



FORTE

2021

THE FORTIFIED HR

*ADVANCEMENTS IN HR
POLICIES AND PRACTICES*





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

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EDITORIAL

The real 'Pandemic' started of in the month of March 2020, which is still continuing. The impact was unforeseen by anyone of us. Sudden disturbance in the domestic and international market has shaken the roots of both small and large businesses. In the beginning, HR has played a crucial role in managing the COVID-19 response at an organizational level. HR has been the driving force in keeping the workforce and organization engaged, productive and resilient. This situation has illustrated the true value of HR and has proven the importance of investing in flexible and robust HR processes and structures. As shocking as the COVID-19 crisis is, it also introduces a rare opportunity for HR to rebuild and take the lead in driving organizational stability and to strengthen more and develop as a Fortified HR. Now that we are past the response phase, HR needs to materialize on this opportunity: the time has come for HR to reimagine not only its own future but also the future of the enterprise. With this issue of FORTE, we explore how HR has become more resilient, by addressing some of the most important questions that are likely to come your way in the near future. This time we have a Corporate Counselor guiding you, insights on HR Tools used worldwide, and a bunch of funky HR Memes, and a sincere CIA Plan to make your time sorted! The magazine also glorified with a special note from our very dear faculty coordinator, Dr.Santosh Basavaraj. We would like to extend our gratitude to Dr. Jain Mathew, Dean, Institute of Management, CHRIST (Deemed to be University), Dr. Sathiyaseelan B., Head of Specialization – OB and HR, and Faculty Coordinators - Dr.Santosh Basavaraj for all their guidance in making this issue a success. To all the students who have contributed, your effort, time, and inputs are highly valuable to us.

Wishing you all a happy reading and excellent health,

Team Forte



GOOD TIMES BECOME GOOD MEMORIES AND BAD TIMES BECOME GOOD LESSONS



Dr. Santosh Basavaraj

The pandemic was a challenging situation for many HR professionals, and a good time for very few, and for a few, it was a bad time. COVID 19 situation taught valuable lessons to Corporate Inc. Even the genius minds of HR never thought of shifting their significant portion of the workforce to work from home mode.

In the changed situation, the HR practitioners got to know that they could save cost in many areas such as transportation, canteen cost, maintenance cost, electricity, and many more. HR geared up to revise its work from home policies and brought more clarity on screen-time of its online workforce.

Many functions of HR such as recruitment, selection (interviews and tests), performance appraisal process, and learning molded to the requirement of work from home situation. On the other hand, HR practitioners were mulling over the terminology of "Employee Experience" coupled with well-being and work-life balance issues. The deliverables took concrete shapes in extracting the results from the virtual workforce. There was a sudden surge of online HR service providers who prospered, to name a few, online training, MOOCS, and behavior science specialists.

The query for HR practitioner is what next after the first and second wave of COVID 19, the probable answer could be a) hybrid mode (combination of online and offline), b) sustain the organization culture in the changed context, c) emphasize on value creation from online employees, d) encourage continuous improvement initiatives, e) embrace technological changes, f) invest significant time and effort on future HR services.

HR practitioners learnt a lot from this experience, a proactive approach hitherto may help to better manage the situation in future. Vernon Saunders Law puts it in better words "Experience is a hard teacher because she gives the test first, the lesson afterward"



QnA With Mr. George Varghese

Mr. George Varghese is a versatile Human Resource Professional, with 18+ years of experience across the Entrepreneurship, Manufacturing, IT/ ITES, Retail, and Pharmacy industries. Currently, he works as a Head of Human Recourse -GBS at first Abu Dhabi bank. His expertise is in domains likes Organizational Direction, Comprehensive Human Resources Policy, Business Planning, Top and Bottom-line focused Strategic Initiatives, and Talent Acquisition. Bike riding is his passion and he also makes blogs on the same.

**Head of Human Resource - GBS,
The First Abu Dhabi Bank**

Q.1 How does prioritizing the need of individual relates with “Vulnerable leaders” ,and how is it becoming an in-house name in organizations?

If one looks at a CEO today, they have so many priorities and responsibilities. Vulnerability is there but that’s how leadership comes into the picture and that balance is important. But it is also important to know where to cut it off. The cornerstone one has to keep in mind is individual respect. Organizations have resources to take care of it such as on Linked-in there is a huge team sitting behind the page just to frame responses and organizations have their own way of dealing with these challenges and vulnerabilities.

Q.2 How should students orient themselves for digitization requirements for coming years?

As a student primary focus should be on taking up projects in organizations. We normally focus on certain areas in HR like recruitment, Sourcing, or policy, we focus on specialization areas of HR and technology is always like a package and moreover, in two years of MBA, students should try to touch up at least 2-3 companies to extract the maximum about what kind of landscape they have, how visit linked end-to-end, how is workflow defined and how is it integrated.

Q3) What is the one thing that did not change throughout HR even after digitization?

The answer to it is the same as what is one thing that hasn't changed even when mobiles exist! Its "Human need at times" to whatever technology be it robots, AI, IoT be introduced there is always need of 'YOU'; The Human Touch.



Tanya Sinha
2027341



O U T L O O K S B Y H R P R O F E S S I O N A L S



" CHALLENGES FACED BY HR POST COVID-19 "



As organizations begin their recovery process, employee well-being is another challenge that HR professionals are facing now. Health and well-being have started figuring as an organization's overall engagement philosophy; however, post the pandemic, it is going to become even more crucial. Today, people want organizations to reinforce the commitment to their physical and psychological health.

MIDHUN K. SABHU

**HR MANAGER,
PORSCHE CENTRE
KOCHI**

The major challenges for organizations include planning for vaccination of employees, data privacy aspects for employees who may/may not want to disclose their health information, measuring the productivity of themselves and employees, running operations as well as strategizing at the same time.



SHILPA KERKETTA

**SENIOR LEAD,
BUSINESS PARTNER HR
INFOSYS**



KONARK GUPTA

COVID pandemic has left many organizations to rethink their operational strategies. Some of the top HR challenges that managers are facing due to the COVID-19 outbreak include mental health and well-being of employees, managing remote working, lack of agility, employee communication, uncertainty, and employee engagement.

**HR SERVICE DELIVERY MANAGER
ACCENTURE, BANGALORE.**

The Covid-19 pandemic was an unprecedented situation for all organizations and typically for HR professionals. Some of the challenges faced are; evaluating alternate corporate strategies and enable remote working, supporting employees' mental health and well-being by redesigning flexible benefits packages, cater HR support in employee engagement, and provide direction, confidence & resilience throughout.



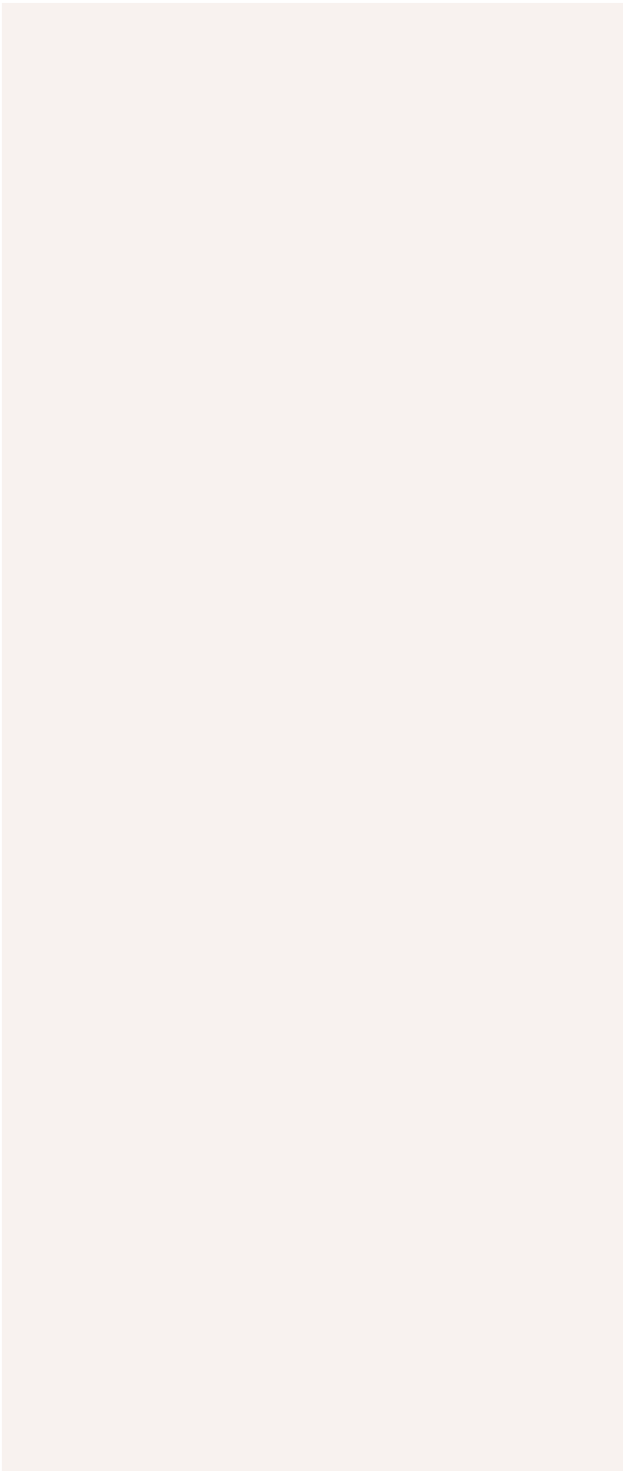
ANKIT RAJ DUTTA

**HR ANALYST,
DELOITTE CONSULTING**

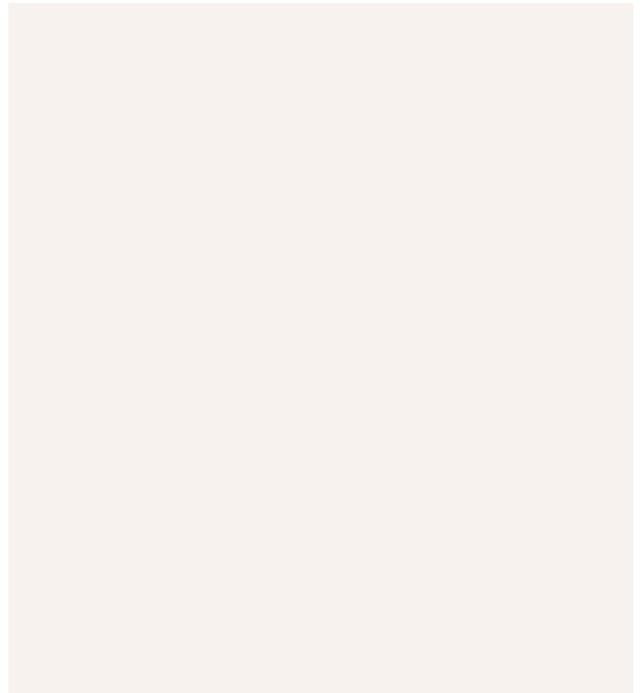
CIA PLANNER

Make Today Count!

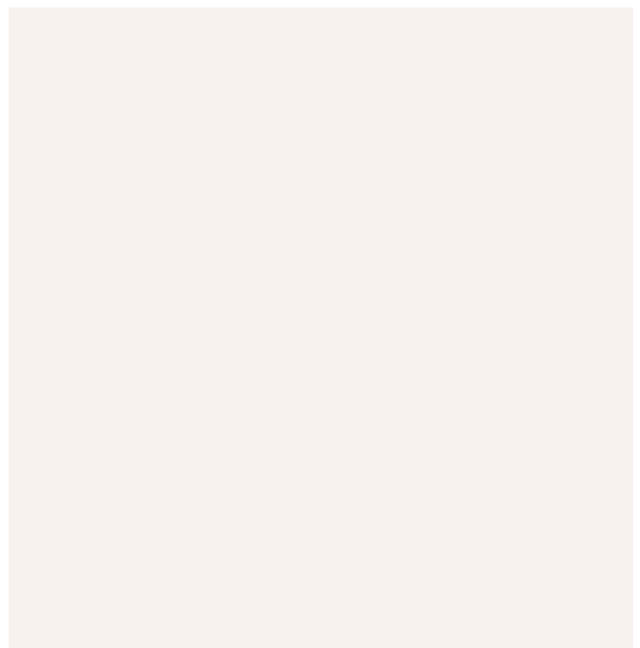
Today's Goals:



To-Do List:



Reminders:



HUMAN RESOURCES: A STATIC TO DYNAMIC TRANSFORMATION !

The Human Resources department we all perceived a decade back isn't the one that we come across today!

A department is once known to be the most "chilled-out" one in an organization has now gained popularity as one of the most crucial sectors in the industry. Human Capital Management today is more than just keeping people happy. HR's have proven their mettle in overcoming challenges like no other department could ever portray, even if the world faced a third World War, got knocked down to its knees by a pandemic, or even at its worst faced the wrath of The Almighty Himself!

The use of AI and machine learning does not make HR a stranger to the world of technology. With the shift from screening out resumes from an Excel file to it being performed by a bot within the software, the Human Resources department has come a long way. Mobile recruitment and video interviewing have literally upgraded us from Headhunting to Body Shopping. Corporate sectors are booming with a plethora of applications that facilitate various HR functions, from shortlisting candidates to sending them automated emails upon getting through a stage or procedure.

However, these advancements alone have not transformed us into mere machine-dependent people ourselves.

The machines may not take our jobs in the near future, but it will certainly get us to upskill ourselves and stay with the pace of the ever-dynamic business world.



HARSH MOHAN
2027212
HR

"Mobile recruitment and video interviewing has literally upgraded us from Headhunting to Body Shopping."



THE RISE OF AI, THE SHIFT IN HR

Many organizations have restarted their operations slowly in the immediate wake of the pandemic and will once again require adequate manpower. The loyal and committed resources, on the other hand, may have changed their minds after witnessing the organization's ruthlessness. While termination closed all sources for earning money, it also instilled confidence and tenacity in the working class, particularly in the organized sector. They are now more self-assured and self-sufficient in finding another source of income to survive. Identifying and engaging a resource that best suits a job can be frightening for an organization.

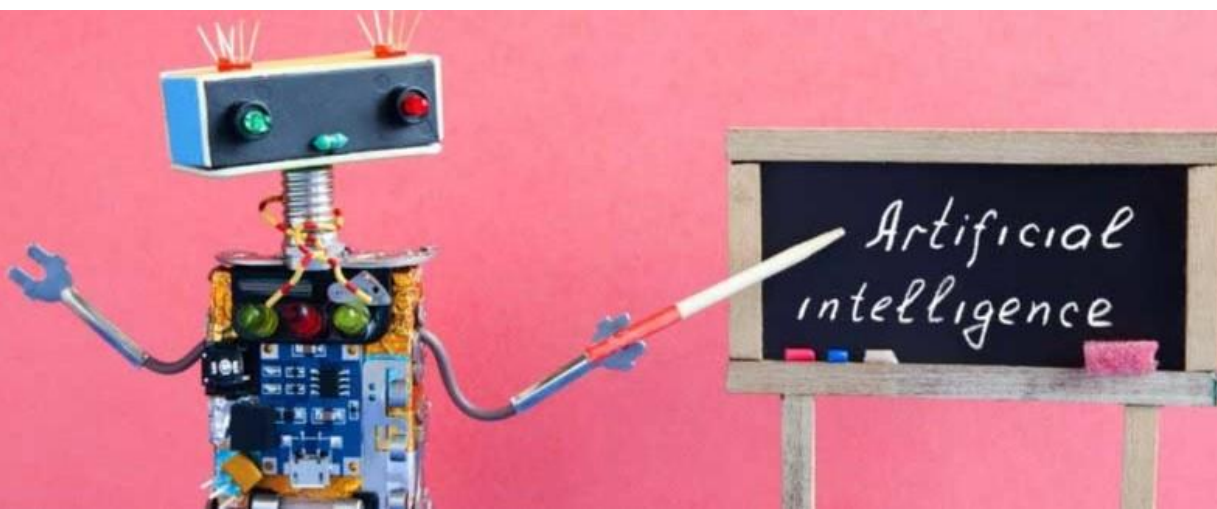
Every other time there is a technological change in the workplace, the scope of HR changes in terms of dimension, strategy, policy planning, etc. Digitization and Artificial Intelligence are increasingly expanding through all aspects of the global socio-economic system, and businesses are not exempt. Artificial Intelligence will lead industrial sectors so that human participation will gradually be reduced and autopilot mode will take over.

HR would focus on ongoing training, retraining, and skill renewal for current employees to keep up with AI advancements and improvements. Based on the pandemic experience, HR should also be required to direct and prepare a rigorous Policy for Employee Health and Safety in the Workplace. Far more attention must be given to increasing the organization's revenue rather than remaining a support function. Organizations have to be prepared to deal with such a tragic situation in the future as well.



SHILPA S.
2027453
HR

"The loyal and committed resources, on the other hand, may have changed their minds after witnessing the organization's ruthlessness."



REDEFINING 'THE MASLOW'S HIERARCHY NEED FOR EMPLOYEE ENGAGEMENT' IN THIS COVID TIME

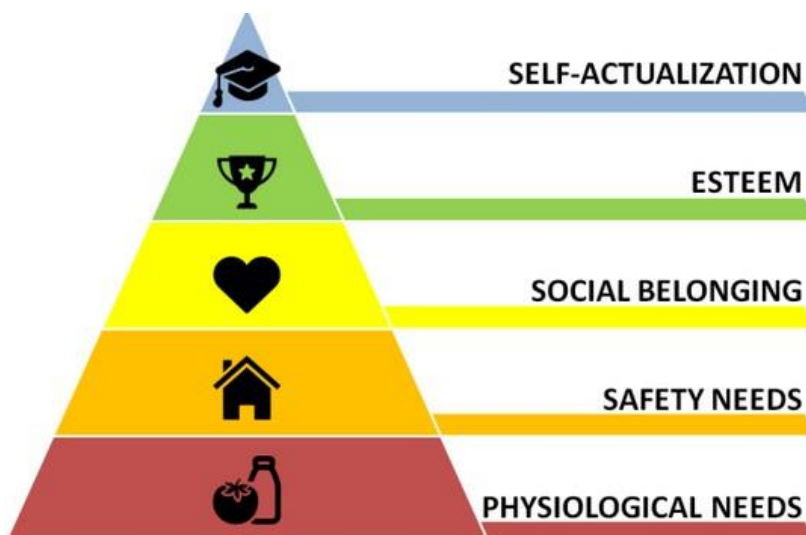
The difference between normal and the new normal has brought significant and drastic changes in the organization policies and transition of the HR practices throughout the world. Redefining the latest practices and policies by leveraging technology into Maslow's hierarchy needs of employee engagement has shifted from pre to post covid requirements. Psychological needs are focused on the mental health of the employees along with their salaries. HR's are displaying empathy and resilience towards their employees during and post-pandemic situations. The belonging needs have transitioned from the workplace to virtual mode; hence the remote working culture makes room for more flexibility while maintaining productivity.

Managers are scheduling team meetings, feedback sessions, breakout sessions on a daily or weekly basis to ensure belongingness. Some organizations such as Amazon, Facebook, Microsoft, Salesforce, Twitter, Infosys, etc., have announced the remote working culture's continuity post the pandemic. The major need for the hour in the current covid situation is the self-esteem needs. The sense of recognition, value for their contribution, and accomplishment motivate them to work productively. HR focuses on fostering inclusion, open communication, changing the traditional rewarding system into virtual ones, recognizing their work, and providing more opportunities by supporting the employees.



**SAI SUSHMITHA
SAMUDRALA
2027060
HR**

"Redefining the latest HR practices and policies by leveraging technology into Maslow's hierarchy needs of employee engagement, has shifted radically from pre to post covid requirements"



FORTIFYING EMPLOYEE RELATIONSHIPS WITH MANAGERS

HR professionals set the tone by fostering good partnerships with upper management and coaching team leaders to achieve their peak of strength. For Human Resource managers, the constant challenge posing the question is "How do they mentor and assist the managers in their attempts to train, help, and involve within their teams"?

Emphasizing how to coach and engage the employees is every manager's top responsibility. Below mentioned are four steps to make this objective a reality.

- 1. When a manager with good coaching and engagement skills is promoted or appointed to new positions, such occasions can be celebrated.*
- 2. Connecting every manager with an executive or senior mentor to learn about the benefits of coaching and how to do it themselves.*
- 3. Provide training that focuses on improving responsibility, transparency, emotional intelligence, leadership presence, and communication skills to first-time managers so they can communicate openly and clearly to direct reports.*
- 4. Asking challenging questions that promote reflection and self-awareness, helps managers become better leaders. What is their style? What kind of partnership do they have with others? etc can help managers analyze themselves better.*

Above mentioned solutions are individualistic and subjective. No hard and fast rule applies to this. However, skeptics can be validated by pointing to the organization's best leaders and most efficient executives.



SUMANASA BHAT
2027309
HR

"For Human Resource managers, the constant challenge posing question is, How to mentor and assist their managers?"



REFASHIONED -ORGANISATION CULTURE

Every organization works with a vision, which defines where they want to see themselves. More important is how they choose their decisions, based on the beliefs, assumptions, and values they carry forward clubbed to be the "Organisation Culture".

Nurturing Organisational Culture from a distance was the need to survive the pandemic for every organization. According to Dr. Jeffrey, Behavioural Scientist, and Stephen M. Ross, School of Business, Michigan University, 'When an organization follows the remote trend with technology implemented work style, culture would be more fragmented'. As rightly stated by them, "Technology is simple, but culture is hard". For seamless working, the organizations have a digital workflow established, but maintaining culture was requisite for all organizations to perform to their most adequate capacity.

To ensure Organisational safety, it has to take specific steps to ensure the establishment of Organisational Culture.

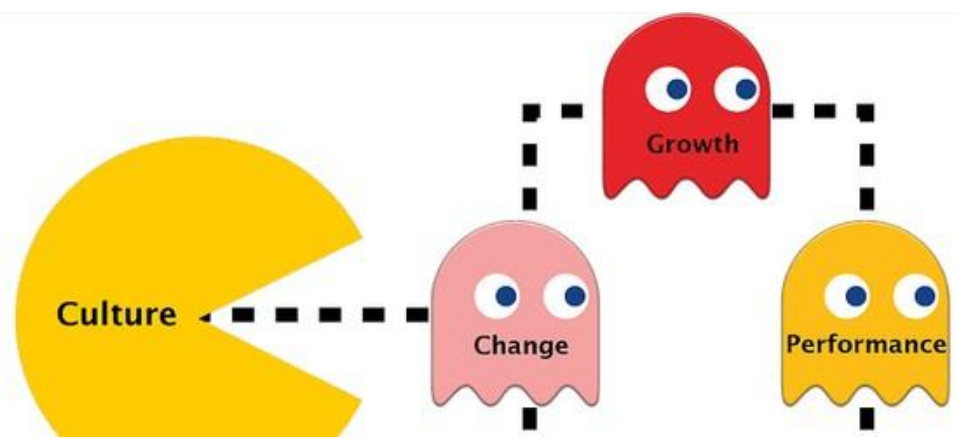
- 1. Firstly, before implementing the cyclic change of reflection, experimentation, and action in the Culture change, the employees' psychological safety is ensured to avoid employees' defensive behavior.*
- 2. Secondly, triggering some reflexivity to gather the feedback and feedforward from the employees on the pre-existing and upcoming culture.*

Experimentation is an essential step before implementation. Monitoring the implemented changes with a novelty must be done regularly to understand their effect on the organization. Managers should ensure that the employees align with these changes and administer the impact on the employees and the organization.



P.SANJANAA
2027457
HR

"When an organisation follows the remote trend with technology implemented work style, culture would be more fragmented"



HR ANALYTICS AND COVID

The Covid pandemic has disturbed organizations and made HR's ponder their part as they change by social distancing practices and new work that they'd never imagined. Initially, during the lockdown, work from home was not an option but now according to Gallup data, approximately 65% of employees will prefer to work from home even post covid. Because of Work from home, more companies are digitizing their processes to distribute information online and to encourage more online collaborative platforms. Many companies are now focusing on the mental wellbeing of employees and hence are conducting mental wellbeing webinars. Not only are HR experts worried about employees' wellbeing and prosperity, but also under the strain of handling the increased workload and giving comfort to the employees who have been laid off. HR analytics has outshined in the administration of human resources during the pandemic. It furnishes an organization with exact proof to figure out which HR strategies drive business results and which keep them down. Layoff and Employee Turnover is an exorbitant issue in every industry. HR analytics can uphold an organization's capacity to create and deploy its people considerably more rapidly and viably. Talent management, invigorated by analytics, is at the core of improved organization performance. Everything from eccentric employee improvement to reducing talent pools constrains organizations to change their strategies to manage talents. HR has a considerable task to carry out by turning into an essential accomplice to the business through effective and efficient talent management.



CHHAVI SRISHTY
2027338
HR

"Talent management, invigorated by analytics, is at the core of improved organization performance."



PREPARING FOR A POST-PANDEMIC WORKPLACE

The HR sector has undergone much improvement in the last ten years. Artificial intelligence is on the rise. The Gig Economy's expansion is an escalating push for more diversity. A worldwide pandemic has recently changed millions of people's lives while still redefining when and how science will find answers to many questions. That raises the question of, What does the Industry's future hold on to?

Major Points to Noted:-

- ♦ *According to one poll, almost 60% of workers choose to work permanently remotely after the pandemic.*
- ♦ *As businesses continue to unify fragmented, digital-first workforces, technology integration and rollout are given top priorities.*
- ♦ *Two-thirds of workers value employee input that is heard and acted upon.*
- ♦ *Companies respond to mental health adversity by providing services, reducing expenses, and introducing new policies.*

One of the most critical barriers in the fields is designing strategies to incorporate humans with those technologies to learn new behaviors and organizational methods on how people respond, conduct, and function in those environments.

This crisis provides a once-in-a-lifetime opportunity for businesses to transcend their instinct to perceive humans and machines as distinct entities. It also shows what will happen if the convergence of society and technology and the ability to act as a genuine social enterprise are not wholly appreciated. Given COVID-19, companies' potential (and risk) to solve this paradox and see possibility in the future has never been greater.



MITUMITALI
2027445
HR

"This crisis provides a once-in-a-lifetime opportunity for businesses to transcend their instinct to perceive humans and machines as distinct entities."

"



EMPLOYEE MENTAL HEALTH

It is no secret that mental health has always been a taboo in most workplaces and society in general. So, one cannot confidently say that it is being dealt with properly, which is very detrimental as it hinders the employee's well-being and, ultimately, the company. Experts have determined that the COVID-19 pandemic has deteriorated people's mental health, especially workers, even more so than usual. Recent researches have shown that 42% of global employees have experienced a decline in mental health since the pandemic began. The World Health Organization (WHO) noted that mental health issues like depression and anxiety could have an estimated cost of \$1 trillion per year.

Companies like Chevron, EY, Verizon media, and TIAA have aided their employees' mental health in various ways by giving access to licensed counselors, a daily newsletter with resources, and monthly challenges to promote Mental health, and more. Adopting Manpower's OASIS strategy can be a start to better and happier workers in the future.

Open culture – To Create a work environment where people can talk freely and discuss their mental health condition without any fear or shame.

Awareness – Leaders organizing workshops or seminars about mental health for their employees

Support – Leaders, reassuring their employees that mental health condition is critical too and discussing it will not endanger their jobs in any way.

Stress-busting – A well-crafted dynamic work routine will help employees be more productive. Leaders must also encourage their workers to eat well-balanced meals, exercise, and manage their personal lives judiciously.



BRIGHTWELL LAMIN
2027302
HR

*"Overseeing
mental health is
getting more
critical in HR
practices."*



RE-SHAPING HR – THE NEW NORMAL

2021 created new opportunities for the unparalleled change of 2020. The scenarios that were considered as unexpected outshined during the COVID-19 pandemic, which brought new challenges in the role of HR. They have recreated their thoughts of dealing with work from home and resizing the workforce in such circumstances. Thinking over and above the hills is the critical criterion for any HR to maintain the employee's efficient productivity. The work-from-home concept is the modern reality which many companies normalize and elevate. Digital transformation is the major highlight in post-pandemic. Adopting highly integrated and adaptive equipment and control systems, incorporating all aspects of the industry was a mandate. COVID-19 era taught us that a hybrid working environment keeps the employees more engaged and effective in their production, and physical presence in the office is not necessary. Also, it was seen that the women workforce, mainly married, considerably reduced because of the school shutdown and other related factors. The post-COVID business world and implementation of people have improved decision-making. It has created a scope for forward-thinking business leaders and organizational resilience to adapt the flow of work more quickly and maintain a better employer-employee relationship.



SHIVANGI BANSAL
2027238
FINANCE

" COVID-19 era taught us that a hybrid working environment keeps the employees more engaged and effective. "



VANISHING WORK LOCATION BARRIERS

Change is never as effortless as it may seem. It's natural to experience a few bumps in the road, especially when our life is turned upside down from an unforeseen virus that's continuing to spread across the world. In organizations, HR teams have been at the frontline by quickly providing employees with the organization's response to the pandemic. It is known that HR practices deal with people, performance, information through which they create environment and infrastructure. In the pandemic, HR teams not only rolled out new guidelines for working but also provided infrastructure and social support. Hiring talent has turned upside down during the time.

HR teams have faced a handful of challenges to tackle working with staff remotely. There has been a change in job descriptions to accommodate part-time, full time and remote workings. It is a growing opinion that the remote working culture is here to stay. Therefore managers will now be able to find the most suitable candidate after receiving a higher number of job applications from all over the country – since recruitment would become free from location constraint.

Organizations are replacing full-time employees with contract workers intending to save costs. Earlier organizations focused on employee efficiency now, recruiters will look at a job applicant's digital expertise and digital collaboration skills at the time of hiring and also digital tools to impart training for employees, rather than traditional methods. The pandemic situation has forced many companies to innovate work methods to keep the business on and lead to adapt to technology as better as possible.



CHARU GUPTA
2027046
HR

"It is a growing opinion that the remote working culture is here to stay."



HR ADMINISTRATORS AND WORKFORCE WELLBEING

HR has adapted to social distancing practices and a new job world that they could not have expected, the coronavirus pandemic has shaken organizations and forced human resources managers to think differently about their position. The HR practitioners have not only been worried about the health and well-being of their workers during the pandemic, but they have also benefited from documentation processing and solace for the millions of employees who were released or buried. HR administrators want to keep their workforce productive, inspired, active, and connected—all aspects that move goals in the modern standard, for staff who remain at work.

Go digital: 50 domestic systems have been digitized by procurement, assessments, decision management, management connections, payroll administration, and leave management. Thanks to our efforts to make our business a 100% digital organization with HR leadership. When the people return to work, this is more important and required. We see new methods of building a permanent remote working model, as more people are heading towards this model of work. This will require increased staff participation and access, in order to operate more quickly with a truly digital approach.

Modern team models: We are seeing new team structures that could not be met by certain teams in person but rather as simulated teams. This would build a new hierarchy and a whole new project management and success assessment approach. Covid has hit us very hard but we can turn a crisis into an opportunity and can come out of this.



**ABHIGYAN
SHRIVASTAVA**
2027306
FINANCE

" Covid has hit us very hard but we can turn a crisis into an opportunity and can come out of this."



TURMOIL IN THE ECONOMY

The coronavirus pandemic had caused turmoil in the economy. The need of the hour is to think differently and adopt advanced practices to overcome difficult circumstances. The HR professionals have shown immense agility by rapidly spinning to maneuver in this new world of work. There has been a shift from managing employee experiences to addressing their real-life adversities.

The Covid -19 situation has also proved that Virtual Leadership and Management can foster more participatory relationships than the traditional physical platforms.

HR has also redefined organizations by shifting the culture to human-centric. Employees find it challenging to balance work and non-work duties. The Health and Safety of the employees is the top priority. The Agile and Lithe organizational structure's introduction to enhance the workforce's productivity and flexibility has also proved to be a crucial pillar of the new normal. Realigning rewards to market realities through malleable and customized compensation structure, linking productivity and performance, fortifying the learning and development plan through digital indoctrination are the ways adopted to drive workforce transformation.

Anchoring people analytics to nurture data-driven decision making, enabling sourcing and recruitment by adopting emerging technologies & divergent skill sets, and driving the digital transformation plan through the integration of disruptive technologies are the several ways implemented to enable change.

HR should progressively discover approaches to support business heads in restructuring the organization during and post-pandemic. Hence, it is crucial to act now because the more the lag in HR operations, the more time the organizations will take to succeed and adjust in the post-covid era.



**KRISHNAPRIYA
MANOJKUMAR
2027253
HR**

"The Covid -19 situation has also proved that Virtual Leadership and Management can foster more participatory relationships than the traditional physical platforms."



WORKING CULTURE POST PANDEMIC

The recent events brought the whole world into turmoil. Offices shifted to work from home mode creating a drastic change in the business world. As a result, many individuals lost their jobs and looked for alternative employment options. The market changed drastically, resulting in the creation of innovative technology and new jobs. Human Resource managers played an essential role in assisting employees and in coping with the current scenario. They were involved in coming up with new HR practices and creating learning and development within the organization.

Certain trends that arose due to the pandemic are virtual working environments, increased investment in digital platform collaborations, implementing new technology, awareness of employees' mental health, navigating uncertainty, and many more.

Organizations will carry forward with a hybrid model to cope up with the changes. In this current scenario, the challenge is learning to foster interactions and teamwork, and the need for regularly connecting with others in-person for cooperation and creativity in a hybrid environment where many employees choose to work remotely. HR managers are aiming to create a working culture that will provide scope for growth, adaptability, and resilience by implementing upskilling, reskilling, and mobility tools through new technologies.

The year 2020 and pandemic taught HR professionals to be strong and resilient in making decisions and developing new digital strategies to tackle dynamic situations. Recognizing market trends is critical for keeping with the fast-paced changes, especially in light of the pandemic.



SOHINI SARKAR
2027436
HR

"The year 2020 and pandemic taught HR professionals to be strong and resilient in making decisions and developing new digital strategies to tackle dynamic situations."



HR- THE LENDING HAND AT TIMES OF SORROW

In times of crisis, it is more likely to see a change in the behavior of employees, especially when they are in the midst of uncertainties, where there are equal chances for layoffs, the requirement for more skills and knowledge, the stiff competition in the market; all of which are pinpointing to many questions of job security, wellness, personal finances, and working conditions. Hence the HR has to communicate effectively, and with empathy as strong emotions of ambiguity, sadness, stress, hypertension may still sustain after crisis within employees. This ambiguity and accompanied stress can bring a lack of employee engagement, collaboration, communication, and the need for staying loyal towards the organization.

In addition to it, employees' emotional reactions and practical matters need to be considered. Workplaces are in flux; shifting workplaces, increase in remote work, changes in rules and routines can hence create turmoil within the organization.

HR can be an excellent example by incorporating the changes into its ways and encouraging continuous refinement of policies, alongside helping employees raise their concerns, opinions, and views to ensure smooth functioning of the company and develop more strategies to face in the future.

Companies must be very transparent in how they function, and HR managers should take decisive steps in managing organizational communications more efficiently and effectively.

The world is moving into digitalization as each day passes by. Therefore organizations can make the best use of technology, especially at the time of crisis. For instance, HR technology, along with other HR tools and methods, can be used to build in new strategies and combat existing ones. The rise of HR analytics and cloud operations has made HR's manage their work more quickly and efficiently.



AISWARYA LAKSHMI S
2027351
HR

" HR can be an excellent example by incorporating the changes into its ways and encouraging continuous refinement of policies. "



AN HR VIEWPOINT ON COVID-19: "DARK CLOUDS AND SILVER LININGS "

The year 2020 was unlike any other. COVID-19 left an indelible impression around how we live and function. HR trends evolved overnight with a rather drastic development. The worldwide transition to work remotely for a substantial chunk of the workforce. While working from home has become more normal for technology professionals before the outbreak, few organizations had a good work from home policy in place—or were ready to go completely remote in a matter of days. All of that changed when COVID went for the 'norms.'

HR teams collaborated with corporate leaders to engage employees and avoid high stress and burnout among employees who were expected to be switched on at all times. Also, recruiting and onboarding practices have also changed. Eventually, as the pandemic becomes a distant memory, HR will need to reconsider and redesign the employee journey, measure the virtual employee experience, and make it memorable without real-life interactions. Companies will have to rethink and incorporate more creative team-building and social development mechanisms that companies worldwide will take over.

To sum it all up, several organizations' HR divisions will be on the front lines, assisting staff, handling company needs, managing employee complaints and queries, providing resources, and concentrating on people's mental and emotional well-being. Also, to stay in the driver's seat and retain its newfound role into the future, the company must lead – and accelerate the ever-changing digital transformation led by dynamic HR policies and workforce.



UDIT TRIPATHI
2027304
MARKETING

“All the traditional HR trends changed when COVID went for the norms”

EMPLOYEE BURNOUT



NAVIGATING THROUGH COVID -19 PANDEMIC

The COVID-19 pandemic has given rise to colossal unfamiliarity and uncertainty which is influencing the emotional well-being of numerous individuals around the globe. Even when the health risks of the pandemic are diminishing along with many people benefitting from the vaccine, the novel methods of working distantly, along with the anxiety about the global recession, are expected to create uncertainty in the minds of individuals. In their stress-induced, cognitively decreased state, employees will be facing issues-particularly working in different countries and cultures of high unfamiliarity.

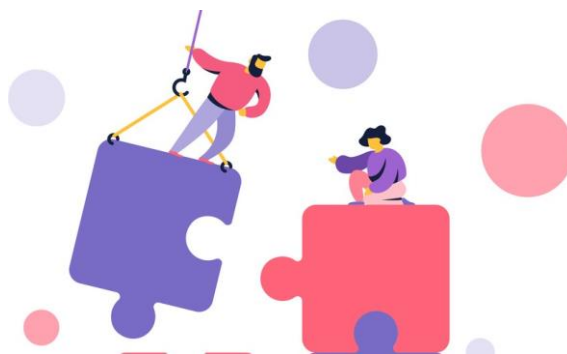
International Human Resource Management literature can be utilized in gaining insights on selection, training, and support which can tackle the situation at hand. According to Frone M, employees with higher tolerance of ambiguity are less likely to experience the negative effects of stress during the crisis and it is also proved that employees with resilience and curiosity can thrive and bounce back from a stressful condition. During this period of unforeseen circumstances, organizations should select for these competencies: higher tolerance of ambiguity, resilience, and curiosity, especially in a multicultural environment. Companies should utilize this time to get a better understanding of the strength of the talent in terms of agility which would result in identifying the talent that may thrive in a dynamic environment. This mode of self-learning increases the talent capability boosting employee motivation. Companies should provide sessions on mindfulness, resilience to help the employee mitigate the stress and increase employee engagement in a virtual workspace which is considered to be very vital.

Employees would take time to adjust and to be ready to come out of the comfort zone to work but the economy cannot wait for it to happen, thus organizations should develop cohesion during the crisis.



S. SANDRA
2027050
HR

"Companies should provide sessions on mindfulness, resilience to help the employees mitigate stress and increase employee engagement in a virtual workspace, which is very vital. "



HR PRACTICES – POST PANDEMIC VERSION

Necessity is the mother of invention. Changing the world with Covid-19 has also brought a revolutionary innovation in HR practices. HR managers have been learning and accepting all the new approaches being introduced during the pandemic, be it having the meetings and presentation on video conferences, shifting all the paperwork to digital data, and the most crucial part of keeping the workforce motivated without getting into physical touch with them and to also ensure productivity. Looking after the needs of the employees, the satisfaction level, and maintaining the quality of work was not at all a cakewalk for the HR managers initially.

But, as it is rightly said that "Where there is a will, there is a way",

HR managers have come a long way and have paved a way for other departments in an organization to work smoothly. Not to forget, this drastic change was only possible because of the technology which has helped the managers to develop a complete e-management system. The managers have to sense and focus on the need for consideration or support for each employee may require a viz-a-viz in maintaining an informal communication with employees giving them the feel like an integral part of the organization. Conducting online counseling sessions has become an integral part of this new E-corporate. However, all these practices may not guarantee success for all the organizations and therefore, the HR practices must bring more human-centric approaches. Looking at all this will also end up establishing a different impression on employees about the HR professionals, developing trust towards the organization in the long run.



ANMOL ARORA
2027408
HR

"HR practices must bring more human-centric approaches."



LIFE TO A NEW HR

The COVID-19 pandemic has seriously disrupted how a business operates as work from home became the new normal during the pandemic. The Human Resource position has become critical in dealing with how the current crisis will be managed and also about ways to ensure the organizations' smooth operations. Well, this pandemic has pushed the entire world into an uncertain situation. Almost every single person's life is affected. An employee working from home is going through multiple things; parenting, cooking, messed up social life, and many more, affecting the balance between work and personal life. The H.R. department has to consider all these anomalies to maintain the smooth running of the organization. They have discovered new methods to connect with employees and to motivate them. This prolonged lockdown has hampered the employee's interaction, as employees used to interact in person, and more informal discussions were carried out during canteen hours. Now H.R.'s play a vital role in making employees feel engaged, where various team-building activities are conducted online. Framing real-time H.R. policies, exploring new remote assistance tools, organizing mental health webinars, online counseling sessions, conducting online interviews, and many more such functions are being adopted by H.R.'s during the pandemic time so that businesses can operate with ease.



SOUMYA VERMA
2027143
HR

***"The H R
department has
to consider all
the anomalies to
maintain the
smooth running
of the
organization."***



EVOLUTION AND ADVANCEMENT IN HR PRACTICES

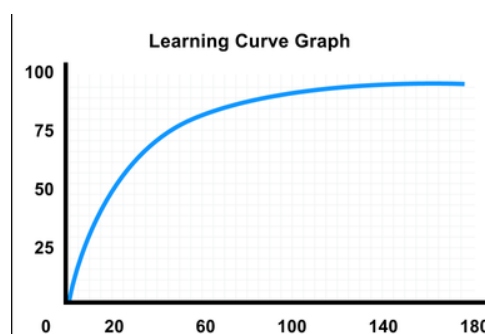
Lockdown has been a challenging time for organizations. The economy faced a downfall due to which many people had lost their jobs ranging from factory workers and watchmen to senior employees of many companies. Also given the risk of COVID, all the companies have moved all its work to online mode, which increased productivity on a positive note. On the other hand, it is giving a lot of stress to employees working in the company. The role of HR is important here since it is the duty of HR to look into welfare/problems being faced in the company. Here are some of the good HR practices that can be followed during a lockdown:

- ♦ *Safe and healthy workplace: HR should proactively discuss with employees about their health and wellbeing and should also encourage them to take leave and other necessary precautions in an event of illness. This brings in a sense of belongingness and satisfaction to all employees of the company.*
- ♦ *Appraisal system: Now cloud platforms are being used to implement appraisal systems. The advantage of moving to the cloud system is that it can ensure data security and can be viewed by employees anytime on any IoT device.*
- ♦ *Fun Fridays: HR's can play interesting games with employees, refer the employees to attend a fun online event or motivational talks as well. For stress relief and upbringing the motivation.*
- ♦ *Online training: Though the nature of work changes but performance has to be kept constant. Employees need to be up to date with technology. Hence it is the job of HR to request the company portal or can request a software training company for upskilling its employees so trainers can help in the sharpening the learning curve of an employee and correct his/her deficiencies. And this method is quite effective compared to the usual online training.*



J . PRABU
2027324
LOS

" Trainers can help in sharpening the learning curve of an employee and correct his/her deficiencies."



HR DOMAIN LEARNINGS DURING AND POST PANDEMIC

Right from joining the organization until you leave, the HR team improves each employee's work-life. The pandemic has reset the work trends. It shattered the conventional thoughts and design of management. The organizations had to restructure and reinvent themselves to survive in the situation. This pandemic has brought in many changes to our perspectives and how we approach problems. We have seen that most organizations have been replacing full-time employees with contingent workers, switched to remote working, or work from home.

The ideology of work from home was viewed as ineffective by the management before the pandemic. With the limitation on the physical meetings in place, people have adapted and moved on to online video conferencing systems efficiently. The need for remote working has grown the demand for automation and collaboration tools and increased cloud computing shift.

The HR department of every organization has been in the frontline, leading the efforts to facilitate employees. In situations like these, HR handling the business requirements is also responsible for managing their employees' concerns and apprehensions. The HR team should focus on Human capital strategy, Cultural competency, Creating meaning for employees, Holistic Health and Wellness, Digital HR aspects, etc. Hence, HR in post covid times is technology-driven giving more importance to employees' wellbeing, making HR a better Business enabler.



**TINA ANNA
CHACKANAD**
2027149
HR

“HR in post covid times is technology-driven, giving more importance to employees' wellbeing, making HR a better Business Enabler”



FORTIFIED BUSINESS ZEROING IN

Most associations have begun zeroing in on situations for arranging and taking vital operational reactions to guarantee business progression post-COVID-19. Associations need to zero in on building communication, trust and transparency identified with the Covid pandemic to re-establish efficiency and follow through on worker experience.

Associations need to make a lot of acclimations to their field-tested strategies and the method of working post-COVID-19. The workers have battled with sensations of vulnerability, seclusion, not being up to date, and that's just the beginning. Therefore, the role of HR experts gets critical in this situation. With social separation being executed and polished, it is hard to have standard techniques for measure, approaches, and commitment prompting another test for HR professionals. To forestall the spread of the Covid, organizations have changed to a far-off work model at a rate and scale they have never expected before. As eye to eye joint effort is supplanted with email and videoconferencing, HR administrators need to accomplish a higher amount of work under troublesome conditions.

Not exclusively are HR experts worried about representatives' wellbeing and prosperity during the pandemic, they are additionally under the strain of handling the desk work and giving comfort to the large numbers of employees who have been laid off or furloughed. For representatives still at work, HR administrators are attempting to keep their workers gainful, roused, drawn in, and associated—all factors that are moving focuses in the new ordinary.



GEETIKA SAHA
2027359
LOS

"Associations need to make a lot of acclimations to their field-tested strategies and the method of working post-COVID-19."



PREDICTIONS FOR TALENT MARKETS

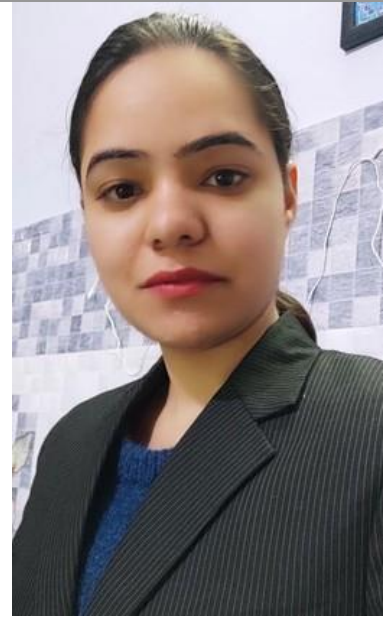
Most enterprises have encountered a sudden and sharp on-going decline, thus causing enormous changes for Talent Acquisition.

With numerous organizations fundamentally decreasing the measure of employing during the pandemic, and wellbeing concerns driving extra changes – HR and TA groups have reacted and adjusted to work in this current phase.

1. Employers will see a flood of certain sorts of available talent when economic recovery and hiring ramp-up: After months and long periods of unemployment rates at or close to record lows in numerous pieces of the world, several million have lost their positions inside a couple of months in the first half of 2020. Organizations were competing in the hourly talent space with bonuses, perks, and higher hourly pay; they may find that talent is now more readily available than before.

2. Innovation advancement will keep on changing how we engage candidates: Recruiters and hiring managers are more comfortable with innovation in the recruiting cycle. Moving forward, they'll have to keep open minds about utilizing technology, automation, and virtual solutions that probably won't exist yet. As new technology is created and various methodologies are set up, TA groups will likewise sort out How does the best competitor experience be like. During the pandemic, the recruiting process is contact-free for most organizations. Making ideal encounters will rely upon tracking down the correct blend between automation, virtual correspondence, and in-person cooperation.

3. Employers and TA will – like never before – need to assemble trust to win top ability: Trust has consistently been significant for recruiting and employer brands. During the pandemic, candidates and job seekers need to feel assured by an organization's leadership. The pandemic has made a requirement for leaders and managers to help their people in manners past what's ordinary. The current shift in management styles is anticipated to focus on sympathy, empathy, and compassion.



YASHI JULKA
1927151
HR

"HR and TA groups have reacted and adjusted to work in this current phase"



EVOLUTION AND ADVANCEMENT IN HR PRACTICES

Every organization is evolving in nature, and the transition is necessary to enhance efficiency and productivity. The last decade has given the HR industry an explosion of transformation with the advent of artificial intelligence. This pandemic brings numerous new policies, technologies, adaptations, and procedures to the Human Resources (HR) department through innovative creativity. The predominant business will be changed due to technology, and management activities will be carried out through the web, online and cloud-based practices leading to a full version of e-management. As a result of this crisis, organizations will change many of the HR activities, such as target, method, people management, results, and more.

For managing talents, the HR policy guidelines are changed by initiating flexible working plans, providing healthcare facilities to staff and their families, and empowering local management staff to take decisions such as price mark-downs, partner onboarding, temporary closure, allowing an employee to work from home and provide safety equipment and also reimburse all taxi expense to the office.

For resource acquisition, businesses are modifying onboarding partners, temporary closures, enabling employees to work from home to provide protective devices, and even repaying. Some of the corporate tactics embraced by major corporations include moving out-of-line marketing tools to online, investing in emerging media types, canceling off-line marketing promotions, and moving the investment to digital marketing. The strategic HR transformation will allow the company to build effective HR activities and will also create useful management practices that will be applied over the long term.



SHYAMLI SINGH
2027254
HR

"The predominant business will be changed due to technology, and management activities will be carried out through the web, online and cloud-based practices."



THE TRANSITION OF HR PRACTICES IN COVID-19

Every organization is developing in nature and change is unavoidable for improving execution and profitability. The planet is enduring because of a worldwide pandemic; changes in innovation, changes in design, and changes in objectives quickening and acting the significant difficulties to the pioneers. This pandemic will bring numerous new arrangements, development, transformation, and practices through progressive advancement in the Human Resource Department.

In 2018, RW3 studied 1620 representatives from 90 nations in regards to their encounters dealing with 'worldwide virtual groups' in global ventures. While a large portion of the respondents recognized their work in worldwide virtual groups as significant for work achievement, just 22% got preparing on how best to function in their topographically conveyed groups. 90% of which had at least two societies addressed. The image isn't greatly improved at the initiative level. Among the virtual group pioneers, just 15% depicted themselves as "successful" with under 20% accepting preparing on the most proficient method to lead from a good way.

The overarching business has changed through the gifts of innovation and administrative practice, which will be done online to cloud-based practice; because of this emergency, associations will have a considerable change in HR practices like reason, measure, individuals, the executives, execution, etc. The goal of this investigation is to recognize the advances in HR practices and activities taken to determine the issue at any rate cost.



**KANIKA
MENDIRATTA**
2027239
HR

"The overarching business have changed through the gifts of innovation and administrative practices."



A JOURNEY FROM REAL-TIME LEARNINGS TO VIRTUAL LEARNINGS

This pandemic has changed the way we think and do things in the organization. To protect the human capital from this deadly corona pandemic, organizations have now moved to remote working. This shift has considerably brought new challenges to every business functioning. To deal with such challenges, the Human Resource department has to come up with various innovative ideas.

The organization covered all the test and treatment costs associated with Covid-19 if employees or their families got affected. These measures were taken to make employees feel that they are a part of the family. To make sure employees were efficient and effective in work, online training was given. Training on how to operate platforms like Zoom, Microsoft Teams, Cisco WebEx, or any other medium which was going to be used was provided. The change in the shift from office to online makes employees both excited and unhappy. For extroverts, this was a piece of unfortunate news as this shift brought a considerable change in their lifestyle. To deal with such issues, virtual coffee breaks and frequent meetings were provided. These measures helped to keep employees more connected and motivated.

However, when companies started to hire again, employees wanted to continue their work remotely. This led to the virtual onboarding of newly hired employees. This step of virtual onboarding further led to virtual training of newly hired candidates, The need to be prepared and to bring in new methods of doing various activities has become the need of the hour, where a major portion of responsibilities lies with the HR Professionals.



SHREYA MAKHIYA
2027039
HR

"The need to be prepared and to bring in new methods of doing various activities has become the need of the hour."



LEARNINGS AND THEIR APPLICATION IN COVID-19

Learning is any relatively permanent change in behavior that occurs as a result of experience. The principles of learning can be used to shape behavior.

In the current situation, most organizations have learned how productively they can work and cope with the situation. For example, in the present case, the employees tend to work from home and they are aware that if they move to the office, they are more vulnerable to the current situation, which can affect them in the long run. This learning deals with 'Operant Condition Learning', the theory that behavior is a function of its consequences and is learned through experience. Building a cross-functional response team consisting of leaders from all relevant stakeholder groups is done to create a holistic image. This includes business partners in HR, learning-delivery employees, technologists in IT and network, and vendors. Creating a daily cadence of operations and then align work with the broader COVID-19 response initiative of the organization.

Establish simple decision points and be straightforward on the conditions for canceling or postponing a program and who will make the calls. Line up the whole team about how those decisions should be communicated — for instance, centrally or locally. Rapid triage of the entire learning portfolio and prioritizing what is required to adapt to a virtual or interactive environment alone must be built. Thus the organizations are now very much aware, and they have learned from the current situation on how effectively they can run the show in the coming era. The precautions and care are already in the development stage, which can be implemented in the upcoming years, helping the organization withstand any uncertain situation.



P DHEERAJ
2027023
LOS

"Building a cross-functional response team consisting of leaders from all relevant stakeholder groups is done to create a holistic image."



HR PRACTICES-DURING AND POST PANDEMIC

Covid – 19 pandemics have generated many challenges by forcing people and managers to respond to unprecedented events at break-neck speed. Many business organizations are currently focused on short-term survival. In some cases, the effort is concentrated on maintaining effective operations with staff working from home, and in others on the challenges of rapidly re-sizing workforces and managing dormancy and furloughed staff.

Advancement During pandemic:

- 1. Problem solving: Flexible working hours have also helped the employees to dig up to the problem, know their causes, where they have gone wrong, and find out the solution.*
- 2. Go digital: Pandemic has given the employees time to learn new technologies sitting at home and take classes of their interest in applications like Udemey.*
- 3. Work-life balance: Covid has allowed the employees to spent time with their friends and family. Being with our loved ones makes everyone happy.*

Advancement post-pandemic:

- 1. Employees will be back in the organization physically. Hence, this will improve productivity levels.*
- 2. Employee communication will be back to normal. Many times, telephonic conversations lack network and create misunderstandings. After the pandemic, people can talk face to face and clear their issues with each other.*
- 3. New team structures can also be formed in the organization which will create a totally new hierarchy and a new approach to performance management.*



LATIKA LUNANI
2027141
HR

"Pandemic has given the employees time to learn new technologies."



ARE WE COMPETENT ENOUGH TO BE THE FUTURE LEADERS?

A management studies school or better known as B-Schools builds the future leaders in the corporate world. But the question remains what should be the major focus of these institutions? Let us start with the crowd favorite, Academics. Domain knowledge which a student gains through the classes and other means inside a college is very much important. It clears all the ambiguity a person might have in their subject. We learn different theories, technical skills but does that make it whole? This brings in the second-factor Co-Curricular activities, this factor is very essential because this is where the students could practice what they have learned in the classes. For example, hosting an event with minimal supervision and micromanagement. These kinds of situations not only create a space for thinking out of the box but also helps in strengthening their soft skills such as negotiation skills, interpersonal skills, communication skills, etc. Are these two factors balanced? This is where the third factor contributes, which is Extracurricular activities. These sorts of activities have to be encouraged among students because these are the activities which help the students to discover themselves.

As we all know the corporate world isn't as black and white as it might seem in the books, there is a grey area that will test all the skills we have. So, the question we all have to ask ourselves is, ARE WE COMPETENT ENOUGH TO BE THE FUTURE LEADERS?



BHARATH S.
2027420
HR

"Hosting an event with minimal supervision and micromanagement opens up the field for the students to engage more in the event and bring out innovative ideas on the floor."



CORPORATE SOCIAL RESPONSIBILITY IN TIMES OF COVID-19

This year has been challenging for many sectors. A greater awareness in CSR (Corporate Social Responsibility) among stakeholders and achieving social goals has been thriving amidst these challenging times of Covid 19. In the view of Covid-19, the GOI took a decision to notify the spread of Covid 19 as a disaster. This resulted in a quick clarification on the spending of the CSR funds to be channeled for Covid-19 as an eligible CSR activity.

Contributions to the PM Cares Fund and State Disaster Management Authority were taken into consideration. Besides, various preventive healthcare and sanitation ex-gratia to temporary or casual workers over daily wages with the provision of quarantine facilities has been considered as a legitimate CSR spend. Corporate India welcomed this step, hence, creating a win-win situation for companies willing to contribute to the relief work. Many corporates also partnered with various NGOs working in areas in their setups. This provided them to feel connected to the struggles of those areas. Although, considering the huge amount of funds at stake for the relief work.

The Corporates have struggled to find reliable NGOs for their work. For a wholesome resource allocation, it is imperative that organizations associated with the companies are reliable. While it is supportive to see corporates come out and encourage the situation through their contribution during the Covid-19 through relief programs, we at individual levels should also pledge to help and make an impact in our own ways.

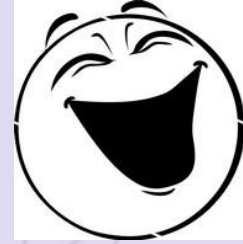


SHIPHI AKSHITA SINGH
2027460
HR

"Greater awareness in CSR among stakeholders and achieving social goals has been thriving amidst these challenging times of Covid 19."



MEMES



"Instead of my r  sum  , I've printed out my daily horoscope for the past year. You'll see that I'm a special person who's destined for great things!"



"In lieu of a bonus, I will LIKE and SHARE everything you put on Facebook for the next 30 days."



"Tommy got hurt when I poked him in the behind with a forklift, but it wasn't my fault. Nobody put up a safety poster telling us not to do that!"

CAN YOU NAME SOME HR TOOLS?



BAMBOO HR

An industry-leading platform that handles everything from the applicant tracking to employee administration, payroll, and paid-leave management.

GUSTO

A robust payroll solution, that tackles the complexities of HR management and benefits administration.

Handle on the payroll tax, compensation insurance, etc

KISSFLOW HR CLOUD

All in one HR Cloud that enables businesses to create, modify, and manage HR processes in an efficient way

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