

NSOM TIMES

LIFE SKILLS

SKILLS THAT MATTER TO LIFE AND CAREER
EFFECTIVENESS • EFFICIENCY • ECONOMY



Chief Patron

Shri.N.V.Hegde

Chancellor, Nitte (Deemed to be University)
President, Nitte Education Trust Mangalore

Editor

Dr.M.Venugopal

Director, Nitte School of Management, Bangalore

Editor In-Chief

Dr. N Jayarama Shetty

Professor, Nitte School of Management, Bangalore

Editorial Committee

Prof. Raghavendra R

Associate Professor, NSOM, Bangalore

Prof. G Koteswara Rao

Assistant Professor, NSOM, Bangalore

Prof. Ganesh B

Assistant Professor, NSOM, Bangalore

Student Coordinators

Ananda K Muralidhar

Manideep Singapaka

Shivathmika M

Amulya

Magazine Designer

Mr.Ritish Nag K.R

Creative Head, NSOM, Bangalore

Printed at

Snap Prints & Die Makers, Bangalore

Edited & Published by

Nitte School of Management

Govindapura, Gollahalli, Yelahanka,
Bangalore, Karnataka 560064

What you will find here...

18



34



Contents

Director's Note	03
A few terms in HR: What do they mean?	04
The Problem-Solving Mindset!	06
A Peep into Transactional Analysis	07
'The me I see is the me I will be!'	08
'What we choose we become'	09
A glimpse on NSOM Events and Activities	10
Learning is for Ever, Don't say Never	12
Efficiency v/s Effectiveness	13
Coping Skills to stay fit and productive	14
Indecision is the worst enemy!	15
Creative Thinking Skills	16
Student Interface with Corporate	
Executive, Mr Jays Chandy	17 - 21
Life Hacks	22 - 23

Contribution of articles, news, poems, photographs, drawings, cartoons, etc; is invited from PGDM Students, faculty members, employees and alumni of Nitte School of Management, Bengaluru.

DIRECTOR'S NOTE



Dr. M Venugopal

**Director,
NITTE School of Management,
Bengaluru**

I am happy that our house magazine 'NSOM Times' is getting noticed for its content and relevance during changing times. I always feel that the role of a management institute should be corporate oriented and business driven. Keeping this in mind, we set up NSOM Skill Academy for offering short term, career specific certification programs. This edition, 5th in the series carries the theme on 'Life Skills'. For management students, life/soft skills on four 'C' areas are a must. They are Collaboration, Communication, Critical Thinking and Creativity. We have struck alliance with corporate trainers covering the whole range of skills. Work place competencies are equally important and we are covering them too as part of full time PGDM course. Excellence is not just a skill; it is largely one of attitude. Life skills help students to be flexible and adaptable in different work roles and work fields.

As a part of our pursuit for sending at least a few students abroad for completing the twin program and getting placed in world class organisations, we are exposing them to skills involving deeper learning, analytical reasoning, complex problem solving and team work.

We at NSOM are committed to converting every PGDM student into productive corporate personnel, business leader or a start-up entity. Our endeavours in this direction will remain undaunted and ceaseless. Our journey in this direction may be a challenging one but then we shall grow bigger than the 'problems'.

With best wishes and great times ahead!

A FEW TERMS IN HR: WHAT DO THEY MEAN?

Assessment Centres: Participants undertake a wide range of tasks and activities designed to assess their suitability for a particular organisation. It consists of a standardized evaluation of behaviour based on multiple evaluations including: job-related simulations, interviews, and/or psychological tests. Job Simulations are used to evaluate candidates on behaviours relevant to the most critical aspects (or competencies) of the job.

Attrition: Attrition is the departure of employees from the organization for any reason (voluntary or involuntary), including resignation, termination, death or retirement.

Behavioural Competency: Behavioural competency is essentially an evaluation of the character traits of an employee. Any behaviour attribute such as knowledge,

skill set, teamwork, leadership skills, technical know-how, etc. which contributes to the development of an individual in the organisation to take up bigger roles is known as behaviour competency.

Benchmarking: It is a process of measuring the performance of an organization or team through a variety of metrics, the practice of comparing business processes and performance metrics to industry bests and best practices from other companies.

Compiled by: Dr. Sandhya
Professor, NSOM

“

Beyond learning and linguistic ability, a thought leader needs to have a good collection of talking points.

”



CTC: CTC means Cost to Company. It is a cost that occurs to the company in a year on each employee. It indicates the total amount of expenses an employer (organization) spends on an employee during one year.

Cost-Per-Hire: The costs linked to hiring talent. Cost per hire is a recruiting metric that measures the costs associated with the process of hiring new employees. These include expenses such as sourcing and recruitment advertising costs, on boarding, referral bonus program costs, etc.

Downshifting: It refers to social behaviours whereby individuals reduce the responsibility and complexity in their lives. Change a financially rewarding but stressful career or lifestyle for a less pressured and less highly paid but more fulfilling one.

Employee Net Promoter Score: Concept built around the Net Promoter Score (NPS) to measure employee loyalty. It is a scoring system designed to identify how likely your employees are to recommend your organisation as a great place to work to their family or friends.

Gamification: Gamification refers to a process of making systems, processes or other employment-related activities more enjoyable. Gamification is adding game mechanics into nongame environments, like a website, online community, learning management system or business' intranet to increase participation. The goal of gamification is to engage with consumers, employees and partners to inspire collaborate, share and interact.

Golden Handcuffs: These are contractual clauses that provide financial and non-financial benefits to executives that are forfeited. They are the benefits, typically deferred payments, provided by an employer to discourage an employee from taking employment elsewhere.

Glass Ceiling: An artificial barrier to the advancement of women and minorities to decision-making positions. A glass ceiling is a metaphor used to represent an invisible barrier that prevents a given demographic (typically applied to women) from rising beyond a certain level in a hierarchy.

Human Capital Management: The challenge of recruiting and retaining qualified candidates, managing workforces effectively and optimizing productivity, and helping new employees fit into an organization.

Lateral Recruitment: The process of hiring an expert for the job that needs to be filled. In some cases, it is also known as specialized hiring. Lateral hiring is hiring professionals from outside the company or organization.

Off shoring: It is the process of relocating a business or business process to another country in order to benefit from reduced labour.

Queen Bee Syndrome: It is defined as a situation where the term applied to women who have achieved success in traditionally male-dominated fields. These women often take on "masculine" traits and distance themselves from other women in the workplace in order to succeed.

Sabbatical Leave: Sabbaticals are prolonged absences from the workplace of people to achieve their life goals. Sabbatical leave is an extended absence from work without risking the termination of employment. Some organisations offer this extended leave as a benefit during the hiring process. A sabbatical leave helps employees to refresh and recommit to work by allowing them time to pursue their interests.

Social Collaboration: Social collaboration is the joined-up efforts of multiple stakeholders in pursuit of a common goal. Social collaboration refers to processes that help multiple people or groups interact and share information to achieve common goals. Sharing concepts on a digital collaboration environment often facilitates a "brainstorming" process, where new ideas may emerge due to the varied contributions of individuals.

Voluntary affirmative action: Actions taken by an employer on the basis of a self-analysis to investigate and correct its employment practices or practices that appear to have had a disparate impact on the employment of protected group members.



THE PROBLEM-SOLVING MINDSET!

Problem-solving skills are one of the most important skills that job providers look for in a candidate. We live in a fast-paced world which is constantly changing and so are the needs of people. Everyday there are new challenges that face us, which we eventually overcome by applying our problem-solving skills.

Problems are the center of almost everything we do in our day-to-day life. Whether you are trying to boil water to the right temperature, trying to reach a certain location, addressing your customer's problems, or supporting someone who wants to solve a problem, we face problems at every stage. These problems can be silly, small, large, simple, complex, easy or difficult. But the importance lies in solving these problems to find the right solutions. Being a confident person and having a set of processes and tools to solve every problem is just not enough. To be able to solve problems quickly and effectively, the MINDSET you approach the problem with matters the most. There are about five key attributes one should have to be able to solve problems effectively. The first one is practicing mindfulness. It means being fully aware of your surroundings.

Vindhyashree Nagendra
Visiting Faculty, NSOM



“

**Starve the problems and
feed the opportunities.**

”



The second attribute is having an open mind for collaboration. Having an open mind and welcoming all kinds of solutions without any judgement is a great way to approach problems. You never really know who might have the right solution for your problem! Have a GROWTH MINDSET! That's the next attribute that is crucial for one to have a right mindset for problem solving. Growth mindset simply means that one gets to focus on their own individual growth without trying to pull someone down. The fourth attribute is the courage to make mistakes. You need to have the courage to make mistakes and learn from it. The last attribute that helps in having the right mindset for problem solving is a combination of humility and tenacity.

A PEEP INTO TRANSACTIONAL ANALYSIS

As budding managers, we are aware that effective communication is the foundation for achievement of good management. In any organization, communication constantly takes place between supervisors and employees, among co-workers and colleagues and between department heads of an organization. Since communication is a two-way process, we get feedback in the form of a response / reaction (verbal or nonverbal). Thus, communication is akin to a transaction between two or more individuals.

The analysis of how an individual communicates / responds to a situation and the reaction of the other person to this response, forms the basis of the study of "Transactional Analysis" (TA).

Psychoanalysts studied the human mind and observed that an individual's response / reaction to a certain situation would depend on his ego-state at that moment. To comprehend the reason for this variance in behavior, we need to understand ego and how it operates. In simple terms, ego is explained as the 'I' or the 'self of any person'. Ego of a person stems from his thought, feeling and assessment of his own worth, and how he distinguishes himself from others. TA identifies that there are three ego-



Position is not as important as mental disposition while understanding others.



Muralidhar
Group Captain

states viz. Parent, Adult and Child (PAC) from which a person could operate at the moment of response. The PAC ego-states have no relation to the biological age of the person. Also, it is important to note that an individual's response to a situation could be vastly different, when responding under these ego-states. Such unexpected responses / behavior exhibited by any of the two communicators could, at times lead to conflict situations. Transactions which lead to healthy / positive responses from both individuals is termed as Complementary Transactions, while those which lead to conflict / undesirable outcomes is termed as Crossed transactions.



‘ THE ME I SEE IS THE ME I WILL BE!’

This is something I strongly believe in. Our imagination has no limit and I believe when we can imagine, we can definitely achieve it. What is important for us is to have a dream. A dream of who you want to be. This is something very essential for us as an individual because this is what shapes our whole thought process. Subconsciously our mind keeps working towards it without even us realizing it. The path for what we define as success is never an easy task. There is no elevator to reach our goal nor there will be anyone to keep you on their shoulders and help you reach there. You will have to work towards it, but you don't have to take an athletic jump to achieve something you aspire to be. Simple baby steps are sometimes very crucial and the starting point of a spectacular journey of success. Your snail's progress today can make a huge difference in becoming a winner for tomorrow.

“

We judge ourselves by what we are capable of. Others judge us by what we have already done.

”

Prof Manmohan Reddy
Visiting Faculty, NSOM



Today we have everything at our fingertips. What you have to realize is there are thousands of people just like you dreaming of becoming successful. You don't have to be a born genius, nor you do you have to be a topper in school or college. What matters is your dedication, a strong mindset, and more importantly, believe in yourself. When you believe in yourself, you are trusting your own capabilities. That means you are developing your own weapons to fight against your insecurities. Your dreams, your ideas, your hard work, and your dedication will help you grow and enjoy the success which you once had dreamt and visualized.

'WHAT WE CHOOSE WE BECOME'

Life is about choices. We are what we choose to be. What we choose to be, we will be. Making decision is one activity that happens almost always. In choosing there is risk but then such risk is the price that we pay for greatness. Every day we face lot of choices and we will choose a few based on the moment's need. A successful person always keeps his long term goal in his mind before he makes decision on his choices. This will keep him successful, energetic, and ongoing.

To make a better decision, one has to be thoughtful and resourceful. Intelligence is that aspect of one's mind which helps in deciding what is good and what is bad. Both good and bad are relative words. Good decisions will help you to reach your goal and bad ones create hindrance. In the process of choosing, we get to know what works and what does not work. To know what is dysfunctional itself is learning for us. So choosing a good alternative is an

excellent decision towards success. Decision one must make, for, not choosing to decide is also a decision!



Taking charge of ourselves helps us change others in many ways.



Chandramouli Ramaswamy

Visiting Faculty, NSOM



Intelligence, a key factor for good decision making is based on knowledge. If one has enough knowledge on the subject matter, he will make an intelligent decision. The Sanskrit word “Dheera” is applied to all successful individuals, who have made intelligent decisions in their life. Looking at the etymology of word “Dheera”, as described by renowned scholar Sri.Bannanje Govindacharya, is a combination of two dhatus (seed words) “Dhee” and “ra”, where “Dhee” means the knowledge and “ra” means “ramisu” or enjoy. So dheera is a person who enjoys using his knowledge.

As we have seen, Decision making skill is based on one's knowledge. It is wisely said that, every actions we do, should end up in knowledge. So it has become imperative that we should be conscious of all our actions. Being conscious means being at 'present' moment no matter what.

A GLIMPSE ON NSOM EVENTS AND ACTIVITIES

November 27, 2021

NSOM students who joined newly had a city visit combining it with a visit to ISCON and HAL. Prof Chikke Gowda, Asst. Professor, accompanied the students and led them to different locations.

December 8, 2021

PGDM students had an Industrial Visit to International Container Depot, Bengaluru, a well known Logistics Company. Prof Raghavenra coordinated the visit and accompanied the students.

October 9, 2021

The Institute celebrated Ayudh Pooja with students and teachers joining the event.

October 9, 2021

Dr Swathi and Mr K Srikanth, final year, PGDM students were awarded with Justice K S Hegde Memorial Gold medals for top ranking academic performance during the course period.

October 2, 2021

Students of PGDM course of batch 2019-2021 were given a grand farewell by students of 2020-22 batch. The event was filled with fun, music, dance, emotion, gift and good food.

Faculty Contribution

Dr N J Shetty, Professor

Dr N J Shetty, Visiting Professor, conducted a two hour program on NLP for non teaching staff members of NSAM First Grade College, Bengaluru on December 14, 2021.

Dr Sandhya S, Professor

- ✓ Was the resource person for the program on 'Sustainable Development Goal Lecture Series' on Dec 23, 2021 organised by K S Hegde Charitable Hospital in association with Staff Development Centre, NITTE(DU)
- ✓ Was part of Jury Panel – for NHRD's H R Showcase B-School Rankings on November 11, 2021
- ✓ Completed Certification Course on POSH Laws by MSME, GOI , Sept 2021
- ✓ Was resource person for Student Development Program on Business Psychology organised by Vidya Abhikalpan in association with Community Psychology Association of India on November 13, 2021
- ✓ Was a resource person for a session on ' Social Issues before and during Pandemic – Road map ahead' on October 17, 2021

A GLIMPSE ON NSOM EVENTS AND ACTIVITIES

December 20, 2021

'Freshers' function'



PGDM Students of 2021-23 batch were felicitated by their seniors in a celebrative mode and festive mood. It was their unique way of making the new joinees break the ice and feel at ease. It was a daylong event dotted by music, dance and of course good food. Dr M Venugopal, the Director, faculty and staff joined the event with gusto and enthu.

December 18, 2021

Members of Board of Studies



Members of Board of Studies of the Institute met at the Institute's Board room and had half a day's deliberation on the syllabus content and its topicality. Dr H C Nagaraj, Principal, NMIT was the special invitee. BOS members, forming part of corporate and business world of Bengaluru, later had an interactive session with students. Dr M Venugopal, Director, presided over the meeting as BOS chairman. Dr N J Shetty, Professor, coordinated the meeting.

LEARNING IS FOR EVER, DON'T SAY NEVER

From the moment we take birth, we learn so many things in our life. Learning is one of the most important life skills. Ability and willingness to learn makes a person more competent and informed. Learning is the process or art of acquiring knowledge and skill. Learning when reduced to a conscious and meaningful activity, lot of beneficial things happen to us and people around us. Learning ability is like a muscle which can be flexed and strengthened at will and at all times.

Life teaches us beautiful lessons throughout our life. More aware we remain to whatever happens to us, higher will be the level of absorption of whatever Life offers to us. Life lessons can be learnt either by success or by failure. True learning at deeper level prepares us to expect the best, prepare for the worst and take what comes in. Learning helps us to get information day by day which changes the way with which we look at certain things in our life. Learning helps us to change our assumptions of life and look at things in new light. Learning can be done either through education or experience. Lessons learnt through experience are as valuable as lessons learnt through education.

Nikitha Palan
Student, First Year NSOM



“**Learning is an adjunct to oneself. Where we are our learning like wise is.**”



The lesson learnt through experience leaves such a hard impact on our mind that it accompanies us throughout our life and we easily cannot forget it. We should always have positive attitude towards learning. An individual should have an open mind in the process of learning. Learning helps us to develop the habit of maintaining consistency and persistence. Learning also helps in healing oneself. When we are fully focused on learning something, we tend to forget all about the negative things happening around us. Learning does not have an age limit; it is a process throughout the life.

EFFICIENCY V/S EFFECTIVENESS

More often than not the expression efficiency and effectiveness are used interchangeably. Management writers and researchers have helped us find a clear distinction between these. For one, efficiency is about things, systems, procedure, regulations and such other. Effectiveness is always with people: managing, leading, motivating, training, mentoring, counseling and so on. The people dimension in leadership is one of effectiveness. For instance, it is not correct to say that someone is efficient with people around him. We need say that so and so is effective with people. At the same time, we have to be efficient with things, systems.

In work place we are and have to be both efficient and effective. Efficiency which goes with managing things is often related to 'management'; say for instance, material management, inventory management, quality management, process management and such other. In this the focus is more on systems and processes. Effectiveness being one of people centric is linked to leadership styles and patterns. It is not appropriate to say that someone is leading the 'things and processes'. The subtle distinction between management and leadership is brought out this



**With people, be effective.
With things, be efficient.**



Sanjana Gowda B.N
Student, First Year NSOM

way, 'Management is looking at the ladder (its quality, capacity, description), leadership is ensuring that the ladder is placed against the right kind of wall'. Direction of any organization, be it industry or service organization, is two-dimensional namely Product orientation and People Orientation. Both 'efficiency' and 'effectiveness' dimensions would have to be emphasized and worked on systematically.

COPING SKILLS TO STAY FIT AND PRODUCTIVE

Stress can be defined as our mental, physical, emotional, and behavioral reactions to any perceived demands or threats. Stress is part of being human, and it can help motivate you to get things done. Even high stress from serious illness, job loss, a death in the family, or a painful life event can be a natural part of life. You may feel down or anxious, and that's normal too for a while. Talk to your doctor if you feel down or anxious for more than several weeks or if it starts to interfere with your home or work life. Among many, you may like to try and take to the following.

Exercise: To start with, physical activities can help improve your sleep. And better sleep means better stress management. People who exercise also tend to feel less anxious and more positive about themselves. When your body feels good, your mind often follows.

Connect with people: Spend quality time with a friend or family member who will listen to you. It is a natural way to calm you and lower your stress.

“
**We cannot change the direction
of the wind. But we can set
our sail and get going.**”

Yoga.: This is a form of exercise, but it can also be a meditation. There are many types of yoga asanas. The ones that focus on slow movement, stretching, and deep breathing are best for lowering your anxiety and stress.



Amulya
Student, First Year NSOM

Diet: The benefits of eating healthy food extend beyond your waistline to your mental health. A healthy diet can lessen the effects of stress, build up your immune system, level your mood, and lower your blood pressure. To stay healthy and on an even keel, look for complex carbohydrates, lean proteins, and fatty acids found in fish, meat, eggs, and nuts.

INDECISION IS THE WORST ENEMY!

Learning how to make good decisions is an essential life skill. Having to make a decision in life is an on-going process and that it is inevitable. Even not taking a decision is a decision! But then it does not help us or others. No one can ever claim complete mastery in the art of decision making. At best, with experience, one could grow wiser in this 'business' of making decisions. Decisions do not necessarily pertain to bigger things or higher issues. Even in routine things like what to eat, drink, where to go, what to wear and so on we have issues and complexities.

People often say that they find it hard to make some decisions. Let me give you a simple example where in front of you there is chocolate pastry and chocolate ice cream where you like both, here you are said to choose one where it will be confusing to make a decision. Similarly there are a lot of situations we face in our daily life where we need to choose one. Sometimes you need to make a big decision that may be life changing. People sometimes make decisions by continuously searching for more information or by asking for others recommendations. Funny thing is that some people make a decision by tossing coins or by taking a vote etc. Sometimes I do the same thing whenever I'm confused about decisions.

“

Procrastination is the thief of time. Do it Now and Here.

”



Nishitha

Student, First Year NSOM



Decision making skills involve problem solving, leadership, teamwork, time management etc. Sometimes things may not work out exactly as we think every time, but learning from our mistakes is one of the most valuable lessons in our life. To improve decision making skill one should identify the situation and think about the different options and what their outcomes might be and choose the best decision you want to proceed with. Sometimes you need to follow your inner guide which can lead to making better decisions.

CREATIVE THINKING SKILLS

Talking about skills there are indeed many to equip ourselves with. Types of skills vary from person to person. Every skill has its own specialty and utility. There is no gainsaying a fact that skills make us up in personal and professional fronts.

Creative thinking skill plays a major role comparative to other skills as every skill and talent is dependent on creativity skill. For example skills like writing, problem solving, public speaking, communication, leadership, management etc; are all creativity based. Creativity is like the third eye and sixth sense.

There are many examples where handwork with creativity, talent with creativity, zero knowledge with creativity, skilled person with creativity made people

successful and contribute to society in big measure.

I like to make a special mention of Dr. Malleshham the inventor of ASU machine (handloom weaving machine). Born and brought up in a small village in Telangana State, he started working as a saree making labour. The community that worked in this line of business had to face a lot of health challenges. Weaving of threads for hours together caused limb numbness and other related ailments.

S Manideep
Student, First Year NSOM



“

**Worst war can be avoided
but not an idea whose
time as come.**

”



Observing this challenge before his peer group and empathizing with their helplessness, he developed an acute desire to help others and that set him into thinking differently. This got him into hitting upon a new idea which fructified in the form of ASU machine to weave fabric. As the saying goes an idea whose time has come cannot be stopped. Malleshham's experiment caught attention at higher levels. A day came when Dr Malleshham received the coveted Padmashri award. He was able to convert 'Service' into 'Success'

STUDENT INTERFACE WITH CORPORATE EXECUTIVES ...

MR JAYS CHANDY

CHRO, Conneqt Business Solutions, Bengaluru,



Our PGDM students had an opportunity to interact with Mr Jays Chandy, CHRO, Conneqt Business Solutions, Limited, on a host of areas in service sector, training, learning, Employee empowerment and such others on December 24, 2021 between 2 pm and 3 pm. He is a senior HR professional of Corporate India with exposure to a spectrum of HR functions. Some of other organisations that he worked for in senior HR positions are Qess Corp, Madura Garments Lifestyle Retail Co Ltd, Mindtree and Taj group of Hotels and also had a stint as a HR consultant. Mr Jays Chandy, is B.Tech (E&C) and M.Tech (Management Studies) from the prestigious IISc, Bengaluru. Here below is an excerpt of his interaction and the same will form part of 5th edition of our house magazine' NSOM Times': Jan-March 2022.

Ms Ravali - Question No 1

Sir, you are in a coveted position as CHRO of Conneqt Business Solutions on the back of several such senior positions in HR industry, managing large volume of employees in both Indian and overseas territories and operations. Can you please brief on the position, functions and role of your present organization?

Qess Corp is a Business Services Company and is one of India's largest private sector employers. Qess provides a host of technology enabled staffing and manages outsourcing services across processes such as Sales and Marketing, Customer Care, after sales service, back-office Recently we have forayed into operations, manufacturing operations, HR and F&A operations, IT and mobility services etc. Conneqt Business solutions and Allsec Technologies provide services in the BPO/BPM and HRO services, I head the HR

function for these two entities in the Quess group. Conneqt provides customer service, back-office processing, collection services to its clients. Recently we have forayed into Digital IT services wherein we support the digital transformation agenda of our clients. This involves management of Talent Acquisition, Talent Management, Talent Engagement, Talent Services including Compensation and payroll, Internal Communication and CSR. Given the nature of the industry it is an intensive operational role having to deal with employees who in the category of millennials to baby boomers with diverse work styles, aspirations and expectations.

Soundarya - Question No 2

Sir, being in charge of employee engagement, wellness and empowerment, how do you look at the need for employees' training in service sector? What are your prescriptions for learning, training and continuous improvement?

: It is indeed a key aspect in the service sector. You should note that sector is distinctly different from the manufacturing when it comes to dealing with customers and delivering services. In manufacturing sector, the product is defined and so are the processes of manufacturing. There is a well laid out structure to go by. For Instance, every product has well defined specifications and is manufactured based on a process and the same goes through multiple quality checks and testing before it reaches the ultimate customer. It may be the case of an automobile, white goods, mobile phones where you have a clear expectation on how it should look and work. Through sales and marketing, you create brand and product awareness and thereby create need in the mind of a customer. So except for the frontline sales staff most other employees are not in direct connect with the consumer

However, in service sector it is a different ball game all together. In providing a service/solution, the connect takes place between the employee and the customer on 'real' time basis. A good experience needs to be delivered at that 'moment of truth'. In the customer care operations, the customer calls with a query or request and employee needs to provide an immediate and appropriate response. The concerned employee at that point may not even have the time or opportunity to reach out to his supervisor/manager and seek clarity or more information. Customers don't like to wait and expect immediate resolution. This requires the employee to think on his feet and take appropriate decisions. It goes without saying that the service sector, an employee would have to be adequately trained and empowered to take decision to provide customer delight and in the interest of customer retention.

While all attempts are made to create a formal charter, structure or a check-list, many a time the situations are new and different and it would be a challenge for the employee to resolve the issue and close the deal. It is here that the organization would have to choose the right people for such roles with lot of care and screening. Typically, employees with humility, service mindedness and passion to help can deliver great services in this sector and create the 'moment of truth' for the customer. It must be noted that there is very little opportunity to delegate. Only empowered employees can do the justice in a challenging situation like this. To develop empowered employees, they will need to be adequately trained on the product and services. They need to have good awareness of the products and service and in addition to it, they also need to understand the implications of various decisions touching upon

cost and customer satisfaction aspects. So, training becomes a very crucial aspect in the services industry. It starts with product and process training and further building on their sales skills, customer management skills, negotiation skills, dealing with conflicts and resolution management etc to higher scale on leadership, design thinking, people management and so on. This is a continuous process keeping in step with the changes in the market place and the consumer behaviour.

Ravali - Question No 3

Sir, you have led HR functions reaching out to nook and corner of the globe. In your view, where do Indian Corporates/Organisations stand in terms of training capabilities, quality of inputs and delivery mechanism vis-à-vis their counterparts abroad?

Learners and learning systems are not the same in India when compared to those of western world consisting of mainly USA and Europe. Indian mindset to learning, development, career adaptability is much influenced by their upbringing, social structure and education system. Our teaching and learning processes are focused more on aiming at higher marks, better percentage, greater CGPA and so on. The entire evolution and progression of our education system seems to be preparing students for 'individual excellence' and earning 'ranks'. Our whole approach to Learning and Development is driven by prescriptive methods. Even at a later stage, when students get into jobs and become employees, there is not much deviation from these prescriptive paths. As service providers/employees, they often ask for what is expected of them or seek instructions from their superiors. Thus the 'prescription' model operates at both the states of learning and doing a job.

The western model, as I see, is different. People who do a job may often say, 'Well, I do this job. More than that, I am seeking possibilities of doing this even better or doing different jobs altogether'. Employees in western settings keep exploring on learning new skills, better possibilities continually. They often look at lateral areas to work on with different skill set. Towards this end, they take up lot of courses, online and offline, and develop themselves in facing challenging and remaining receptive and equipped for new possibilities. They even prefer to take a break to upskill themselves and come back to working with new skills, added vigour and enabling 'mind set'. Someone who wants to learn gardening may want to take a course on it and get into it full scale. This is just an example of how people chase their dreams and actualize it by preparing themselves and changing mind set.

Back home, the options of these types may not be liked and accepted by the society at least as of now. Here the growth of an individual in an organization is often linked to size and numbers. For instance, someone managing 10 people today manages 100 tomorrow and hundreds in the days to come. It is considered as 'growth' for all purposes. Our educational system would have turned him ambitious and successful in terms of numbers, targets, speed and volume. Assessment of individuals on these parameters are not much insisted on in western countries. People are encouraged to develop themselves in lateral areas of self development and chase dreams in an unstructured and informal ways too.

Ravalli - Questions No 4

Sir, in the wake of pandemic outbreak and in pursuit of alternative way of functioning, work from home became a new norm. Managing work remotely has not been easy for employers. How does your organization manage this new challenge and what are your prescriptions for keeping such workers motivated?

Yes, as you rightly said, this new challenge is inevitable. Every organisation out there is grappling with this in its own way. We too tried many things to keep the employees both functional and motivated albeit not fully. In a physical/offline work setting, employees are inspired thanks to people around them and they have things to fall back upon. Having to work at home, report, be accountable, to manage with uncertainties, can be easier said than done. There are also domestic challenges coming as they do from other family members.

Behavioural aspects arising from this new option would have to be addressed and as a benevolent employer we are much alive to it. We insisted on regular contacts with our employees so as to keep up their motivation levels, build rapport and help stay remain resourceful. Robot pathology in human beings can do more harm than good. We encouraged sharing of thoughts, pictures, life events and thus could remain well connected with our people. Employees having issues and needed professional help were connected to experts for support and counseling. On-line games, activities although could not match the real ones came handy. We continuously shared information and updates so that employees had reliable and required information. Leadership connects were done to keep the employees abreast of the developments in the organization and our strategies for the changed business environment.

Nikitha - Question No 5

Sir, you have taken active part in enabling the organisations become best employers. What factors and attributes help make an organization transform into a most loved company?

Well, this is the mother of all questions. Perhaps it is the dream of every HR head to see his organization as a loved and admired one. The first step towards this mission is to comprehensively understand the needs of people working in an organization. Needs of people differ from organization to organization in which one operates. As a true HR professional, you need to understand your people, study the demographics of your people and then go about assessing their needs, expectations and aspirations. Just as the customers are the focus of marketing, so are the employees for the HR function. You need to build lasting relationship with them by creating a cohesive environment where employees find camaraderie. Understanding needs of employees and working on them calls for different strategies and interventions. There is nothing like one size fitting all. It is the case of different strokes for different folks. Creating practices, processes in line with people expectations is an important step in this endeavour. Helping the employees benchmark with best practices of other organisations is one thing and moving closer to employees' needs and expectation is quite another. You can never aim at being the best employer if your organization is not doing well in the eyes of customers, stakeholders and market expectations. Make sure therefore that you balance the interests

and priorities of Customers, Employees and shareholders. With no growth, no resources, how will you be able to launch programs or any developmental activities? Do not take up an activity for the sake of a season, do it for a reason which is close to your organizational culture and ethos. It is also important to sustain the processes and practices over a period of time. The 'best employer' does not emerge all too suddenly; it evolves over the years of sustainable practices and enduring patience.

Anusha - Question No 6

Sir, It is generally said that there is apathy and unwillingness on the part of employees to undergo training. What would you suggest to make the training programs a joyous and engaging one? What qualities you would look at in an ideal trainer in organisations?

Getting the people attend training programs has been an issue with organisations just as identifying the training needs of employees. People hesitate to say yes to training as they are a little unsure of its utility. So, making the employees see the value in the training will encourage them to experience it. The critical aspect is to identify the right training needs for the individual and this is linked to their career aspirations and job satisfaction. Take for instance employees working in sales: some may see more value in learning more on the products, services and sales skills whereas some will find greater value in learning about people management, negotiation skills and commercial aspects. This is also the career stage the employee is at. Another aspects is that people have their own ways of knowing things and getting a handle to work on. Whether to send them to formal Institutes or get them to learn in work situations would have to be looked at. Last but not the least, the trainer and the pedagogy also makes a key impact. Take for instance a Sales Training program, if the trainer himself lacks sales experience or has not developed himself by other means, what avail he would be for the participants? There are times when employees attend training out of fear of penalty or negative evaluation. That kind of situation is also not helpful. I would say that a training program that does not help solve issues at workplaces may not be practicable or advisable. It will result in poor ROI for the organization.

Shivani - Question No 7

Sir, we are into 2 year full time PGDM course with industry relevant specializations. What opportunities are there in your esteemed organization for us to reach out?

Well, there are lot of opportunities in the BPO/BPM industry. We seek management graduates in our operational areas, sales, organizational excellence, digital business and in enabling functions. In operations, you could be developing solutions for the clients, managing the operations, doing planning analysis; in sales you could start by preparing collaterals, case studies, preparing customer presentations, following up with customers and as you move up the value chain, develop solutions and pitch for business. In the organizational excellence function, you could be exploring various means to improve operational efficiency, quality of service, analytics etc. In the digital business, there are opportunities to be a business analyst, functional consultant for a product/platform, pre-sales etc. In different enabling functions, you could find opportunities in various sub functions and areas of digital transformation and analytics which forms the focus of other functions.

Lifeh-ck

Stop using [google.com](https://www.google.com) to search school, college essays, use scholar.google.com instead. You will find more relevant information.

Drinking 5 cups of green tea in a day can help you to loose weight around your belly.

If you chew gum, when you study a subject and then chew the same flavor when you take the test, it can help you remember.

Your body is actually designed to get 4 hours of sleep twice a day instead of 8 hours in one go. Naps are far better.

Gum stuck to your clothes? Heat up some vinegar and rub it on the area. It will come off immediately.

If you keep onions in the freezer for 15 minutes before you cut them you won't shed tears.

There's a company called "Liquipel" who for \$60 will waterproof your phone both inside and out.

Sleeping on your right side will help you fall asleep faster than sleeping on your left.

Adding Vodka to your shampoo can strengthen your hair, prevent dry scalp and stop dandruff.

On "[freerice.com](https://www.freerice.com)" you can donate rice to third world countries by simply answering questions and playing games.

Hang out with people who make you forget to look at your phone.

Get something in your eye? Look down and blink repeatedly. It keeps eyes free.

Lif^heh-ck

When an elderly person can't hear you, speak deeper, not louder. This will make it much easier for them to hear.

Put your candles in the freezer before using, it will help them burn longer.

Forgot your computer password? Boot up in a safe mode (F8 during startup) login as the administrator, and then change your password.

Eating chocolate while studying helps the brain retain new information easily and is directly linked to high test scores.

Need some extra cash this semester? You can sell your study notes on "Flashnotes.com"

Eating a spoonful of peanut butter before bed helps you burn more calories while you sleep.

Sticking your fingers in your ears for a few seconds can instantly get rid of the hiccups.

Eat an orange before working out. Not only does it keep you hydrated, but it also prevents your muscles from getting sore.

Smiling for 60 seconds, even when you're in a bad mood, will immediately improve your mood. Using these muscles is enough to trigger the happy chemicals in your brain.

If you drop an earring, ring or small screw simply turn off the lights and look with a flashlight. They'll light right up.

If you have ever to park in a city at night, park in front of a bank. Why? They have cameras everywhere.

Put dry tea bags in your smelly shoes or gym bags, it will absorb the unpleasant odor.



84+
NEW AGE CERTIFICATIONS



**Every Industry needs
Career - Ready Professionals Every Day
LETS START A REVOLUTION!**



NITTE
EDUCATION TRUST

NITTE SCHOOL OF MANAGEMENT
AUTONOMOUS, APPROVED BY AICTE, NEW DELHI

Govindapura, Gollahali, Yelahanka, Bengaluru, Karnataka - 560064

Ph:080-2216 7888 | +91 7070 67 7070