

**CHRIST**  
(DEEMED TO BE UNIVERSITY)  
BANGALORE • INDIA

# Forte

## Rise of The Gig Economy



## Editor's Note

“The Rise of the Gig Economy” – No, not an action movie soon to be released but is the theme of the issue for this trimester! ‘Gig’ could be known as the sassier version of ‘freelancing’. The term “Gig” has caught on, and is going to radically change the working of its various stakeholders. For the employer, accommodating a ‘gig workforce’ and building HR policies around this trend is the biggest challenge and for the employee, managing his ‘Gigs’ in tandem with his need for social security is the biggest question. The Government, on the other hand, is more inclined towards building a ‘safety net’ for the employees as it realizes that Technology runs ahead of Policy and the Government must catch up. With the advent of the “4-day work week” in countries like Finland, the possibility of a Gig Economy increases.

This issue of Forte, for the first time, hosts inputs from industrial experts on this theme. We have collated a varied range of articles from the ‘young-bloods of Christ University’ with regards to this theme and also a special note from our Faculty Co-ordinator, Dr.Santosh Basavaraj to our beloved outgoing senior batch. We would like to extend our heartfelt gratitude to Dr Jain Mathew, Dean, Institute of Management, CHRIST (Deemed to be University), Dr. Sathiya Seelan B., Head of Specialization – OB and HR, and Faculty Co-ordinators - Dr.Santosh Basavaraj for all their guidance in making this issue a success. To all the students who have contributed, your efforts, time and inputs is highly valuable to us and you are our pillars of strength.

Wishing you an enlightening read,

Team Forte



# CHRIST (Deemed to be University)

## VISION

Excellence and Service

## MISSION

CHRIST (Deemed to be University) is a nurturing ground for an individual's holistic development to make effective contribution to the society in a dynamic environment.

## SCHOOL OF BUSINESS AND MANAGEMENT

### VISION

Our vision is to be an institution of excellence developing leaders serving enterprises and society globally

### MISSION

Our mission is to develop socially responsible business leaders with the spirit of inquiry through academic and industry engagement

### *Programme Educational Objectives (PEOs)*

- Graduates possessing subject knowledge, analytical ability and skills to manage business.
- Graduates exhibiting spirit of inquiry, innovation and ability to solve problems in dynamic business environment.
- Graduates with value based leadership skills, entrepreneurial capabilities and global awareness serving enterprises and society.

### *Master of Business Administration*

#### *Program Learning Goals (PLGs)*

#### *Program Outcomes (POs)*

PLG1	Social Responsibility and Ethical Sensitivity	PO1	Apply knowledge of Management and Practices to solve business problems
PLG2	Functional Knowledge and Application	PO2	Foster Analytical and Critical abilities for data-based decision making
PLG3	Communication	PO3	Ability to develop value-based leadership ability
PLG4	Critical Thinking	PO4	Ability to understand, analyse, communicate global economic, legal and ethical aspects of business
PLG5	Global Awareness	PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to the team environment
		PO6	Identify business opportunities, design and implement innovations in the work environment
		PO7	Enhance capabilities for generating research ideas in respective management domains
		PO8	Demonstrate sensitivity to sustainability issues and prepare for lifelong learning

## A Letter to the Seniors



Dear Seniors,

Bon voyage!

We wish you all the best in your professional and personal life.

Your presence with us will be greatly cherished. You will be remembered for asking many questions in the class and for making it lively and energetic. There are so many memories that are worth remembering. Your journey from -Back to School- to -Farewell- was filled with joy and learning.

The time has come for you to apply it. We are all delighted to see a -Manager- in you. We wish that you reach the pinnacle of your career and be a happy family person.

At this juncture, I thought of giving a few pieces of advice for your future. Develop yourself into a holistic personality, and make your presence felt by others around you through your work, not by your words. Let them know that you are there and that you did it. Always be open to feedback; they make you stronger.

Remember, the -Human Resource Department is a -Service-, and you can create a mark only when you strive for excellence. Be an active member of Christ HR Alumni Group; you can contribute to many things as a Christ Alumni.

Don't forget "Once a Christite, Forever a Christite". March on Christite, march on.



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## Creating a winning candidate experience



Mary Ann George is an alumni of Christ University Institute of Management. She has worked as a HR professional in the Finance and Social sector. She last worked in Azim Premji Foundation as a Resource Person - Talent Acquisition lead.

We are living in times where organizations are vying for the best talent available in the market. In a vibrant economy, the best talent has the leveraging power to pick and choose the company of their choice. How you treat your potential hires can not only differentiate you from your competitors but also give a firsthand experience of the culture of the organization. Most job seekers share details of their hiring experience with family and friends. Research studies reveal that 72% of candidates shared bad experiences online or with someone directly and 27% actively discourage others from applying. What may have seemed immaterial a few years back has now become a critical factor of recruitment strategy.

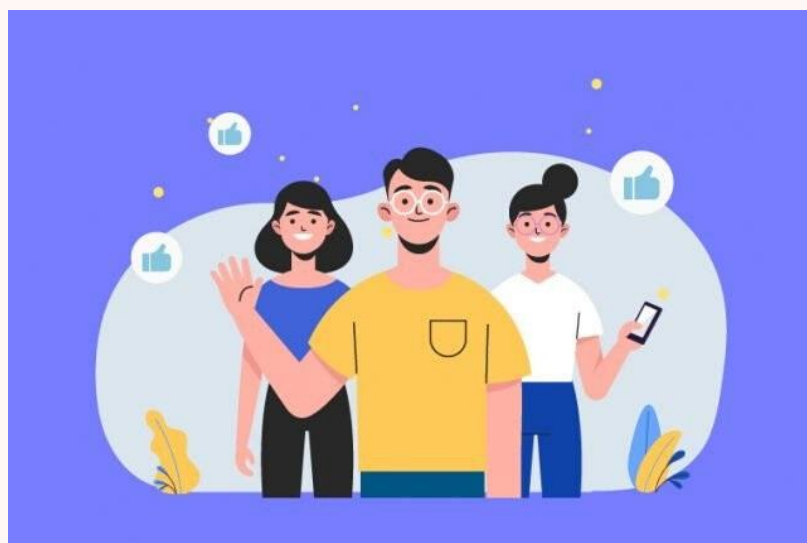
Candidate experience starts even before they begin to apply. Poor user experience of the company website, lags in application process, outdated content on the social media page or a blurry I of the CEO planting a sapling to show concern for the environment has already kick started the candidate experience and it's probably not what you want them to have.

With the advent of companies like Amazon and Uber, people are now used to having excellent user experience with the ability to track their package or cab to the very last mile and in real time. Though customer experience has accelerated, candidate experience has been lagging behind. Hence it time to treat incoming talent as your customer.

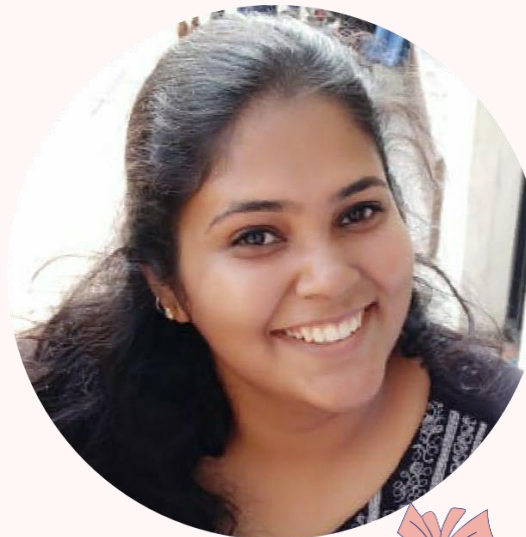
Candidate experience has gone beyond just being respectful to potential hires. It requires crafting effective job descriptions, personalized communication, making candidates feel welcome, sharing details of who they will speak with and what subjects are likely to be covered during the interview. Making candidates wait too long, having unprepared interviewers and not receiving any response after the interview are big turn offs. If they have come a long way in the interview process and are rejected, give them detailed feedback of why things didn't work out.

Despite working in the midst of technology, data and analytics very few companies use it to their advantage. Using metrics to nail something such as candidate experience can seem difficult. Having a candidate experience feedback form is a good place to start. Improving key metrics such as resume response rate, time taken from the application sent to the offer being made and time taken to receive the interview feedback can help streamline the hiring process.

Everyone job hunter has a horror story on candidate experience to share and these stories spread like wildfire. But you don't want to be the villain in this story. Companies are now waking up to the fact that creating a unique experience for potential hires can go a long way in hiring the best from the industry.



# CAN ARTIFICIAL INTELLIGENCE TAKE THE LEAP TO BEING INTUITIVE?



Sinchita S

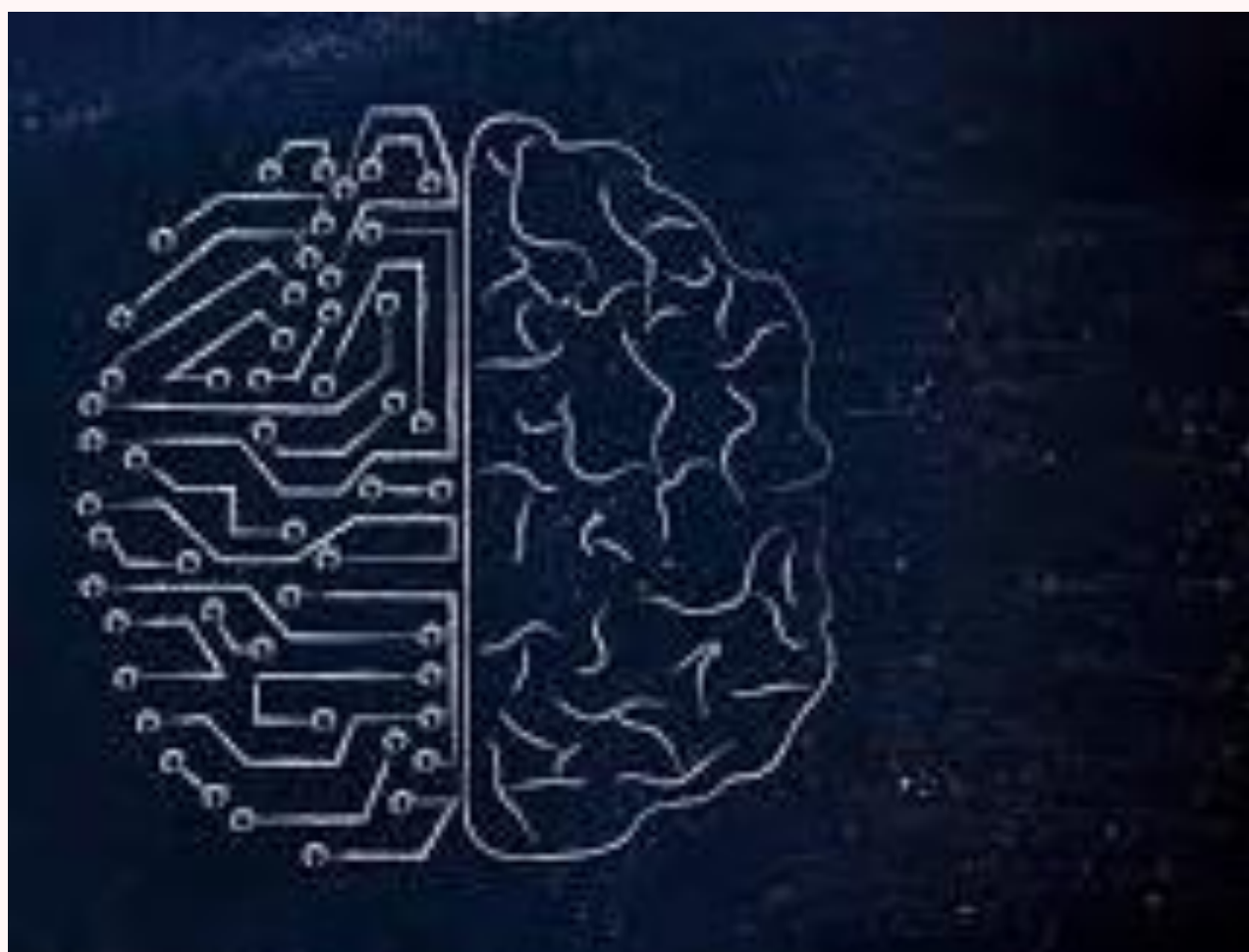
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The concept of artificial intelligence has taken mankind to an interminable possibility. Today, Artificial Intelligence has influenced the activities of the Human Resources in an organization. Starting from recruitment to termination, it has found its way into major segments of HR. The main focus of Artificial Intelligence is to provide responses and not iterative solutions. A developing approach for implementing human intuitive properties into a programmed machine is Artificial Intuition. Human instincts are believed to have genetic memory that is deeply stored in the form of genetic codes. Intuition is what makes us human. But in the era of automation, implementation of intuition on a machine would change the face of Human Resources across industries.



Artificial Intelligence could grow further if intuition is integrated into the Artificial Intelligence platforms. Artificial intuition is a limited representation of the human intuition. Thus, the application of artificially intuitive machines to organizations is questionable. Nevertheless, it is wrong to think that such implementations would be unsuccessful. ‘Node’ founder and CEO Falon Fatemi, in an interview with Fortune speaks about how artificially intuitive machines can help strategic business leaders to make better decisions about future. ‘Node’ is the first AI-enabled service provider that delivers predictions for making smart decisions. Various researchers and scholars are of the opinion that soon artificial intuition would swiftly surpass simple AI empowered machines. The concept of artificial intuition has positioned itself as a tool of the times. Intuition based learning (IBL) as a tool, is successfully implemented in areas like risk analytics and criminal investigation today. The main challenge of artificial intuition is the failure to explain intuition mathematically, as it is driven by non-logical reasoning. Artificial intelligence models, on the other hand, are logically governed. A framework needs to be developed for an intuitive reasoning system that would be established on the principles of memory mapping and perceptual capabilities. There is a lot of scope for further research in the area of building AI empowered and artificially intuitive machines that will help take fast and accurate, trustworthy, and automatic responses.



## Modern Problems? Your HR Manager got Modern Solutions.



Mohd. Azfar

1927112



According to the Forbes Magazine, there will be 104.62 million new applicants in the Indian employment market by 2022. The HR managers these days recognize the possible gap of labor force planning in this setting and have pulled out the sword of Gig Economy in the war of getting the best human abilities into the companies. The Economic Times published that over 70 percent recruiters have used gig workers at least once for resolving business issues. Nearly 45 percent of the HR managers surveyed, desired to hire a gig employee so that they can complement skills of the current labor force, 39 percent of the managers did so to decrease the charges and 10 percent for filling provisional positions in their teams. Gig Economy presently values the global outworker market at \$2-3 billion which is increasing at an annual rate of 14 percent. India currently accounts for \$1 billion of the worldwide market. While the US tips the battle with 53 million liberated staffs, India has 15 million outworkers with its gig economy workforces progressively gaining liberated contracts in industries like IT and programming, finance, HR, and design, among others.

Times of India showed that --millennials-- form around 35% of the labor force in India and by 2025 it is projected to be 75%. For the millennial community, the line between individual and professional life has hazy. And with this demographic work-life balance is key, which is where a --gig lifestyle-- can be effective. While some companies look at Gig Economy as a practice of Human Resource Planning with lower fixed costs, condensed overhead charges through limited long-term medical expenses and leave costs, others find it as a means for obtaining specialized talents for niche areas and precise requirements. Many Companies are shifting towards a -Results Only Work Culture- where performance is measured by consequences and outputs than by physical incidence at the office or amount of office hours spent. Gig Economy is a double edged sword. Though it offers benefits like flexi-hours, work from home, consignment based work and consultancies, it provides very little job security, workplace protection and benefits. The road we plan to ride on, is on us.



## Gig economy: --Why Should I join you-- replacing --why should I hire you--.



Gopika Vinod Krishnan  
1927136



The world is changing rapidly and so are the organizations and the global workforce. Gone are those days when the definition of a good job was restricted to good pay and security. The present-day youth looks for much more. Independence, creativity, flexibility and freedom at workplace have become big factors for any employee to choose a job and this is where the gig economy has kicked in.

Gig economy refers to an employment type where the working arrangement is limited to a certain period of time based on the needs of the employing organization and the willingness of the employee. There are no long-term commitments or expectations put forward by the employer or the employee. Though there are many arguments for and against this concept, many managers believe it to be a win-win situation. In a world of freelancing, quality work with optimal time and cost becomes the norm and the employees get the creative freedom they prefer with minimal tires of hierarchy.

But how does recruitment happen in such an economy? The job description plays a major role. It should be elaborate, crisp and unambiguous. The prospective employee should be able to evaluate the job and compare his competencies with that required for the job. Also gig workers would prefer an employer with higher brand value. They would relate employer brand to meaningful work and better learning opportunities. People prefer working with organizations that share their personal ideologies. Creating a company culture that feels inclusive and empowering can lead to better perceptions about the organization. A strong culture can widen the talent pool and help attract and retain top talent.

Though the volume of gig workforce isn't huge, there is no doubt that its popularity is increasing rapidly. With evolving technologies and the search for the right talent by the employers, freelancing is definitely here to stay. Organizations need to “think out of the box” and move beyond the traditional approach to talent acquisition. Such organizations tend to be more productive and profitable. However, the final decision should be congruent with the organizational goals and only then the management can come up with a concrete strategy to accommodate the freelancers. Ultimately, what matters is productivity to the company and meaningful work to the freelancers and finding a middle ground makes the gig economy the ideal path.



# GIG ECONOMY: LIVING A FREE WORK LIFE



Lionel Roshan

1927357



The 21st century world is an immensely competitive battlefield. Be it business, science, literature or art, we can see ourselves coerced to do better than the rest. During the course, we ought to realize the purpose and we often find ourselves chasing dreams that may have no meaning and bring no joy. It is often seen that we fall in to the trap of a fixed routine job that terminates our creativity and autonomy. Foregoing our personal lives, we undertake professions that may fetch us our bread and butter but not necessarily a happy work life. It is quite unfortunate to see individuals undertake stress and slower growth in their careers as an outcome of these jobs.

On the other hand, the positive side of work life in the 21st century is that there are no boundaries or limits to creativity. The environment is ever changing and this brings rise to new businesses with individuals seeking autonomy in their lives. We often see that the ones who follow such methods of earning a living are the ones who lead and go beyond their peers (who settle for fixed incomes in spite of their productive output). Hence, we can clearly see that if we don't chase and build our dreams, we'd be hired to build the dreams of others.

## GIG IS THE NEW --GAG--



Kushal Sagar S

1927313



In a phase where everyone is prey to uncertainty, economy is no stranger. With the world striving to go leaner than ever, it's not surprising to see strides taken towards optimising management of human resources. The term "Gig" is no longer restricted to funky musicians but rather is a costume for all of us to put on. This is the need of the hour for industries, as they look to rapidly cutting down costs and it seems now that the likeliest avenue would be humans. As employers look to get rid of the burden of paying employees for their entire chunks of idle time, they seem to be taking a liking for "giggers" or more commonly, freelancers. "Giggers" are in simple terms, those people who work part-time or in temporary positions. By being a "gigger" you simply pick projects or tasks that you expertise in and perform them as per the need and get paid for precisely what you do. This concept seems to work for both parties - a "gigger" gets the freedom of choice in terms of work timings, load etc. and the employer pays only for the service received. There is no question of idle time. Sounds fancy doesn't it? Unfortunately there are downsides to it. It's harder for full-time employees to develop fully in their careers since temporary employees are often cheaper to hire and more flexible in their availability. Workers who prefer a traditional career path are being crowded out in some industries. Rapidly changing trends in the market call for a renewed approach to career planning. It is required of the "Nex Gen" to be dynamic, unconventional and fearless in the pursuit of making an impact.

## Gig Economy for Women



Merin Anil Koshy

1927157



There have been quite a few key turning points in the evolution of women in the workforce. The 20th century has seen women stand up during the time of crisis to serve their countries during the world wars. They went against the expectations of the society and brought themselves into the workforce, highlighting the fact that their contribution was equally valuable as compared to their male counterparts.

The 21st century is seeing another turning point with the rise of gig economy among women, which was traditionally seen as an area only to be dominated by the men.

A woman's work-life is quite different from that of a man. Along with full-time jobs at offices, they are also involved at all levels in the household responsibilities. During critical life events like marriage and maternity, there is a huge change awaiting women. Through the "gig economy", the women are able to flexibly balance between their personal and professional life. It is very important to understand that women employees choosing gigs are not mere freelancers, or part time workers who are not ready for corporate world. Instead they are subject matter experts who know how to execute the assignments successfully.

Through gigs, women are now able to achieve financial freedom in terms of equal pay and improved work-life balance. Although, few women have taken up gigs as their primary source of income, some take it up along with other part time or full-time jobs. As women increasingly become an important part of the gig workforce, organizations in the gig economy need to solve various issues for the gig workforce like the inconsistent income, difference in pay and lack of benefits.

# GIG ECONOMY AND ITS IMPLCATIONS ON EMPLOYEE RELATIONS



Soumya Sudeshna

1927448



‘Gig economy’ gets its name from being close to an individual ‘gig’ in every piece of work. There would only be temporary or part-time work force in a Gig Economy, instead of conventional workforce. Workers are paid for each individual job, in place of monthly salaries or hourly wages. In a report carried out by Deloitte in 2016, it was found that 66 percent of the 7700 millennials surveyed across 29 countries were likely to abandon their organizations and operate independently by 2020. There are several reasons why people land up in a gig economy. The millennial segment being the growing population in both developed and developing countries is more inclined to being self-employed. Their main motive is to preserve their wellbeing, personal relationships and happiness by also maintaining a flexible profitable work-life at the same time. On the other hand, employers are aware that hiring freelancers or self-employed employees can make companies more flexible when it comes to dealing with shifts and uncertainties. This would cut costs for the business while also securing a diverse pool of talent for various projects. With a more diversified population even productivity increases. The employment status of this new category of independent employees, the threat of job security, the unstable nature of work and pay, the confidentiality of employer records etc. is still a subject for debate. The employer is cautious of what he shares with the gig worker and is perennially sceptical of the gig worker and his possible projects with the company’s rivals. Employee relations researchers should, however, pay more attention to exploring the rights and responsibilities of both traditional and the independent workers, their significance and their terms of work.

# Is the Indian workforce ready for GIG economy?



Nimishamba

1927339



‘Gig’ – a word, coined several decades earlier, seems to have gained prominence in today's time. This type of workforce usually has temporary and independent contracts. In Europe and in the USA, hiring part-time workers or independent contractors has always been prevalent. It eventually leads to employment generation and overall skill development.

India on the other hand is a country with a work force which longs for permanent and long-term jobs. The concept of gig economy is gradually gaining ground among IT firms, shared services and the start-ups in India. Indian companies are hiring people on a project-to-project basis and mixing freelancers with regular employees in teams.

Though there are stats in support of gig economy being welcomed in India. There are some demerits which contradict this model being useful - There is very low job security and sense of pride in terms of gig economy. It is suitable for individuals looking for additional paths to earn extra income. The company also finds issues with accountability of work in the long run. Managing quality control and ensuring that contracts do not simply end up going to the cheapest rather than most reliable and/or best bidder. On the whole it can be told that Gig economy gives option to the workforce to work at their convenience and work on what they wish to. Gig economy is one such concept which, if used in the right direction can help the country's workforce shift from a developing stage to a developed stage. It also improves the overall happiness index of employees. It not only provides more employment opportunities to individuals, but also provides a platform to explore different areas of work.



## GIG ECONOMY



Apoorva Pagnis

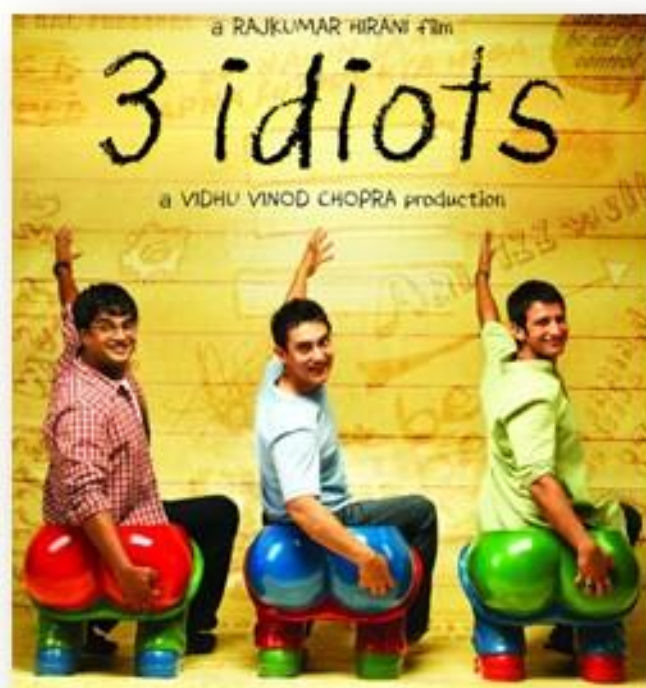
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The word “economy” can be understood as one providing benefits to us as well as to the entities related to us. It supports our lifestyle and helps us grow financially. One such concept that is now popular is the ‘Gig’ economy. Firstly, let us understand what gig economy means and how we can categorize it in terms of good, bad and the future of it. An individual can now earn without restrictions arising from a mundane desk job, fixed salaries, static environment etc. Such a trend is always an option when it comes to choosing a comfortable work-life. On the other hand, gig economy can also mean that one can be employed without a well- defined position and inconsistent pay. This trend promotes exposure but not stability (which can be important). Both the positives and negatives of this concept can be analysed and shaped further.

In the future, this trend can be used in the field of - music, transportation, journalism, photographers etc. where one can indulge in the area of interest or can also work with a need to explore that field. Hence the effective shaping of the “Gig Economy” can lead to benefits for individuals and thus the whole nation.

## 3 Idiots - Movie review - An HR Persepective



By Yashi Julka

1927151



-3 Idiots- is a Hindi film released in the year 2009. It portrays the friendship of three students at an Indian College for Engineering within which the underlying truths about the Indian education system are revealed. The film secured six Film fare Awards as well as three National Film Awards. It was remade in Tamil as -Nanban- (2012). -Nanban- had a Telugu dubbed version titled -Snehitudu-. A Mexican cover, -3 idiotas-, was also released in 2017.

This movie demonstrates many management and life lessons such as -

- Leadership:

The Dean of the college in this movie, -3 idiots-, displays a typical leadership style with rigid principles, values and ideologies. The movie tries to show its audience the wonders of a scrupulous living.

- Communication:

The importance of using --the right words-- in communication is portrayed. The manager, in a corporate setting can imbibe means of effective communication and its adversity if used wrongly.

- Pressure management:

The Indian education system tends to pressurize its students. The movie exhibits that even when under pressure, one should learn to overcome hardships without losing sight of his/her passion.

- Passion and commitment:

-Passion- is the pathway to -Excellence-. Satisfaction, joy, pleasure & love shall all be the outcome of that passion is what the movie spells out to its audience.

- Getting the best out of limited resources:

In the movie, the protagonist is not financially sound but his passion for learning helps him succeed irrespective of his limitations.

- Peter principle:

In the movie, the Dean is a victim of the Peter Principle. One should always remember that -Learning never stops-.

- Emotional Intelligence:

Life is about the management of emotions. EQ (and not only IQ) is crucial for success. The human touch behind academic excellence is a sure-shot recipe for overall success.



# Our Young HR Achievers!

NAME	ACHIEVEMENTS
Raavi Srihitha 1927244	Secured 1st Place in "Throw Ball", in Sports Day, organized by Christ (Deemed to be University), Bengaluru.
Mohd. Azfar 1927112	Secured 1st Place in "POPULUS", in event "Chrizzellenz", Organized by Christ (Deemed to be University), Bengaluru. Secured 3rd Place in "ARTIFICE", in National Level Management Fest , Comkurrence- 19, Organized by St. Joseph College, Bengaluru
Merin Anil Koshy 1927157	Secured 1st Place in "POPULUS", in event "Chrizzellenz", Organized by Christ (Deemed to be University), Bengaluru.
Asmitha Ray 1927329	Secured 1st Place in "Table Tennis", on Sports Day, organized by Christ (Deemed to be University), Bengaluru.
Yashi Julka 1927151	Secured 1st Place in "POPULUS", in event "Chrizzellenz", Organized by Christ (Deemed to be University), Bengaluru
Bodhanapati Praphullita 1927231	Secured 1st Place in "Throw Ball", on Sports Day, organized by Christ (Deemed to be University), Bengaluru.
Arsha G 1927031	Secured 1st Place in "Throw Ball", on Sports Day, organized by Christ (Deemed to be University), Bengaluru.
Gopika Vinod Krishna 1927136	Secured 3rd Place in "Darpan- Poetry Writing", Organized by Christ (Deemed to be University), Bengaluru. Secured 3rd Place in "Artifice", in National Level Management Fest , Comkurrence- 19, Organized by St. Joseph College, Bengaluru.





# Dealing with COVID-19 as an HR

As future HR managers, here is a template on -how to send a memo- our employees during a pandemic scare:

## Coronavirus Memo to Employees (Template):

To: Our Valued Employees

Subject: COVID-19: Keeping Our Workplace Safe

As global concern about the current COVID-19 outbreak grows, we're doing our best to keep everyone healthy and safe in the workplace while also minimizing the disruptions to our day-to-day operations.

We're closely monitoring the situation and know that misinformation and fear can spread more virulently than the virus itself, and we want to discourage false information from circulating. If you're looking for trusted, up-to-date information, we recommend visiting the specific coronavirus websites of the CDC or the WHO. We understand the current outbreak is worrying, and we want to take a moment to share the ways we can all help keep the workplace safe, as well as the steps we'll take as an organization if and when necessary.

Since the virus is highly contagious and there's currently no vaccine, we all need to:

1. Stay home if we are sick.
2. Refrain from visiting the workplace after travel to an infected city or high-risk country.
3. Stay home if we've had contact with a potentially infected person.
4. Refresh ourselves on proper cough and sneeze hygiene.
5. Wash our hands regularly.
6. Stop touching our faces.
7. Rely on virtual communication when possible.
8. Get the flu vaccine.





As a company, you could take/suggest to take the following measures:

1. Increase supplies of sanitizer wipes.
2. Provide ample hand sanitizers and tissues around the office.
3. Temporarily ban visitors and non-essential personnel from the property.
4. Take action if school or public transport is cancelled.
5. Increase the frequency of cleanings.
6. Consider remote work arrangements.

Source: Workester Zenefits & WHO

By Team Forte



# THE TEAM



**PROF SATHIYA SEELAN B**  
Head of Specialization  
HR & OB



**Dr. SANTOSH BASAVARAJ**  
Faculty Co-ordinator



**Editor**  
**Archana R**



**Co-Editor**  
**Neeha Shaitus**



**Mohd. Azfar**  
Article  
Collection



**Yashi Julka**  
Article  
Collection



**Humera Erum**  
Design