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प्रबन्ध अध्ययन संस्थान, गाज़ियाबाद  
**INSTITUTE OF MANAGEMENT STUDIES**  
**GHAZIABAD**



International Conference on

# TRANSFORMING HR IN THE DIGITAL ERA: PROSPECTS AND IMPLICIT ISSUES

**CONFERENCE PROCEEDINGS**

**11** | January  
2020

Venue: Auditorium, IMS Ghaziabad



*Organized by*

**Institute of Management Studies, Ghaziabad**

# International Conference on **TRANSFORMING HR IN THE DIGITAL ERA: PROSPECTS AND IMPLICIT ISSUES**

Saturday, 11th January, 2020  
Venue : Auditorium, IMS Ghaziabad

## Patron

**Prof. Alok Pandey**

Director

Institute of Management Studies, Ghaziabad

## Conference Chair

**Prof. Anita Singh**

Area- Chairperson, Human Resource Management

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## Conference Conveners

**Dr. Gopal Dwivedi**

Area-Chairperson, PPSP

Mob:9711163620

## Conference Co- Conveners

**Dr. Amar K. Mishra**

Associate Professor

Mob:9717640884

**Dr. Richa N. Agarwal**

Associate Professor

Mob: 9958944588



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- Ms. Anchal Mishra - 9910654499
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## Message from Chief Patron



**Dr. Pramod Agarwal**  
*Chief Patron*  
*Member Executive Council*  
*IMS Society*

With the advent of digitization, the functioning and compliance in Human Resources have undergone drastic change. This in turn facilitated workplace learning and adoption of digital HR Practices. Through this conference we aim to sensitize the same.

With this aspiration, IMS Ghaziabad is organizing an **International Conference on 'Transforming HR in the Digital ERA: Prospects and Implicit Issues'**. This conference is going to create a benchmark where academicians, scholars and corporate delegates around the globe are going to amalgamate and share their knowledge about the ground-breaking changes in the domain of Human Resources.

I feel this conference will provide a platform for learning, management and innovations to all the scholars and society at large.

I congratulate the team for organizing this conference at IMS, Ghaziabad.

## Message from Patron & Director



**Prof. Alok Pandey**  
*Patron & Director  
IMS Ghaziabad*

It gives me immense pleasure to welcome you all to **International Conference on 'Transforming HR in the Digital ERA: Prospects and Implicit Issues' (INCTHR - 2020)** at the Institute of Management Studies, Ghaziabad.

This conference is aimed at highlighting the technological application experiences and solutions for the issues in changing HR functions and the role of communication in the transformation of HR. The researchers, professionals, academicians and students from National and International Universities will share their innovative ideas, issues and recent trends in Human Resource Management and Communication.

I am sure that this conference would greatly benefit all the participants. Young scientists will find the contents of the proceedings helpful to set roadmaps for their future endeavors.

Being Patron of the International Conference and Director of the Institute, I heartily welcome all the distinguished speakers and take this opportunity to wish you all a great success of INCTHR-2020.

## Message from Conference Chair



**Prof. Anita Singh**  
*Conference Chair &  
Area chairperson-HR  
IMS Ghaziabad*

I welcome you all to the **International Conference on 'Transforming HR in the Digital Era: Prospects and Implicit Issues' (INCTHR 2020)** at the Institute of Management Studies, Ghaziabad. The contemporary world scenario has undergone gigantic cultural, societal and economical changes based on the ever-growing dominance of digital advancements. These changes have characterized current time as 'Digital Age'. In continuation with such changes, digital technologies play a prominent role in human resource management (HRM), which is multifold. The HRM has witnessed an upsurge of innumerable useful digital tools that are reinventing HR roles and initiating new avenues for productivity. The age of digitalization, could be a challenge for the HR, if not handled with attention. Only those who are able to harness the power of digitization can lay their claim to remain competitive in the long run.

The theme of this year's conference is appropriate for the time we live in, surrounded by and served by digital means. Looking at its relevance, I hope this conference will allow the participants a productive discourse throwing light on digital era's advantages and implicit challenges. I am really excited about the wide variety of ideas that scholars and practitioners will share and discuss on this pious platform. I'm sure the upcoming presentations from our keynote speakers and panel discussions on the theme will be great learning session. I also take this international conference as a wonderful opportunity for the networking among all scholars and professionals.

The Conference would not have been possible without the meticulous guidance and support of Prof. Alok Pandey, Director, IMS Ghaziabad. I am truly grateful to the conference convener and co-conveners for their wise useful suggestions and support for organizing the technical program; for their thorough and timely reviewing of the papers.

I am also thankful to the conference organizing committee members, the track chairs, the session chairs and the volunteers as without their generous contribution this conference could not have achieved the record number of participants and presentations.

I sincerely thank all the participants from various universities and institutions like the Delhi University, Aligarh Muslim University, Zamia Milia Islamia, Kurukshetra University, Lucknow University, IIS Jaipur, NIFTEM, SGT University, Amity University and many more for adding value to this International Conference with their papers and presence.

I assure you all for the high-end learning and fruitful networking from this conference and hope you will avail this wonderful opportunity for ensuring success in your future endeavours and advancements.

Have a Great Time!

Jai Hind!

## Message from Convener



**Dr. Gopal Krishna Dwivedi**  
*Convener*



**Dr. Amar Mishra**  
*Co-Convener*



**Dr. Richa N. Agarwal**  
*Co-Convener*

We feel proud and privileged to welcome the learned academicians, prudent research scholars, corporate stalwarts and visionary policy makers to this grand confluence of thoughts, ideas and experiences titled as the INCTHR2020.

Digitization, digitalization and artificial intelligence have initiated a global transformation impacting all conceivable areas of human lives. The same has inspired the theme of the International Conference also. While the world has already started moving ahead with the advanced technologies and digitization, many still feel concerned and apprehensive about its future. This conference, therefore, is designed to address such curiosities and anxieties too. There will also be deliberations and discussions about the role of effective communication in transforming HR policies and practices and their fruitful implementation as the communication serves like the internal thread on which the beads of ideas and instructions run.

We, at IMS, Ghaziabad, feel overwhelmed with the response and the interest expressed by the participants from all spheres of academia, industry and research giving us all the reasons to believe that this International Conference is going to be a grand success. We thank them all from the core of our heart.

We express our sincere gratitude to our visionary Director and Patron Prof. Alok Pandey and Dean Academics Dr. Tapan Kumar Nayak for trusting us and guiding us with their unconditional support always. We extend our heartfelt thanks to the organizing committee, colleagues, staff, administration and the student volunteers who have toiled day and night for converting this event into a real success. Special thanks to our sponsors, publishers, partners and the media persons for having made this event possible with their support and considerations.

Looking forward to great learning and experiences,

Yours sincerely



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## International Conference on TRANSFORMING HR IN THE DIGITAL ERA : PROSPECTS AND IMPLICIT ISSUES

Saturday, 11th January, 2020 | Venue : Auditorium, IMS Ghaziabad

TIME	ACTIVITIES	SPEAKERS
10:30-11:45Hrs.	<p><b>Inaugural Session</b> Welcome Address Opening Remarks</p> <p>Overview of Conference</p> <p>Address by Chief Guest</p> <p>Address by Key note Speaker</p> <p>Vote of Thanks</p>	<p><b>Alok Pandey</b> Patron &amp; Director (IMS, Ghaziabad)</p> <p><b>Anita Singh</b> Conference Chair &amp; Area chair-HR (IMS, Ghaziabad)</p> <p><b>Bhuvanagiri Chandrasekhar</b> Chief Post Master General Telangana circle</p> <p><b>Debi S. Saini</b> Professor Emeritus, IIM Ranchi</p> <p><b>Gopal Krishna Dwivedi</b> Conference Convener</p> <p><b>Session Rapporteur : Shinu Vig</b></p>
11:45—12:00 Hrs	Tea Break	
12:00-13:00 Hrs.	<p><b>Technical Session – I</b> <b>(Panel Discussion)</b> <b>Theme: Employee Engagement and Mobility in the Digitalized Era</b></p>	<p><b>01. Arun Kumar.</b> Principal General Manager (Personnel) Joint Secretary to Govt. of India (SAG) Bharat Sanchar Nigam Ltd.(B.S.N.L)</p> <p><b>02. Sanjay Kumar</b> Global Head –HR 360 Realtors.</p> <p><b>03. Shubham Tripathi</b> India Campus Lead NCR, Genpact</p> <p><b>04. Ankita Singh</b> Sr. Manager HR Enterprise Solution Inc.</p> <p><b>05. Jyotirmaya Satpathy</b> Faculty and Neuro Science researcher, Army Educational Corps (Session Moderator)</p> <p><b>Session Rapporteur: Anchal Mishra</b> (Closing remarks by Session Moderator)</p>

TIME	ACTIVITIES	SPEAKERS
13:00-14:00 Hrs		<b>LUNCH</b>
	<p align="center"><b>Technical Session – II</b> <b>(Parallel Tracks for Paper Presentation)</b></p>	<p align="center"><b>Track 01:</b> Venue: Auditorium</p> <p align="center">-----</p> <p align="center"><b>Track 02:</b> Venue: Mini Auditorium</p> <p align="center">-----</p> <p align="center"><b>Track 03:</b> Venue: Room No. 9 {Closing remarks by every Session Chair at their respective venue}</p>
16:00-16:30Hrs.	<p align="center"><b>Valedictory Session</b></p> <p align="center">Address by Chief Guest of Valedictory Session</p> <p align="center">Best Paper Award</p> <p align="center">Vote of Thanks</p>	<p align="center"><b>Archana Tyagi</b> Former Professor, IMT Ghaziabad &amp; Adjunct Professor, IIM Kashipur</p> <p align="center"><b>Tapan K. Nayak</b> Dean Academics</p>
<b>National Anthem</b>		



## THEME PAPER

# TRANSFORMING HR IN THE DIGITAL ERA: PROSPECTS AND IMPLICIT ISSUES

Digital transformation is impacting every aspect of the world of work. Transformation is accelerating with good pace and digitalization has been the driving force of change across industries. Apple transformed the music industry in five years while it took Uber and Airbnb less than two years to reshape the transportation and hospitality sector. Initially it used to take years for an organization and its people to fully embrace fundamental changes in the way they operate; no one can measure the pace of digital disruptions in months. It has been observed that the most enduring bottleneck in digital transformation is Change Management. Though the technology adoption continues to be the priority altogether digital things but the elemental changes in leadership and talent attributes are much more crucial to successfully embark in the digital journey. Now the digital transformation and its implications on HRM are not only restricted to technology department as it has entered to boardroom of leaders across industries, sectors and geographies.

Digitalization is moving at such a fast pace that it is transforming the way organizations operate, be it the private or the public sector, and is compelling them to develop new ways of thinking about service delivery influencing the ways operating models are designed. This has led to profound effects on the functions of Human Resources Department and their role in identifying the new approaches in managing people. Digitalization, mobility, AI and machine learning are fundamentally changing the way organizations engage with both their customers and their workforce. Now the workforce needs to be agile, adaptable and engaged with transformation.

The future of work is uncertain; several areas have emerged over the last few years, including cyber security, AI and machine learning, where huge talent gaps are already having a significant impact. A recent report from Spice Works found that cyber security and AI (AI) skills are going to be in high demand next year, and can be the highest skills that enormous enterprises look for when making IT hires. To meet the stress of digital transformation, supporting and inspiring employees require new and more valuable and comprehensive roles – going far beyond current skills gaps such as cyber security. Robotics, AI and automation are set to exchange many routine workplace roles, while digital innovation will create an entire range of technology-focused roles that don't currently exist. Indeed, consistent with the Dell Technologies 'Realizing 2030 Report', 85 per cent of jobs in 2030 haven't been invented yet.

The focus of HR needs to be on preparing all employees – not just those currently specializing in IT – to work with new digital technologies. People will constantly get to acquire new skills that enable new ways of working, including collaboration with intelligent systems and machines. And this can only be possible with the support of visionary leaders who can establish a culture of learning, development and agility within the organization.

The three main areas where HR must acquire or strengthen its role and are directly associated with the success of the digital transformation journey, are –

- Re-structuring the organization to enable the digital transformation
- Embracing the digital talent lifecycle
- Empowering digital leadership

## Neuro Genetic Underpinnings in Managerial Decisions

**Colonel J Satapathy**

Faculty, Academics Department  
National Defence Academy (India)

**Ahalya Hejmadi**

Professor  
University of Maryland Global Campus  
Adelphi, Madison (USA)

**Anita Singh**

Professor  
Institute of Management Studies  
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**S Laza**

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UNCUYO, National University of Cuyo  
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Managers (Business 'Actor') assume that their decisions are rational and optimal based on 'best' data decisional behaviours. Such propositions are scanned under cellular and genetic prisms. This experimental paper addresses 'molecular markers' to explore managerial decisions (via. neuro-genetic cellular and molecular apparatuses). Objective is to screen theoretic and empirical contexts in behavioural models understanding heterogeneity of decision circuit. Methodology includes hybrid modeling with empirical coding. For single - phase for process clinical tests, one (N = 01) respondent (single - subject) was chosen. Purpose is to assess that eye movements have stimulus on 'Actor's' choice. Focus is on neuro-genetic observations to replicate research. Results, with reference to managerial decision relevance and implications, demonstrate indications for spontaneous counterfactual replication in province of high - level neuro-genetic reasoning. Key finding is that tactical - oriented 'Actor' decides, create options, address responses to decision 'circuit' problems and evaluates métiers of 'circuit' using neuro - genetic medium. Paper discusses findings and future directions to guided neuro - genetic biology in decision scholarship. Neuro - genetic complex provides graining that offers curtains of managerial 'modulator - demodulator' to answer issues in managerial decision making dynamics.

**Key Words:** decision making, heterogeneity, eye movements, neuro genetic

## Framework for Human Resource Management based on Big Data Approach

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**Dr. Taruna Saxena**

Director  
Department of Management  
Greater Noida Institute of Management

Big Data represents miscellaneous opportunities for companies to improve their strategies and make the right decisions at the best possible time. Human resources is one of the substantial department of any company which takes advantage of big data in various processes. Big data has been acknowledged as an advanced technological evolution in field of an academic and business world. Even with the new rising firms which are initiating big data; they still have restricted understanding on how can firms translate such technologies potential into business value. In this paper, the primary aim is to explain how human resources use big data to improve business performance of a company. In addition to that, problems that HR departments faced while using big data are examined in this paper. Big Data is one of the most debated topics, as its implications for innovation management and entrepreneurship development are attracting interest from researchers and practitioners. This article about the ambience of Big Data era, that discussing the approach of Big Data in the vital modules of HR management, including applicant analysis, performance analysis, turnover and satisfaction analysis & assessment and so on. Besides this, article presents the major challenges faced by HR and corresponding solution. This paper introduces specific approach that we advise for aiming big data usage areas, barriers, the promotion of big data with the foundation of clear sighted organization tied in big data.

**Keywords:** Big Data Analysis; Barriers; Internet of Things (IoT); Information management; Entrepreneurial development.

## ABSTRACT

### Mediating Role of Perceived Job Security in the Relationship between Authoritarianism and Self Esteem.

**Amar Kumar Mishra**  
Associate Professor  
IMS Ghaziabad

The purpose of this paper is to identify the impact of Authoritarianism behavior on self-esteem and how perceived job security will mediate in the relationship between Authoritarianism and self-esteem. The sample for this research involves faculties from academic institutions located around the national capital of India. A questionnaire survey was carried out involving 402 faculties from 22 different institutions. The results highlight a significant negative relationship between Authoritarianism and self-esteem, a significant positive relationship between perceived job security and self-esteem, and confirmation that perceived job security moderates in the relationship between Authoritarianism and self-esteem.

**Keywords:** Authoritarianism, Self-Esteem, Perceived Job

### Ushering HR Analytics in Higher Education

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**Aditi Jain**  
MBA Scholar  
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HR analytics has emerged as a game changer in the field of management technology is the main reason behind the emergence of HR analytics. In recent years the number of students who wants to make career in HR is gradually increasing because in Human Resources, Big Data offers historic opportunities. With the dawn of big data and analytics, HR professionals are taking up analytics to swiftly tread the path of adding considerable strategic value in the era of Industry 4.0. The HR world is buzzing with the transformative potential of HR analytics (Edwards, M. R., & Edwards, K. 2019). This paper studies HR Analytics as an emerging discipline and its impact on the choice of specialization for students in higher education. This paper also studies the awareness level of students regarding HR analytics. Questionnaires were filled by the students of higher education and the responses were analysed using statistical tools.

**Keywords:** HR analytics, Big data, Disruptive Technology, Industry 4.0, Higher Education

### Corporate Governance and Agency Problems in Post Indian Companies Act, 2013 Regime

**Venugopalan T**  
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This research paper empirically examines how the various governance mechanisms alleviate the agency problems in the Indian corporate sector during the post-Indian Companies Act 2013. This research paper has used the panel OLS regression methodology on a sample of 315 companies drawn from the BSE 500 index of Bombay Stock Exchange (BSE) for a 5-year period spanning from 2014-2018. This research paper has utilised Tobin's Q, Operating Ratio and Asset Utilisation as three alternate proxies for measuring agency cost as dependent variables. The independent variables identified are board size, independent directors, promoters' holdings, CEO-chairperson duality, audit committee, stakeholders' relationship committee, nomination and remuneration committee, leverage, bank debt and firm size. The descriptive statistics, Pearson's correlation coefficients and multivariate regression analysis have been performed for examining the nature of the relationship between agency problems and corporate governance. The research findings provide certain insights about the corporate governance system and the nature and extent of agency conflicts prevailing in Indian companies. The research findings conclude that the corporate governance mechanisms, which have been incorporated in Indian Companies Act 2013, have miserably failed to deal with the agency conflicts exist between managers and shareholders.

**Keywords:** CEO, Leverage, Corporate Governance, Stockholder, Ownership Structure JEL Classification: G3, G1, G35, G11.

## Interpersonal Skills – A Foundation of Achieving Stable Relationships Globally

**Soniya Verma**

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KIET Group of Institutions

Interpersonal communication is an exchange of information between two or more people. In other words, interpersonal communication means Interpersonal skills are the life skills we use every day to communicate and interact with other people, both individually and in groups. People who have worked on developing strong interpersonal skills are usually more successful in both their professional and personal lives. Effective communication is the bedrock of achieving stable relationships globally. Proper communication means that clear information is given at the right time and place between individuals. It requires high level of accuracy and adherence to the communication etiquette and principles. In light of the aspects, communication is a key determinant of the stability in relationships also. It plays a critical role in shaping a lasting relationship or a short relationship. Additionally, it improves hiring opportunities for business school graduates as well as facilitates rapid promotional advancements in the organization. The paper stresses the urgent need to make oral and written communication skills required in stabilizing relationships personally and professionally.

**Key Words:** Communication, Business, Relationships

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## Sense making of the Socio-Material Implementation of Technology (ERP) SAP HCM in IT organizations

**Neetu Bali**

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Professor  
Amity University, Noida

The recent times, characterized by Industrialization 4.0 described by Analytics, Artificial Intelligence, Robotics etc. technology impact in organizations is unimaginable. The scope of digital technology in Human Resources has been very significant in the 21st century with advent of Enterprise resource planning modules like SAP, Oracle, Virtual Team Management, E-Training portals, Digital Platforms for recruitment and selection, Simulation platforms for Career Planning and many more such innovative applications. The paper tries to explore the socio-materiality of Technology through implementation of SAP HCM , Enterprise resource planning tool in Human Resources function Technology so far has either been ignored by management research, or investigated through an ontology of separateness that cannot account for the multiple and dynamic ways in which the social and the material(technology) are constitutively entangled in everyday life .Through the ERP SAP Human Capital Management , technology in Human Resources Function we would try to explore the impact of technology on organizations. This paper at the upfront introduces challenges faced by the implementation of SAP HCM; identify how to plan the requirements of a human resource information system, and to explore the social and material antecedents that interplay between technology (ERP-SAP) and employees in an organization. The study was conducted on 50 employees from management level in an IT Multinational firm located in Gurgaon, Haryana, India. The results of the study reveal that amongst the social factors functional know how was a dominant factor that evolved with use of technology in organizations. Also social is positively related to technology antecedents in organizations, such that development of IS practices should be receptive to social phenomenon's in an organization for receptivity of technology implementation.

**Keywords:** Enterprise Resource Planning (ERP), SAP-HCM (Human Capital management), Sense making, Socio materiality

## ABSTRACT

### Relationship between Psychological Capital and Leadership Styles: Transformational, Transactional and Passive Avoidant

**Shikha Gera**  
Assistant Professor  
Jamia Hamdard

In the light of today's turbulent environment characterized by Volatility, Uncertainty, Complexity and Ambiguity (VUCA), organizations all around the globe are concerned about developing positive leaders at all the levels. The purpose of this paper is to examine the relationship between Psychological Capital (PsyCap) and present leadership styles exercised in the organizations. PsyCap is a construct introduced by Fred Luthans and his colleagues and comprises of Hope, Efficacy, Resiliency and Efficacy as its components. The current study uses the scores of core construct of PsyCap, Transformational, Transactional and Passive Avoidant Leadership styles. The study utilizes non-probability sampling technique to collect the responses from 387 working professionals pursuing MBA Executive program from one of the leading business Schools in NCR. The correlation analysis revealed that PsyCap is positively and significantly related to Transformational Leadership (TFL) only. The present data found no relationship between PsyCap and Transactional Leadership (TSL) style. However, a highly negative relationship is found between PsyCap and Passive Avoidant Leadership (PAL) Style. The intent of this paper is to generate some positive thinking in the field of Organizational Behaviour and to stimulate new theory building research and its effective application in the organizations. The organizations should strive to develop these positive factors in their leaders through leadership training programs.

**Keywords:** Psychological Capital, Leadership Styles, Transformational Leadership

### Importance of Trust in an Organization

**Dilshad Hussain**  
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SHUATS Prayagraj

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Assistant Professor  
UCER, Prayagraj

The present paper will discuss about the importance of trust in human values in all the four levels of human being that is self, family, society, nature and existence. Without these values the sustainability of any organization, industry and institutions will not possible. Hence it is important to know about the relationship of human to human, human to nature and human to existence. We are looking for physical facilities for happiness, but does it really comes with physical facilities or not, we have to check it. What is happiness? Are we really looking for happiness or some other thing?

### Impact on organizational performance due to CEO compensation on the expense of average employees: Evidence from USA

**Vaibhav Aggarwal**  
Assistant Professor  
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This viewpoint throws light on the impact of excess CEO Compensation on the motivation of normal employees. There is a lack of academic literature on how employees perceive the high level of payouts received by CEOs in fixed and variable format. The relationship between CEO compensation, employee morale and organisational performance needs greater research due to the growing trend of disparity between compensation of top management and other employees.

**Keywords:** Attrition, Employee Turnover, CEO compensation

## Individual Entrepreneurial Orientation of Professional Course's Graduates

**Syed Asif Mehdi**

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In the present scenario of employment opportunities in Indian market, it is not a surprise to record the rising problem of unemployment and underemployment in the country. The reasons behind such situations may vary from rising population every day, limited opportunities created by industries in the job market, lack of sufficient employment skills or possible growth saturation in industrial sector etc. To deal with this, Government of India introduced various schemes, such as encouraging skills development, supporting small and medium enterprises and sensitizing & developing entrepreneurial skills among youth in India. As extraordinary number of employment generation is not evident, it's high time to develop entrepreneurial skills to deal with future challenges. Professional course's students at universities in India are exposed to the entrepreneurship as a subject which may help them in developing entrepreneurial orientation.

The present study is based on entrepreneurial orientation of professional course graduates from a government university. During the study the validated scale to measure the individual entrepreneurial orientation was used and a primary data from 348 respondents was collected. The study includes the effect of different demographic variables and past academic performance on the individual entrepreneurial orientation of university students. The study would be beneficial for graduates, professional course's faculty, corporate professionals and policy makers to understand the variables responsible in enhancing individual entrepreneurship orientation.

**Keywords:** Entrepreneur, Entrepreneurial Orientation, University students, Academic performance, Demographic variables.

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## Traversing 'Work - Life Equilibrium' With 'Mindfulness'

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**Jyotirmaya Satpathy**

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Science of Work - Life balance with 'Mindfulness' has grown enormously in the last two decades with focus on evaluating clinical effectiveness of mindfulness-based interventions, neural and other physiological correlates of meditation, cognitive and emotional aspects of meditation. If brain is a multifaceted linkage of functionally focused areas, it might be predictable that psychological exemplifications could work in an analogous way. Today's intricate, unsolidified and volatile organisational milieu demands more from employees in terms of plus exposes them to stressors and potential trauma. On one hand, situational awareness, mental agility and adaptability are characteristics that organisations want to cultivate in the wake of complexity. On the other, the organisations need to be able to mix bellicose, protective and constancy along lines of maneuvers, without benefit of a clearly demarcated 'vanguard.' In the current VUCA environment, it has become imperatively necessary to balance work and life in order to have some semblance of control one's life. In digital world that we are living in now, boundaries and roles of work have intruded into the personal life of an employees, and a lot of them are juggling to achieve balance and their wellbeing (with life, optimism, and overall well-being). Given the intricate nature of mindfulness (i.e. facets and mindfulness, decentering, non-attachment and bodily awareness) intercessions and cognitive, emotional, and psychopathological apparatuses that have been demarcated in present theoretic models of mindfulness, this paper explores use of Mindfulness in navigating the work life balance of employees. A cross sectional descriptive exploratory study of employees was conducted to assess impact of mindfulness on perception of work life balance. Current paper belongs to growing body of scientific literature. Data analysis reveals that respondents who had adopted some kind of mindfulness and meditation had higher levels of work - life balance and there is a significant impact of mindfulness on work - life balance. Upshots acme significance of reconnoitering mental vicissitudes from a grid standpoint and provision abstract lead of allowing for interconnectedness of emotional paradigms in terms of a 'psychonectome' as it may divulge methods of functioning that cannot be evaluated through conformist diagnostic approaches. While some of the topics are potentially controversial, they can be subjected to rigorous scientific investigation. Paper offers arenas that embody unmapped methodical topography and offers opportunities for new and experienced researchers, both, for future directions, with complementary 'issues' to encourage such research.

**Keywords:** Mindfulness, Neuroscience, Work Life Balance, Perceived Stress and VUCA Spectrum

## ABSTRACT

### The Mediating Effect of Corporate Social Responsibility on Transformational Leadership and Organizational Commitment

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The Leadership style is a vital factor which affects the enhancement of organisation's and its employee's Commitment and what goals they should follow, which also help in making earnings for their employees or help in social as well as economic contribution to the society. The objective of this study was to examine the relationship of Transformational Leadership on Organisational Commitment and to examine the mediating mechanism of Corporate Social Responsibility (CSR). The Primary data was gathered from the employees by using a simple random sampling technique. A total of 121 questionnaires were collected from people working at Private Banks in Delhi. Regression analysis was applied to examine whether Corporate Social Responsibility mediate the relationship amongst Transformational Leadership and Organisational Commitment. The findings were that Transformational Leadership positively impacts Organisational Commitment. The research also proved that corporate social responsibility significantly and partially have a mediating effect on the relationship between Transformational Leadership and Organisational Commitment. Based on these outcomes, it can be established that Transformational Leadership, Organisational Commitment, and Corporate Social Responsibility are important concepts in an organization, they can enhance organizational development. These findings encourage banks in the developing world to adopt Corporate Social Responsibility practices by Transformational Leaders to increase Organisational Commitment.

**Keywords:** Corporate Social Responsibility (CSR); Organisational Commitment; Private Banking; Transformational Leadership.

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### A Study on Measuring Bhartiya Model of Digital Literacy among Women of Rajasthan

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The term "Digital Literacy" has been explained as an ability to understand and to use information from a variety of digital sources. It is simply "literacy in the digital age". This dynamic new world requires new comprehension and communication skills, as well as new codes of conduct, to ensure that these powerful media and technologies are being used responsibly and ethically. The research paper focuses on "Bhartiya Model of Digital Literacy" which states that a person who is having awareness, knowledge, skill, attitude, behaviour and understanding of the digital technologies and using the digital device for productive activities, ethically, and responsibly that person would be called as digitally literate. The study has attempted to find out the BMDL based digital literacy level among the women of the Rajasthan by constructing the BMDL based questionnaire and floating it in 1096 women. The findings have shown the BMDL based basic and advanced level of digital literacy among the women with respect to their demographic variables and also explored the factors of BMDL and their impact on digital literacy level.

**Key Words:** - Bhartiya Model of Digital Literacy, Digital Technologies, Productive Activities, Ethically, Responsibly

## Impact of Workplace on Quality of Work Life with Special Reference to School Teachers

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Now a day's business environment is very turbulent and challenging. Complexities are increasing which creates a lot more pressure on employees to survive in the organization. As employees not only bring their body but also their soul to workplace. If employees are not happy from inside, not finding any meaning towards the work assigned, not feeling connected, not helping or helped by others at work place then it will lead to frustration and dissatisfaction. It is observed under many researches that Organizations promoting spirituality at work place leads to individual & organizational benefits. Employees who work for organization are considered more productive, flexible, and creative & can give competitive advantage. The purpose to write this paper is to empirically explore the impact of workplace spirituality on quality of work life among school teachers. This study is correlation & descriptive. Sample consists of 113 school teachers selected through convenience sampling technique. Out of total 113 respondents 106 are female and rest 7 are male. Data collection was conducted by using a standardized questionnaire. Correlation and regression were carried out for analysis of data with the help of SPSS. In this study Scale on work place spirituality was consisting of total of 21 statements, whereas total 30 items were used to measure quality of work life. The findings of the study revealed that there is a significant relationship between workplace spirituality & quality of work life and Regression results showed that there is significant impact of workplace spirituality on quality of work life.

**Keywords:** Spirituality, Workplace spirituality, Quality of Work Life, School Teachers.

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## Role Of Extraversion in Relationship between Student Engagement and Work Values among Millennial's

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The work values of an individual differs on the basis of various factors and they are quite significant in choosing a career as well. Different researchers found, work values differ on the basis of life course processes, including income and responsibilities. The different aspects of student engagement including vigour, dedication and absorption have found to be associated with the student's performance. It has also been observed that extrovert personalities tend to explore and experience something new. Considering this, it is assumed that an extrovert personality with high level of engagement may have an effect on work values. The present study is based on understanding the role of extrovert personality on the relationship between engagement and work values of technical course students. For the purpose of this study, the primary data has been collected from 182 respondents using validated instruments. The study is based on passing out students of postgraduate course of computer application and business administration and the findings of the study would be useful for the academicians, researchers and corporate professionals for policy making.

**Key words:** Extraversion, Student engagement, Work Values, Millennial.



## ABSTRACT

### Tools to Enhance Communicative Competence of Engineering Students in the Present Digitalized World

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English communication has become an essential part of all professional programs. Most of the companies' test English skills of prospective candidates during interview process and many of students get rejected despite their exceedingly good command on technical skills. Seeing the global importance of this language, students are taught and trained in English language in institutions of professional studies. But the expected real improvement is tough nut to crack. Since the Institutions are the hubs of students from diverse background, it leads to variation in level of understanding English Language and sometimes the subject is treated with a casual approach by the students. Apart from this, the limitations of faculty in terms of content and syllabus pose another challenge. The mere emphasis on completion of syllabus and the excessive strength disrupt the real skills development. The objective of this research is to highlight the challenges a faculty faces in teaching English language and to explore the ways to deal with these challenges effectively. The study majorly considers engineering colleges where English is taught as a subject.

**Keywords:** challenges, Effective teaching and learning process, skills development, digitalization.

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### Prosocial Rule Breaking Behaviour in Banking and Financial Sector in Central India

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Prosocial rule-breaking behaviour (PSRB) is a deviation from the rules and norms in a constructive way for the advantage of the organization and its stakeholders. The study identifies the occurrence of prosocial rule breaking behaviours in central India. In the present paper, we have reported the findings of the study conducted to ascertain the factors contributing to PSRB. A structured questionnaire was used to capture responses on a 5 point Likert scale for 16 statements relating to PSRB. The data obtained has been analysed using PAF and CFA model. As per past studies, three factors were identified which are PSRB towards colleagues, customer and enhancing job performance. In the current study, one more factor has been found to be affecting which is risk-taking propensity.

**Keywords:** CFA Model, Constructive Deviance, Prosocial, PSRB, Risk-Taking Propensity

## Impact of Internet usage on the Emotional Maturity of Post Graduate Students

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In this contemporary time of digital era, internet has evolved as a dominant medium of communication across the world. Just like a magic wand, one can easily access the information on varied topics with just a click, sitting at one place that has lessened human efforts to far extent. Undoubtedly, Internet has immense benefits in today's fast paced, competitive scenario making life easier than before but wrong usages of it also invite many negative aspects in many spheres of life. It has greatly influenced the mind of young students who are in frequent use of internet which has affected emotional maturity among them. Youth as being the most vulnerable age, get dragged easily to fancy world and hence find difficult to have control over their impulses. Thus, there is a strong need to create good balance between the mind and intellect so as to discriminate between right and wrong and choosing the appropriate use and strictly avoiding the wasteful usage of it. To study the influence of internet on the emotional maturity of the students, a well well-structured questionnaire was prepared to compare the internet usage of students on the basis of gender and understand the influence of internet on the emotional maturity of students with reference to various parameters like emotional instability, personality Disintegration, emotional regression, and social maladjustment. A sample of 112 students were taken for survey randomly from NCR region. This data is analyzed using various statistical techniques like Factor Analysis and SPSS. The finding of the study concluded that young internet users are not emotionally mature and there is no significant gender difference for all dimensions of emotional maturity i.e. emotional instability, emotional regression, social maladjustment and personality disintegration.

**Keywords:** Emotional maturity, emotional instability, emotional regression, social maladjustment, personality disintegration.

## Human Resource - A Critical Factor for Success in Retailing

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Retailing in India can be said to be in a nascent stage. But it has picked up fast and India today is seen as a favourable retail destination. The total consumption expenditure was US \$ 1,824 billion in 2017 and it is estimated that it would increase to approximately US \$ 3,600 billion in 2020. This makes up more than 10 percent of the Gross Domestic Product (GDP) of India. It is also the largest employer and contributes to 8 percent of employment of its population. India ranks the fifth position in retail destination in the world. Retailing sector is manpower intensive sector. And retail organisations have realised that to be successful in selling its wares to its customer's and building its brand they need to rely on its employees. Therefore, they owe their success, to a great extent, to their Human Resource (HR). Therefore, they need to recruit the right candidate, train him engage him and motivate him to contribute his best. This paper focuses on the significance of HR in retailing scenario in India and the challenges that retailers face in managing their employees. It also illustrates through a case of Lifestyle International how it emerged as the best place to work for by designing unique human resource programs to engage and motivate its employees.

**Key words:** Retailing, Human Resource, challenges

## Blend of Artificial Intelligence and Emotional Intelligence-A Key to Success

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The booming growth of machine learning and artificial intelligence (AI), like most transformational technologies, is both exciting and threatening. It's exciting to consider all the ways our lives may improve, from managing our calendars to making financial analysis, medical diagnosis etc. to name a few but it's scary to consider the social and personal implications — and particularly the implications for our jobs. As machine learning continues to grow, we all need to develop new skills in order to differentiate ourselves. But which ones? The proposed study focuses on the fact that the technology can perform the entire analytical task more accurately in comparison to a human brain but will it surpass the emotional and behavioural aspects of human because emotions have an important role in intelligent behaviour and influence the human decision-making process. Emotional Intelligence is not a skill which can be taught nor can it be programmed into technology until now. Therefore, it is proposed that a judicious blend of technology and emotions are needed for achieving success.

**Keywords:** Emotional Intelligence, Artificial Intelligence, Machine learning, Decision making.

## ABSTRACT

### Enhancement of Emotional Intelligence through Spiritual Lifestyle and Rajyoga Meditation

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Spiritual practices undoubtedly have an important role to play that can contribute aptly to the society at large. The wisdom about the inner being and the inner world is the missing link. Inner silence provides us the clear vision which can bring positive transformation keeping our focal point from outside world to inner one. The present research is an effort to study the impact of 'Rajyoga meditation' on emotional intelligence of meditation practitioners. A group of 25 participants including both male and female who have been regular in following spiritual lifestyle and practicing regular meditation session from past six months are chosen for this study. The age range of participants are between 30 to 50 years having stressful past experiences. A 34 item EI questionnaire including 10 factors including self-awareness, empathy, self-motivation, emotional stability, managing relation, integrity, self-development, value orientation, commitment and altruistic behaviour was used to measure emotional intelligence of participants. T-test was adopted for testing Pre and post data to measure the level of EI among practitioners. The result indicated that regular practice of Rajyoga meditation enhanced emotional intelligence of participants.

**Key Words:** Emotional Intelligence, Rajyoga Meditation, self-awareness, empathy, self-motivation, emotional stability, managing relation, integrity, self-development, value orientation, commitment and altruistic behaviour.

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### Expectations from Leaders: Gen Y & Gen Z Outlook

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Workforce diversity has always been a great challenge for organizations. This diversity includes different generations and their different preferences. Employees are also divided into various generations; traditionalists, baby boomers, generation X, generation Y also called as millennial and generation Z. The earlier three generations. Currently the organizations are at the stage of bidding adieu to Gen X and welcoming Gen Y & Gen Z. It becomes vital to understand the change in preferences with the changing generations.

The older generations in the leadership roles find the new generation indecisive, lack dedication and are less stable. Whereas, the new generation have a perception for older generation that they are not creative and lack open mind towards them. Given the situation, the two generations intending to work together do not have fair perceptions for each other.

Difference in characteristics of Generations Y and Z has been observed from living environments to the values possessed. These differences are reflected in their work style at workplace.

## **FOMO : A Silent Killer and Stress Booster among Professionals**

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Crisis, usually, occurs as a rude awakening. It substantially affects the functioning of an organization. A crisis may come in the form of an accident, or failure in the implementation of a business model or in some other unexpected manner. However, if left unaddressed, it can create havoc, and if properly addressed, it can instil high level of confidence among its stakeholders. A comprehensive and targeted communication plan plays a significant role in meeting the hazards of crisis, creates confidence in the mind of employees, customers and business partners, and protects the brand image of an organization. In this age of digital revolution, strategic use of digital tools ensures the effective delivery of crucial information. This paper discusses and examines the crucial role communication plays when a crisis hits the organization. The paper, also, presents a case study of the Tata Enterprises when N. Chandrasekaran, the former CEO of Tata Consultancy Services, successfully pulled the group out of the morass after the unceremonious exit of Cyrus Mistry.

**Key words :** brand image, comprehensive, stakeholders, strategic use, digital tools



## **Identification and Affirmation of Work Life Equilibrium Model - An Experiential Study of Organization Factors at Selected Private Sector Banks of Surat City**

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Work Life Equilibrium refers to the extent to which individuals are uniformly concerned and contented with their work and family errands whereby people can be in charge over when and how they work, foremost to be able to take pleasure in an optimal excellence of life (Kirkwood and Tootell, 2008). Economic pressures have radically augmented the need to endure and uphold elevated standard of living leading women to acquire jobs outside their homes with a drive to share the operating expense of the family and hence inevitable for women to work (Duvendack, 2010; Manisha, 2013; Melo et al., 2018). India Brand Equity Foundation, 2017 revealed banking industry as the key sector and is significantly different from other nations because of India's unique geographic, social and economic characteristics. From 2007 to 2017, Indian banking sector has grown by 7.28% Compound Annual Growth Rate (CAGR), third fastest growth rate, after consumer durable and automobiles (India Brand Equity Foundation, 2017) However, banking is a backbone of these two sectors. Hence, the present study focuses on 767 banking professionals (185 from Bank 1, 322 from Bank 2 and 260 from Bank 3), for whom the periphery between work and life is distorted using exploratory factor analysis and confirmatory factor analysis. The results of the research explores and confirms eight sub factors of organizational factors named as Leave Arrangement, Flexible Working Arrangement, Flexible Work Options, Health Concerns, Developmental Opportunities, Personal Leisure, Negotiation and Placement Assistance.

**Keywords:** Factor analysis, Confirmatory Factor Analysis, Work Life Balance, Organizational factors.



## **A Comparative Study between Manufacturing and Service Sector with Respect to Organization Culture through Octapace Model**

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Culture can be best defined as values, ideas, rituals and behaviors of a group of people or society. In terms of the organization, though the culture is intangible, it can be seen in various tangible aspects in the organization. Various studies have established the impact of organization culture on employee behavior. The study was conducted in Central India and it attempts to gather information about organization culture on eight parameters. These parameters are grouped by Udai Pareek in the form of an instrument of OCTAPACE (four point scale) to test the organization culture on openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration and experimentation. In all 758 responses were collected from employees to conduct a comparative study between the two sectors; manufacturing and service. The results suggest that the organization culture in both sectors do not differ significantly on all the eight parameters. As per the standard scoring given by Udai Pareek, the scores obtained on all the eight parameters have been found to be above the average scores indicating a good organization culture on OCTAPACE.

**Keywords:** Manufacturing sector, OCTAPACE, organization culture, service sector

## ABSTRACT

### Factors Affecting Learning English through Digital Lab as a Second Language in a Multicultural Perspective

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As the world is going global and widespread use of English is being used as a second language to reach to the world. As number of English learners are increasingly day by day. Thus it is required that the entire student should have high English proficiency. It has been found that postgraduate students of Delhi NCR are less fluent and grammatically incorrect while speaking English. This study aims at determining the factors on the learning of English as a second language through digital Language Lab in a multicultural perspective. Study will state many aspects of language which are interrelated to each other and impact on the English fluency level of students for e.g.: listening, speaking, reading, writing. The study looked at learning English language from various interdisciplinary perspective which can be taken into consideration are linguistic, psycholinguistic, sociolinguistic, factors based on classroom teaching and multilingual education perspective. The study is based on qualitative method. There is a need to discover the reasons behind this worrying scenario. The present study aims to investigate the underlying factors that contribute to the existence of these difficulties. It seeks to establish student's perception of their own difficulties.

### Crisis Communication: A Key to Protect the Brand Value of An Organization

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Crisis, usually, occurs as a rude awakening. It substantially affects the functioning of an organization. A crisis may come in the form of an accident, or failure in the implementation of a business model or in some other unexpected manner. However, if left unaddressed, it can create havoc, and if properly addressed, it can instil high level of confidence among its stakeholders. A comprehensive and targeted communication plan plays a significant role in meeting the hazards of crisis, creates confidence in the mind of employees, customers and business partners, and protects the brand image of an organization. In this age of digital revolution, strategic use of digital tools ensures the effective delivery of crucial information. This paper discusses and examines the crucial role communication plays when a crisis hits the organization. The paper, also, presents a case study of the Tata Enterprises when N. Chandrasekaran, the former CEO of Tata Consultancy Services, successfully pulled the group out of the morass after the unceremonious exit of Cyrus Mistry.

**Keywords:** brand image, comprehensive, stakeholders, strategic use, digital tools

### Cultural Differences: Professional Behaviours, Etiquettes in Britain, USA, India

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This research attempts to analyse the difference of cultural at different workplaces. Whenever you are working or traveling internationally you want to brush up on cultural and ethical dos and don'ts. As globalization advances, it is becoming increasingly important to understand how working culture differ. Even when both the parties speak the same language there can still be misunderstandings due to ethic and cultural differences. Over the last decades, there have been countless examples from the business sector that demonstrate how poor communication can lead to poor organizational performance. To overcome these hurdles and build our understandings towards other cultures, we enquire to study, observe and learn their cultural before heading at professional front. In this paper, there are comparative study among Britain, USA and India workplace culture, ethics, professional behaviours and mannerisms etc.

**Keywords:** Group Dynamics, Conference Call, Corporate Etiquettes, Interpersonal Skills etc.

## Study of Work Values of Gen Z students

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As Gen Z is entering the workforce, there is a huge generational difference that employers are facing. Gen Z also has large number of people who have still to enter the workforce and are in colleges and unexplored, as there has been very limited research done on the work values and career expectations of this population. The purpose of this paper is to understand how Gen Z college students rated work values that were important to them and the priorities they look for while selecting a job. This research also investigates the differences in work values based on gender and courses (under graduate/post graduate) in Gen Z. Paper highlights the results of survey based on a questionnaire given to a total of 264 students from the various vocational colleges of Maharashtra who completed it through Google forms to understand their work values and their perception of an ideal workplace. For this study, work values were measured using Lynos Work Values Survey (LWVS) revised 25-item scale to measure four types of work values, namely, instrumental values, cognitive values, social/altruistic values, and prestige values. The results of Gen Z work values analysis have reflected that students attach greatest importance to cognitive(intrinsic) and instrumental(extrinsic) work values and the least importance to prestige and social work values. There are significant differences found between the work values between gender & UG/PG courses. The results of the research will help the employers design workforce plans, fitment and methods of engagement for higher efficiency at the workplace. The results will help the employers design workforce plan and methods of engagement for higher efficiency at the workplace.

**Keywords:** Gen Z, Work Values, Instrumental, Cognitive, Social, Prestige

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## Body language: An Effective Communication School

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Effective communication is very important in personal as well as professional life. Success in corporate life also depends on building a rapport with colleagues and being a team player. Words are important in communication but more important than words is the body language as bodies generally do not lie. Hence, to ascertain credibility of an individual, businessmen are on the lookout for the signals the bodies silently give. Shaking hands and trembling legs denote nervousness and lack of confidence, avoiding eye contact can mean guilt, nearness denotes affinity, time spent on a person or an activity denotes its importance. Animated movements, frowning face, furrowed brows, a happy smile, a vibrant voice and a firm handshake communicate a lot to the listeners than words. In this paper an attempt has been made to bring out the importance of body language by discussing Kinesics, Oculistics, Haptics, Proxemics, Object Language, Vocalics and Chronemics.

## ABSTRACT

### The Effects of Power Distance Orientation

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As organizations are increasingly becoming globalised, people from different countries and cultures often work together. The current digital era has made possible for employees residing in different countries, to work together, via digital channels such as audio-calls or video-conferences, irrespective of geographical distances. In such a globalised and digital workplace, it is important to understand the role of cultural values of individual employees, as cultural values affect how employees perceive their organization and respond to various stimuli. A lack of understanding of how employee's individual cultural values affect their workplace behavior may lead to misunderstandings and communication gaps, thereby decreasing productivity of the employee and the organization. Power distance orientation is a cultural value orientation that differs from person to person, and affects the manner in which he/she responds to many aspects of the workplace such as procedural justice, distributive justice, LMX, transformational leadership, perceived organizational support and abusive supervision. Power distance orientation of an individual reflects the degree to which an individual accepts the unequal distribution of power in his/her organization. Power distance orientation affects many important workplace outcomes of employees such as employee voice, turnover intentions, affective organizational commitment, job performance, organizational citizenship behavior, interpersonal deviance, perception of supervisory interpersonal justice, and trust in supervisor. This paper looks at extant literature which empirically proved the moderating role of power distance orientation in various predictor-outcome relationships, and concludes with suggesting different HR practices for dealing with employees with different levels of power distance orientation in this digital era.

**Keywords:** Power distance orientation, digital era, cultural value, effects, PDO.

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### Body Language as a Tool for Communication

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In today's globalized world, language is the most powerful and vital tool for communication. It is the tool through which human interaction in form of communication takes place. Man is highly communicating animals on the planet earth and it is impossible for him to survive without it. That's why he continuously keeps on sharing his feelings, emotions, desires, views, information and ideas through language. This is the reason why language is called the most important invention of man on earth. It includes both verbal and non-verbal signals of communication. This non-verbal language is known as kinesics or body language. It includes different forms such as facial expressions, gestures, postures, haptics etc. which accounts for 60 percent to 65 percent of all communication. It simply means that all these forms speak volumes more than words. This research paper includes and proves the significance of body language as a powerful tool for communication while interacting on national or international level.

**Keywords:** Kinesics, Verbal, Non-verbal Communication, Body Language.

## **Applicant Perception for E-Recruitment Process: An Empirical Study**

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Recruitment is the process of finding and hiring the best, qualified & talented candidate for openings in a timely and cost-effective manner. Organizations are adopting various ways of recruitment viz. Direct, Indirect and Third-Party Method. McConnell (2019) in his article also explained the most 15 innovative ways of recruitment. Though all methods are useful and effective but E-Recruitment is most relevant in today's scenario.

With growing trend of E- Recruitment Process, applicants have a wide variety of experiences which eventually impacts success of E- Recruitment process. An attempt has been made in this research study to identify the perception of applicants towards E- Recruitment process and to know the acceptance or success of E-Recruitment process. In this context, a field survey was carried out with a well-structured Questionnaire. Responses were collected and analyzed. The study revealed that acceptance/ success of E-Recruitment process depends on various variables viz. type of job, ease of applying, relevance, user-friendly, internet familiarity, education level of applicants etc.

**Keywords:** E-Recruitment, Perception, Variables.

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## **A Comparative Study on Performance Appraisal System with Special Reference to Kreate Technologies**

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With the advent of digital analytics and information technology, the appraisal systems have changed manifolds. The HR department of a company is going through digital transformation and the processes are improving with the help of artificial intelligence and IOT. Keeping this view in mind, this study is focused on to do a comparative analysis on the performance appraisal systems used in IT Industry by top IT Companies. The study includes eight companies' PMS department data on the ten common parameters of effective appraisal system. The parameters are evaluated and data is collected through the case study analysis and a benchmarking study is conducted for Kreate Technologies.

The findings show that the performance appraisal system is directly linked to succession planning, training need assessment and has strategy linkage in the long run. The companies are using IOT based applications for real time data collection and performance evaluation. A strong HRMS system is used to communicate KRA's and objectives. And, the feedback mechanism played an important role in reducing biasness in overall process.

The companies found it challenging to tackle unbiased evaluation and thus using statistical computations for the originality of results.

**Keywords:** Performance appraisal, Comparative analysis, Case, Benchmarking.



## ABSTRACT

### Construction Workers: Are They Really Happy with their Workplace Environment?

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Holding the second important place in the development of the country after agriculture industry construction industry has not only played its part in development of the economy but has also provided employment at large scale. Regardless of this fact the workers employed in this sector are forced to work under unsafe working environment, using sub-standard safety products, working at low wages and apart from this surviving women workers dealing with gender disparity. This paper aims to study the various problems faced by the women construction workers working in the region of Delhi and NCR. This paper is empirical in nature and considered 220 construction workers. The statistical results drawn out of the data has made it more concrete that women in this industry are not only facing gender disparity in regards to safety equipment provided but are also facing troubles in context of health and welfare issues. Various suggestions and recommendations are being provided which are the outcomes of the field study which would further be constructive for the women engaged in construction industry.

**Keywords:** Construction workers, gender inequality, occupational welfare, construction industry, occupational health.

### A Study of Green Human Resources Management Practices in Industries in NCR Region

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Green Human Resources Management is the hot topic in recent research work. GHRM refers to the use of human resource management policies to promote the sustainable use of resources within business organisation and more generally promote the cause of environmental sustainability. It involves two essential elements that is environmentally friendly HR practises and the preservation of knowledge capital. GHRM is directly responsible for creating green workforce that appreciate and practices green initiative and maintain its objective in human resource process of the organisation. Typical green activities that can be part of GHRM includes green recruitment, green training and development and green reward system. Today many organisations are following going green trend and human resource management play an active role to promote going green. This study is carried out for the assessment of existing Human Resources practices like recruitment, selection, training and development, retention with respect to green human resource management. The study has focused on the various industries like IT, Automobile, Paper, automation etc. from NCR region. Further suggestions for the effective application for the green human resource management policies are focused

**Keywords:** Green Recruitment, Sustainability, Green Reward System, Human Resources Practices

### Exploring the Role of Nonverbal Communication in Effective Transmission of Promotional Message in an Advertisement

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The paper expresses the study of the influences of diverse nonverbal elements, which are associated to both products and individual characteristics, on individuals' sensitivity of products advertised. Nonverbal elements nurture the message that particular product or service aims to convey to its objective audience. Empirical research is carried out using two different sets of commercials, i.e. comparing video and stationary commercials for three dissimilar products in a rapid consumer moving goods category. The research outcomes indicate that the function of nonverbal communication is repeating, conflicting, replacing and prominence or mitigating the verbal component of a communication message. In an advertisement identical attention should be paid to both verbal and nonverbal communication components. Depending on the product category, non-verbal communication contributes to a grand or a fewer extent, but always in positive way in appraising characteristics of the person that uses the advertised product. Non-verbal message therefore can be used to enhance the preferred brand perception. Managerial connotations are also considered.

**Keywords:** Nonverbal communication, verbal communication, advertising, communication message.

## Learning to Listen, Listening to Learn

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In this overloaded, fast-paced world, technology is changing what we listen to, whom we listen to, and how we listen. Being keenly interested in others and listening to them with empathy involves a high degree of emotional intelligence. It is a quite challenging task but extremely rewarding in terms of reducing misunderstandings, boosting effectiveness and productivity and, above all, in creating a happy and positive environment at the workplace. Listening to others without any distractions, paying heed to non-verbal communication, tone of voice and then processing information correctly using listening checks, reflecting back to the talker what he thinks the other person is feeling or saying go a long way in demonstrating concern, care and support which are all vital for building and sustaining warm, collaborative and respectful relationships. Avoiding being critical and judgmental, refraining from solving talker's problems or doing thinking for him and striving to find areas of agreement or "common ground" also facilitate effective communication. Listening to others with empathy, with large ears and a magnanimous heart is key to effective and value-driven leadership. Using "feel/felt/found" strategy, mastering the art of asking questions, using I-rational statements instead of using blaming statements, focusing on describing behaviour rather than labelling the person prove to be very beneficial in forging connections and shaping our relationships.

## A Study of CSR Practices of Top 500 Indian Listed Companies

**Ankita Pareek**  
Banasthali Vidyapith

The purpose of the exploratory study is to examine the trends and patterns in profitability and CSR expenditure of India's top 500 companies in the last four years i.e. from 2016-19. The study is a cross sectional study and involves secondary data collection and analysis to assess CSR practices of companies operating in India. Data was collected from annual reports of top 500 companies listed on NSE from 2016 -2019. Specific variables related to CSR including average net profit for last three financial years, total CSR amount spent/ unspent as on year end was considered for the purpose of the study. The study found mixed results about the current scenario of CSR in India. On one hand we found an increase in CSR expenditure by the sample firms over the years and at the same time we found a decline CSR reporting in Annual reports for 2019 as compared to previous year. The study also found that promoting education and skill development have been the major focus areas of sample firms followed by expenditure on development of sports amongst youth. It was also clearly evident that the expenditure on healthcare has declined and the same has been utilised for promoting education and skill development. The study clearly maps the CSR performance of 500 top Indian companies in the last four years. This paper will be useful for policy makers to see whether the company's act 2013 has made any significant difference to CSR implementation process. Further, the study has identified the best performing and worst performing companies as per the reported data which can be used for benchmarking future performance of other companies.

## Communication Skills: Important Tool for Growth in Competitive World of Industry

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Communication skills may be understood as a process by which we send and receive information. As man is a social animal so it is very important for him to share his emotions, feelings and ideas with others. Well communicated oral or written message may do miracles for the growth of the company in every field whereas poorly delivered message may lead to misunderstanding, failure and frustration. In industry and academia, communication proficiency is consistently considered as one of the most desirable skills years after year. In today's competitive world of industry, one has to interact with clients and colleagues, discuss issues, provide feedback and suggestion and work in a team. For all this, good human relation in terms of communication is essential. Nowadays, workplace is becoming more global, it is important for a person to communicate efficiently in all types of situations. It develops a better rapport with the clients and creates a good professional image of the company. In fact, communication skills help to plan and organize any business ideas and strategy effectively. It promotes business and inspires people to work together and achieve specific organization goals. In addition to it, it provides you a better chance to advance your career. Networking which is very essential for the growth of business, is not possible without effective communication with others. The business cannot grow if you shy away from interaction with potential customers and other people. So, it may be said that communication skills is the quality which allows you to influence others and build good business relationship for the growth of the company.

**Keywords:** Communication proficiency, professional image, organization goals, business relations.

## ABSTRACT

### Recruitment Practices in Industry 4.0

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Businesses are evolving very rapidly; the inclusion of technology in every junction of business is a need of the hour. The disruption in economy and intensive competition make organization vulnerable towards consistence progress. For the success of any organization, the selection of smart, committed and engaged manpower is vital and it always provides competitive edge to the organization. Therefore, organizations always explore new tools and techniques to recruit smart manpower. Industry 4.0 is considered as a techno-driven era which manifested smart techno oriented solution related business dares. Similar in industry 4.0 there are various innovative and effective methods of recruitments coming up in response to handling the manpower recruitment challenges. The objective of this paper is to determine the tools which organizations are using for recruiting manpower in industry 4.0. The paper discusses the recruitment practices in knowledge intensive business organizations in industry 4.0 with the help of conceptual framework. This paper also throws lights that how the new recruitment practices help organizations to find suitable talent for them. The finding revealed how techno-oriented recruitment practices in industry 4.0 give a competitive advantage as well as enhance the talent selection process. The current study provides exclusive information for HR practitioners, policymakers, educationalist about techno intensive recruitment practices.

**Keywords:** Industry 4.0, Recruitment, Knowledge-intensive, Engagement

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### Identification and Affirmation of Work Life Equilibrium Model - An Experiential Study of Organization Factors at Selected Private Sector Banks of Surat City

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Work Life Equilibrium refers to the extent to which individuals are uniformly concerned and contented with their work and family errands whereby people can be in charge. They are able to take pleasure in an optimal excellence of life (Kirkwood and Tootell, 2008). Economic pressures have radically augmented the need to endure and uphold elevated standard of living leading women to acquire jobs outside their homes with a drive to share the operating expense of the family and hence inevitable for women to work (Duvendack, 2010; Manisha, 2013; Melo et al., 2018). India Brand Equity Foundation, 2017 revealed banking industry as the key sector and is significantly different from other nations because of India's unique geographic, social and economic characteristics. From 2007 to 2017, Indian banking sector has grown by 7.28% Compound Annual Growth Rate (CAGR), third fastest growth rate, after consumer durable and automobiles (India Brand Equity Foundation, 2017). However, banking is a backbone of these two sectors. Hence, the present study focuses on 767 banking professionals (185 from Bank 1, 322 from Bank 2 and 260 from Bank 3), for whom the periphery between work and life is distorted using exploratory factor analysis and confirmatory factor analysis. The results of the research explore and confirms eight sub factors of organizational factors named as Leave Arrangement, Flexible Working Arrangement, Flexible Work Options, Health Concerns, Developmental Opportunities, Personal Leisure, Negotiation and Placement Assistance.

**Keywords:** Factor analysis, Confirmatory Factor Analysis, Work Life Balance, Organizational factors

## **Future of Hr Functions: Technology Driven Transformation of HRM to Remain Effective and Relevant**

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Technology shall usher a new character of HRM, if utilized adequately. Technology shall not alter the relevance of HRM but it shall impose an obligation on HRM to undergo transformation in order to remain relevant and effective. Major manifestations of such transformation shall be visible in data driven decision making, departure from traditional performance appraisal methods, role of AI in many areas of HR confluence and employee experience to name a few. The paper establishes the emerging transformational trends in HRM as it amalgamates new technologies available to businesses. It explores the main research question: "How organizations are transforming and reinventing HRM in order to remain relevant." The objective of this paper is to etch transformation in HRM as it absorbs innovation and exploring the departures from traditional HRM. A literature review using an archival method is adopted as it lends a proper structure to the research and builds a reliable knowledge base in this field. Analysis process includes secondary data collected from different sources. The data are generated by responsible authorities of the departments and published research by various researchers provided on their site/reports. Apart from these, data has been taken different Books, Journals, Research Papers and other print media. Data was autonomously extracted using standardized data extraction forms. The present study was undertaken to understand the transformation of HRM leading to the configuration of a future work place that has relatively distinct features from traditional work place and treatment of traditional HR functions.

**Keywords:** Technology, innovation, AI, performance appraisal, HRM

## **Dark Traits of Personality and Academic Performance of Students: Are They Linked?**

**Urvashi Bhambo**

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Personality and work related performances have always been found related in different arenas. This paper examines the role of dark personality traits in academic performance on a sample of 967 students studying in various post-graduation courses at Banasthali Vidyapith, Rajasthan. In the present work Dark personality traits have been discussed in the light of Dark Triad. There are three elements in the triad and these are to be listed as Psychopathy, Narcissism and Machiavellianism. Narcissism depicts the level of self-love in any individual while psychopath is a person incapable to understand emotions of others.

Machiavellianism illustrates the role of power in one's life and indicates that there are some people who tend to manipulate others for their own good and benefit. The dark traits were identified by using Dirty Dozen instrument and it was developed by P. K Jonason and G. D. Webster.

To ensure reliability of the instrument used for the purpose of data analysis the Cronbach's alpha values were determined. Bartlett's test of Sphericity is performed in order to determine the correlation between different variables. The relationship between dark traits and academic performance was studied by performing regression analysis. It is concluded that the academic performance of students was not found linked with the dark personality traits possessed by them.

**Keywords:** Dirty Dozen, Dark Traits, Personality, Psychopathy, Narcissism, Machiavellianism

## **HR in Digital Era Through Cloud Computing**

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Technology has become the driving force behind the business and is constantly evolving the business process and strategy. The organizations which do not adapt with the technological evolution face the question of survival. Among the latest trends cloud computing is one of the most popular technology adapted in the organizations. Cloud being one of the segments of IT contributes billions of dollars at global level. The reasons for its popularity are availability of low cost model for resource sharing and utilization. Not only private sector but the public sector has also started adopting to cloud based work. The current paper tries to establish importance of cloud computing in HR process and decision making.

## ABSTRACT

### Effect of Academic Performance & Demographic Variables on Employability Skills of Engineering Graduates

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In current global labor market, unemployment is an alarming issue. It is very important to have right set of employability skills, due to continuous changes in skills demand. Employability turned out to be a serious issue for Indian youth in the recent years as there are extensive disparity amidst the skills learned in higher education and requirement of the employer. The employers are thinking that the higher education in India is losing its charm in the last few years. Therefore, it becomes necessary to create a right set of employability skills in higher education students.

Previous researches concluded that the probability of higher education students being employed within six months after graduating is related to the degree they possess, the subject they studied, age during graduation and surroundings. The presented study is based on employability skills of engineering graduates from a central university of Uttar Pradesh. The study includes the effect of different demographic variables and past academic performance on the employability skills of engineering graduates. For the purpose of study, the self-administered questionnaire was used to collect primary data from 182 respondents and the same were analyzed using software. The statistical analysis in the study are based on independent sample t Test, one way annova and correlation and regression analysis. The study would be beneficial for graduates, professional course's faculty, corporate professionals and policy makers to understand the variables responsible the level of employability skills among engineering graduates.

**Keywords:** Employability skills, Engineering graduates, Academic performance, Demographic variables, India.

### Human Resource Development Practices and Its Impact on Organisational Performance: Evidence from Indian Banking Industry

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This research study set out to investigate the Holy Grail of establishing a causal link between HR and Organisational Performance. Researchers have built ample evidence that link HR practices with organisational performance over a period of time. Despite this outpouring of empirical researches, the HRD-OP paradigm is still unexposed by researchers leaving a few exceptions by Katou, (2008), Hassan (2007), Hassan et.al (2006) moreover such researches have largely conducted in the context of developed economies where HR practices have some amount of stagnancy, very few researches have attempted to explore this HR-OP link also known by different metaphors' such as "Black Box", "Russian Doll" and "Rubik Cube" from the perspective of HRD Mechanisms and that too in the context of emerging as well as developing economies like India. Banking Industry has witnessed a great deal of transformations since last two decades. Banking in our country is no longer the same as it used to be a couple of years ago, nor is it expected to remain the same a couple of years after. There are a lot of transformative efforts to bring the banking industry its lost sheen. Today industry is having 27 public sector banks, 22 private sector banks, 44 foreign banks, 56 regional rural banks, 1,589 urban cooperative banks and 93,550 rural cooperative banks. The present study is an empirical study. The researcher has made use of both field and documentary data to arrive at necessary conclusions. The present study is confined to Indian Banking Industry with special reference to Public and Private Sector Banks. A total of 400 managers representing senior, middle and junior management cadre working in the branches of NCR Region has been surveyed. This study reveals that the HRD Practices has positive impact on Organisational Performance. The study adds up to the less evidences exist at present in context of emerging economies like India that too in context of industry which is witnessing greater transformations in contemporary time. Not all banking organisations representing all banking formats have been included. Sample size could be increased to derive more relevant generalisations.

**Key words:** HRD, Job Satisfaction, Organisational Performance

## **Social Media and Social Network Sites: A Projectile for Narcissism Among Millennials.**

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Social media and especially the social network site today is a polarizing junction where a bulk of the population project their pre conceived notions with no deliberate intent to understand the entirety of a situation, in today's digital world. While one half of the story can be explained by all good things such as expanding geographies, breaking cage, patron engagement, social uprising where there are hinderances by the society but on a broader level has placed social media tool as on a higher stratum, the other half can be visualised on an individual level where influencers, viewers, news promoter, followers and members of virtual communities where social media has an ascendancy for leveraging the amplification of narcissistic behaviour. The exponential increase in the use of social networking sites (SNS) among millennials over the past few years raises the question of whether social media makes millennials more narcissistic and thus effecting their personal as well as professional life. Measures of NPI-16 and NPI-40 can provide a researcher with mutually exclusive facets of the theory but cannot prove an inter relation with an external stimulus which moulds, influences and participates in personality evolution of an individual over a period of time. A cross sectional descriptive study was conducted to map the psychographic profile of the respondents with their social media consumption and their narcissistic behavior. The paper explores the basic traits of narcissism viz. Authority, Exhibitionism, Exploitativeness, Superiority, Entitlement and their inter- relationships.

**Keywords:** Social Media, Social Network Sites, NPI, Narcissism, Millennials.

## **Human Resource Development: An Evaluation of Training and Development Practices in Banking and Related Organizations.**

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This study examines and aims to disclose the current policies and practices of Training and Development (T&D) within banking sector and related Organisation. The literature review indicates that although much attention has been devoted in studying Training and Development practices, a very few focus on T&D related factors on organisation performance in developing countries especially in India. The literature also indicates the need for considering these factors in order to have a better T&D effectiveness, and hence organisation overall performance. In this study the Training for Impact model was adopted and tested within banking sector context in terms of training needs assessment and evaluation and follow-up. To establish a causal connection between related factors and identified dimensions (T&D effectiveness, organisational rating, and satisfaction with evaluation process), a multiple regression technique was employed.

**Key Words:** Management Training, Management Development, Training and Development

## **Green Human Resource Development & Practices: Changing New Dynamics in Construction Industry**

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The Green Human Resources Management is based on green movement related to Protection of Environment and save the planet Earth from future disasters. The Green Human Resource Management will play an important role in industry to promote the environment related issues by adopting it, in management philosophy, HR policies and practices, training people and implementation of laws related to Environment Protection. This paper will further investigate that Green HRM will also help the employers, manufacturers in image and brand building and by strictly implementing the ISO 14000 standards, environmental audit, thus changing the organizational culture, thinking about waste management, pollution and helping the society and its own people, those are getting effected by pollution. The nature of construction industry is in many ways different from other industries it covers a wide range of works spread over India the major works the construction industry covers are mega bridge projects, Highways, Airport, Harbor, oil & Refinery, Tunnelsmountain and sea, Multi-storeyed Buildings, industrial constructions etc, these works are at many occasions at remote and mountain area and hazards also. It may range also to see where the works are still more hazards and challenging both.

**Keywords:** Green HRM, Clean HRM, Protective Environment.

## ABSTRACT

### Professional Development of Teacher Educators in Management: Challenges and Opportunities for HRM

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This study examines the challenges and opportunities for the professional development of teacher educators in a leading teacher education university in India. It underpins the participatory and socio cultural perspectives of learning to gain insight into teacher educators' learning. This research deployed a sequential explanatory mixed methods approach, using questionnaires followed by semi structured interviews of Management teachers. Interviews were conducted with teacher educators, heads of the departments, campus principals and higher management personnel. The study highlights the fact that the teacher educators do not have any formal permanent system of professional development. The findings further reveal the diverse professional characteristics of teacher educators in terms of experience in teaching, research and professional qualifications, which lead to varied learning experiences and professional challenges to teacher educators in their respective roles.

**Key Words:** Professional Development Teacher Educators Management Education.

### Dynamics of Servant Leadership, Authentic Leadership and Mindfulness

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Today many companies are promoting mindfulness practices to improve the health and decision making of their leaders. Mindfully conscious leaders get extraordinary things done from the many ordinary employees in their enterprise (Minter, 2011). Mindfulness is the practice of self-observation without judgment with a focus on our minds and inner voices. Authentic leadership as knowing and acting on what is true and real inside the leader's self, team and organization along with knowing and acting on what is true and real in the world (Terry, 1993). Servant Leadership seeks to move management and personnel interact away from controlling activities and toward a more synergistic relationship among parties (Greenleaf, 1977). Both authentic leadership and servant leadership are hard. In this study, the authors develop a framework of effective leadership through a blend of mindfulness and characteristics of authentic and servant leadership. In-depth theoretical reflections from various articles, researches are presented in the paper to suggest the framework. The study establishes the relationship between the two types of leadership with mindfulness which can be helpful in training and coaching leaders for effectiveness.

**Keywords:** Mindfulness, Servant Leadership, Authentic Leadership

### Interpreting the Communiqué of Workplaces

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Nonverbal communication at the workspaces gets a fair share of limelight to increase creativity, interpersonal equations among the employees. One area that goes unnoticed is the space design. Rather than maximizing the space utilization, there is a lot that goes into designing and how it impacts the culture, communication and performance of the organization. This paper will analyze the dynamics of space design and how communication varies with it. Throughout the paper, attempt will be to decode the current workspace design trends and the philosophy behind it. The intended and unintended effects of layout on the communication patterns of employees will be brought up and explored with reference to the current literature available. Some of the aspects of organizational studies like psychology and learning through communication perspective will be evaluated to bring forth understanding of how the structures change or mould communication in a short span and what changes can be seen in long duration.

**Keywords:** nonverbal, workspace design, communication, psychology, culture.

## **Exploring The Awareness of Employees for Corporate Social Responsibility: An Empirical Study of Manufacturing Sector and Service Sector**

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The present paper tries to study the awareness of the employees working in manufacturing sector companies and service sector companies in relation with the basic awareness of CSR and the related law made by Ministry of Corporate Affairs, Government of India, under section 135 and Schedule VII of the Companies Act 2013 and CSR Rules 2014. For achieving objectives, primary data has been collected from 300 respondents by using structured questionnaire. Since the study tries to analyze the difference between the level of awareness of respondents of two different sectors, the percentage method and student's T-Test method has been used to get the result. In the analysis it has been found that the employees belonging to both manufacturing sector and service sector have limited awareness relating to CSR and its recent norms and no statistical difference has been found in this area. The paper further provides insights to much need attention in this regard by giving effective suggestions.

**Keywords:** Corporate Social Responsibility, Manufacturing sector, Service sector, Companies Act 2013, Students' T-Test, Percentage Analysis

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## **Role and Contribution of Digital Language Lab in Learning Macro Skills of English Language**

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In India, the teaching pedagogies are reforming by integrating technology. There is no apprehension that use of technology will provide more accessible ways to reach dynamic pivot of knowledge and learning wherewithal. The amalgamation of technology in learning initiates new and substantial scope for teachers and learners. It is worth mentioning that proper and effective utilization of technology provides practical environment and experience by creating a more interactive. This paper tries to comprehend the role and contribution of digital Language Lab in multicultural classroom that focuses on learning of macro skills of English language. A qualitative approach with case study design is used in this study.

**Keywords:** Digital Language Lab, English Language, Macro Skill.

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## **Expanding Roles Vanishing Cabins: The Role of Proxemics in Corporate Performance**

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Various physical features of our environment affect our social behavior. People are more likely to communicate effectively when they feel more comfortable in a particular setting. Proxemics forms an integral part of our environmental settings through its element of space, distance and territory, thus affecting our behavior. In today's time for mid level workforce, swanky personal cabin is an acknowledgement of their contribution to the organisation. A personal cabin boosts the sense of pride, status and power in an individual. Moving from a small space to a cabin and further to an independent office, occupies a place of pride in our 'aspiration matrix'. However if this doesn't happen in time, which may be because of various reasons, this perceived association of office cabin with progress in life can disengage the employees and start a deterioration in their career. This paper attempts to give an overview of the 'value' placed on the office space in some of the countries and draw a comparison with the importance we attach in India to the office space.

**Key words:** office space, cabin, quality space, layout at workplace



## ABSTRACT

### How Emotion Intelligence impacts Interpersonal Skills

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Emotional intelligence (EQ) is the ability to identify, use, understand, and manage emotions that leads to stress reduction, communicate effectively, empathize with others, overcome challenges in personal as well as professional life and defuse conflict. Emotional intelligence impacts many different aspects of your daily life ranging from the way one behaves and the way one interacts with others. Goleman (1997: 310) &quot; emotion as referring to a feeling and reasoning derivate, states psychological and biological, and the range of likely to action. There are hundreds of emotions, including combinations thereof, variations, mutations and shades. &quot; One who has high emotional intelligence is able to recognize their own emotional state and the emotional states of others, and engage with people in a way that draws them to that person. One can use this understanding of emotions to relate better to other people, form healthier relationships, achieve greater success at work, and lead a more fulfilling life.

So evaluating the level of emotional intelligence becomes an essential part of building efficient communication, intellectual and emotional development of a person. The aim of this study is to identify the role of emotional intelligence in developing communication and relational skills that can help in improving overall work environment and relieve stress.

**Keywords:** Emotional intelligence, Interpersonal skills, Healthy work environment, Resolve conflict, Relieve stress.

### Digitization in HR & Change Management

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Change is the Law of Nature. Then, be it evolutionary eras, phases, lifestyle or technical and emotional implications for managerial decisions in corporates. The Digitization of HR has been one important factor in this respect. As said by Jim Rohn- "Your life does not get better by chance, it gets better by change". So, the organizations also choose better ways to change and flourish. The competitive market scenario is the most important driving force for the companies to introduce and enforce the changes. The years 2008- 2009 can be considered as the revolutionary years for HR functions. The companies were choosing to incline towards the automation. HR Function was one of them. The inclusion of ERP/ SAP processes not only for HR but for almost all the functions in a corporate was happening like Finance, Commercial and Logistics.

The digitization brought a rigorous role of Change and Change management in the systems. Majority of those who were acquainted with the older processes and versions were reluctant to accept the change process. The role of Training sessions/ role plays/ forced implications played an important role in the implication of the change. The Digitization of HR process and Change Management is a linked chain of processes which cannot be executed independently without each other's support.

### Training in the Era of Artificial Intelligence: A conceptual Study

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The aim of this paper is to emphasize the role of training in this digital era. Knowledge meets no threshold. Since the inception of living beings, the ace who possess knowledge is considered the most powerful creature on this earth. Our prowess keeps on intensively corroborating and reinforcing major trends and evolve paradigm shift from traditional to novel and innovative business models to fuel the growth, reduce expenses and generate new revenue streams. It is the pivot around which various constructs like growth, development, evolution revolves. Human Intelligence has fabricated a cusp of ushering towards automation and human machine collaboration. Burgeoning importance of digitalisation to humanity is undisputed. We inhabit the digitalised age where Information Technology is the most important aspect and tool to enhance knowledge gaining and, hence sharing. One instant access brings world to an open platform making every thought viable. With the growth of living beings, growth of Information Technology has also taken place, be it the usage, consumption and distribution of knowledge. Metamorphosis of human brain has evolved a buzz known as Artificial Intelligence in the current age. A process where machines become smart and can think, learn, create emotions like human beings. A technique of simulating human brains with machines. AI has absorbed an important role in various industries like Automation, Finance, Marketing and even Human Resource Management. This qualitative research will help to study the changes in corporate training through Artificial Intelligence.

**Key Words:** Knowledge, Training, Artificial Intelligence, Digitalisation

## **A Study on Factors Related To Work-family Conflicts: With Special Reference to Working Women**

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Work-life issues have important implication at both organizational and individual levels. However, when it comes to working women it becomes more challenging. Conflicts arising between work and family affect the life of the working women. Work and family domain directly or indirectly have an impact on her life. This study is based on the secondary data. The study would highlight the factors related to work – family conflicts among working women. The study bring out that there are various factors related to work domain viz. Work hours, work flexibility and over load of the work, also to family domain viz. Young children, role involvement, spousal support and family demand.

**Keywords:** work family conflict, working women, work hours, work flexibility, work overload, spousal support, young children

## **Tussle Between Human & Artificial Intelligence**

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In the technological advancement era of 21 st century, artificial intelligence (AI) has proven to be the most impactful tool in the new working model of an organization. The advancement of artificial intelligence technologies and models have been majorly based on physiological models of human cognition, the effects of their application in complex social environment has not been appropriately researched yet. Till date, most research done on AI is majorly focused on its technical elements. Without neglecting the fact that AI has achieved amazing progress in the past few years which means it has become much smarter than the best of the human brains in almost every field including creativity, wisdom and social skills. Human might not be able to process data as fast as computers, but what remains a scientific puzzle is to understand how we produce new ideas or act altruistically. Even artificial general intelligence, also known as human-level AI is not a completely defined concept as it can be evaluated only on the basis of pre-defined functions or goals. We don't have a full list of things that humans can potentially do. The more we learn about the capacities of the human brain, the more we come to appreciate the elegance of its intelligent design. This paper is an attempt to research which will develop a comprehensive understanding of the impact of artificial intelligence and its complex role in organizations by discussing the nature of human fears in relation to the changes brought by artificial intelligence and prepare the foundation for deeper discussions by breaking down the problem into smaller pieces.

**Keywords:** Artificial Intelligence, Organizational decision making, Physiological models, Human cognition. Human Brain potentials and AI Functioning.

## **Spiritual intelligence and Emotional intelligence – An Introspection of two major Aspects among Female Faculty Members in Kolkata, West Bengal.**

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Shubhangi Sharma**

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Emotional stability is very much needed to live a good life; it means Understanding about your own feelings and ability to manage your personality with it, as well as identifying and influencing the feelings of those around you. In simple words it means the ability to sense, understand and effectively managing & channelizing the power & acumen of emotions. On the other hand, Spiritual intelligence is the lesson in life that guides us to the right path. It is defined as the human capacity to ask questions about the ultimate purpose of life and the integrated relationship between the individual and the world in which one lives/ Survives. In today's times, these two intelligences are like two wheels of a life/ or one should say for the quality of life. With both these intelligence occurring in the workplace in the right manner will make the environment more favourable and Dynamic. A better working environment relates to a higher level of productivity and wellbeing of individual as well as organizational wellbeing. This study was conducted to investigate the relationship between Spiritual intelligence and Emotional intelligence in the workplace. An effort is made to know the role of Emotional and Spiritual intelligence on female faculty members in Kolkata, West Bengal. The main focus of the study was to emphasize the importance of emotional intelligence & its role in impacting or influencing spiritual intelligence & how these together is leading to good quality of life in female faculty members.

**Keywords:** Spiritual Intelligence, Emotional intelligence, Female, Quality of life

## ABSTRACT

### Blend of Artificial Intelligence and Emotional Intelligence - A Key To Success

**Neerja Anand**  
Assistant Professor  
IMS Noida

**Deepti Verma**  
Assistant Professor  
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The booming growth of machine learning and artificial intelligence (AI), like most transformational technologies, is both exciting and threatening. It's exciting to consider all the ways our lives may improve, from managing our calendars to making financial analysis, medical diagnosis etc. to name a few but it's scary to consider the social and personal implications — and particularly the implications for our jobs. As machine learning continues to grow, we all need to develop new skills in order to differentiate ourselves. But which ones? The proposed study focuses on the fact that the technology can perform the entire analytical task more accurately in comparison to a human brain but will it surpass the emotional and behavioral aspects of human because emotions have an important role in intelligent behavior and influence the human decision-making process. Emotional Intelligence is not a skill which can be taught nor can it be programmed into technology until now. Therefore, it is proposed that a judicious blend of technology and emotions are needed for achieving success.

**Keywords-** Emotional Intelligence, Artificial Intelligence, Machine learning, Decision making

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### Transition and Upgradation of Attendance and Payroll System: A Case Study

**Aditi Gupta**  
PGDM Scholar  
IMS Ghaziabad

It is very important to understand the employee's time management and payroll system in the organization. To identify the issues related to time management and payroll system.

"Employee Database and Payroll Management System" is considered to make the existing manual system automatic with the help of computerised equipment and full-edged computer software, fulfilling their requirements, so that their valuable data and information can be stored for a longer period with easy access and manipulation of the same. The required software is easily available and easy to work with. This web application can maintain and view computerised records without getting redundant entries. The paper describes how to manage user data for good performance and provide better services for the client.

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### HR Transformation- A transitional phase

**Vaibhavi Sharma**  
PGDM Scholar  
IMS, Ghaziabad

The intent of this article is to make the reader give a thought about how this indispensable part of business i.e., Human Resource has evolved significantly over the past decade along with the changing business environment and challenges—in India and around the world. Historically, mature HR teams and functions have focused on improving operating efficiency and administrative effectiveness. Today, such improvements are table stakes. And all these claims of mine is as per the report by Deloitte, Harvard Business Review, Economic Times which says that HR has come this far since its inception which will naturally leads us to talk about future but on this article author has tried to throw some light on why there is a need to change and how far it will impact us for good. Author has tried to collect the remains of past and bring in to your concern about how these things have started and how far is it expected to reach in the coming decade as per the concerned reports.

**Keywords:** Change, Human Resource and Business Environment.

## Convergence of Social Innovation and Digital Transformation

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IMS UC Campus, Ghaziabad

**Akash Kumar**

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The world is on the edge of digitalization and everyone needs to adapt themselves according to the digital and dynamic environment. Over the years, the transformation in the digital environment has touched all walks of life including the business environment. As we all know that Digitalization is future and everyone needs to adapt themselves according to it and if we want to remain as well as win the race of today's world than we need to update ourselves according to the changes taking place in the digital environment. Our upcoming generation is "born digital" because they are already going to take birth in that kind of environment which is properly adapted to technology and uses it very well for their purposes. Every country is making itself capable in every aspect and even INDIA is making itself more and more advanced with help of various projects and policies including "DIGITALISATION OF INDIAN ECONOMY" launched by our Respected Prime Minister "SHREE NARENDRA DAMODAR DAS MODI". Digital transformation becomes increasingly important to business research and practice. Digital Transformation poses various opportunities for our current generation as well as for our country. Social environment also has an important link to the digital environment as people nowadays are mostly connected to various social media platforms and our economy is positively moving towards the path of digitalization. As a result, an enormous amount of secondary data being generated, stored and being processed into useful actions.

**Keywords:** Digitalization, Swayam, Fossee

## Interpersonal Communication – A Vital Tool for the Acquisition of Ability to Adapt and Change

**Pooja Malik**

Assistant Professor  
Amity School of Liberal Arts  
Amity University Haryana

Communication is the sign of life for living beings as almost each one of the living creature communicates to each other in a certain form. When it comes to humans, communication is the soul of human society. In modern era, a society is not confined to a particular locality, culture or country; it is a global phenomenon as the world is growing as a global village in this era of digitization, internet and interdependence. This interdependency emphasizes on the need of an International way of communication which can be understood by everyone in its various forms. One of the several ways of international understanding is cross-cultural communication. In business world, cross-cultural communication plays a vital role as being helpful in enhancing soft skills, leadership, updation and upgradation. A witty communication helps the individual to adapt oneself into a particular surrounding and to bring the necessary changes as well, whenever it is required. There is no space for the inadaptability and giving up in this highly competitive world and communication plays the key role in the success of a person in professional as well as in personal life. This paper attempts to study about the various tools of effective communication such as body language, verbal and non-verbal communication, social media, emojis and many others which will help people globally in enhancing the ability to adapt and change in different situations.

**Keywords-** Global Phenomenon, Digitization, Interdependency, Cross-cultural, leadership, Soft Skills, Updation, Upgradation.

## Do Leadership Skills and Effective Communication Affect Image Building and PR?: An Exploratory Study

**Gopal Krishna Dwivedi**

Associate Professor  
Anjali Shishodia  
PGDM Scholar

These days we see the globe as the village. Our access and presence are instant and global. Most of our actions, responses and movement are under surveillance either electronically or through human eyes. Even if we wish to create or build our image or wish to improve our public relations; internet and social media are effective mediums but they are equally risky too. We should, therefore, learn the art of communicating effectively – be it workplace, internet or society in general. Communication can never be effective without required leadership skills. This paper discusses the role of Leadership skills and Effective Communication in building image and public relations.

**Keywords:** Leadership, Communication Skills, Image Building, PR.

## ABSTRACT

### Creativity and Organization: A Communicational Tension

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Creativity is an important skill which augments the capacity of modern and traditional organizations to retain their competitive advantages so that they could always stand ahead in this crucial competitive era. A number of creativity concentrates on the individual set of creative skills, which further connects to collective skills of employees in the organization. This creativity is a big calculative scale of an individual's innovation and potential level. Researches justify that every organization and job profile has a room for creativity, which in itself is an employee driven way to support collective creativity in the organization. Despite that most of the organizations face internal challenges which lead to obstruct the growth of employee and organization both, and results in communicational tension in the organization. Some of the inherent reasons for this pressure and partial tension could be the absence of a concise innovative strategy and centralization of innovation and creativity to a focused group. According to a survey around 37% of the employees do not feel empowered to take risk of giving creative ideas because of lack of collaboration and missing connection with the hierarchy.

This paper would highlight the major components of organizational creativity and motivational initiatives and its operational implications. This research will also throw light on the severe hindrances in maintaining a balance between positive creativity and smooth organizational communication.

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### Can Schools and Colleges Play a Significant Role for Gender Sensitization? An Exploratory Study

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India

**Dr. G. K. Dwivedi**

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Gender sensitization generally refers to theories which claim that modification of the behaviour of teachers and parents (etc.) towards children can have a causal effect on gender equality. As per the UNESCO document on Gender Sensitization 'Gender sensitivity is not about pitting women against men. Gender awareness requires not only intellectual effort, but also empathy and open-mindedness. It opens up the widest possible range of life options for both women and men.' Issues such as problem of sexual harassment, sexual stereotyping, Dearth of counsellor sensitive to complexities such as caste, minority experience or sexuality, Lack of Special emotional and academic support of both at the personal and institutional level for students from marginalized groups, Issues pertaining to Infrastructural and Health Facilities, Lack of encouragement or recognition for research, patenting, innovation in gender sensitization etc. are pertinent to ponder. Gender sensitivity helps to generate respect for the individual regardless of sex. A change in perception is the need of the hour and requires orientation of policy-makers, curriculum developers, media professionals, adult learners and even the public at large. Gender sensitive is one who respects all genders. Incidents in which Nirbhaya in Delhi and Dr. Priyanka Reddy in Hyderabad have been brutally murdered also raise the need of gender sensitization. Gender sensitization must start from home and the family but schools and colleges can also play a significant role in teaching, training and counseling the students so that they develop as the gender sensitive citizens. The present paper is an exploratory study about the same.

**Keywords:** Gender equality, gender sensitization, feminism, transgenders, Work-place challenges, wage discrepancies.

## Accelerating Importance of Cross-cultural and Inter-Cultural Communication in Corporate

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In today's workplace, the issue of intercultural communication is definitely of importance in the global business scenario. Success or failure in managing a diverse or multicultural workforce largely depends on the ability of managers at all levels to communicate effectively with people from different backgrounds and nationalities, and showing respect for cultural differences. International business is the outgrowth of globalization which is driven primarily by economic interdependence and advances in technology, but the success of global business ventures is largely affected by the inability of international managers to understand appropriate business etiquette, customs, and values needed to conduct business among nations of the world. In light of the advantages and complexities associated with globalization and multinational operations, cultivating cross-cultural awareness and skills, and developing multicultural sensitivity and global mindset for the managers will lead to sustainable growth in international business. The study of cross-cultural communication addresses this need by examining the communications and interactions between people of different cultures and sub cultures. As globalization has made intercultural communication inevitable, so communicating with other cultures characterizes today's business, classroom, and community. Intercultural communication is of importance in any career field thus the art of knowing how to communicate with other cultures should be a workplace skill that is emphasized. Business firms will inevitably have to be accustomed to different working styles of their workers who are drawn from different cultural backgrounds. It is imperative for business firms to understand the cross cultural differences in their operations and this understanding acquires more importance in the sphere of communicating with people hailing from diverse cultures. Hence Multinational Companies will have to ensure that steps are taken to overcome the barriers to cross cultural communication in order to attaining organizational objectives effectively and efficiently. The paper deals with understanding and significance of cross cultural communication, barriers to cross cultural communication and measures to overcome these cross cultural barriers by developing intercultural competence in the Organizational set up.

**Keywords:** - Globalization, productivity, attitude, multiculturalism, provocation

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## Introspecting Pros and Cons of E-Socializing: A New Trend of Communication

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Past or present, communication has always been one of the most inevitable, universal and natural aspects of human species with which we connect with rest of the world and get acknowledged to. In this diaspora of globalization the traditional methods of communication have also been replaced with modern devices of communication since the needs are steep and time is less. One such concept is E-SOCIALIZING whereby people socialize virtually by creating online network. The explosion of technology, IT tools and the Internet offer everyone the opportunity to develop effective communication through audio or video materials or get information faster and more easily. Facebook, Twitter, Orcut, WhatsApp, Video Conferencing etc. are being used for personal, professional and academic purposes. Easy accessibility and popularity of these applications and networking sites are among the main reasons for growing trend of socializing online among people. Finding a lost friend, appearing online interview, getting notes and lecture online, sharing things and events with dear ones, blogging etc. have been made possible only through socializing online.

Present paper aims at pointing out the significant features of e-socialization that are brought about by giving a new insight into the way modern tools of communication are being used by people in their life.

**Keywords:** Communication trend, E- Socializing, Online network& Communication device.

# SPEAKERS



## Bhuvanagiri Chandrasekhar

Brigadier Bhuvanagiri Chandrasekhar has been a renowned Civil Servant for the last 32 years till September 2019. He held important positions in Government of India heading the postal networks of States of Uttar Pradesh and Telangana till recently. He was highly instrumental in leading the project management teams during the IT modernization of India Post. He has successfully handled the Organizational Change and by motivating the HR to adapt to the changes taking place with the advancement in technologies.

He was also a Course Director at Asian Pacific Postal Union Bureau in Thailand, where he trained the officers of Postal Administrations of Asia Pacific Countries. He was a consultant of Universal Postal Union (a body of United Nations) and Asian Pacific Postal Union Bureau. He was instrumental in designing & implementing Cost Accounting Systems for 18 Asia Pacific countries for their postal administrations as a part of Quality Service Fund project and Multi-Level Integrated projects under Integrated Postal Development Programs of Asia Pacific countries funded by Universal Postal Union. His mission reports on Cost Accounting in Asia Pacific Countries were published by Universal Postal Union, Bern, Switzerland.

While serving in Indian Army, he held important positions at Army Head Quarters as well as in Eastern Command and has been instrumental in establishing quality systems relating to logistics and financial systems and automation in Army Postal Services. As Chief Training Officer, he was instrumental in strengthening the training systems for the Army Postal Corps.

He is a Fellow in Management (Industry) from Indian Institute of Management, Indore. His research interests are Training and Development, Knowledge Management, Public Service Motivation, Change Management.



## Debi S. Saini



Dr. Debi S. Saini, Ph.D., is Professor Emeritus at IIM Ranchi & earlier retired as Professor of HRM from MDI Gurgaon. He has been a visiting professor in business schools in Denmark, France and Dubai. He has been certified as a global professional in HRM by SHRM, USA. He authored/edited seven books, 92 papers, and 153 book reviews. Out of these, his five research papers have been published in A-Star global management journals such as: Human Resource Management (Michigan), Journal of World Business (Columbia), Asia-Pacific Journal of Management (Melbourne), Journal of Organizational Change Management (UK). Five of his management cases are being sold by Harvard Business Publishing, of which two are in the 'Popular' category and are being taught, among others, in US and European universities. Dr. Saini has advised two global CEOs; and has done consulting assignments for industry, ILO and GTZ (Germany). He has been a keynote speaker in global conferences in UK, Italy and Sri Lanka; and an invited speaker in three different SHRM conferences held in Los Angeles, San Diego and Las Vegas, USA. His awards among others include: "Best Professor of HRM" by CMO Asia in Singapore 2013; Best Researcher of MDI (2005); and Best paper award from AIMA (2018) that was decided by a jury headed by Mr. Nandan Nilekani of Infosys.



## Archana Tyagi

Dr. Archana Tyagi's work experience includes Professor of OB/HRM at IMT Ghaziabad, 1993-2007; UBIS (University of Business and International Studies), Geneva, 2008-2013; IMT Centre for Distance Learning, 2011-2013 as a full time Professor, OB/HR. Currently, Dr. Tyagi is associated with IIM Kashipur and NMIMS Global Access School for Continuing Education as an Adjunct faculty; Your DOST.com as an advisor; and a Coach with Leaders Today, <https://www.leaderstoday.co/about-us#People of Switzerland>. She also established Meemansa Consultancy in July 2013 to help consulting services in areas of process improvement, organizational development and strategic planning.

Dr. Tyagi has worked extensively with public and private sector in coaching, counseling, training and consulting. She has publications in refereed national and international journals and authored a book on Organizational Behaviour.

She is an MA and PhD in Psychology; Clinical Psychologist from Central Institute of Psychiatry, Ranchi; certified practitioner of Bar-On EQ-i 2.0 (Emotional Quotient Inventory) & EQ 360; qualified consultant of Big Five (Center for Applied Cognitive Studies (CentACS)); accredited trainer of MBTI and Step II- Expanded Analysis Report (EAR); DISC; and done 'Entrepreneurial Motivation Training' (EMT) from NIESBUD. Received assessor certification on Competency Mapping by SHL UK and awarded certification by 'Grid International Inc'. She is also an ICF Certified (ACC) Coach. She is currently engaged as a facilitator for Dr. Reddy's foundation for Health Education for conducting workshops for medical fraternity.



## Jyotirmaya Satpathy

Colonel (Dr) Satpathy is a serving Officer in Indian Army and presently posted at National Defence Academy. Colonel (Dr) Satpathy is an Accredited Management Teacher and holds Double Masters (MA and PGDBM), Double M Phil, Triple (now Quadruple) Ph D and Quadruple D.Litts with 26 Years of Teaching and Research Experience (Masters and Doctoral Level). Colonel (Dr) Satpathy is awarded by Limca World Record. For this he has received Commendation Medal by the Chief of Army Staff. He has a book (published in Germany), 02 book chapters on Managerial Neuro - Preference Connectionism, more than 100 published and on - going papers, 33 e - papers, 13 Technical papers, to list a few. Colonel (Dr) Satpathy has received 12 Honours and Awards in India and abroad, expert reviewer with British Academy of Management, London (UK), designer of 16 courses being run by DRDO each training year, conducted 24 MDP / FDP on a single - Instructor basis, expert specialist candidate at LBS National Academy of Administration, Mussoorie, NIAR, , NCGG, LBS National Academy of Administration, Mussoorie, AEC Training College and Centre, Pachmarhi, DRDO, ITBP Training Academy, Officers Training Academy, Gaya, Engineering Staff College of India, Hyderabad and D S V V University, Haridwar. Colonel (Dr) Satpathy is in the Editorial panel of 06 National and International journals in Management. Empaneled as a PhD Thesis examiner and guide at 09 Universities he has successfully guided MBA / MPhil and PhD Scholars. He has authored 12 Training handbooks which are in the curriculum of Indian Military Academy. His singular area of research interest is Neuro - Managerial Decision Making, Behavioural and Experimental Economics. He has been affiliated to nearly 76 academic societies in India and abroad for his contributions in the field of neuromanagement. He was part of a lead training assignment on Eye Tracking in Decision Making, National Taiwan Normal University, Taipei, Taiwan.

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## Arun Kumar



Shri ARUN KUMAR (ITS – Batch 1987) is serving as Principal General Manager(Personnel) in BSNL Corporate Office, dealing with the HR issues and career prospects of approximately 25000 executives of all streams spanning all over India. He served as Head - SSAs at most of the major cities of India for more than 10 years. As Head of SSAs, he dealt with overall Administration of SSAs including telecom service operations and project implementation, Business Development, Human Resource Management, Finance and Revenue Management, Sales and Marketing Management, and Vigilance and Legal issues. He also worked as General Manager (CM-VAS) in BSNL Corporate Office. During which he was responsible for management of value added services on pan India level which included formulation of policies, procurement and execution of the value added services through field units. Shri Arun Kumar is a management graduate from IMT-Ghaziabad and B. Tech. (Electronics & Telecommunications Engineering) from University of Allahabad with First Division.

As a senior HR professional and Principal General Manager of BSNL, he implemented the Special BSNLVRS-2019 scheme successfully across Pan India. He also implemented e-APAR system in BSNL and took successful initiatives on pan India basis to create conducive environment for out of court settlements of long pending HR issues affecting career progression of thousands of executives. Resultantly, there was a drastic reduction in the filing of new court cases as compared to filing of court cases in the past. He successfully monitored, restored the telecom services in the affected areas during the Disaster Management in the aftermath of Bhuj-Earthquake in the year 2000.

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## Sanjay Kumar

Mr. Sanjay is a commerce graduate from the prestigious Shri Ram College of Commerce and a Master in Psychology in Applied Behaviour. He has around 25 years of experience in HR, entrepreneurship and product development. He is currently the Global Head-HR for 360 Realtors Group, where he manages business HR for multiple businesses; real estate, retail and exports. Prior to this, he founded a tech firm which was acquired by an American healthcare firm. He played an instrumental role in Commonwealth Games 2020 as head of talent acquisition. He also rolled out India's first RPO service for SRF Ltd., MarutiUdyog and L&T-Valdel. He is running an Autism therapy centre in Delhi for almost a decade, where they help kids with Autism, Learning Disability and Developmental Delay. He has keen interest in Indian start-up space, he is an active member of SRCC Angel Network. His recent investment includes a start-up working on a "Recommendation Search Engine".



# SPEAKERS

## Salma Ahmed



Dr Salma Ahmed is a Professor at Department of Business Administration, Aligarh Muslim University, Aligarh. She is a Master's in Business Administration and a PhD in Business Administration from Department of Business Administration, Faculty of Management Studies and Research, Aligarh Muslim University, Aligarh. Dr Salma Ahmed has over 25 years of experience teaching MBA and MBA (International Business) students. She has over 24 PhDs awarded under her guidance. She has authored over 94 papers and research articles which also includes case and case analyses in journal of national and international repute. She has also attended over 50 conferences and presented papers at the national as well as international level; and presented at various platforms like the Indian Institute of Management-Bangalore, Indian School of Business, Hyderabad, IIT-Kanpur, Nirma Institute of Management-Ahmedabad to name a few. Infact, 17 of her case analysis have been published in case analysis section of Vikalpa-The Journal of Decision Makers, published from The Indian Institute of Management, Ahmedabad. Salma Ahmed also organizes Faculty Development Programmes in developing cases at different management institutes. She has authored a book entitled "How to Write and Analyse Cases". Salma Ahmed is also member of editorial committee of various journals like Journal of Emerging Markets Case Study. She has also successfully completed a major research project of Rs 6.54 lakhs awarded by UGC. At present she holds the position of Member in Charge at DawakhanaTibbiya College; in which she is overlooking the management of an Unani Drug Manufacturing set up.



## Shubham Tripathi

ShubhamTripathi is an AI Expert (AI+ML+Chatbot), Social Media Influencer, Young HR Achiever 2019 and Motivational Speaker. He is a Self-directed professional with extensive experience in managing full spectrum of Human Resources programs, services and functions with strong communication and interpersonal skills with the ability to interact with all levels of management. With experience of nearly 11 years in industry in the areas of Recruitment & Selection, Human Resource Systems, Resource Development, Employee Relations, and Administration & Client Management, Mr. Tripathi is a true HR professional.



## Taranjeet Duggal



Taranjeet Duggal is Professor at Amity Business School, Amity University with 22 years of Teaching and Training Experience. Her current role with the University is Head Behavioral Science. Her PhDs in the Area of Industrial Sociology with concentrations in Organizational Behaviour and Human Resource Management. Her current areas of research interest include Learning & Development, Leadership, Emotional Intelligence and Group Dynamics. She has to her credit national and international conference papers, more than 50 published research papers and cases. She has been actively engaged in Academic process administration and university accreditation processes. She is a resource person in training programmes, orientation programmes and workshops organized by various bodies. Her training areas include Self-development, Transactional Analysis, Interpersonal skill development, Team Building, Emotional Intelligence, Time management, Decision making etc.



## Shikha Gera

Dr. Shikha Gera is an Assistant Professor at School of Management and Business Studies Jamia Hamdard. Dr Gera has done MBA (GGSIU), Ph. D. (FMS, DU). Dr Gera's research interest include Virtual Leadership, Psychological Capital. Dr. Shikha has imparted training on Out of the Box Thinking, Transformational Leadership, Psychological Capital, Team Building, Decision Making, Motivation, The Power of Vision.



## Ankita Singh



Ms. Ankita is a qualified Human Resources professional with over 11 years of industry experience in Talent Acquisition and Talent Management. Her experience ranges from helping her customers staff their captive and Consulting organizations in India, recruiting global sales. From being a Recruiter to now being an In-house leadership and strategic hirer, she consistently partners and engage with her internal customers to deliver superior talent management experience to them. Currently she is Sr. Manager HR in Enterprise Solution Inc.





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# HR




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