

# FORTE 2022

SCHOOL OF BUSINESS AND MANAGEMENT



## STAYING AHEAD OF THE CURVE

# 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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# FOREWORD

Dr. Santosh Basavaraj



## Staying ahead of the curve

The buzzword that is frequently heard in academic and corporate corridors. The diction meaning says that doing something faster than others. We frequently hear that “she/he was ahead of the curve in learning the new skill sets/technology.” What is it all about? Recalling teaching MBA students for the last thirteen years, what keeps them ahead of the curve? Does it mean staying on and the rest? Is it the more favorable to individualism over the collectivism as per Hofstede’s cultural framework? Is it building the competencies that keep an individual ahead of others? Whether the outcome of success says that an individual is staying ahead of the curve?

The observation is that few people (indeed very few people) in any team stay ahead of their teammates. The next set of questions is how do they do it? What makes them stay ahead of the others? How do they make their work visible to others?

The answers to the above three questions could be a) Intelligence Quotient (IQ), b) Emotional Quotient (EQ), and c) Active routines. The IQ keeps an individual focused on understanding task requirements; it helps us connect various dots. IQ comes from gathering more and more knowledge with the vetted information in our minds. The EQ part ensures how well an individual is connected to the people. Working and building teams is possible only when people understand people and emotions. Thirdly, few people with average IQ and EQ levels still become successful because of their mercuric routine activities, they work like ants, and we hardly find them sitting idle. Over time, these three aspects culminate in the form of ‘WISDOM’ that, in a real sense, keeps us ahead of the curve.

Putting IQ, EQ, and active routine on priority is left to an individual depending on the situation. They contribute collectively to gain WISDOM and help individuals keep ahead of the curve.

The write-up aligns with Albert Einstein’s words, “Wisdom is not a product of schooling but of the lifelong attempt to acquire it.”

# Editor's Note

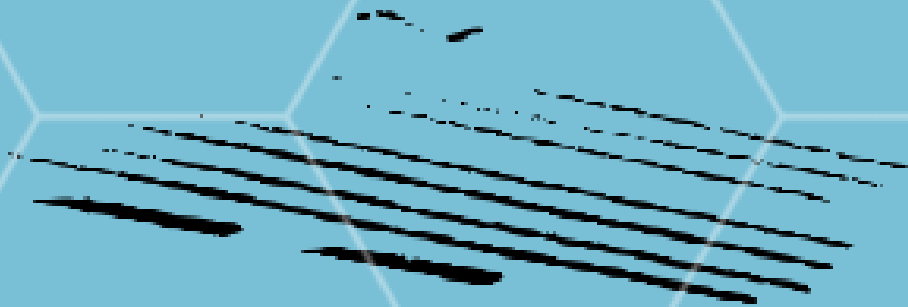
To quote Lawrence Bossidy, "I am convinced that nothing we do is more important than hiring and developing people. At the end of the day, you bet on people, not on strategies." When it comes to appraising an investment, the business concept, marketing approach, and market size are all critical factors, but no investor will ever gamble on a firm that lacks the right team. People are responsible for bringing ideas to life. People put plan into action. People reconsider what is broken and make adjustments to what needs to be corrected. Hiring outstanding people, training them to do their jobs, and then getting out of their way so they can thrive is the fastest way to create significant, long-term change to any business.

With this edition of HR Forte, we wanted to reflect on the importance of redefining the value of human capital, and thus was born the idea of "Human Capital: Staying ahead of the curve." Instead of taking a unidirectional approach, the team has tried considering multiple standpoints and piecing together a holistic overview. Finally, the artistic corner is a unique, informal nook that flaunts various creative and fun pursuits of the students and for the students.

Team Forte expresses heartfelt gratitude to our Dean, Dr. Jain Matthew, Head of Specialization, Prof. Sathiyaseelan B, Head of Department, Santosh Basavaraj, and faculty coordinators, Dr. Rekha Aranha and Prof. Vilas Annigeri, for their steady guidance and support. We also thank all the students who contributed to making Forte's vision a reality.

Happy reading!

Team Forte.



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# INEQUALITY IN ORGANIZATIONS

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MUSKAN SHARMA

2127055

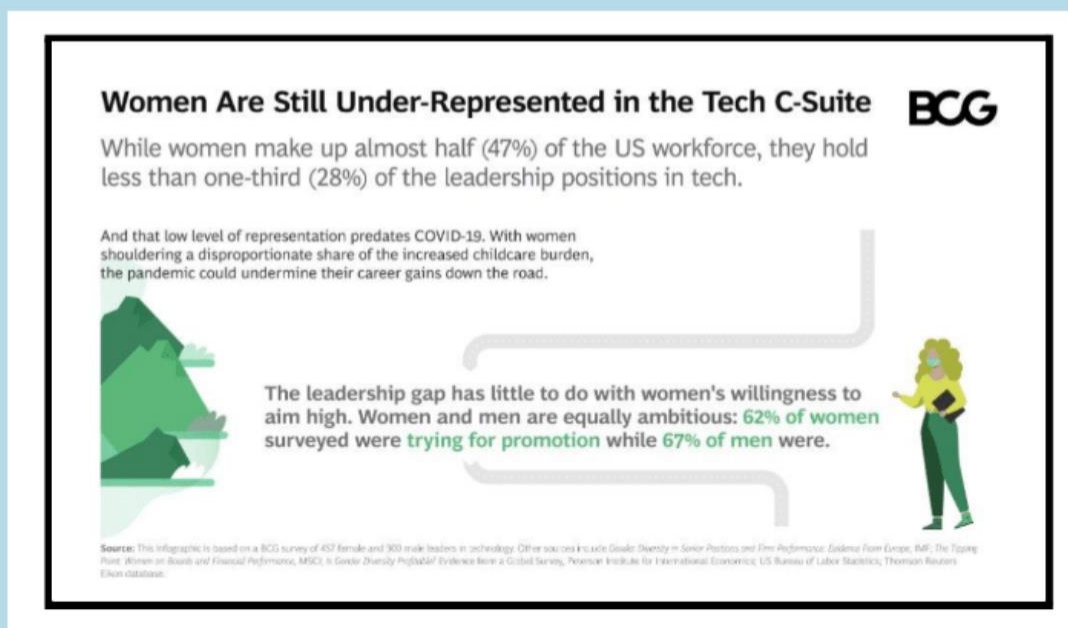
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Although the hurdles posed by the COVID-19 issue, the presence of women in the corporate pipeline improved in 2020 and is a positive sign worth celebrating after such a challenging year. However, there are persistent inequalities in the channel: women of color lose ground in representation at every level, and promotions from the first significant upgrade to the director are not equitable. There is still a "broken rung" at the first significant upgrade to the manager; there is still a "broken rung." Since 2016, we've witnessed the same trend: women being promoted to management positions at substantially lower rates than males, making it nearly impossible for businesses to build a foundation for results of this case at elevated amounts. Furthermore, increases in total female representation haven't translated into gains for women of color. They continue to lose ground at every stage of the pipeline, with the presentation of women of race dropping by even more than 75% between the entry-level and the C-suite. As a result, they make up only 4% of C-suite executives, which hasn't changed much in the last three years. Employees, especially women, continue to bear the brunt of the epidemic.





Companies and employees will be under severe stress due to the events of 2020. The COVID-19 crisis shook the economy and threw people's lives into disarray at work and home. A new emphasis on race and discrimination violence has prompted a debate about diversity, equity, and inclusion. The current priorities of companies reflect these shifts: the vast majority of companies feel that managers' efforts to promote employee well-being are critical and that DEI is one of their top objectives. Women leaders embrace this chance and accept the responsibility that comes with it. They are more supportive of the individuals on their teams than men in similar roles, such as helping team members manage work-life challenges, ensuring that their workloads are manageable, and checking in on their overall well-being. Women managers take more consistent action to promote employee well-being than men in similar positions, including checking in on their team members, helping them with the workload, and providing support for team members dealing with burnout or navigating work-life difficulties. Women's leadership contributes to more significant outcomes for all employees.



Employees are happier and less likely to consider leaving when their managers support their well-being. Employees who have strong allies and believe DEI is a major priority for their company are in the same boat. Women face an unequal playing field, with their chances of advancement lower at every level; there is a persistent leadership gap in the most senior roles; gender diversity is not generally accepted to be a priority; and, although organizational factors designed to help balance work and family are abundant, participation is low among both sexes due to concerns that using them will make them less effective. According to Women in the Workplace, women are less likely than men to advance.; and, while employee initiatives are designed to help balance work. Women leaders still take up more responsibilities and willingness in the workplace





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## HUMAN CAPITAL ESSENCE

**Capital is a form of asset that enables a company to produce more money or achieve other objectives. Plants, tools, and equipment are examples of capital. The full total of a person's knowledge and abilities that a firm may employ to achieve its objectives is known as human capital. The emergence of Human Capital and its importance until humans develop artificial intelligence. In order to develop or create anything, humans are the resources that will help the idea come to life. It is true that machines might have created a solution that can eliminate the number of production workers and help to make the process more efficient, but it still took human capital to design the machines as needed and customized them according to the needs and the requirements.**

**The company's earnings before and after the Human Capital deployment may be used to determine the aftereffect of the Human Capital. This metric can assist us in evaluating how quickly and how the organization is progressing with HC's active participation. The notion of human capital is continually changing, even though today's firms prefer to regard their personnel as assets rather than costs. Developing and maintaining your company's human capital is critical to its success, even if it's tough to define.**

# PHYSICAL HEALTH IMPACTING MENTAL HEALTH

PARISMITA BARUAH  
2127331

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**"A healthy outside starts from the inside." ~Robert Urich**

**Healthy employees lead to "Happy employees," which typically translates to "Engaged and Productive" employees who are valuable to the firm and also one individual self. Health and wellness promotion among office-goers has received much attention in recent years. The necessity to be fit and healthy has been one of the essential lessons from the Covid-19 crisis.**

**Sedentary lifestyles are prevalent among deskbound employees in large businesses, which leads to lowered immunity and other health hazards. It is now the need of the hour to promote health and wellness programs within the organizations.**

**Well-known organizations have come up with very innovative wellness initiatives like encouraging employees to join yoga or gym or any wellness-related activities and bearing the costs or encouraging them to buy a smart device that helps track one's health. Vaccination drives and traditional periodic doctor screenings are still part of all organizations. Employee wellness initiatives that are successful are not stand-alone programs driven by Human Resources; I believe they must be interwoven into the company's culture. To improve employee health habits, we must first transform the firm's culture, ensuring that everyone is set up for a healthy future.**



# THE TRUTH ABOUT WOMEN IN WORKFORCE

NANCY GRACE BIJOY  
2127239

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AA year and a half into COVID-19 women have significantly increased in representation since the pandemic, particularly in high leadership positions. However, there are persistent disparities in the pipeline: women of color lose ground in representation at every level, and promotions from the first step up to manager are not equitable. Since 2016, we've observed the same trend: women being promoted to management positions at substantially lower rates than males, making it practically impossible for businesses to build a foundation for long-term success at higher levels.

Employees, particularly women, continue to bear the brunt of the pandemic. Women are considerably more burned out than they were a year ago, and burnout among women is growing significantly quicker than among males. One out of every three women has considered downshifting or leaving the workforce this year, compared to one out of every four just a few months into the pandemic. In addition, four out of ten women have pondered leaving or transferring professions, and increased employee turnover in recent months implies that many of them are acting on their plans.



**At every stage of the corporate pipeline, women of color are underrepresented in comparison to White men, White women, and men of colour, leaving them severely underrepresented at the top. Women managers take more regular action to improve employee well-being than males in similar roles, including checking in on their team members, assisting them with workload management, and giving support for team members who are coping with burnout or managing work-life difficulties.**

**The immediate issue for businesses is to assist employees in surviving the pandemic—and the work to do so is far from complete. On the other hand, companies must begin to plan for the future. In the past year and a half, the upheaval has prompted a fundamental shift in how people operate. Before the pandemic, this may not have been feasible in terms of investment and innovation, but firms have shown what they are capable of when presented with challenges. They must now address women's equality, diversity, equity, and inclusion with the same urgency, and they must reward the individuals who will lead us forward.**



## THE INTEGRATED APPROACH TO ABSORBING THE ESSENCE OF HUMAN CAPITAL

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**“ Human Capital goes where it is wanted; it stays where it is well treated. It cannot be driven; but only attracted.”- Walter Wriston, CEO of CitiCorp**

**Every individual, family, group, and organization has a goal. To translate that goal into action, one needs to analyze the following - what kind of knowledge and skills is needed?**

**What relationship networks will be vital? What will be the emotional demands?**

**The elements; intellectual, social, and emotional capital put together make human capital. The integrated approach...**

**Intellectual, social and emotional capitals are all interrelated – that helps build one another. They help contribute to the success of both professional and personal life. New combinations create new benefits. For instance, a combination of technical and marketing knowledge creates winning new products. The same is also true of emotions. The combination of fear and hope tends to create an entrepreneurial initiative.**





### Ways of absorbing the essence of human capital...

To ensure productivity, efficiency, retention, innovation, and employee development

- 1) Understand why and how the organizational practices are being implemented. Ask questions while understanding the processes. Do not just focus on the broad areas, but also on the trivial.
- 2) Look for what is working, in other words; look at the strengths and assets of the organization. Also, look at the areas of improvement.
- 3) Come out of the comfort zone and dwell on how the bridging of human capital elements can take place. Set aside five minutes of the time to think about the ways to deploy and exploit human capital and its progress.
- 4) Maintaining the existing human capital; for example, strengthening relations with new connections might weaken the relations with old colleagues if you are not in contact with old colleagues.

**Corporate Stories:** To invest in emotional capital, IBM, in 2019, introduced its SkillBuild platform, a free program, that upskills AI technology for students and adults for entry-level jobs. Kanbanize conducts workshops once every quarter to strengthen its social capital by going somewhere far from the office and spending two days together. The company discusses its vision, and strategies, and conducts cross-functional activities and games encouraging employees to exchange ideas.

# WOMEN TAKING THE ROLE OF BREADWINNER

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Women make up the majority of the world's 7.8 billion people, believe it or not. Ironically, statistics are not on their side, and women worldwide have only a fraction of the rights that males have. Even though much has been done to change social norms and reforms to empower women, gender inequity in the workplace persists. For example, tech corporations feed a loop of employing people of the same gender. According to the most recent statistics on women in the workforce, only 26% of computer-related positions are held by women. The goal of this essay, on the other hand, is to look into women's presence in the workforce and demonstrate that, despite the challenges, women are leaping over mountains and taking on the role of breadwinner. Let's take a look at the situation.

Although the United States is widely regarded as a country of equal opportunity, countries like Canada and Australia have had high female labor force participation rates for decades. For example, male vs. female employment statistics in Canada reveal that rates have been more excellent than 50% since 1980. We've seen women striding as mothers and earners, unpaid employees and students, breaking ceilings and ascending ladders to accomplish what only a century ago seemed unachievable in this assessment of the newest women in the labor figures. Their tenacity establishes them as great architects of humanity. However, there is still more work to be done by both women and company culture-makers who have the authority to model others' behavior for women to be equally represented and acknowledged in the workforce.



# REDEFINING THE VALUE OF HUMAN CAPITAL IN THE WORKFORCE AMONG MILLENNIALS

Melvin Cheriyan Varghese  
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The most valuable of all capital is that invested in human beings – Alfred Marshall

The human capital is pointing to the fact that not all labor is equal and employers can develop the quality of the capital by investing in the employees. The high-quality human capital can find creative ways to solve the underlying issues in the organization. It is highly important to have a proper talent management system to manage and use the existing talents well. Now a days millennials prefer to work in the job which gives them more value and growth, if the job is in a stagnancy position, they will switch their jobs to use the wider opportunities. Learning and development is a way to improve the quality, as it increases their skills and competencies which will automatically yield a return to the company in the long run. A self-paced learning and development process which is planned by the organization by aligning with the organization goals and objectives can yield greater results. According to the Human capital index, 80% of the world's poor are living in economies with a human capital index under 0.5, this statistic is a testament of how human capital can influence the economy. Another way to redefine the value is by hiring a diverse workforce for the organization. According to a McKinsey study, executive teams with gender diversity have 25% more chance to achieve financial outperformance and ethnic diversity 36%. So, it is really worth to redefine the human capital to create value in the organization.



# EMPOWERING PEOPLE

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Wellness refers to both physical and mental health. It has evolved as a workplace norm during the last 30 years. It focuses on assigning employees in taking control of their health, quality of life, mental well-being, and, as a result, their work performance. As a result, employee wellness focuses not just on reducing time away from work due to illness but also on how to encourage and promote healthy behaviors and attitudes in the workplace. Employee wellness focuses on the person and encourages them to lead healthy lives. This is for their advantage and the culture in which they operate. It includes a wide range of topics, including health promotion, disease prevention, and the variables that influence one's physical and mental well-being. Above all, it's about empowering people to make better decisions about their health, to take charge of it for their good. Employers are eager to examine their employee wellness programs more closely to satisfy their employees' expectations and demands better. According to the Metlife and Glassdoor surveys, "76 percent of employees believe their workplace is responsible for their health and well-being, and 87 percent of employees expect their firm to assist them in balancing their work and personal lives." This demonstrates the change in well-being benefits from rewards to necessities. Furthermore, the focus of wellness is not confined to physical health-related programs but also includes Mental Health, Financial Health, and Social Health-related wellness programs, with growing responsibilities requiring the skills and capabilities that go beyond physical labor and force. Employee well-being is essential. What was once a non-negotiable priority for businesses hoping to survive and expand in the long run is now becoming a non-negotiable for companies wishing to succeed and grow in the long run. People's safety is now a priority by organizations to address the rising mental health problems and the physical well-being of employees as a result of the coronavirus outbreak. While mental well-being has been a goal in the workplace long before the epidemic, mental wellness has emerged as the essential component of the wellness umbrella today.

# HAPPY EMPLOYEES LEAD TO PRODUCTIVE EMPLOYEES

**Silpa S**  
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Employee wellness is based on the idea that happy employees help the company's bottom line in various ways. 'Healthy employees' lead to 'Happy employees,' which typically translates to 'Engaged and Productive' employees who are beneficial to the company. Employee wellness focuses on typical health issues that might arise in any workplace, such as stress, obesity, smoking, and high blood pressure. It has previously been established that these hazards cause substantial health problems for individual employees and place a financial strain on the employer responsible for subsidizing the health plan for the afflicted employees. Adopting an employee wellness program is a proactive strategy to address these concerns and ensure that employees have the resources they need to rectify and alter habits that contribute to the risk in the first place. Employee wellbeing is a component of total intellectual capital that individuals provide to their organizations along with their experience, knowledge, know-how, leadership abilities, creativity, etc. It is also a part of secondary intellectual capital, which is defined as activities aimed at improving employee health and fitness. While it is impossible to put a monetary value on employee wellness, either individually or collectively, measures that transmit meaningful information to a range of stakeholders can be developed. Furthermore, employee wellbeing is an excellent issue for developing self-accounts among organizational members. Ensuring proper labor implementation, maintaining good physical and mental health among employees, and preventing injuries have become critical responsibilities conducted by Human Resources (HR). Employees' output, job satisfaction, and general performance at work can all improve if they are healthy.



## WOMEN BOOSTING COMPANY'S PRODUCTIVITY

TIYA ANN SEBASTIAN  
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"No country can ever truly flourish if it stifles the potential of its women and deprives itself of the contributions of half of its citizens."

-Michelle Obama

During the second half of the twentieth century, the rapid rise in women's labor force participation significantly changed the labor market. Nowadays, women are rising as stronger leaders and taking on the additional responsibilities that come with it. From reports, it is evident that having more women in the workplace has a beneficial impact on employee retention and engagement. Compared to males, women are more likely to support their teams and push diversity, equity, and inclusion activities.

Increased number of working women can have significant social and economic benefits around the world, but in many developing nations, political and social conventions and existing laws keep women out of the workforce. Access to education, finance, and transportation can help them become more self-sufficient and participate in the force. Female executives may also boost company productivity. When asked why they stay in their current workplace, people from firms with a high percentage of women were more seemingly to answer positive organizational culture for visiting their current employment. Surprisingly, the global share of women in senior management jobs increases faster, with at least one woman in a senior management role in 87 percent of multinational mid-market corporations.

# IDENTIFYING HOW TO REDEFINE THE VALUE OF HUMAN CAPITAL IN THE WORKPLACE



**SHAURYA PALIWAL**  
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Human Resources has always been a villain as well as a friend for employees. But in all cases, it has been found that nobody really understands the role of the domain!

The “HR” is usually considered to be the mediator between the leadership and the employees. But if we take a deep dive, it’s the only domain that works selflessly to maintain the whole show. HR is mainly the coordinator and the keeper of the business. It’s the domain that focuses on aligning the growth of the business along with the employees. To redefine, there are a few steps that need to be taken:

**1. Equip and Educate:** Since the outbreak, numerous companies have implemented hybrid or totally remote work structures. Regardless of the work pattern you choose for your staff, the new corporate shift necessitates new tools and resources to meet new job needs. To maximize productivity, you must reinvent and assist people in navigating changing times. To help your employees get ahead with their responsibilities and goals, provide them with resources and upskilling opportunities through webinars, online courses, and other channels. Many workers are just getting into the swing of remote work in the midst of the pandemic. To make the process go smoothly, these staff will require the appropriate resources and technology. Provide workers with information on ergonomic workstations and access to them so they may perform at their best.

**2. Open Communication Channels:** Communication is more important than ever before in the workplace. When employees feel like they're part of a team, they're more engaged and productive. HR directors must establish a feedback loop mechanism that allows employees' views to be heard and their needs to be addressed quickly. Workers are more engaged when they sense their needs are prioritized and their voices are heard.

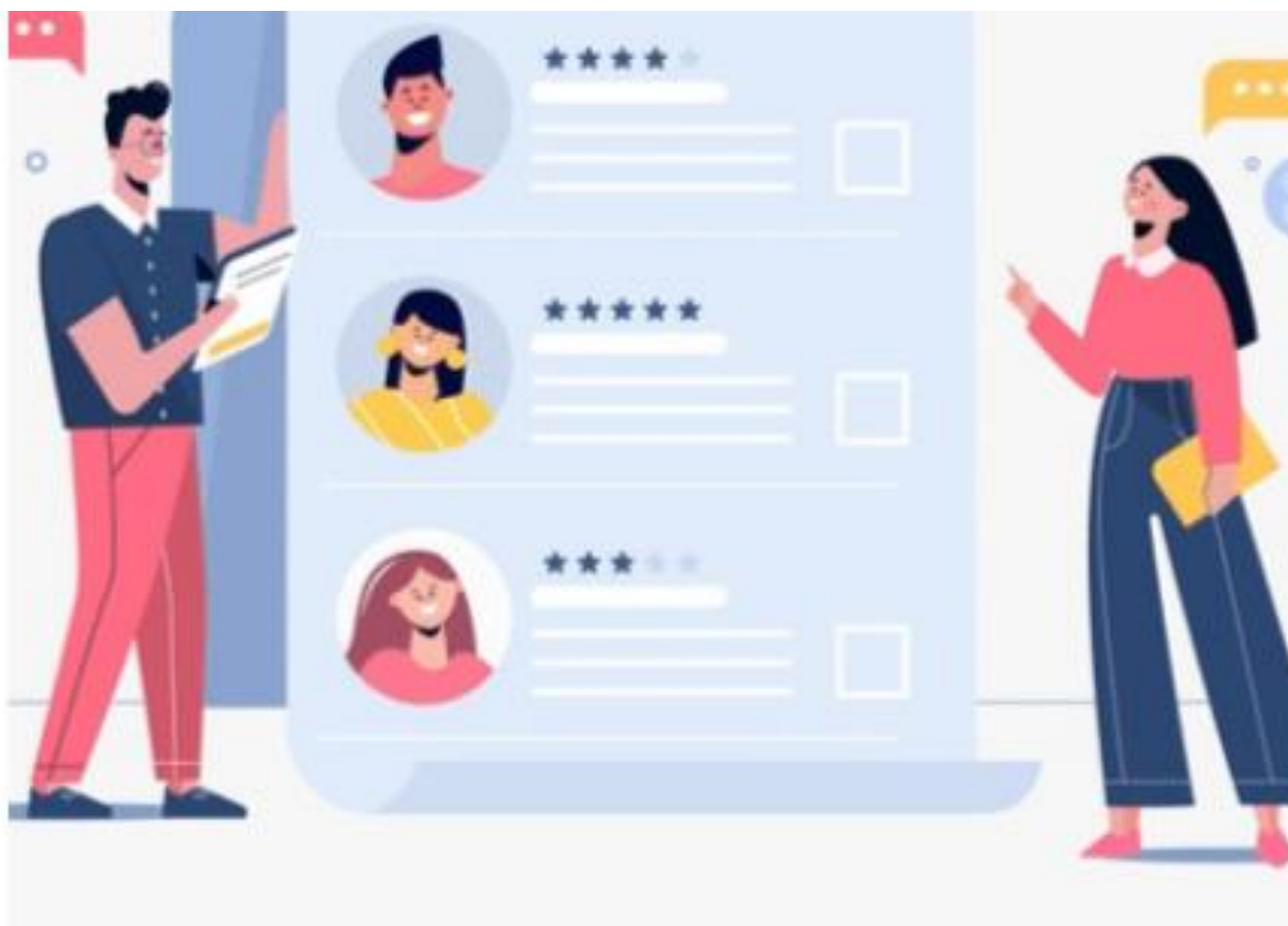


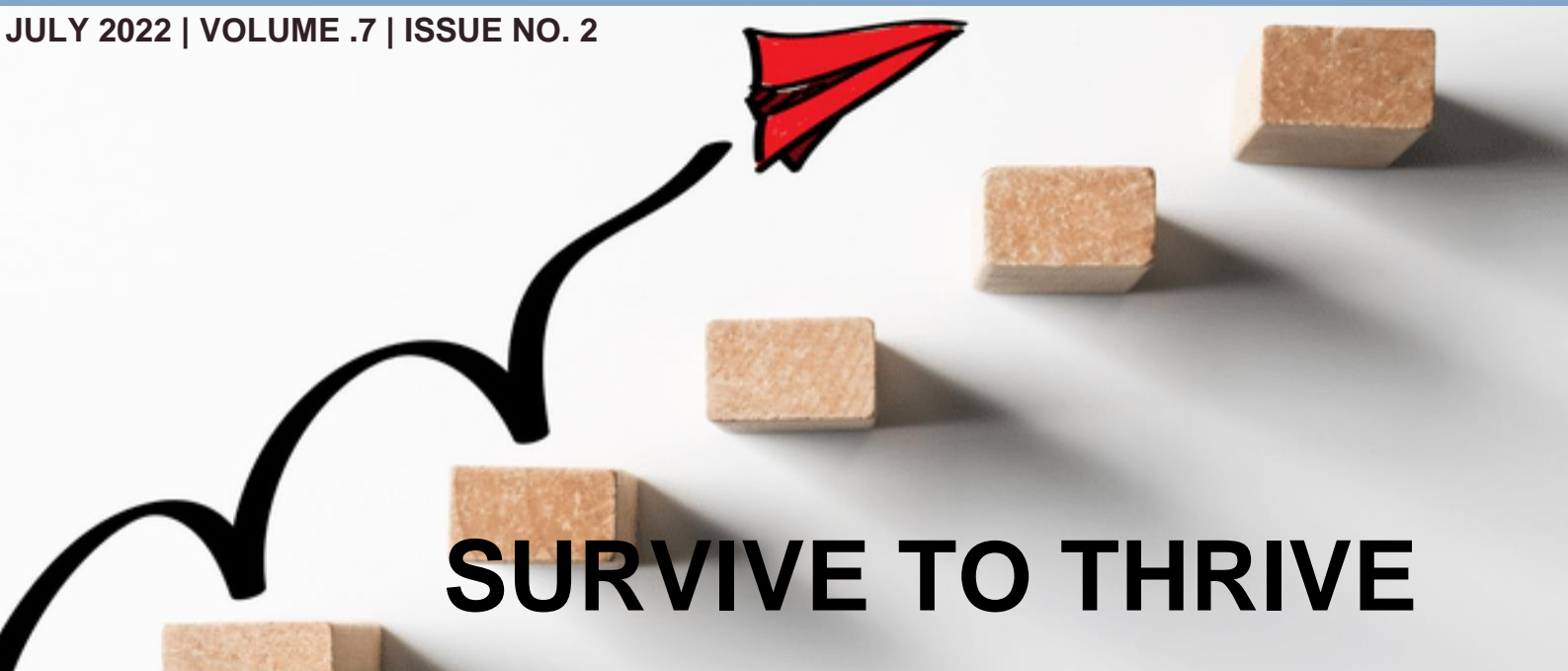
### 3. Are they Really Okay?

A happy employee equals a successful business. It's like driving a car with a broken engine; you'd only get a few miles before it stopped operating. Operating a business with a sick workforce is not only unethical, but it also pushes your firm to its limitations.

Wellness programmes are critical to your employees' productivity and well-being. In your company, what wellness initiatives are offered and accessible? What financial wellness services do you provide to your employees? What kind of mental health services do you provide to your employees?

To summarise, your employees are the lifeblood of your business: if you have an under-equipped, unhealthy, and dissatisfied team, it will reflect poorly on the quality of your firm. As a result, businesses must reassess this critical component of their business, enhance their people skills, and recommit to making their business about enhancing the quality and the well-being of their workforce.





# SURVIVE TO THRIVE

**Swasti Mittal**  
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A hopeful vision for broadening and strengthening the employee-employer connection is required to effectively navigate the new normal in unfamiliar waters. Organizations must step up their game and rethink how they do business, putting people at the center of their plans. They must change their perspective to prioritize "people first" when confronted with any difficulty, issue, or problem. This adjustment in mentality will help organizations recruit and retain personnel and drive them to perform at their best. Employers must consider a variety of initiatives while putting "people first." Most firms have begun to consider the human factor in all business decisions. They're ensuring staff has the technology they need to operate efficiently from anywhere. They're drafting "people-friendly" regulations, such as better leave policies (considering the pandemic-induced emergency scenarios). They've updated its travel policy to ensure that employees are safe while on the road. Employers' main worries, especially during pandemic periods, are their employees' emotional well-being. To get work done and provide value to organizations, the new leadership model will take these factors into account and rely more on soft skills, such as deep listening and empathy.

Employers must build a culture based on purpose and meaning, ethics and justice, growth and passion, cooperation and relationships, and transparency and openness in their strategy. Employees must no longer be viewed as "resources" to drive profitability but rather as human beings. Employers must build a culture based on purpose and meaning, ethics and justice, growth and passion, cooperation and relationships, and transparency and openness in their strategy. Employees must no longer be viewed as "resources" to drive profitability but rather as human beings.

# LEADING THE SHIFT FROM SURVIVE TO THRIVE

**Sonal Ranjan**  
**2127353**

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COVID-19's human and economic consequences prompted organizations all across the world to adopt completely different ways of working and running by 2020. Organizations had to react to a sudden, unanticipated catastrophe that shifted swiftly and thwarted attempts to predict and plan for occurrences. Organizational notions of readiness were broken when 2019 plans were shattered. Executives have realized that planning for foreseeable and gradual events is insufficient for prospering in various unknown futures, and as a result, they are rethinking their readiness strategy.

Today employees seek flexibility while working and the pandemic has led to the evolution of the employee-employer relationship. Employees seeking socially and environmentally conscious organizations has become a norm today. Owing to these factors, employers must shift their perspective from "survive to thrive" to "thrive to thrive".

They must change their perspective to prioritize "people first" when confronted with any difficulty, issue, or problem. This adjustment in mentality will help organizations not only recruit and retain personnel, but also drive them to perform at their best. Employers must consider a variety of initiatives while putting "people first." The majority of employers have begun to include the human factor in every business decision. Bringing out the human angle by the employers in tumultuous scenarios can be done in some of the following ways:

- Integrating the professional and personal lives of employees
- Providing employees with choices and alternatives
- Leveraging technology to humanize teamwork
- Creating workforce strategies that are based on real-time
- data Redesigning work across the organization.



# the ARTistic CORNER





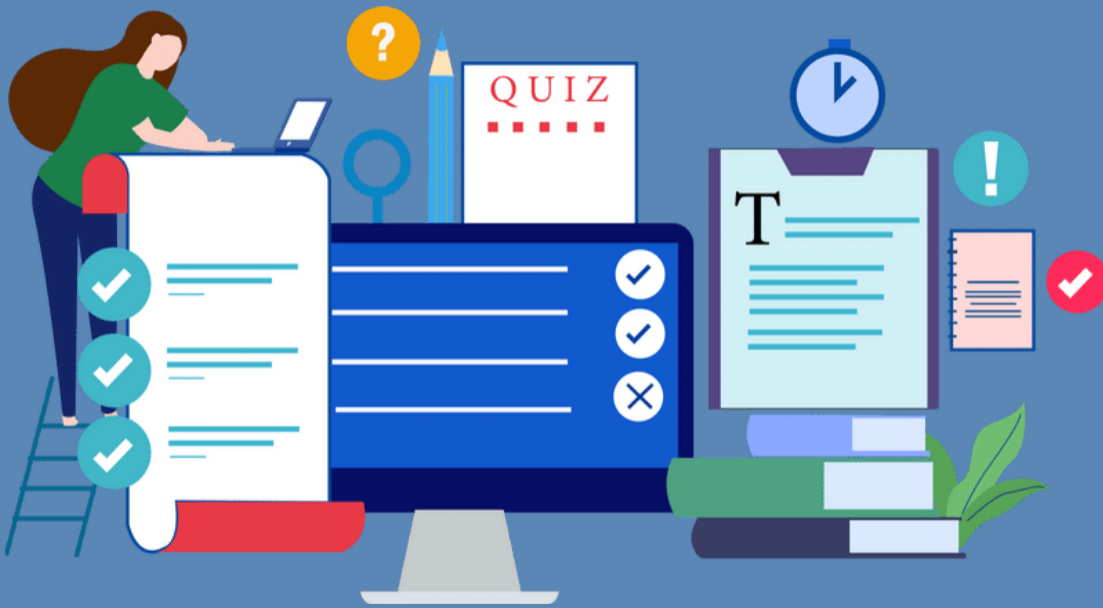


**“Hire character. Train skill.” – Peter Schutz**





**“One machine can do the work of fifty ordinary men. No machine can do the work of one extraordinary man.” – Elbert Hubbard**



# Trivia Time



Human Resource departments are

- A** Line departments
- B** Service departments

Which among the following describe the skills that are available with the company?

- A** Human Resource inventory
- B** Skills inventory

Resource and capabilities that offer a competitive advantage for a firm are called

- A** Core competency
- B** Competitive advantage



One of the important functions of HRM, directing comes under

- A** Behavioral function
- B** Managerial function

Skills inventory, regression, Markov analysis, replacement charts are all types of

- A** Forecasting methods
- B** Training plan

b ; a ; a ; b ; a

**ANSWERS**

# CURRENTLY TRENDING

The following infographic from AIHR lists down the current and emerging trends and is a food for thought for us in the direction of redefining the value of human capital!





# H.R FORTE FACULTY TEAM



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**Head of Specialization**  
**O.B and H.R**



**Dr. Santosh Basavaraj**  
**Faculty Co-ordinator, H.R**



**Prof. Vilas Annigeri**  
**HR Faculty**



**Dr. Rekha Hitha Aranha**  
**HR Faculty**

# TEAM FORTE



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