divided into four key aspects.

1. Striving to improve and to achieve high standards
2. Being committed in achieving goals
3. Taking initiative and seizing opportunities
4. Being optimistic even in the face of adversity.

Empathy:

This is the ability to understand the emotions of others. It is also about reacting to others according to their mood and emotions.

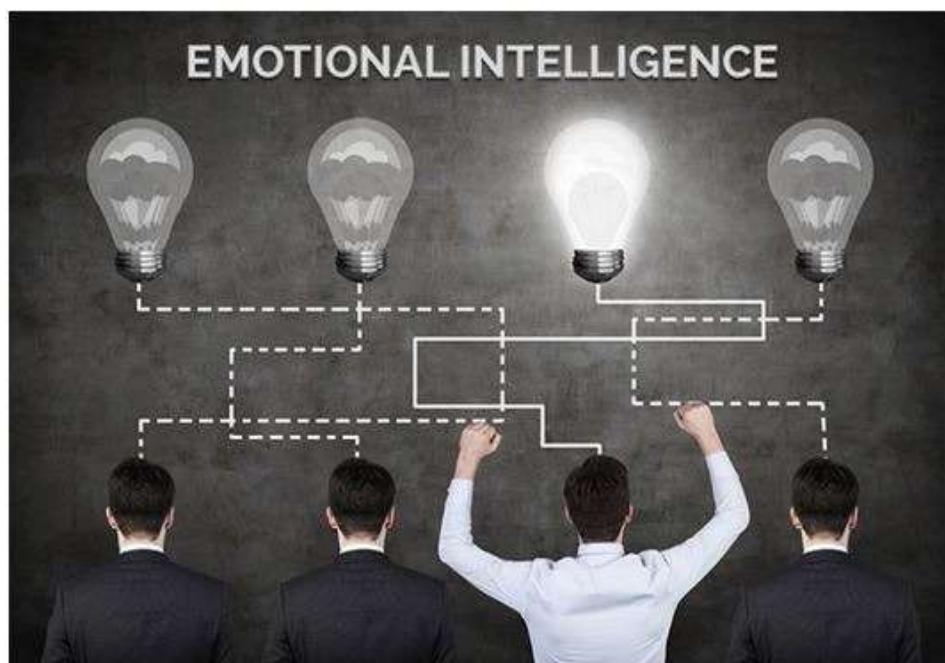
Empathy can be developed in four ways

1. Being sensitive towards others and understanding them
2. Making the needs and interests of others as your point of reference
3. Furthering the development of other people
4. Being socially and politically tuned in

Social skills:

It is the proficiency in communicating with people and making networks. It also has a positive effect on managing relationships.

Social skills can be improved by communicating and working with others.







# LEARNING AND DEVELOPMENT AT SCHNEIDER ELECTRIC



MARYANN  
1627244

Schneider Electric (SE) is a French multinational corporation that specializes in energy management and automation solutions, spanning hardware, software, and services. The human resource department is complex and has many functions such as on-boarding, human resource information system, learning and development, recruitment and talent acquisition.

Learning and development team of Schneider Electric (SE) is carefully designed and consists of 13 members who are extremely talented. The L & D team is further classified into two: Learning Services and Learning Solutions. The tool used by the entire team is called My Learning Link (MLL). Everything related to this function of HR is performed using MLL.

Learning Services is responsible for the end to end execution of training of employees at SE. The key elements to be met by the team is optimization of cost i.e. training needs to be approved within budget and to take maximum utilization of trainers within the SE community which introduces the concept of Internal Trainer Community (ITC). One of the unique policies of SE is that they give a lot of priority and importance to ITC. Employees are free to join the ITC community and thereby train other employees in whichever topic they expertise. In order to motivate the budding internal trainers, SE developed a scheme to provide certain monetary benefit to the trainer.

The pay is calculated as given below:

Pay = Rs.100 \* no. of participants \* no. of hours training conducted \* feedback rating



The various objectives of promoting ITC at SE are as follows:

- a) To engage and encourage internal trainers towards common organizational goal of employee development.
- b) To leverage the knowledge and experience inside Schneider in a planned and effective manner
- c) To ensure that only good quality training gets delivered by trusted internal faculty

Identification of new trainers is another crucial point as far as ITC is concerned. It is done keeping in mind the points listed below-

1. Business line managers will work with HRBPs to identify candidates for ITC and provide the name and ID
2. Each aspiring Trainer needs to:
  - a. Attend and qualify in a Train the Trainer (TTT) session
  - b. Qualify in the quality checks in the subsequent 2 trainings

Roles and responsibilities of an internal trainer include the following:

- a) To engage in the training delivery beyond the fulfillment of personal job responsibility in the department.
- b) To continuously up-skill oneself in the area of expertise
- c) To take pre and post evaluation tests for the participants.
- d) Inform Learning operations team of all logistical requirements related to the training, at least 7 in advance.

Another major contribution from the Learning Services is organizing 'Learning Week' which extends opportunity for all employees to participate and get trained in various topics by various trainers. This year's (2017) KPI for learning week was 60% classroom and 40% digital which could be achieved smoothly. The target is to increase the number of internal trainers.

Learning Solutions is the second category under team Learning and Development. They are directly in touch with the business units and provide consulting. The main two objectives of Learning Solutions Consulting (LSC) include:

1. Identify the needs of Individual Development Plan (IDP) – the various players involved in this activity are Vice President and Manager. They together give the rough draft and which is later carried forward by the LSC team. Few examples for such needs are excel training, communicational skills; customer training etc.
2. Identifying vendor for the training requirement – the trainer can be either an internal trainer or an external trainer. The requirement for an external trainer depends on the training needs and budget set for the same.

The stated ambition of Learning Solutions team is "Be Number One Learning Place in the Energy Management Industry".

My Learning Link (MLL) is the tool which is extensively used for end to end activities in the Learning and Development team. One of the major use of MLL is that it offers various intensive courses to all the employees of SE. The duration of the course varies from 15 minutes to 1 year. There are two mandatory modules which need to be completed by every new joiner. The first module is Plug-In which mainly covers company background, history, principles of responsibility, code of conduct, employee spice portal and cyber security. It is mandatory for every new joiner to complete these two modules.

Digital training comes into picture when an employee undergoes departmental transfer say from HRIS to On-boarding. One of the policies of SE is that every employee will be informed 21 days in prior regarding any training that is going to take place; yet if someone misses they will be asked to pay a fine of Rs.1000 which will be utilized for CSR activities by SE. This is one of the policies adopted by SE, which needs to be appreciated.

In overall, the Learning and Development team at SE plays a significant role in the development of each and every employee. They put their effort in making the employees realize their fullest potential and also to utilize the same in an efficient manner.

# GAMIFICATION OF RECRUITMENT



SHIJI K JOHN  
1627359

"Gaming is the new normal- Al Gore"

Gamification is a concept which uses game theory, mechanics and game designs to digitally engage and motivate people to achieve their goals.

The current problem with recruitment is that candidates now know the various kinds of questions that are asked in the interview process. They pre-plan their answers thus not providing much scope to the interviewer in selecting the right candidate.

This is where gamification can help. When gamification is coupled with recruitment, it is often termed as "Recruitainment". Gamification can be integrated in the recruitment process covering quizzes around industry challenges, company related quests and behavioural quizzes. It personalises and adds a fun element to the recruitment process. It encourages the candidate to engage with the company by providing a simulated work environment. Also, recruiters check candidates' aptitude, creative thinking and problem solving capabilities using gamification.

Why use Gamification in Recruitment?

The most basic task of any recruiter is sourcing talent and engaging employees in the company. They need to ensure that they have champions across the organisation. For this they have to make sure that the candidates' skills fit well with the company's requirement and culture.

Several benefits of gamification include:

1. Process of candidate elimination is much faster



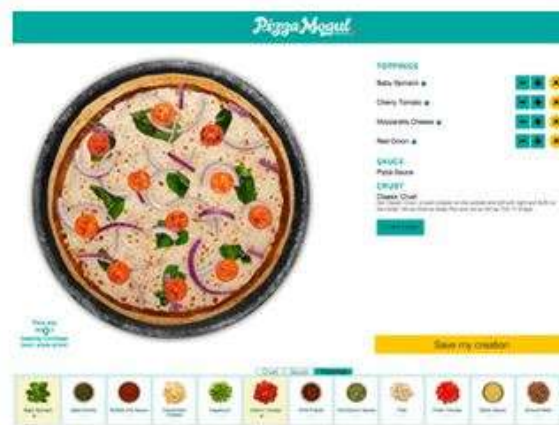
2. To unearth on-the-job performance of the candidate by providing him with a simulated platform of the job.
3. Helps in unveiling actual behaviour and capabilities of the candidate.
4. Saves a lot of time that goes into hiring a candidate.

#### Use of Gamification in Organizations

1. Tech monster Google has been organizing a Google Code Jam software-writing competition for 12 years as a way to find fresh, new talent to work for the company. Developers and engineers who enter the contest are competing in a game to win monetary prizes up to \$50,000—but Google uses it as a way to attract potential hires with the right skills for the job and company.



2. Domino's Pizza Mogul game may seem like a way for customers to earn money and have fun dreaming up pizza ideas, but it's also a way for the company to build brand awareness so that when a young person is looking for a job, he or she will think of Domino's as a potentially fun place to work.



#### Future of Recruitment

Gamification can help employers and recruiters create interest among qualified, competent candidates towards their companies and job openings. It boosts and builds the employer brand by differentiating the company from its competition. Information technology research firm Gartner predicted that over 70% of Forbes Global 2000 organisations will have at least one gamified application by 2014, with a belief that 25% of day-to-day business processes will be using aspects of Gamification.

Gamification creates a great experience for the candidate and the company and revives a lifeless recruitment process.



# UBERISATION OF THE WORKFORCE: A NEW REVOLUTION



DEEPAK RATHI  
1627011

Think Uber, Airbnb, Spotify and Netflix. The first thing which comes to mind is their new business models which are different from the traditional ones. Similarly, in the field of employment too, one can witness “New Uber-like” business models.

At present, not only the new business models are based more on digitalisation and connected users but also the work and workplace are witnessing a revolution. In this VUCA (Volatile, Uncertain, Complex, Ambiguous) world, the low-skilled jobs are getting automated and many of the traditional jobs are being overtaken by machines.

The rapid change in work will also prompt the creation of new industries and new roles. More and more individuals are taking up project-based tasks. In the future, work will be very different in the way it is initiated, sourced, carried out and terminated.

The main challenge will be the supply and demand match of talent in the workplace.

Three things to be kept in mind in order to adapt with the changing need of workers and organisations:

- Simplicity - To provide easy solutions to complex problems
- Flexicurity - To maintain balance between flexibility and security levels for workers and companies
- Adaptability - To provide agility for adaption to change

There has been rapid increase in the casualization of workforce in IT and outsourcing field. Work is now linked to individuals taking different projects under a range of different contracts rather than to a particular organisation. Contracts are now based on expertise and the duration is reduced to days or even hours.

This will definitely reduce the operating costs of the organisations but will place a huge stress on sourcing, recruitment and training. The organisations will always have to be on their toes to ensure the right people in the right job at the right time to meet the ever changing demands of the customers.

The changing nature of employment relationships will impact the overall functioning of the HR department in the organisations. The welfare and social security systems will require a complete overhaul as the rights and entitlements will be linked to individuals and not organisations. The real question which arises is “Can Uberisation of Workforce optimize the job market?”



# INTERVIEW WITH MS. PRIYANKA SHETTY, SR. MANAGER – INTEGREON MANAGED SOLUTIONS



DHRUVI MADIA  
1627041

1. How long have you been with Integreon and what is your job profile?  
I have been working with Integreon for the past 3 years. Currently I'm the Senior Manager-Talent Management and I have been in this position for the past 1.5 years.
2. What is the recruitment process of your company?  
Recruitment process is very straight forward. We have technical test and personal interview round with Ops Manager and HR, here we gauge candidate fitment to the role and the organisation culture.
3. How do you deal with attrition at Integreon?  
We believe in investing our time with the business stakeholders and associates through "Pulse" meetings where we discuss on better ways to keep the employees engaged and motivated. Also, Stay Interviews are conducted on a quarterly basis to understand the associate's satisfaction and engagement levels with his/her team.
4. Being a woman how do you manage your professional and personal life?  
I don't mean to sound clichéd but my family i.e. my husband, in-laws and my parents have always supported my ambition to learn and grow as a professional. When I married my husband, I was at a nascent stage of my career. I worked as a junior executive HR and over the last 10 years, with his support I have been able to reach this level. Once I reach home, I devote my time to my family and when I am at work, it's 100% work. I have been able to strike a balance between my personal and professional life so far and I hope to continue this with the help of my family.
5. How do you manage the diversity in your organization?  
We are a multi-national organisation and therefore we are spread across the globe. We believe in bringing together people from different ethnic backgrounds, religions and age groups into a cohesive and productive team. With the growing diversity, we ensure that the overall policies and practices are inclusive to all and

does not discriminate against or favour a particular group of employees. We ensure awareness is created within the organisation where individuals understand and respect the differences in race, gender, religion, cultural values and thinking styles. We allow employees to choose their own holidays according to their religious preferences. Overall, as an organisation we encourage diversified employees. This is incorporated by a diverse interview panel which ensures that the selection process is free of any biases and prejudices and the candidates are selected based on suitability to the job requirements.

6. Can you brief us on Rewards & Recognition policy of the company?

We have two clear approaches when it comes to Reward policy of the organization- first, the reward is based on the performance as per the standards fixed by the organization. Second, we have a monthly reward program for 15% of our employees for their excellent contribution to the company. The rewards are mostly in monetary terms.

On an annual basis, employees are recognised through promotion cycle and yearly recognition awards in our annual day.



Priyanka Shetty

7. Can you explain about your induction program?

Our induction program is designed to ensure that associates get well acquainted with organisation's policies and values. We consider our induction program as a very crucial step to improve the communication with our employees.

8. What is the most challenging aspect of your profile?

Retaining our employees who are mostly millennials is our biggest challenge.





# MOMENT OF TRUTH: BULLYING



FEBA CHACKO  
1627142

Have you ever found yourself in the position of being the target (scapegoat) of a workplace bully? Have you been gossiped about, ostracized, or scrutinized by your co-workers or boss and found to be lacking? How can you tell if you are being scapegoated at work? Here are some questions to answer:

- 1) Do people treat you disrespectfully, condescendingly, and insultingly?
- 2) Do you feel confused about how you are treated by others?
- 3) Do you feel that you live in a world of double standards?
- 4) Are you losing yourself and your voice in the workplace because every time you try to share a good idea you get put down or dismissed?
- 5) Do you feel as if you have been ambushed, unsure of what you are experiencing?
- 6) Does your boss or colleagues correct your language or use of words, or feel a need to point out that what you said was somehow wrong (once again)?
- 7) Do others sigh impatiently, roll their eyes, or otherwise belittle you?
- 8) Do you feel like a "bad" child at work?

While this list is not exhaustive, it certainly is a good sampling of symptoms of workplace bullying, scapegoating, or mobbing.

Most instigators of bullying and mobbing are individuals with psychopathic traits; people who enjoys seeing others being hurt. And these tend to be master manipulators. They manage to get others to cooperate with their sinister deeds while often appearing innocent themselves.

The following statistics have been noted regarding bullying in the workplace:



- 1) There is a likelihood of 1-out-of-2 that a staff person over the age 46 will be a bully target.
- 2) Targets of workplace bullying have identifiable traits, including being “skilled,” “hardworking,” “truthful,” “very competent,” “intelligent,” “professional,” and “ethical.”
- 3) Workplace bullies are predominately female and don’t always act alone.
- 4) There is an ‘active’ bully in 66.6% of workplaces – and he/she is more likely to be in leadership role.
- 5) Workplace bullying increases stress levels at work in 9-out-of-10 staff.
- 6) 7-out-of-10 people leave their job due to workplace bullying.
- 7) 4-out-of-5 bully targets suffer depression and sleeping problems after bullying.

When you are the target for workplace bullying you will most likely be fired or forced to quit. This may lead to complete emotional devastation. You feel ashamed and humiliated. It is hard to tell others, even your loved ones about this rejection. On top of the humiliation you feel, you have anxiety and depression – all the while having to figure out how to find a new job in order to support yourself and your family.

One of the hardest things to face when you are a target at work is the fact that none of your co-workers will stand up for you. You may believe that some of these people are actual friends, but find that when the going gets tough, these people have no actual loyalty to you. They would rather look good to others, or steer clear of you in order to remain “in” with the bullies.

Being in a workplace where you are the target can cause you many symptoms of post-traumatic stress disorder (PTSD), where you are devastated emotionally, socially, physically, vocationally, and financially.

What are some healthy interventions to use on yourself to heal from workplace bullying, scapegoating, and mobbing?



- 1) Develop your support system. You must find people who love you, validate you, believe in you, and care about you. Talk to the people in your support system and allow them to hear your story and offer you comfort.
- 2) Refuse to wear the mantle of shame. Just because your co-workers and/or boss want to put you in the “bad person” box, heaped with shame, you can simply say, “No,” to their plan, and let it all go. Walk away. This can be done both figuratively and actually.
- 3) Let yourself feel. Feel the hurt and pain caused by the rejection of your co-workers. Going through your feelings of grief will help you heal. It is very hurtful to be rejected by one’s peers and supervisors. Allowing yourself to feel through the pain will help you get to a place of acceptance.
- 4) Value yourself. Do not let other people’s toxicity define you. Be determined to praise yourself, honour your gifts and talents; treat yourself with dignity. If you find yourself having negative or derogatory self-talk, stop. Eliminate any inner critics in your head.
- 5) Educate yourself on workplace bullying. Once you start reading about bullying, and particularly, workplace bullying, you will realize that the problem is caused by the toxic environment and the toxic people who perpetuate this type of abuse. It helps reinforce the idea that it is not your fault.
- 6) Remind yourself that most bullied workers have personal ethics and integrity; are warm and compassionate, do not retaliate or do the same to others, are competent employees.
- 7) Write a letter to your perpetrator(s). Write how you feel and advocate for yourself. Write details and get everything out on paper. You do not have to give this letter to anyone, but it is definitely healing to act as if you will and to process your emotions via writing.
- 8) Move on. Do not stay fixated on the abuse. Find a new environment. Get away from the toxic one and do something else with your time and your thoughts – other than focusing on the abuse.



# AMENDMENTS IN THE MATERNITY BENEFITS ACT, 1961



KAWALJIT KAUR  
1627242

The Ministry of Labour and Employment, Government of India has appointed 1 April 2017 as the date on which the Maternity Benefit (Amendment) Act 2017 ("MB Amendment Act") came into force.

The MB Amendment Act had received Presidential assent on 27 March 2017 and was published in the Official Gazette on 28 March 2017.

The provisions of The MB Amendment Act, 2017 is effective from 1 April, 2017. However, provision on crèche facility (Section 11 A) shall be effective from 1 July, 2017.

**Applicability:** The Act is applicable to all establishments which are factories, mines, plantations, Government establishments, shops and establishments under the relevant applicable legislations, or any other establishment as may be notified by the Central Government.

**Eligibility:** As per the Act, to be eligible for maternity benefit, a woman must have been working as an employee in an establishment for a period of at least 80 days in the past 12 months.

## Key Amendments

1) Increased Paid Maternity Leave: This Act has increased the duration of paid



maternity leave available for women employees from the existing 12 weeks to 26 weeks. Under the MB Amendment Act, this benefit could be availed by women for a period extending up to 8 weeks before the expected delivery date and remaining 18 weeks can be availed post childbirth. For women who are expecting after having 2 children, the duration of paid maternity leave shall be 12 weeks (i.e., 6 weeks pre and 6 weeks post expected date of delivery).

2) Maternity leave for adoptive and commissioning mothers: The Act also extends certain benefits to adoptive mothers and provides that every woman who adopts a child shall be entitled to 12 weeks of maternity leave, from the date of adoption.

3) Work from Home option: This Act has also introduced an enabling provision relating to "work from home" for women, which may be exercised after the expiry of the 26 weeks' leave period. Depending upon the nature of work, women employees may be able to avail this benefit on terms that are mutually agreed with the employer.

4) Crèche facility: Crèche facility mandatory for every establishment employing 50 or more employees. Women employees would be permitted to visit the crèche 4 times during the day.

5) Employee awareness: According to the Amendment, it mandatory for employers to educate women about the maternity benefits available to them at the time of their appointment.

The MB Amendment Act is welcomed by all, especially women employees as it protects their employment during the time of maternity and entitles them to a 'maternity benefit' – i.e. full paid absence from work – to take care of their children. However, the amendments have few shortfalls like the women working in an unorganized sector are not included, the concept of "Paternity Leave" is not considered, Rules have to provide a better clarity on prescribed distance for crèche facility, paid leave for 26 weeks would be an additional cost for employers so this may impact the hiring of women employees.





# A HOLISTIC APPROACH TO SPIRITUAL INTELLIGENCE



**V VANDHANA**  
**1627063**

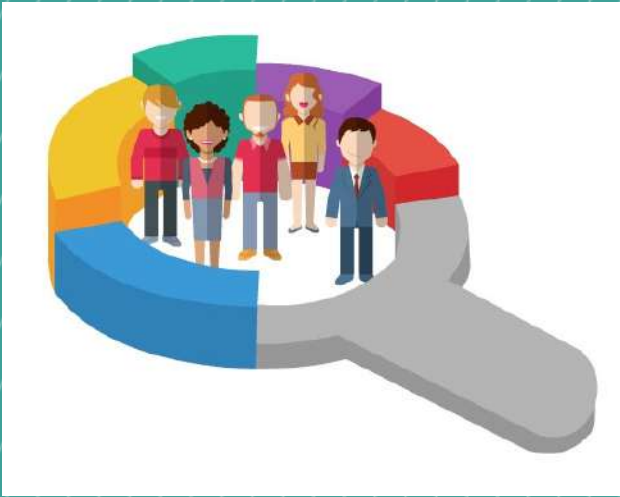
The buzz word of the previous year was EI, Emotional intelligence. But there is something new now. It is SI, Spiritual intelligence. As soon as we hear the word "Spiritual" we link it to religion. But spiritual intelligence has nothing to do with religion, caste, creed, etc. It is about realizing who we are and where we live with that awareness. Mostly we are identified by others through labels such as nationality, race, gender, profession etc. But in the spiritual sense, we are identified by the understanding of high quality and attributes of spiritual intelligence that are peace, love, bliss and purity. Spiritual intelligence is an expression of these qualities through our thoughts, behaviors and actions. Once we realize that we own nothing in this world, we attain the spiritual power to accept and move on.

An example from Buddha's life explains spiritual intelligence. Siddhartha left the place he grew up and became a spiritual seeker. He owned nothing other than his robe, a jug and a begging bowl. Buddha relied on the generosity of the people who filled his begging bowl. He accepted anything that would fill his bowl. Once Buddha and his disciple, Ananda were on their daily rounds. As a routine they went to every house with a begging bowl seeking food. In one of the houses, a woman insulted Buddha and Ananda for their act of begging rather than being on their own legs. Buddha thanked that woman with a smile and continued his routine. But Ananda couldn't take it and was very angry with her. Buddha on the other hand was calm and peaceful. Ananda was surprised and asked Buddha why he did not react to that woman to which he replied "As you know, we don't own

anything in this world. Likewise, I don't own the woman's words either. So it does not affect me. Only when we start owning things, we develop ego, anger and fear which destroys our inner peace. In order to be stable, we have to realize the fact that we possess nothing in this world". The above example applies in our day to day life as well. If somebody talks ill about us, we are immediately offended. This is because we fail to realize the knowledge that we do not possess anything in this world. One has to draw the inner power of that knowledge to be stable from the negative forces. Spiritual intelligence is realizing that knowledge when you "find it", "get it" and "be it".







# PEOPLE ANALYTICS: RECALCULATING THE ROUTE



K' VIDYA  
1627350

"Analytics is no longer about finding interesting information and flagging it for managers. Now, data is being used to understand every part of a business operation, and analytical tools are being embedded into day-to-day decision making."

People analytics in HR is undergoing a seismic shift. Driven by the widespread adoption of cloud HR systems, companies are investing heavily in programs to use data for all aspects of workforce planning, talent management, and operational improvement. People analytics, a discipline that started as a small technical group that analyzed engagement and retention, has now gone mainstream. Organizations are redesigning their technical analytics groups to build digitally powered enterprise analytics solutions. These new solutions, whether developed internally or embedded in new digital solutions, are enabling organizations to conduct real-time analytics at the point of need in the business process. This allows for a deeper understanding of issues and actionable insights for the business.

While 71 percent of companies see people analytics as a high priority in their organizations, progress has been slow. The percentage of companies correlating HR data to business outcomes, performing predictive analytics, and deploying enterprise scorecards barely changed from last year.

Readiness remains a serious issue: After years of discussing this issue, only 8 percent of the companies report they have usable data; only 9 percent believe they have a good understanding of which talent dimensions drive performance in their organizations; and only 15 percent have broadly deployed HR and talent scorecards for line managers. The function of people analytics, which involves using digital tools and data to measure, report, and understand employee performance, is going

through a major shift. After years of investing in cloud HR platforms and specialist teams, CHROs and business leaders are not getting the results they want. No longer is analytics about finding interesting information and flagging it for managers. It is now becoming a business function focused on using data to understand every part of a business operation, and embedding analytics into real-time apps and the way we work. In the context of mobile maps, it is time to “recalculate the route.”

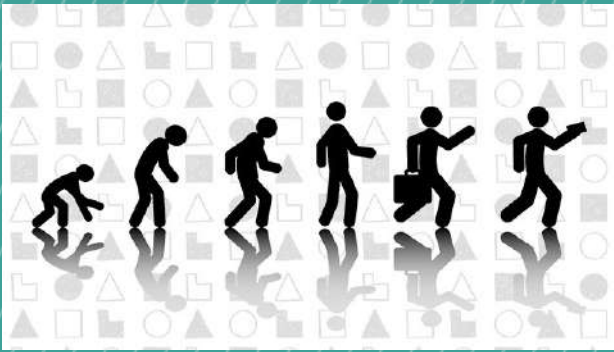
Traditional HR organizations set up an analytics team as a separate group of specialists. Today, companies are rethinking HR as an “intelligent platform” and embedding analytics into their entire workforce management process and operations. A large telecommunications company in India analyzes the time to productivity of every new hire across the company, giving line managers and corporate leaders a dashboard to note when people are behind in their onboarding process.

In the talent acquisition trend, analytics is now becoming a critical part of high-performance hiring. Companies use interview data, careful parsing of job posting language, and candidate screening data to reduce unconscious bias in recruiting. New tools that look at social and local hiring data help companies identify people who are likely to look for new jobs much before they are even approached by competitors. The use of external data for people analytics has grown significantly, as more than 50 percent of companies now actively use social network and external data to understand attrition, retention, and other performance metrics.

Just as spreadsheets were once a tool of finance alone but are now used throughout business, people analytics is making a similar leap. Businesses and organizations that are adopting analytics are bringing it into the core of their business and using it to inform business strategy. Success in analytics will require a prolonged time commitment and continued investment.







# EVOLUTION OF RECRUITMENT



VRINDA MAKHIYA  
1627065

“Great vision without great people is irrelevant” - Jim Collins

The outlook towards recruitment is changing - what once was dependent on an employment exchange or an agency is now being driven by technology. In a world where nothing is constant, what once was called as ‘workforce’ is now referred to as ‘human capital’. Over the years the process of recruitment has undergone a dynamic change. Recruitment has proven to be an ever changing, moving and developing industry with technological advances.

The journey has been a long one starting from traditional hiring in the era of Caesar’s Roman Army to the present industry which can be dated back to 1940’s when recruitment agencies first came into picture. Over the years, the process of making a CV was initiated where the candidate would usually borrow a typewriter or had to pen it down before handing it over. While there have been considerable changes in the recruitment process, a CV is still a necessity today when looking for work.

As time passed by, there were changes being seen in the way applications were sent and received with the introduction of the fax machine. There were different mediums being used to spread awareness about a particular opening and reaching out to potential candidates using newspaper advertisements, flyers, posters and word of mouth. Since writing of content was paid, therefore advertisements were kept brief. But in the 1990’s with the advent of World Wide Web, there was a drastic change in the recruitment wave. With the advent of Microsoft Word, making a CV was a faster and easier process and to send it across to recruitment agencies and employers was just a click away. This was just the beginning. With the creation of electronic databases, online job portals, Google job search, social media and video hiring there has been no looking back. All this has made recruitment a speedy process. Hiring costs have reduced due to technology as at times initial interviews are conducting online via Skype. The amount of time taken by a candidate to apply for a job has considerably reduced as the applicants can save online profile on



different websites or specific company portals and the status can be viewed immediately by logging into the specific portal. In addition to this, one-third of the applications these days are made via mobile phone platforms due to easy access.

In a sharp contrast to the older days where recruitment and hiring were done on the mere basis of several rounds of interviews, now-a-days certain industries like Information Technology (IT) has introduced a whiteboard session during an in-person interview. With the evolution of the recruitment process, the expectations of employers have also evolved.

Virtual talent pools are being seen as a big boost in the west, with the rise of 'Social, Mobile, Analytics, and Cloud (SMAC') and have increased the demand for the right kind of talent who have worked in different verticals and have experience. The present day notion is changing towards 'Hire character, train skill'. Therefore organizations, to suit their needs are using analytics to fill the skill gap.

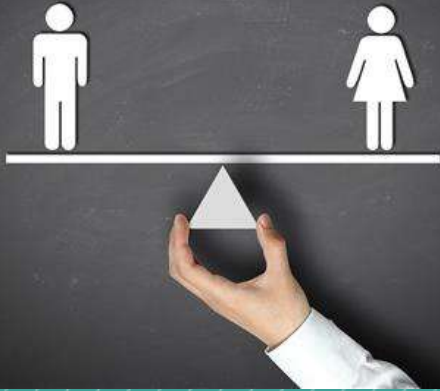
It is correctly said that tools using artificial intelligence are transforming the recruiter-candidate experience. This enables the recruiter to save time and money simultaneously. With Big Data coming into the picture, it works towards predicting workforce trends, insights for hiring, and understanding why choosing a particular candidate is appropriate.

The way forward can be seen as Recruitment Process Outsourcing (RPO), wherein the client is given guidance via benchmarking, best practices, process improvements and other sophisticated techniques to select the best candidate by offering tailor-made solutions.

Eventually, RPO is a cost saving technique for the employer as well, wherein for strategic reasons the employer utilizes the services of RPO to acquire the right talent from virtual talent pools at optimized costs. This helps the employer in the recruitment process as they do not have to devote time on this activity and can focus on the core services.

In today's fast and competing world recruitment has become more complex than ever before. Human touch at certain points is declining. The organizations are indulging in activities like employer branding as employees act as the number one brand ambassadors in the employee-employer market-place. These aspects shape the perception of the employer outside and directly to potential candidates.

It can be rightly concluded that recruitment is no longer a one-way channel where the employer is the decision maker. Rather, employees also decides based on market research whether they would fit the work culture of the organization. Tables have turned and technological advancement has altered the employee-employer relationship and application procedure due to globalization.



# THE GREAT HR GENDER DIVIDE



**PALLAVI RAWAL**  
1627051

Whenever we speak of HR as a profession, the first thing that comes into everybody's mind is that it is a women oriented field. And this perception is proved when you find more number of girls in every HR class or even as HR managers in companies.

It's also the only leadership role that is predominantly female. 73% of HR practitioners at the manager level are female, according to 2016 Bureau of Labour Statistics data, compared against 43 per cent in marketing and 27 per cent in IT. Also, if statistics are to be believed, 71% of HR professionals in America are women. Data in Europe and Asia depicts the same story, clearly showing that HR is indeed a women oriented field.

Thus the question arises, why is this so?

I think it is more to do with the perceptions about the two genders that we carry. The HR field has always been perceived to be more about soft skills, compassion, planning and scheduling and less of a metric driven field. Hence, it's considered to be a woman's job. There's a perception that one requires a softer set of skills to be an HR professional that many men wouldn't believe they possess nor would necessarily want to develop.

Another reason can be that women have higher emotional quotient. The HR profession requires a person to be patient and empathetic, a good mediator between employees and the management. The popular opinion is that a woman would be better at these tasks.

As far as many people in the outside world are concerned, HR is a soft and fluffy job all about social and welfare issues and men do not prefer to take up such roles," argues Marianne Huggett, associate director at the Work Foundation says. "Anyone who gets close to HR knows it is anything but soft," she says.

Also, many believe that women are more attracted to this field as it has more stability as compared to other management disciplines. Some beliefs also state that as HR professionals do not garner high amount of money in the beginning of their careers compared to other disciplines like marketing or finance, men are not too attracted towards it.

Many studies signal that organisations also prefer to hire female HR female employees because of the following reasons- higher patience level, ability to understand the problems faced by the staff, women are more passionate, have a good power of observation, have a high level of diplomacy and have an ability to be a good mediator.

Still, there remains the so-called “glass elevator,” as stated by Matthew Bidwell, associate professor of management at the Wharton School at the University of Pennsylvania. That is, men tend to fare better in female-dominated roles than females in male-dominated jobs. Most high positions in HR are taken up by men, which is alarming taken that 71% of HR are female. For the strategic roles in HR, men are preferred over women,

The compensation of male HR managers is about 40 per cent more than female HR managers, according to the U.S. Department of Labour statistics, and in 2015, only 11 out of the 50 highest-paid HR leaders were female despite the fact that it is a female-dominated profession.

Therefore the question arises, is HR really a women's world?





# LETS TEST HOW GOOD YOU ARE WITH YOUR HUMAN RESOURCES



SANDHYA G R  
1627156

Rules:

1. Answer them honestly...its just a game.
2. Enjoy the game

1) The following is (are) concerned with developing a pool of candidates in line with the human resources plan

- a. Development
- b. Training
- c. Recruitment
- d. All of the above

2) Majority of the disputes in industries is (are) related to the problem of

- a. Wages
- b. Salaries
- c. Benefits
- d. All of the above

3) In an organisation initiating career planning, the career path model would essentially form the basis for

- a. Placement
- b. Transfer
- c. Rotation
- d. All of the above

4) The following person has suggested the new concept which takes into account various key factors that will tell the overall performance of a job.

- a. Elliot Jecques
- b. Fred Luthas
- c. Juran
- d. None of the above

5) In which Country the Labour Legislations started first?

- a. U K
- b. US
- c. German
- d. India

6) In which one of the following sequence, Factories Act is framed ?

- a. Health, Welfare & safety
- b. Welfare, Safety & Health
- c. Health, Safety & Welfare

- 7) Which is not a method of performance appraisal?
- Straight ranking method
  - Man-to-man comparison method
  - Check list method
  - None of the above
- 8) The authoritarian leadership style goes with
- Theory Y
  - Theory Z
  - Theory A
  - Theory X
- 9) An enterprise gets more output and mutual cooperation from its subordinate staff by adopting
- Motivating by Leadership
  - Motivation by participation
  - Motivation by goals
  - Motivation by Challenges
- 10) On the Job Training Methods is based on
- Demonstration Method
  - Apprenticeship Training Method
  - Informal Training
  - All of the above
- 11) The concept of Human relations was developed by
- Robert Owen
  - V.V. Giri
  - Elton Mayo
  - Edwin B. Filippo
- 12) Which of the following techniques of performance appraisal is least susceptible to personal bias?
- 360 degree Appraisal system
  - Forced-Choice method
  - Ranking Method
  - Check List

ANSWERS: 1-(c); 2-(d); 3-(d); 4-(a); 5-(a); 6-(c); 7-(d); 8-(d); 9-(b); 10-(d); 11-(c); 12-(b)



**HUMAN RESOURCES  
ISN'T A THING WE DO.  
IT'S THE THING THAT  
RUNS OUR BUSINESS.**

-Steve Wynn, Wynn Las Vegas



# TEAM FORTE



Faculty Coordinator  
Dr. Sowmya CS



Student coordinators ( from Left )  
Soundarya, Shiji, Vrinda, Ipshita