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Forte
YOUR HUMAN STRENGTH



CHRIST
UNIVERSITY
BENGALURU, INDIA

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INSTITUTE OF MANAGEMENT

CULTURAL
INTELLIGENCE



WORKPLACE DIVERSITY

PREDICTIVE
ANALYTICS



LEADERSHIP

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EDITORIAL

Dear Christites,

While we embark into another trimester at CUIM, the FORTE Team is proud to present the March 2016 issue.

This issue highlights some of the contemporary changes Human Resource Management is perceiving like Cultural Intelligence, Predictive Analytics and also some conventional aspects like Diversity and Leadership. 'Coffee with HR' provides insights about the corporate scenarios and 'Alumni Interview' provides the outlook of a CUIM alumni. Along with the usual articles we also have News Bytes and Cross Words. The FORTE team would like to thank everyone for their contribution, support and association. We hope the same continues in future also.

Forte Team,
CUIM, Kengeri

TEAM FORTE

Editorial

Udita Banik
Anub Geo Kurian
Shikha Agrawal

Design

Udita Banik

Faculty Coordinator

Dr. Sowmya CS



EQ - THE SUCCESS STRATEGY OF TODAY'S MANAGERS



Prof. Vilas B Annigeri
Faculty , HR and OB

EQ- THE SUCCESS STRATEGY OF TODAY'S MANAGERS !

“Emotional intelligence isn't a luxury you can dispense with in tough times.

It's a basic tool that, deployed with finesse, is key to professional success.”

– Harvard Business Review, April 2003

Keeping in mind the ever-increasing pressures at work, and at home (particularly in a globally competitive world), the ability of individuals to deal with the daily environmental demands and pressures is even more critical. Cognitive intelligence (IQ) accounts for up to 25% of the variance in professional success and job performance (Hunter & Hunter, 1984). Social and emotional abilities are four times more important than IQ in determining success (Sternberg, 1996).

In today's competitive globalized world, the aspiring managers need to make a difference in terms of their capabilities in managing and leading people. Possessing the skills of logical decision making, analytical abilities and other quantitative techniques may no longer be sufficient.

The budding managers need to understand what emotional intelligence is, and what are the key emotional skills, in order to emerge as effective leaders.

The concept of E.I was originally proposed by PETER SALOVEY and JOHN MAYO in the year 1990. But, the concept of EI was popularized world over by THE NEW YORK TIMES journalist “DANIEL GOLEMAN” in the year 1996 with his international bestselling book on emotional intelligence. Subsequently, many researchers have contributed to the development of emotional intelligence as a key managerial skill. Today, we have worldwide support for the research in the field of EI. Many well known research studies have clearly established the relevance of EI in various fields like- leadership effectiveness, communication skills, team building, self-motivation and building effective relationships with others. A budding manager who understands EI and puts the EI skills into practice in his/her work life is bound to make a difference in their careers.

It is through an individual's emotional intelligence that he/she will be able to deal with life and lead others in a more positive manner to achieve Professional excellence.

Understanding and enhancing your Emotional Intelligence will help you improve in many areas of your work, personal life and in all aspects of your communication, negotiation, and building good relations with people as well as your important motivational abilities.



In a nutshell, EI is nothing but understanding the emotions of others, understanding our own emotions and in turn harnessing the knowledge gained to build effective relationships. Emotional intelligence involves being intelligent in understanding and applying our emotions in the real world. A few important EI skills are self-awareness, empathy, assertiveness, managing emotions and communicating with emotions.

Let's not forget that the little emotions are the great captains of our lives and we obey them without realizing it. - Vincent Van Gogh, 1889

I would like to suggest the book written by Daniel Goleman and the book written by Dr. Dalip Singh on EI for students who would like to learn basics of EI.

HARNESSING BENEFITS OF WORKPLACE DIVERSITY



Vrinda Suresh

1527062

Workplace diversity refers to the variety of differences between people in an organization. These differences encompass race, gender, age, background, ethnic group, education, tenure, personality and more. Most of the organizations are becoming more and more heterogeneous when it comes to diversity. A diverse workplace can mean that an organization benefits from different talents, skills, ideas, experiences, and perspectives of the employees. But, at the same time, such differences also bring issues like communication, change, and adaptability into the surface. Human Resource professionals in an organization need to deal with such issues in order to enable a wide assortment of people to work together effectively and efficiently.

Most companies are recognizing the fact that workplace diversity brings in many major advantages to a company. Heterogeneity promotes creativity and has been proven many times to produce better solutions to problems. It also encompasses a higher level of critical analysis. Employees from diverse backgrounds bring different talents and approaches that are flexible in adapting and surviving today's fluctuating markets and customer demands. Especially for global companies, diversity can help in optimizing an organization's ability to meet the needs of different markets. Representatives of specific demographics may be paired with clients of similar background so that they will feel more comfortable dealing with the company. The organization can draw from the large pool of ideas and talents to meet the business strategy needs and to cater to the needs of the customers. Employees also stand to have more personal growth in an organization where they are exposed to differences in culture, ideas and opinions.

Taking full advantage of the benefits of workplace is, however, not without its challenges. There are some natural obstacles and challenges to implementing diversity in workplace. Managing workplace diversity is more than simply acknowledging the differences in people. It also involves recognizing the value of differences, combating discrimination, eliminating barriers, and promoting inclusiveness. There will always be employees who are resistant to changes and won't accept diversity in their work place, telling "we've always done it this way". This issue, also known as "muscle memory", is a major obstacle in tackling workplace diversity. Culture, personality, as well as background differences can erect social divisions between employees which they must recognize and overcome.

A diverse workplace is a reflection of a changing world and market place. Respecting and acknowledging individual differences will bring about a competitive edge and increase in productivity. If managed well, the strengths and insights of each and every individual can be harnessed to heighten productivity and deliver better results. .

CQ - CULTURAL INTELLIGENCE



Anub Geo Kurian

1527004

In this world of diversity around us where conflicts and complexity is common, for a successful career and fruitful growth we need something more than Intelligence Quotient IQ and Emotional Quotient EQ, here comes the power packed factor for the same, Cultural Intelligence CQ. In order to achieve success it is increasingly inevitable to be able to communicate fully across people from different cultures taking into consideration their aspects and perspectives.

‘Culture’ the word means : The behaviors and beliefs characteristic of a particular social, ethnic, or age group. The process of properly understanding another culture requires a great deal more than a map and a phrasebook, it requires Cultural Intelligence. Every society differ on their perspective and culture , it extends not only across borders but also between demographics – youth and elder, men and women, fresher and experienced and it goes on. It come as no surprise that the human actions, gestures, and speech patterns everything changes between locations. So it is high time to take care of such divides to eradicate inefficient performance at workplace and even personal life.

“In China Emotional and Cultural Intelligence stands above IQ. Our society is based on relationships but Western people deals with facts and figures. They don’t understand that the deal will be done based on the relationship we establish”. In this world now you are not assured that if you are good at technical side of things and a skilled worker, your career growth path is towards heights. Unless and until you are able to possess such qualities, you can never be good at managing things.

Big problems can no longer be solved by one person, one sector, one culture or one country. It needs collaboration of countries and continents, require old and new divides to be crossed. Sectors will continue to clash, divides will deepen and the big problems will simply stay unsolved leading to wastage of resources. Inclusion of people from diverse background and different culture is the best way to address this problem.

Issues related with IQ and EQ can be taken diversions, but issues with CQ are real dead ends. **Leaders who have CQ don’t just cross divides, they also build bridges for others to use. That is, they counter balance the hearing instinct that drags everyone back towards homogeneity:** the default human preference for talking and working and sticking with ‘people like me’. Pick pretty much any organization of human beings, anywhere, and you will see the same tendency to ‘like people like you’, and form networks that exclude, however subtly, people who are different.



“If we could take the people issues out of this problem, it would be so much easier to solve”, - **the most commonly heard dialogue of managers** – they want to take the people issues away – but it is not the way issues are to be addressed. We need to give more importance to people, we need to keep them motivated to solve problems. Leaders with CQ are able to find a person who is going to disagree with their ideas and encourage feedback from them. This way they find all about snags and then by going back to the person again and again they fine tune the idea until it is beyond the path of resistance.

Of all the issues faced in Corporates, the most important ones are the demographic culture difference i.e. abundance of young who want things to be different and are not prepared to wait, creates sort of issues with the old. **This generation gap issue is to be addressed in such a way that they both need to build up CQ in both generations as they work side by side as equals, transforming the culture of the whole organization.** Because it is always better to get a risk free perspective from an experienced elder and to take into picture the fiery creative perspective of the active charm youth. Only then balanced decisions are sure to come up.

Combining differences across cultures, people from opposite corners of world, people saying different things, speaking from contradicting points of view, arguing the unarguable, playing with the crazy ideas, questioning, challenging-sometimes even offending one another, prodding and prompting ourselves to shift our thinking and play with really different ideas. This is where effective and efficient solutions come from, and that is where all business needs to excel. Hence stands Cultural intelligence CQ as the competitive edge for human, crossing borders of culture at their workplace.

COFFEE WITH HR

Indrani Ghoshal

Assistant Manager, HR

At Morgan Stanley



Nilanjana Ghoshal

1527045



Tell us about your corporate journey so far.

I joined the firm in September last year and every day of my stint with Morgan Stanley has been rich with learning every nuance of Investment Banking and the kind of contribution it makes towards the global economy. The teams are robust and always exploring new versions of technology, to aid easy banking and venture into investing in growing sectors like the Energy, Infrastructure etc.



What are the ways in which Morgan Stanley is involved in employee engagement activities?

Morgan Stanley lays emphasis on Diversity which includes Women from all levels of hierarchy. Physically challenged group of employees feel inclusive according to a recent survey done. Feedback survey twice a year helps understand Manager Employee relationship and initiate developmental discussions improve team and Manager rating. 360 degree feedback is implemented without the bell curve concept.



How has technology influenced the human resource functions?

Large pool of candidates are uploaded on a site called Taleo and employee data (exit and joining + performance) are captured on Peoplesoft tool. IT team supports remote working, transport management and various other functions that roll up to the regional HR.



Give some suggestions for the HR students.

Get involved in as many industrial projects as possible since the firms look at practical knowledge. Behavioural attributes are of utmost importance. Read a lot and develop your skills.

PREDICTIVE ANALYTICS IN HRM



Anuj Nagpal

1527303

A world where we live with data , stay around data , ease at accessing data throws a question – Is this data giving us any useful output or are we looking out of usual horizons to get something which is hidden and quiet useful.

Data Analytics has been recently discovered as an important tool to answer unanswerable or unpredictable questions. As per Deloitte's Global Human Capital trends 2014 Report, 77 percent of Operations Organizations, 58 percent sales organizations, 56 percent of marketing organizations use data analytics, however only 14 percent of HR department use Data Analytics. Many reasons are cited for the lag but major contributors were lack of technical resources to compile and crunch the data, HR over rely on Surveys, Intuition and Experience in its work.

Analysts have found that Recognition of Data Analysis and mainly predictive analysis can help HR in fighting many challenges like Attrition, Identifying Training needs specific to employees, Retention of Top Management, Designing strategies which meets Organization's goals. Overcoming the above challenges help Organizations to reduce costs, increase revenues, maximize operational efficacy and focus on tactical initiatives to stay profitable, sustain agility and grow.

What Predictive Analysis in HR can do?

Predictive Analysis is used in Finance and Risk, Marketing, Sales and Manufacturing bring unique results. Now a days it has also started being used in HR. In Predictive Analysis, structured data source is used and HR processes like Performance and Learning, Payroll, Recruitment often use structured data source. Leveraging Predictive Analysis and obtaining maximum benefits from HR data lies in tying the data source to strategic business outcomes.

Main Areas where Predictive Analysis create value are –

Employee profiling and Segmentation – In this, profiling and segmentation is done which helps management understand employees better. On basis of their profiles like demographic skills, education background, designation, experience , training needs get identified and also the above factors are combined with roles and responsibilities to create other segments. These segments are then given relevant programs, sometimes new, which improve employee satisfaction score and better relationship with employees.



Appropriate Recruitment Profile Selection-

For Organizations attrition of employees on whom high cost

has been incurred on hiring leads to significant losses to company. Analyzing data for current employees like life-time value, performance and productivity indices, HR can arrive at veracious profile of each prospective employee. Employee values and their profile variables such as experience and education when go through statistical analysis results in enabling HR to identify most appropriate profiles.

Predictive Analysis scope of help for HR is much more than what is highlighted above. Analyzing the data and predicting, helps HR in strategizing things which adds value to the organization and reduces the complexities at work.

Examples from Industry where Predictive Analysis has helped immensely in the business are: San Francisco based Start Up, EVOLV studied the data of Call Center employees of XEROX which consists of Characteristics and Job performance of Front-Line Employees and analyzed that Employees without experience of Call Center were as successful as experienced candidates. This allowed XEROX to broaden their Candidates pool, make successful hires and reduce attrition by 20 percent.

To play a more pertinent and calculated role in the organization, the HR function needs to move beyond simple reporting to accurate prediction. Instead of just generating reactive reports, it needs to embrace advanced analytics and predictive techniques that support planned organizational goals.

HRM-A BOON FOR ANY COMPANY'S GROWTH



Ashish Yadav

1527101

Many of us think that biggest challenges of Human Resource Management are recruiting, bargaining about the pay package, and dealing with the people leaving the company. But what we don't realize is how many facets it has to it and how important it can be in actually contributing to the growth of the company.

What we may not look too closely is how much a person looks into the HR policies of a company while joining or leaving it. I've come across employees who do not switch jobs because of the perks that they get because of the motivation factor. From my own experience, I know of a colleague who quit the job only because the company's new policy did not allow her to get promoted from one band to another within 2 years of a foreign work assignment.

It might even be interesting to note that the same person went on to join a different company for a negligible hike but was getting the role of work that she was aspiring for.

Many a time, HR policies are found to be out of favour of the employees, prompting them or at least triggering them to give a lacklustre performance and ultimately switch their organization.

One would be awed to find how much an employee can be motivated by his/her HR management which in turn would lead to an increased productivity. I would like to recollect the words of Shiv Khera here "We make leaders who can manage, not managers who can't lead" (Khera) in his book "You can win", which can throw some light on how important Human Resources are and what effect it can have in any company.

It is not just about curtailing attrition, which in today's times is not the bar to measure the performance of an effective HR management team, but how effectively the team is able to retain top talent that contributes the most to innovation. In my opinion companies should be flexible in the coming days to allow the employees to collectively decide their HR policies which would bring out passionate employees and eventually bring in a collaborative culture in the organization.

But even as we are distant from such strategic decisions to be implemented in organizations, we have arrived at a point where HRM is considered a serious function which can effectively change the fortunes of any enterprise.

ALUMNI INTERVIEW

Swarnendu Halder

HR Manager

At Inshorts



Udit Banik
1527360



Tell us about your professional journey till now.

My professional journey has been exciting right out of college. I got placed at Flipkart, Bangalore as a Campus Recruiter which was indeed an ocean of experience. Being a fresher right out of college, never hearing about “Campus Recruitment” as a profession, was a boon.

After a year, I moved to Directi, a web hosting and Solutions Company in Mumbai as a University Relations Specialist post which I joined Inshorts (formerly known as News in Shorts) as HR Manager – Talent Acquisition, at Noida.



What were the challenges you faced in the initial days of your corporate life?

I was quite excited when I started working. My initial challenge was to come out of the comfort of a classroom and face the reality. I made a number of mistakes along the way and learnt from them. I had to learn, unlearn and relearn along the way and I am still doing that. I have been lucky enough to be mentored by leaders in their respective fields.



What practical aspects of Human Resource Management should a MBA-HR student should focus on?

A HR professional must start exploring about Talent Acquisition, Social Media Recruitment, Talent Branding, Talent Management, Business Partnering and most importantly working with Data. Understanding business ecosystem is a must irrespective of specializations.



How did your experiences at Institute of Management, Christ University help you in your professional journey?

I have been lucky enough to be a part of this esteemed institution that has given me a platform to transform and the freedom to think beyond books and assignments. I would like to be a living example and answer this question 5 years from now.



What additional courses can a MBA-HR student take up?

Additional courses can be pursued as per one's interests. Attending leadership summits, NHRD events, reading about best practices in HR and Talent Acquisition will be helpful.



Message for Christites:

This is going to be a long one, so please read or re-read this with patience.

Embrace Entrepreneurship as a habit! Start living your life as an Entrepreneur. You have Health, Relationships, Career and Wealth as the four most important aspects of your life. Prioritize them as per the above arrangement. Grow in every aspect constantly. It doesn't matter whether you are a student or an employee or a business professional. It gives you a sense of achievement!

More than your time, you need to manage your attention. Invest in yourself. Learn to sell and negotiate. Learn about financial planning and tax management. Start with mutual funds if you find investing complicated. By heart MS Excel, Word and PowerPoint. Once you start working you hardly find time to learn them.

Groom yourself. Improve your personality. Keep your life as simple as you can. Take things as they are and as they come. Don't judge.

Warren Buffet reads a lot!! Do you??

March on Christites !!

Swarnendu Halder
HR-Batch of 2012-14



THE LEADER OR THE LEADING - WHO OUGHT TO BOW



S. Sreeharsh Unnithan

1527322

It was evident from the good old days as a matter of fact, that Mayer didn't have the administration slashes to pull off the extreme task of pivoting the once notorious Yahoo brand. An inquiry worth asking is, the reason why the Yahoo top managerial staff did not perceive this?

In March 2015, Miguel Helft wrote a substantial article chronicling Mayer's residency at Yahoo. Helft was reasonable in his investigation, bringing up that any individual who expected the steerage at Yahoo had a practically outlandish undertaking before them. Breathing life once more into an organization whose plan of action was assembled for a time that has since a long time ago passed, is no simple errand. All things considered, Helft was additionally reasonable in highlighting Mayer's horrid reputation of making sketchy, if not through and through poor choices for all intents and purposes each time.

Much can be found out about authority in any certifiable contextual investigation, and the Mayer/Yahoo adventure is no special case. Pretty much any organization can be reevaluated and reinvigorated with sound initiative – the undeniable missing element for Mayer and for the Yahoo board. Off the chance, there's a silver coating here, it's never past the point where it is possible to lead better. While that surely applies to Mayer, my conviction is that it additionally applies to the Yahoo board. Both Mayer and the board are blamable of poor administration.

From the very beginning, Mayer could have talked less and listened more. She could have taken an ideal opportunity to learn before acting. She could have repaired fences as opposed to building dividers. She pontificated, act and turn as opposed to tune in, learn and get it. One of the first things a recently situated CEO needs to handle is building trust over all bodies electorate, yet especially with the workforce. There is an old Roman saying, "He who controls the army wins" – Mayer lost this fight in the good old days.

Society is regularly discussed, yet once in a while caught on. The past holds all organizations together. All in all, society at Yahoo is broken, if not inside and out, lethal under Mayer's stewardship. What Mayer has neglected to handle is that you cannot change a society you don't get. A corporate society is a delicate biological community with numerous associated components that should be sustained keeping in mind the end goal to flourish. A solid society is an execution quickening agent, fit for making immense movements in force. Mayer has totally missed the greatest lever a CEO needs to pull – society.

Mayer's authority is by all accounts more about Mayer than those she is in charge of driving. I don't resent anybody a reasonable pay, yet as the most generously compensated female CEO at \$42.1 million dollars, it is reasonable to address whether Mayer is justified regardless of the speculation.



Mayer would be all around served to take the spotlight off herself, and sparkle it on those she leads. When you release the conclusions of your group, don't be stunned if they quit sharing their experiences. In the event that the general population you lead are hesitant to commit errors you shall never see their best work. What's more, is the event that you reliably tell individuals - they are not pioneers, don't be astounded when they begin to trust you.

Another totally unavoidable oversight was not having a strong, freshly enunciated methodology. Mayer has endeavored to ideate her way to the future by actualizing any number of unique activities that felt like a progression of coincidental forced orders. What she ought to have done was fabricate arrangement around a thoroughly thought out, cooperative exertion based upon a reasonable vision for what's to come. She has encountered just lukewarm purchase on her vision, and her execution has been imperfect accordingly. Setting desires is gamesmanship – adjusting them is administration.

Maybe Mayer's greatest disappointment is the capacity to unlearn. Numerous pioneers are exceptionally gifted at testing the musings and feelings of others, however are woefully maladroit with regards to testing their own reasoning. Actually it requires no push to stick to your present considering; however altering your opinion obliges you to challenge your brain.

Mayer reliably rebukes contradicting and or varying conclusions and shows a nearby mindedness that once in a while serves a pioneer well. She experiences “experienced issues” comprehension; there's a major contrast between remaining on conviction versus simply needing to win a contention. While assessing a position on any given subject, shrewd pioneers must ask themselves, would they say they are attempting to learn something, or would they say they are simply attempting to legitimize their conclusion? Having solid feelings is a sound thing as much as you are sentenced by reality and not your pride or your inner self.

Being a CEO is intense, and doubtlessly, being a CEO driving a noteworthy business change is much harder. I really don't blame Mayer for the Yahoo failure as much as I do the Yahoo board for not perceiving what kind of pioneer they required for this task. All things considered, without an Alibaba wonder, or an enormous change in authority, trouble will sustain for Yahoo.

H R NEWS

**Ayesha Nausheen S****1527241****January 18, 2016****How close are you to reaching your goal for employing people with disabilities?**

Up until very recently, the U.S. Department of Labor (DOL) has elected to not aggressively enforce new disability regulations under Section 503 of the Rehabilitation Act—giving contractors a chance to prepare for the changes in the regulations.

However, at a recent meeting business round table, the director of the Office of Federal Contract Compliance Programs (OFCCP), Patricia Shiu, made it clear that the grace period is ending. According to Shiu, “The waiting period is over. They (federal contractors) are now expected to make an effort.”

So, how close are you to reaching your goal for employing people with disabilities?

According to Carol Glazer, president of the National Organization on Disability (NOD), which works on increasing employment opportunities for people with disabilities, complying with new regulations for Section 503 should be viewed as more of a “journey” than a destination.

SOURCE: <http://hr.blr.com/HR-news/Discrimination/Disabilities-ADA/Reaching-goal-employing-people-disabilities>

Feb 5, 2016**Auto industry to see increased hiring in 2016**

More job opportunities for engineers, research and development (R&D) and sales professionals in India’s growing auto industry

The Auto Expo 2016 is in full swing amid projections that India’s automobile industry, fifth-largest in the world, will show double digit growth this year. This growth is expected to push up hiring too, mostly in auto sales, R&D and digital marketing, according to TimesJobs RecruitEX data from Jul-Dec 2015.

The industry saw stable hiring trend in the second half of 2015 even as it offered increased job opportunities to engineers, research and development (R&D) and sales professionals. Specializations in channel, retail, corporate, technical sales and logistics are in demand.

SOURCE: http://content.timesjobs.com/auto-industry-to-see-increased-hiring-in-2016/?utm_source=Website&utm_medium=article&utm_campaign=SHRM

Feb 5, 2016

IBM, Deloitte rolling out family benefits for employee

As Shantanu Roy (name changed) juggles many urgent deadlines in his hectic work schedule at an analytics and research firm in New Delhi, he lives in guilt and worries about being away from his ageing parents who live in Kolkata.

To ease the plight of several lakhs of such migrant white collared executives, a few companies including IBM, Deloitte and American Express have recently started rolling out benefits for aged parents and parents-in-law of young employees.

In January, IBM India launched the Senior Care programme, to help employees balance work responsibilities with caring for ageing parents and parents-in-law who require support.

SOURCE: http://content.timesjobs.com/ibm-deloitte-rolling-out-family-benefits-for-employees/?utm_source=Website&utm_medium=article&utm_campaign=SHRM

Jan 22, 2016

Applied analytics the new craze in HR: PeopleStrong founding member

Overall business performance and employee performance are also being linked with sufficient data sets, says Kiran Kumar

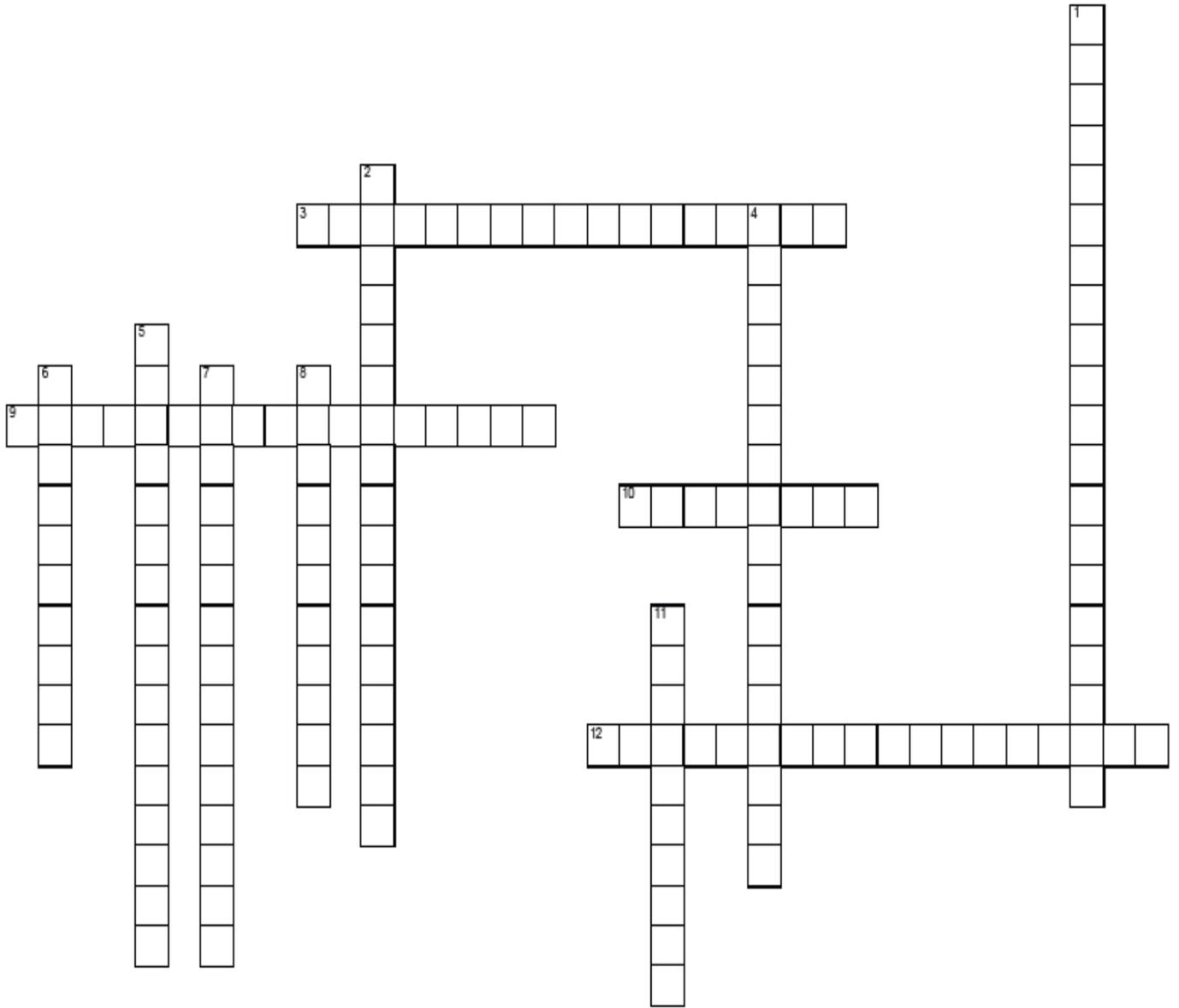
TimesJobs.com Bureau

With increased usage of cloud technologies and improved standards of data exchange, data analytics is helping more and more organizations measure employee engagement, says Kiran Kumar, founding member and business head, PeopleStrong HR Services.

Kumar also said that though the use of predictive analytics was low in Indian companies, they have started using applied analytics to find out jobs that are demanding from a business forecast perspective and how a proactive talent pipeline can be built.

SOURCE: http://content.timesjobs.com/applied-analytics-the-new-craze-in-hr-peoplestrong-cofounder/?utm_source=Website&utm_medium=article&utm_campaign=SHRM

CROSSWORDS



ACROSS

3. A management and measurement system that enables organizations to clarify their vision and strategy and translate them into action
9. Persistent, offensive, abusive, intimidating or insulting behaviour or unfair actions directed at another individual, causing the recipient to feel threatened, abused, humiliated or vulnerable
10. Favouritism shown to relatives by individuals in a position of authority, such as managers or supervisors
12. A specified period of time (typically 30-90 days) where a newly hired, promoted or transferred employee's job performance is evaluated

DOWN

1. Contribution a company makes to society through its core business activities, its social investment and philanthropy programs, and its engagement in public policy
2. Hourly paid workers employed in occupations that require physical or manual labour
4. Any program, policy or procedure that an employer implements in order to correct past discrimination and prevent current and future discrimination within the workplace
5. A written or electronic document containing summaries of the employer's policies and benefits designed to familiarize employees with various matters affecting the employment relationship
6. An individual who works independently to assist and
7. The process of verifying information supplied by applicants who are being considered for employment, including, but not limited to, contacting former employers, obtaining educational records and requesting criminal or consumer credit reports
8. The habitual failure of employees to report for work when they are scheduled to work
11. The design of the equipment, furniture, machinery or tools used in the workplace that promotes safety, efficiency and productivity and reduces discomfort and fatigue

CROSSWORDS SOLUTION

