



# Institute of Management

# Forté

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# EDITORIAL

Dear Friends,  
Warm Greetings!

*"Write. Write. Write. Don't worry so much about being published or discovered. Worry about writing what you have to write- what you need to say, and how you're going to say it. The rest will come."*

**-Uzodinma Iweala**

And suddenly you need to know... It's time to make new beginnings and embrace the magic as these beginnings unfold. With immense pleasure and privilege, we take up the charge of being the editorial board of the HR newsletter, Forte. We promise to keep up to the expectations of our professors and maintain the quality, authenticity and content of the articles that we bring to you.

*"The capacity to learn is a gift; the ability to learn is a skill; the willingness to learn is a choice."*

The following issue would thus, encapsulate the theme of 'Learning'

Leveraging on the theme, the issue highlights:

- Can events in college shape personality?
- And so the adventure begins: External Fests
- Talent Acquisition
- Diversity and Inclusion

*"Gratitude is the attitude that leads to your altitude."*

May we thus, take this opportunity to express our deep-felt appreciation and a hearty congratulation to the previous team of **FORTE** for bringing out amazing insights on the latest trends in the field of human resources and keeping us updated, for the last academic year. A word of gratitude to our Dean Dr. Suniti Phadke, Head of the Specialization Prof. Sathiyaseelan B, Faculty Coordinator Dr. Arti Arun Kumar, gifted faculty, for trusting and supporting us in all our endeavours.

Wishing our readers, a happy and insightful reading!

Best Wishes,  
Team Forte



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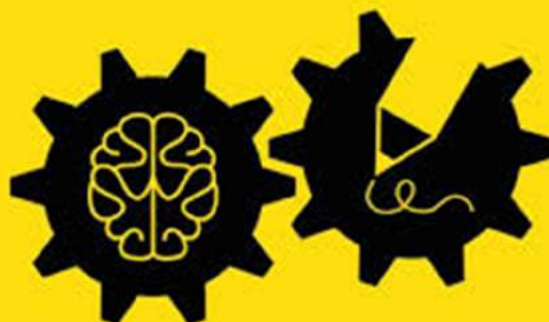
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# I HAVE LEARNT THAT I STILL HAVE A LOT TO LEARN...

- Sourima Sain



## *Learning out of participation in various fests..*

Start today, not tomorrow! A multi-dimensional person is far more likely to excel in life and career. The skills we pick up while participating in a fest are very important to make us fit for challenges. We are compelled to come out from our comfort zone. We learn to manage time, which is essential for a successful career. We have to complete an assignment/task in a prescribed time period. This creates a lot of stress; therefore we learn stress management and time management skills. This gives a feeling of individual and collective responsibility as the team is dependent on me for team performance. I feel responsible towards the success and failure of the team. Communication skills are essential for these activities as well.

We have to perform in a team neither being a hard worker nor a smart worker rather as a “Play Worker” as the work environment of a business fest demands it.

There are three distinct things that we students learn from participating in fests. First, planning skills since we need to plan things to execute an assignment successfully and this is of immense help in the corporate world. Secondly, fests teach one, to work in a team and enhance leadership skills. Thirdly, and most importantly, we learn to multi-task since we have to make time for academics even while participating in a fest.

In an MBA School these are called ambidextrous skills where we can balance work and personal life. These skills help in differentiating between dreamers and doers. The experiences of participating in fests, exposed me to the whole process of general management and, more importantly, meeting and doing business with people.

College fests enthuse excitement in students from the monotonous academic life cycle. Every student can taste the sweet scent of killing themselves with incessant practice to win that victory title. We love fests not only because of this reason but also for additional perks.

Competitions offer generous financial benefits to the winners, with some awards. It offers many more attractive rewards for students and the chance of winning competitions can only be improved by honing skills



and competing in more and more competitions. The amount of pressure we get in the fest is cosmic, but it can help us in future transactions or businesses, where our quick-witted nature and experience, together, will make an impressive connection with the counterpart. We also develop new interests for e.g., I understood the concept of corporate social responsibility after participating in Tarkash 2017 (IBS, Bangalore Fest) in the event HR & CSR. After the excellent showcase of performances, the contestants are given a well deserved break to explore the campus, people around or the happening city itself. When I went to Mangalore to participate in Insignia 2017 (St Aloysius College Fest) in the event HR, we had a cultural event where both the organisers and the contestants took part. While travelling from Bangalore to Mangalore, something that remained constant was, the more I travelled, the more I learnt about the people, the variety of food, and their preferred way to communicate.

We represent our college and our performance reflects upon the reputation of the college. We are the link between our college and the host college. I met different kinds of people in fests and communicating successfully with them ultimately improved my people skills. It gives our confidence a boost and provides a fair chance to win by giving our best shot. Our instant decision-making capability increases. We are challenged to explore ourselves in a different way which was maybe unknown to us. There, we are urged to push our limits, which only results in our best talent outcome through the game/event. We come to know how strategic thinking differentiates us and our competitors to win a situation. Competitions allow us to test our ideas to see how viable they are, in a risk-free environment where we are able to collect and incorporate feedback from peers and professionals.

Companies know that participating in a competition is a great effort for a student and therefore value it when they are looking for candidates for jobs. It shows that we are ambitious and that we are not afraid to compete against others. They would like to have an insight into our learnings from the experience. It is not only about the list of the things we have done, it is more about how well we have implemented and applied our knowledge and the way the learnings will impact our present and future activities. It is not about winning or losing in an event, it is about participating. When there are more chances of losing; it is more enriching, as we get to enhance ourselves with more learning and experiences in the VUCA (Volatility, Uncertainty, Complexity and Ambiguity) World.



# CAN EVENTS SHAPE PERSONALITY?

- Salmaan Noorullah



*"The Secret of change is to focus all of your energy, not on fighting the old, but on building the new."*

*-Socrates*

Have you ever wondered what personality is? They say, "Beauty attracts the eye but personality captures the heart". So, what is personality? To put it in a nutshell, personality is just a reflection of one's self. It is a combination of all the qualities and characteristics that distinguish a person from others.

An individual's personality is shaped in many ways. It can be according to his/her genes, or the environment and, most importantly, the various events that he/she is part of.

Can events in college shape personality? Well, this may be quite astounding but it is true that events can have an effect on our personality. Some of the events in my college have made some changes to my personality.

Bhasha Utsav or ethnic day is one of its kind in Christ University which celebrates diversity and inclusivity. This day enables people to appreciate the tradition and customs of various states and regions across the country. With the advent of globalization, it is important for all the managers and employees to appreciate the diversity of the workforce and emphasize inclusivity of peers and supervisors irrespective of their caste, religion, community etc. in order to develop harmony in the workplace.

Business events like Pioneer also played a very significant role in shaping my personality. As the Head of the stage committee, I had to coordinate with the auditorium in-charge and also assign work to my team members. This event taught me how to handle people effectively and play the role of a leader. Managing peers can be quite challenging and there could be a number of perceived difficult conversations. These

conversations and situations should be dealt with appropriately, failing which the team's functioning will become haphazard. As an individual with no prior experience in a leadership role, this event helped me understand the importance, capabilities and most importantly, the do's and don'ts of a leader.

Another event that I could relate to is the Thyagaraja Mahotsav held in the month of February. This event is very close to my heart since it made realize the fundamental aspect of life- *"Do what makes you happy"*. The event also instilled a lot of positivity in me.

Personality always undergoes some changes due to various events and incidents that happen in our lives. However, it is also important to *"Be Yourself"* because it is impossible to photoshop or replicate an individual's traits and characteristics. These events empower us to build our personal qualities.

As Young Jeezy says, *"The world is yours and everything in it, it's out there-get on your grind and get it"*. A person should not miss any opportunity that enables him/her to be a better person.



# THINGS THAT SHAPE US TO BE THE PERSON THAT WE ARE NOW

- *Semona Raj*



Every person has a story that makes them who they are, and even still, we continue to change more and more every day.

Sometimes in our lives, we've had this question in front of us. Maybe it was when we were submitting our college applications and personal statements to our dream schools. Maybe it was when we had that nerve-wracking interview that you seem to never forget about, or maybe it was a question that someone you just met asked you.

Well, what's the answer? What is something that made you the person that you are today? Now, you find yourself scrambling through a bunch of events that happened in your life. You realize that there were so many things that changed you, even the littlest things that you never thought of. What is the biggest story that really made you the person that you are now? That's the thing, there is no ONE story to describe who you are.

But something will always remain common with the Christites, so and so that it becomes a part of our lives without us realizing it. Let's start with the very first thing, Back to School; that time the tension was real between new people and new tasks in hand, it's crazy that it taught us the very first lesson "how to identify talent", but it was not all soon the next lesson came as 'Outbound training', and it did teach us how to work in a team. But it's not just about working in a team but also identifying the distinct characteristics and qualities that each individual possesses, and this is what we learned during "ethnic day", that is the real beauty of cultural diversity.

Once we discovered ourselves, we started discovering the people around us and what exactly is our responsibility towards them, "Bandhan" was our way towards it. Moving ahead we got "Altius", it was a real way to test our capacity and keep us moving towards our goal no matter what, because it was not just for us but for the whole MBA fraternity, we felt that pressure and finally overcame it towards the end.

Thus, when Christ says 'Holistic development', it really means overall development because from day one, the college has been teaching us in ways we wouldn't have thought of before and changing our lives for better, making us a better person every day.



# TALENT ACQUISITION

- Lydia George



## What it is, why you need it, what is involved, and where to start?

**Talent acquisition (TA)** is the process of finding and acquiring skilled human labour for organizational needs and to meet any labour requirement. In order to gain a competitive advantage, organizations are adopting a new approach that focuses less on filling positions quickly and more on aligning talent acquisition with the business. Discovering talent both on- and off-balance sheet has moved far beyond traditional recruiting to enclose the broader scope of talent acquisition. Once the sole domain of HR, TA now involves multiple teams across the organization.

Adding to the complexity, the quickening pace of technology offers a dizzying range of new solutions, even as the nature and sources of talent markets continue to shift. Existing platforms struggle to adapt because many are too old to integrate emerging technologies, capabilities, and needs. With over 70 percent of TA systems coming from third-party providers, vendors are actively seeking to capitalize on these new technologies. Many of these are evolving toward cognitive capabilities that build on mobile and cloud technologies, as well as social networks such as LinkedIn.

While cognitive TA is currently the domain of mostly small, single-solution start-ups, IBM's AI pioneer, Watson, is now moving into the space with three new technologies: a machine learning platform that ranks the priority of open requisitions; social listening for an organization's and competitors' publicly available reviews on Twitter, and newsfeeds and a tool that matches candidates to jobs through a "fit score" based on career experiences and skills. These technologies take pre-existing social data and information and then apply advanced cognitive capabilities to deliver actionable analysis.

Many big organizations have embraced shared services for HR, yet when it comes to recruiting, hiring managers tend to work largely alone with the help of local recruiters or HR professionals. Given



the expense, corporate HR is the most likely choice to invest in the talent acquisition products that can make the company stand out. And that's likely to be money well spent.

Companies can support this new approach to talent acquisition by starting with a degree of centralization to gain the benefit of scale and efficiency and, more importantly, create a strong and competitively differentiated candidate experience. As Albert Einstein rightly said, *"Everybody is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid"*. Acquiring the right candidate for the right job is the key to success for any organization (Person-Job Fit).

Over the years, talent acquisition has experienced Strategic growth and is now a critical part of the conversation that shapes an organization's direction and vision.



# THE ART OF THINKING INDEPENDENTLY TOGETHER

- Kankshi Jain



***"Diversity: Different Individuals Valuing Each Other  
Regardless Of Skin, Intellect, Talent or Years."***

One of the major issues being faced by organizations in the present scenario is managing the workforce diversity in their organization. Diversity and inclusion, have become a CEO level issue and is not just confined to the HR domain. The organizations that have gone digital, operate as a network of teams, working in cohesion, to attain an organizational goal, keeping in view the vision and mission of the company, thriving to achieve empowerment, encouraging an open dialogue amongst the employees to ensure that their opinions are voiced and given equal importance. Along with the inclusion of the above mentioned aspect what is more important to the organization these days is, diversity and inclusion, which they try to weave in every aspect of their functioning to ensure maximum and efficient talent acquisition.

***"The value of a **diverse** team is its capacity to **challenge the norms** or group think and thus **boost** organizational performance and improve **decision making**"***

- Yrthya Dinzey Flores

Are coming years going to be the years of diversity in business? This has been a question raised in an article published in Forbes: "Will diversity and inclusion be a top priority for businesses?" The answer to this million-dollar question stand to be at a Yes!

***"Companies that embrace diversity and inclusion in all aspects of their business outperform their peers"***

According to a research study, following data has been obtained:

- ***McKinsey report shows that gender diverse companies are 15% more likely to outperform their peers and ethnically diverse companies are 35% more likely to do the same.***



- *Catalyst research shows that companies with women on the board statistically outperform their peers over a long period of time.*
- *Delloite Australia Research shows that inclusive teams outperform their peers by 80% in team based assignments.*

It has been observed that employers who value women employees and where the organizations recognize that women employees and people belonging to minor sections of the society also are an important asset to their company's success, are appreciated and women look forward towards working with those organizations. Also, there should be a well-documented policy and procedure set out during and for the process of recruitment. Employees should be hired based on the talents they possess and those that are well suited for the job opening and not because of any bias.

An organization where there is no discrimination based on the caste, color, creed, ethnicity, intellect etc., and where the employees of diverse backgrounds are encouraged to perform and showcase their talent, seem to excel in every field they operate. As already mentioned, this is no longer just an HR issue but has become a CEO level issue, there should be training provides not just to the employees but also to the senior management. There must be a belief in the organization and amongst the management that an organization that fosters diverse workforce stands a better opportunity to operate in a wider and a diverse customer market. The possibility that a particular problem would be dealt with, with maximum efficiency and would have a wider horizon might be a great number.

According to an article published in Delloite insights:

- *The proportion of executives who cited inclusion as a top priority has risen by 32 percent compared with our 2014 survey.*
- *Over two-thirds (69 percent) of executives, rate diversity and inclusion an important issue (up from 59 percent in 2014).*
- *Thirty-eight percent of executives' report that the primary sponsor of the company's diversity and inclusion efforts is the CEO.*



Diversity and inclusion impacts the brand, the corporate purpose, performance, image and goodwill of an organization. Employees as well as the general public is as well aware of this issue and the employees now, demand to work in an environment where diverse workforce operates. This ensures a blend of ideas and fosters a sense of belongingness amongst the workforce, not just with the organization but also highlights the believe that we live in a country that believes in giving equal opportunity to each individual residing in the country, where the opinions of each individual is given an equal weightage.

Millennials, for example, see diversity and inclusion as an important part of corporate culture. A diverse team ensures a variety, creativity and innovation in the ideas that the organization operates on. Including inclusion and diversity as part of the culture of an organization, it is important to realize the fact it is a never ending and a continuous process and requires meticulous planning amongst the management as well as the employees. It is important to realize that the journey to make an organization that fosters diversity in all aspects won't be devoid of lapses and bruises but there has to be perseverance and continuous enthusiasm amongst the management and employees to ensure that goal is achieved.

At Uber following four steps are focused on upon to ensure that the culture comprises of a diverse workforce:

**Individual employees:** They wanted employees to feel an increased sense of belonging and be able to both model and mirror inclusion.

**Systems:** They wanted to create systems that decrease bias and improve fairness and equitable treatment, no matter who they(employees) are or where they were from.

**Leadership:** They wanted leaders at every level to understand why inclusion and diversity matters and amplify the message throughout the company so that it becomes fully embedded in their DNA.

**Citizenship:** They wanted to do meaningful work at jobs, by making a difference in society and plant seeds to positively impact others.



Like Uber has set out two initiatives UberHue and Women Of Uber, where UberHue's mission to provide a forum that supports black and promotes diversity, culture and inclusion for all employees, globally at uber. Women of Uber's mission is to give a voice to the women at uber and globally.

### **What is driving the rise in concern?**

- Employees have become increasingly concerned about what they hear or read and wish to hear about the perspectives that the employers and their fellow employees have to offer, which is only possible when there is workforce diversity within the organization, where there can be a wider perspective from individuals belonging to varied cultures and diversity.
- Most importantly, organizations now operate globally, wherein they interact with individuals who have different beliefs, cultures, work ethics, and working successfully in such a varied culture would only be effective when employees have a first-hand experience of such kind within their organization.
- Third, an organization where there is inclusion and flexibility, research has shown, the inclusion team outperforms their peers in all aspects.
- The topic of gender equality and equal pay for equal work has gained mounting attention from people all over and thus, it is essential for organizations to ensure that their organization fosters workforce diversity, that would ultimately widen the perspectives within the organization and the efficiency with which the company handles their customer, would automatically increase manifolds.

Inclusion and Diversity is a perpetual effort and requires continuous and integral participation by each individual of the organization, needless to say, an HR holds the greatest role to ensure that diversity and inclusion is embedded in the culture and in the way the organization functions, only then the brand and the corporate purpose, can be sustained.



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***“Live as you were to die tomorrow. Learn as you were to live forever.”***



**~Mahatma Gandhi**

***“Leadership and Learning are indispensable to each other.”***



**~John F. Kennedy**

***HAPPY  
LEARNING!***



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