

THE TIMES OF PAMAC

ADIL MALIA
Winning over your stress

VIVEK NATH
Managing human capital risks effectively

SOUMA GUHA MALLICK
Pedagogy evolution



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We are happy to present you the fifth edition of "The Times of PAMAC." In view of keeping our readers updated about the business and giving them creative bits of knowledge and patterns, the highlights of this publication also is assortment of articles and views about areas concerning the current state of affairs.

Beginning with this issue, it mentions about, Demonetisation, which has had a prominent impact on the Indian economy. You would also read about Managing human capital risks effectively which states about the need to move towards an integrated risk management process.

Winning over your stress is another interesting read that you would find which mentions about intrinsic & extrinsic strengths & vulnerabilities along with some prescriptive tips to handle stress effectively. It also contributes to a study about Hello Tomorrow Leaders which talks about the different dimensions of leadership along with a very interesting article on Pedagogy Evolution.

Organization DNA for ethical conduct is another interesting article that talks about business ethics that from an individual's own moral standards in the context of the political & culture environment in which the organization is operating.

I am honoured to share with you the work of a few committed and thoughtful people. Also, feel free to share your thoughts with us on the email.

With this, I leave you to read. We enjoyed putting up this edition together and hope you would enjoy reading it.

Thank You!

Babar Mian

Editor in Chief & Head HR - India Operations
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WHAT'S INSTORE

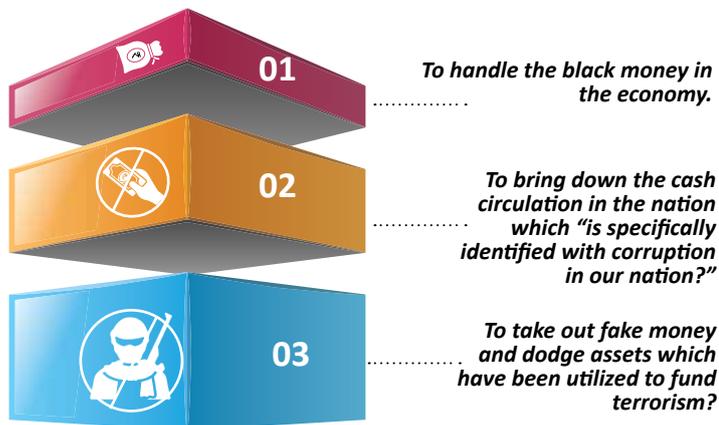


DEMONETIZATION - MASTERSTROKE OR NOT?

On November 8, 2016 evening, Prime Minister of India, in his broadcast deliver to the country, made Rs. 500 and Rs. 1000 notes invalid, saying that it was gone for controlling the “illness” of corruption and black money which have taken profound root. Individuals holding notes of Rs. 500 and Rs. 1,000 were able to store the same in their bank and post office accounts from November 10 till December 30. All notes in lower denomination of Rs. 100, Rs. 50, Rs. 20, Rs 10, Rs. 5, Rs. 2 and Re 1 and all coins kept on being substantial, and new notes of Rs. 2,000 and Rs. 500 were presented. There was no adjustment in some other type of currency exchange be it cheque, DD, payment via credit or debit cards etc.

WHAT IS DEMONETIZATION?

Demonetization in the context of India implies that Reserve Bank of India has withdrawn the old Rs 500 and Rs 1000 notes as an official method of



payment. Demonetization is the demonstration of stripping a cash unit of its status as legitimate tender. Why Demonetization?

The move was evaluated to scoop out more than more than Rs 5 lakh crore black money from the economy.

ADVANTAGES OF DEMONETIZATION

The main objective of demonetization is to curb black money. Curbing Black Money Demonetization has made it mandatory for every person in India to deposit their old currency in the banks and exchange them for new currency. This will make the cash hoarders to deposit their money in the account and make it accountable. In this manner, black money will be retrieved to a certain extent.

GREAT GOVERNANCE

Demonetization is done as a measure of good administration as proposed in the World Bank's Ease of Doing business report. This measure will expand the rankings of India in various indexes published by World Bank, World Economic Forum, United Nations and IMF etc. Demonetization will improve the straightforwardness levels in administration, as it were, by acquiring all exchanges the formal saving money segment.

INCREASED TAX REVENUE

There is an extraordinary surge in duty accumulations for as far back as month. Property tax, water tax and other enterprise collects in all states have risen significantly. The income tax accumulations have likewise risen quickly. The arrangement of Income Tax division observing the records with more than 250000 rupees deposit and collecting tax with penalties will increase the tax revenue for the government.

DRAWBACKS OF DEMONETIZATION

PUBLIC INCONVENIENCE

Open bother is the significant detriment of the demonetization measure. Individuals have spent an entire day in the banks to pull back the cash from the ledger. The line in a few banks is large to the point that individuals have blacked out. The move towards cashless exchange is great and just segments of the general population are acclimated to this practice yet dominant part of Indians has no information about this cashless exchange.

REDUCED MONEY CIRCULATION

There is serious lack of cash course in the economy all in all. Everybody has a solitary 2,000 rupee note and can't execute with it in neighborhood shops and numerous different spots where swipe machines are truant because of the issue of progress. There is extreme lack of 100 rupee notes and with a solitary 2,000 rupee note, individuals think that it's hard to pin down change. Individuals have confined their day by day exchanges to the most extreme and this has influenced the business in all circles impressively.

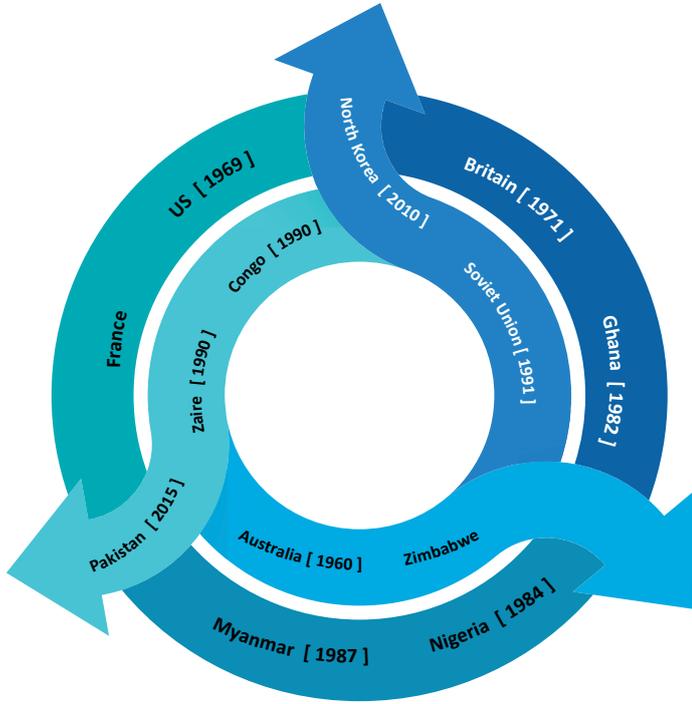
ATM CALIBRATION

Just 40 percent of the ATM machines were aligned to the new cash while whatever ATM machines left was put off request. This makes a line in ATM machines and the money gets depleted inside hours. At majority of the circumstances, ATM machines are out of money.

DEBASEMENT AND FRAUD

There were many occurrences of deceitful exercises like the banking personnel and the post office personnel illegally exchanging the old currency for new currency for a commission amount. The intermediaries take advantage of the present circumstance and win walloping commission of 50 to 60 percent for trading the cash utilizing the destitute individuals. The abuse of Jan Dan records to trade dark cash is likewise uncovered and confinements are suggested on such records. Media has uncovered such instances of defilement Other countries where demonetization has taken place previously Numerous nations have tried different things with the procedure of demonetization previously. A few nations profited immensely from the move while some appallingly fizzled at it.

HERE IS A RUNDOWN OF A FEW NATIONS THAT HAVE EXECUTED THE APPROACH OF DEMONETIZATION:

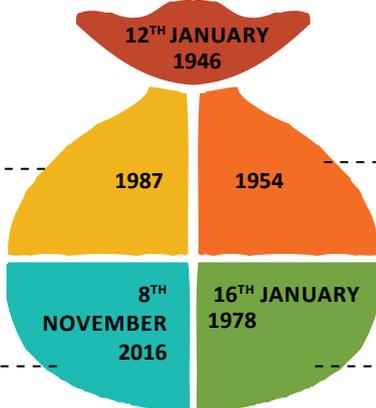


HISTORICAL FACTS ABOUT DEMONETIZATION IN INDIA

In spite of the fact that the historical backdrop of demonetization in India goes back to the time when different rulers governed this nation, the freshest and most noteworthy examples of demonetization in India are: Also, Denominations of 1, 2, 3, 5, 10, 20 & 25 paise were in circulation till June 30, 2011 but were then withdrawn. 50 paise coins are still in circulation and are called small coins. Other denominations called as rupee coins. Let us now review some legal facts about demonetization.

WHAT IMPACT DEMONETIZATION HAS ON VARIOUS SECTORS?

500, Rs. 1,000 and Rs. 10,000 notes were declared invalid as legal tender.



RBI introduced a new banknote of Rs. 500 into the economy.

The old banknotes of Rs. 500 and Rs. 1000 were barred from being legal tender and new notes of Rs. 2000 were soon introduced.

New notes of Rs. 1000, Rs. 5000 and Rs. 10,000 came into economy.

The Morarji Desai led-Janata Party demonetized banknotes of Rs. 1000, 5000 and 10000. Note that, the finance minister at that time was H.M. Patel.



AUTO

Demand probably plunged for two or three months for bikes, however traveler vehicles and tractors were less affected. In the bike business, around 35-45% buys are made by means of financing, while the rest are however on banked cash, or are essentially “unaccounted”.

Be that as it may, in the traveler vehicles portion, near 75%-80% of sales are either through financing, or even up front installments are made for the most part by checks - so this section could confront less warmth. With respect to tractors, near 65% of the buys are financed, in this manner the effect of money press is insignificant.



CEMENT

Organizations and merchants were demonstrating that volumes may get affected in the close term as real estate demand (which is 55-60% of general request), particularly in level 2 and 3 urban areas, may get influenced meanwhile.

Demand in tier-1 cities has been frail for as far back as 2-3 years. Be that as it may, framework request, supported by government spending which has been driving development, is probably not going to be affected.



BUILDING MATERIAL

Building material stocks would go under weight because of a sudden log jam. Redesign work, which drives this segment, would get affected as the greater part of the request is adjusted however money. Merchant deals in specific tasks too would take a hit.



CAPITAL GOODS

The effect won't be enormous to a great extent due to the B2B way of business. Notwithstanding, installment to sub-sellers may confront some liquidity issues.



BANKS

The move towards a cashless economy will support reserve funds in money related resources. With any sharp mixture of deposits and generally constrained roads to loan, the credit store proportion for banks would get to be distinctly negative, and in this way affect margins. In the event of a spike in capital adequacy, it would be positive for margins. While in case of a higher ascent in deposits, the prompt road to convey would be G-Secs, and this could make an impermanent descending blip in security yields. In this way some of banks could see benefit picks up on treasury.



CONSUMER STAPLES / JEWELRY

The move is useful for the organized industry. In any case, it might affect the working capital in FMCG circulation. Episodically, there's dependably an immense frenzy among wholesalers - business might be affected in the here and now with liquidity breaking down, along these lines affecting FMCG income growth. There will be a move from unorganised to organised sector in the gems business.



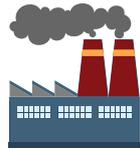
PHARMA

Demonetization is not anticipated that would have any significant effect on the Indian pharma market and demand is not anticipated to get affected much. Be that as it may, extravagance healing centers may see some effect because of spending cuts.



NBFCs

Asset finance companies may see short to medium term torment as a huge piece of business is cash based. Housing finance organizations to see key effect on credit against property. There might be a stoppage as individuals may quit purchasing the second or third house, which may influence developers.



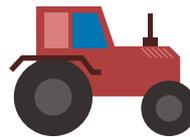
POWER & COAL

A conceivable fall in the loan fee will be certain for yield players. Coal costs have risen as of late, with China cutting residential production. With the US concentrating on its intensity, there's a decent shot that China will react to permitting coal costs to fall once more.



TELECOM

There's no material effect as normal exchange size is little. In any case, slowdown in cell phone deals could possibly slower adoption of mobile broadband subscriber penetration.



AGRICULTURE

One part of the economy which has been enduring the worst part of demonetization is agriculture. Cash has been the essential method of exchange in agribusiness division with formal financing in many parts, particularly Punjab, Uttar Pradesh, Odisha, Maharashtra, Gujarat and Kerala coming altogether from cooperative banks. These have been banned from trade store of demonetized cash. Farming is affected through the input-output channels and also cost and yield criticism impacts.



PAINTS

Paint organizations which are into huge venture deals, bargain in cash component worth 30-40% of offers, while for shops which have higher retail deals, money segment could be 70-80%.Therefore, paint organizations could confront fall in deals for the time being.

Though the demonetization measure is invited by greater part of the general population. However, the real people suffering are remained in the queue and are for the most part poor. With combined efforts we should aim to achieve a cashless economy which would be a boon for everyone including the common man.



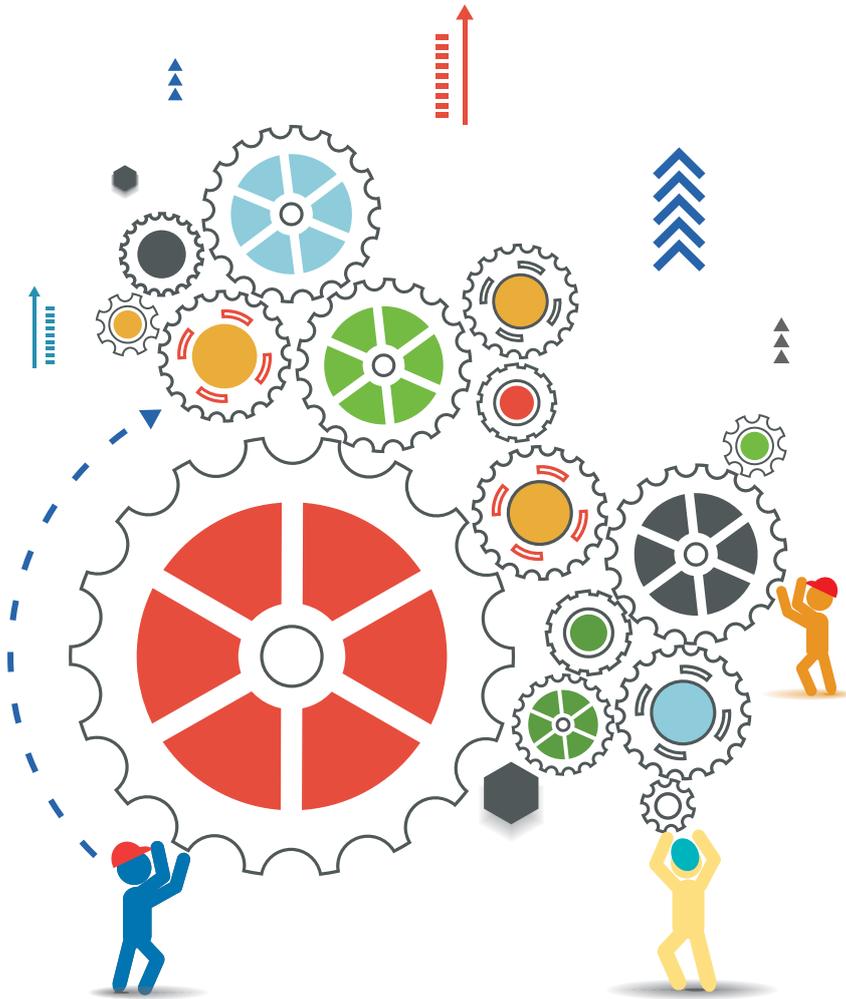
Vivek Nath

Managing human capital risks effectively





Essentially, effective human capital risk management is not about dealing with daily challenges, nor is it simply compliance related, it involves having formal strategies that assess the uncertainties which have a material effect on business performance and help in deciding whether to accept or mitigate the risk.



If human capital is your biggest asset, then, **IS NOT** having a human capital risk management strategy worth the risk?

So why this fuss around human capital risk (HCR) management? Put simply, think of it as a health check-up. Of course, you don't need a tread mill test each week, but being concerned, aware and responsive towards your wellbeing decides your state of health. Determination and examination identify ailments or the risk of developing them in time, while ignorance could simply mean walking hastily towards the 'dead' end. Meaningful comparisons can be drawn in the context of a business enterprise. It is now amply evident that 'technology' and 'people' will drive the next wave of differentiation, growth and business success. That said, it is worrisome to note that a vast majority of organisations in India are ineffective at managing risks regarding their most valuable asset – people! It is very common for discussions on managing human capital risks to revolve around the daily challenges that HR deals with - tasks like managing the total rewards, attracting and retaining employees, restructuring grades and salary structures, managing employee communications etc. Also, more often than not, HR teams have culturally been more attuned to dousing fires rather than anticipating and preventing them. The fact that organisations operate in a much more complex VUCA macroeconomic business landscape simply exacerbates the situation.

Essentially, effective human capital risk management is not about dealing with daily challenges, nor is it simply compliance related, **it involves having formal strategies that assess the uncertainties which have a material effect on business performance and help in deciding whether to accept or mitigate the risk.** Therefore, there is an urgent need for a fundamental shift in mind-sets; a change from being reactive to being

proactive.

It is not as if companies in India are oblivious to human capital related risk, as is evident from a recent [study](#) Willis Towers Watson did in collaboration with CII. Paradoxically, for a country where organisations have limited human capital risk mitigation strategies, the study found that human capital risk ranks first among 12 risks in terms of impact on business performance, highlighting the need to manage these as rigorously as other enterprise risks. Further, 62% respondents identified HCR as a significant board-level concern, yet, just one in three have a formally defined risk mitigation or control strategy in place. Even fewer believe they are effective at HCR management. When considering the potential impact and the probability of occurrence, some of the biggest risks facing companies in India are **insufficient leadership bench-strength, retention of critical talent segments, capability gaps, low workforce productivity and inadequate talent attraction programmes.**

The study brings out three key imperatives that Indian companies have to turn their attention to – strengthening understanding of HC risks, developing HCR specialists and better quality of dialogue between risk and HR functions. Today's business environment demands a holistic approach that aligns talent and the related risks with broader strategic objectives. HCR management should be seen as a tool to mitigate customer, financial, operational and reputational risk while delivering a consistent service delivery process leading to an improved overall employee experience.



The need to move towards an integrated risk management process

Despite the plethora of avenues producing human capital data such as employee surveys, HR information systems, compensation benchmarking tools, HR policies etc; most companies fall short in connecting the findings of each undertaking to be able to compare how problems are interrelated and share common origins. The solution lies in the formulation of a formal risk mitigation strategy that yields a framework where organisations can identify and compartmentalise HCRs.

One of the most critical barriers to effective HCR management is the culture of HR function having insufficient dialogues with risk management functions. The result - risk managers may be unaware of the impact HCR has on business sustainability or view these as less important in comparison with other risks. At the same time, HR might be struggling with risk nomenclature or may overrate the importance of certain day-to-day issues. They need to work together to help identify and assess risks allowing business leaders to decide whether to accept or mitigate particular risks. However, the situation in organisations in India does not indicate much collaboration – only 33% respondents said that HCR is managed by the internal audit function and 32% said it is managed by ERM in their organisation. Both functions will be more successful by building a partnership that brings these issues into the formal risk framework which is reported to the board of directors.

Meanwhile, in terms of maturity of HCR management processes, less than half the organisations have processes that are sufficiently mature to deal with HCRs and MNCs seem to be doing better than domestic companies here. The HCR mitigation process is three times as mature at MNCs versus domestic or-



ganisations. The global risk management approach of MNCs combined with the fact that they've been at it for quite some-time now, may be the probable reasons for their lead over domestic companies.

The time to act is now

A coordinated and a formal risk management process is more crucial than ever before. It will help organisations to identify human capital risks which the organisation might not have been aware of previously, enable risk prioritisation based on quantifiable evidence and allow leadership to gain advance insights into various risks that impact business performance and perhaps exploit them for driving competitive advantage. Additionally, individual business units must understand the implications of human capital risks on their business strategy and take more informed decisions.

The key to improving oversight and management of human capital risks lies in applying a risk based perspective when dealing with core HR issues like employee engagement or recruitment, having a formal HCR process in which the business participates and having a standing group or committee



that oversees the process. Giving CHROs more exposure and access to the corporate risk committee, senior leadership and the board will significantly improve direct communication and foster greater collective accountability. It is pivotal to conduct regular HR audits that involve review of current practices, policies, and procedures, and may include benchmarking against organizations of similar size and/or industry. Finally, taming the HCR demon will require closer coordination and collaboration between the Risk/Audit and HR functions and greater involvement of boards by making HCR an integral part of the risk management framework and agenda.

The journey towards effectively managing HCRs begins with one question that organisations must ask themselves - ***If human capital is your biggest asset, then, is not having a human capital risk management strategy worth the risk?***

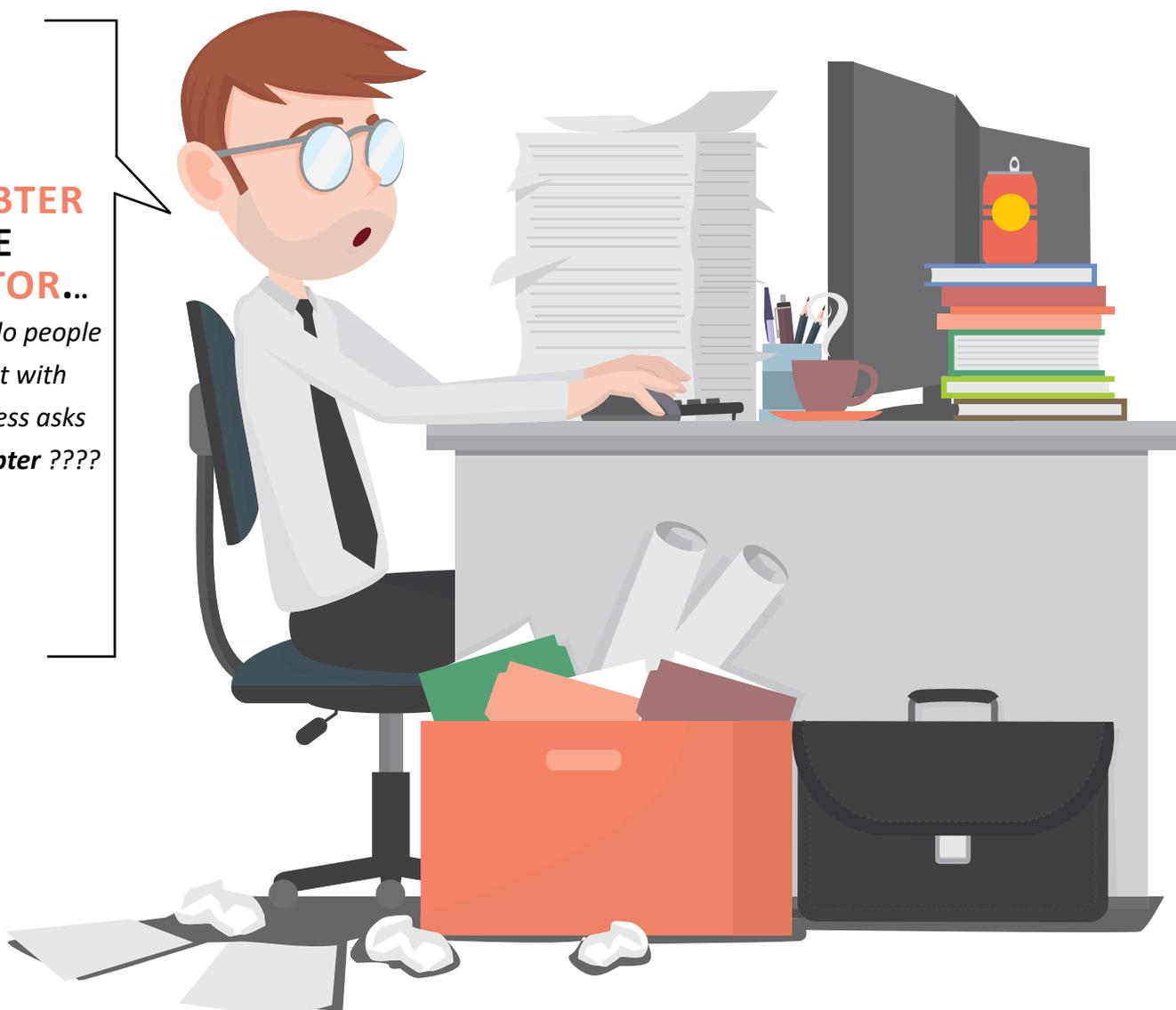


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THE DOUBTER & THE DOCTOR...

so how do people cope best with work stress asks the *Doubter* ????



Each individual's ability to withstand stress is dependant on certain

INTRINSIC AND EXTRINSIC FACTORS UNIQUE TO HIMSELF.

I was a very bad student of physics. But somehow, I am enamoured to get a break-through into this theme through the high corridor analogies of Physics. Pressure - Stress - Tenacity etc as concepts have their own well stated definitions in the world of Physics. Personally, I am not qualified to comment. But let me attempt a creative albeit a crude high-seas piracy here and creatively torture these concepts, put them under stress and then import the quintessence of their relevance on People behaviours in organisations in adverse moments.

Whenever external force is applied to an elastic body which is in a state of balance with the prevailing environmental forces, it tends to absorb that pressure. Being elastic, it stretches itself to absorb that external pressure. But it can cope with the pressure only upto its own unique point of elasticity. If **pressure is applied to the body beyond this point, that body loses its elasticity and thus snaps!**

Human systems also have similar behavioural elasticity. People are contextually in a state of equilibrium with the external forces that generate pressures on them in the course of their interaction. Changing situations in a dynamic environment puts additional, new or unknown pressure onto them. With an instinctive and learnt reaction to cope, they stretch to absorb that additional new pressure. When the pressure is mounted to a point where the people are unable to cope with it, they 'psychosomatically' [behaviourally and physically] snap like the other non-living bodies leading thereby to a state of breakdown and depression along with other physical and psychological ailments.

Human body and mind is in a state of harmony when it is in a healthy equilibrium with people and other forces of the universe that it interacts with. **Each individual's ability to withstand stress is dependant on certain intrinsic and extrinsic factors unique to himself.** Intrinsic factors are



Know yourself well...know your intrinsic & extrinsic strengths & vulnerabilities well.

peculiar to the person....extrinsic factors are situationally unique factors that create pressure on that individual in the context of the environmental in which that person operates. If 'Uber' cabs are causing a competitive pressure in the market for owners of 'Kali-Pili' cabs....that situation is an unique external pressure and a stress generating situation to a player in that rental-taxi domain. But it does not bother or generate any stress as an external factor to anyone else who is not operating in that space.

Let us bring this discussion to you. **You are born with certain psychological legacies and genetical inheritances that augment your ability to cope with stressful situations that you face.** You may be lucky to inherit high resilience and 'adversity quotient' that helps you naturally cope with challenging situations easily and well within your stride when you face them. Observe behaviours of different babies under similar pressure conditions....not necessarily that all of them would be the same However, you also may be unlucky to inherit low resilience and a body and personality that naturally collapses even under the slightest pressure. These are your systemic vulnerabilities.

Your ability to understand your own inherent strengths and vulnerabilities would certainly help you to understand the challenges you face and

your subliminal coping and stress reactions to adversities and potential stress inducing situations.

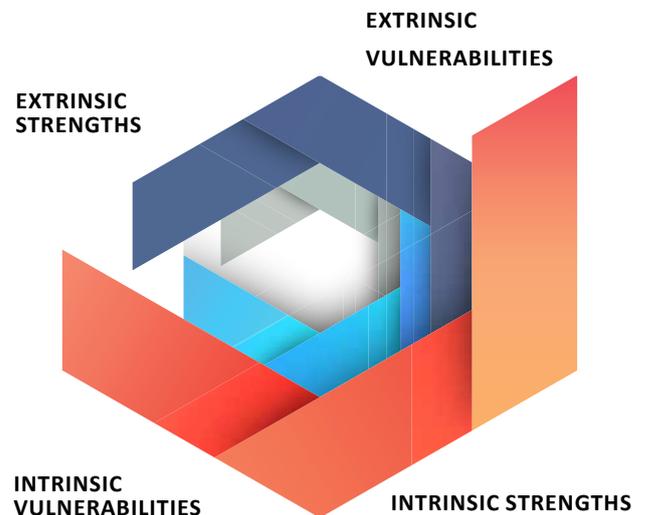
Subsequently, in the years of your nurture and growing up, you must have further learnt and developed some of your attitudes say to issues like bias for action, desire to win, resilience to rise, tenacity to bear, maturity in loss, learning to win despite resource deficits, cheering others' victory, building capabilities to match insurmountable challenges, managing discomfort, adopting unconventional routes, coping with ambiguity, judging for action despite insufficient data.

You now, consciously and sub-consciously tend to gauge, assess and react to environmental challenges that stare you in your face based on your peculiar intrinsic and learnt extrinsic strengths, vulnerabilities and experiences. The VUCA world further complicates the challenge by frequently disturbing your equilibrium. They continuously pose to you 'Very Uncomfortable Challenges & Adversities' thereby exposing you to ongoing stress situations.

The doubter and the doctor...so how do people cope best with work stress asks the doubter ??? Is it that some people don't get stressed in any situation at all ? A yogic script on this might be different. I however feel that every human being (read professional) has a combination of strengths and vulnerabilities to stress.

SOME PRESCRIPTIVE TIPS TO HANDLE STRESS EFFECTIVELY ARE AS UNDER :

- 1. Know yourself well...know your intrinsic and extrinsic strengths and vulnerabilities well.** Self study your Stress reactions in the last 10 stress situations and prepare the famous management 4 X 4 matrix...
- 2. Deconstruct elements of the current challenge you are facing and**



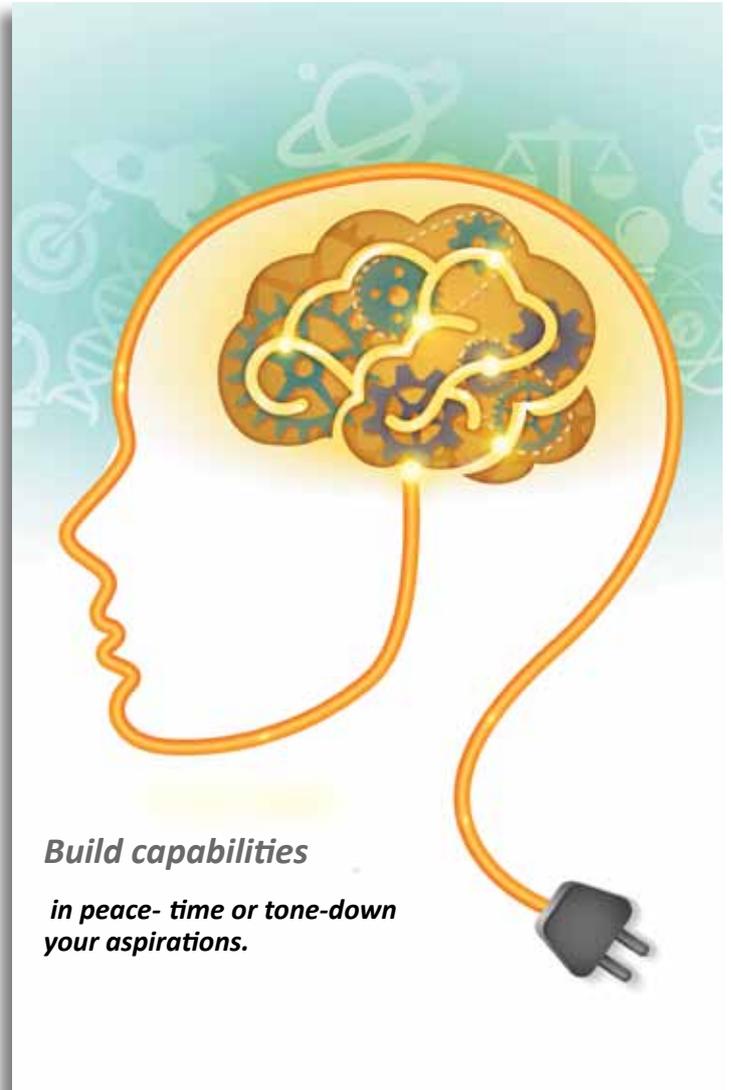
develop your strategy to handle the challenge you are now facing only after you have self determined how you will play your strengths and how will you protect your vulnerabilities from playing the 'Spoilers'.

3. Redefine problem statements . Identify dimensions of the challenge that you absolutely believe you cannot handle. ***We often times do not build alliances with partners who have the skill sets to support areas in which we are weak.*** We do not extract value from synergies and thus lose out on vulnerabilities.

4. Build capabilities in peace- time or tone-down your aspirations. Stress generally is an outcome of ***capabilities falling short of aspirations or aspirations being blocked by limitations of strategy or resources.*** Whenever you find your capabilities falling short of the challenges before you OR see your ambitions and goals being frustrated by the 'go-to' link being impaired or being blocked by some person, you get stressed.

5. Accept the reality that there does exist an 'effort to result' linkage. But there are certain known and unknown factors outside the zone of your control which play an influencing role in the outcome of things. Sometimes these factors favour you. Some other times they woo others. ***Learn to manage your wins and losses with maturity and equanimity.*** Don't let failures impact you so badly. It visits everyone regularly.

Stress is a state of mind. Self realization and Self confidence adds to the maturity that helps you to cope with potential stress situations that will build your capability to face potential stress situation. Build your capability to fight stress for that is the only thing within your control. Stress situations have a mind of their own.



“Stress situations have a mind of their own.”



Adil Malia
CEO
The Firm

WHO DO YOU NOTICE MORE?

WHAT MAKES US DIFFERENT



COUNTRIES CAN DESCRIBE THEIR EDUCATION SYSTEM WITH THE HELP OF A CHINESE PROVERB

***“Give a man a fish, he will get feed for a day
Teach him how to fish, he will get feed for his lifetime”***



THE ANCIENT INDIAN EDUCATION SYSTEM HAD A SMALL CHANGE, LIKE

***Don't give a man a fish,
Also don't teach him how to fish,
But instead inspire him to discover his own
way of fishing***

The world has now accepted the need of education for self growth and society development. Almost all modern countries are investing huge in educating its youth, of which the developing countries tops the list. The existence of education seems to be as old as the human and educational reformer, defines “education as that reconstruction and reorganisation of experience which adds to the meaning of experience and which increases ability to direct the course of subsequent experiences.”

Schools, colleges, universities are not the only institutions which imparts education, social institutions like home, religion, television, mobile, computers, press, etc., play a vital role. The basic factor of all these institutions is none but to make the child undergo certain experiences which

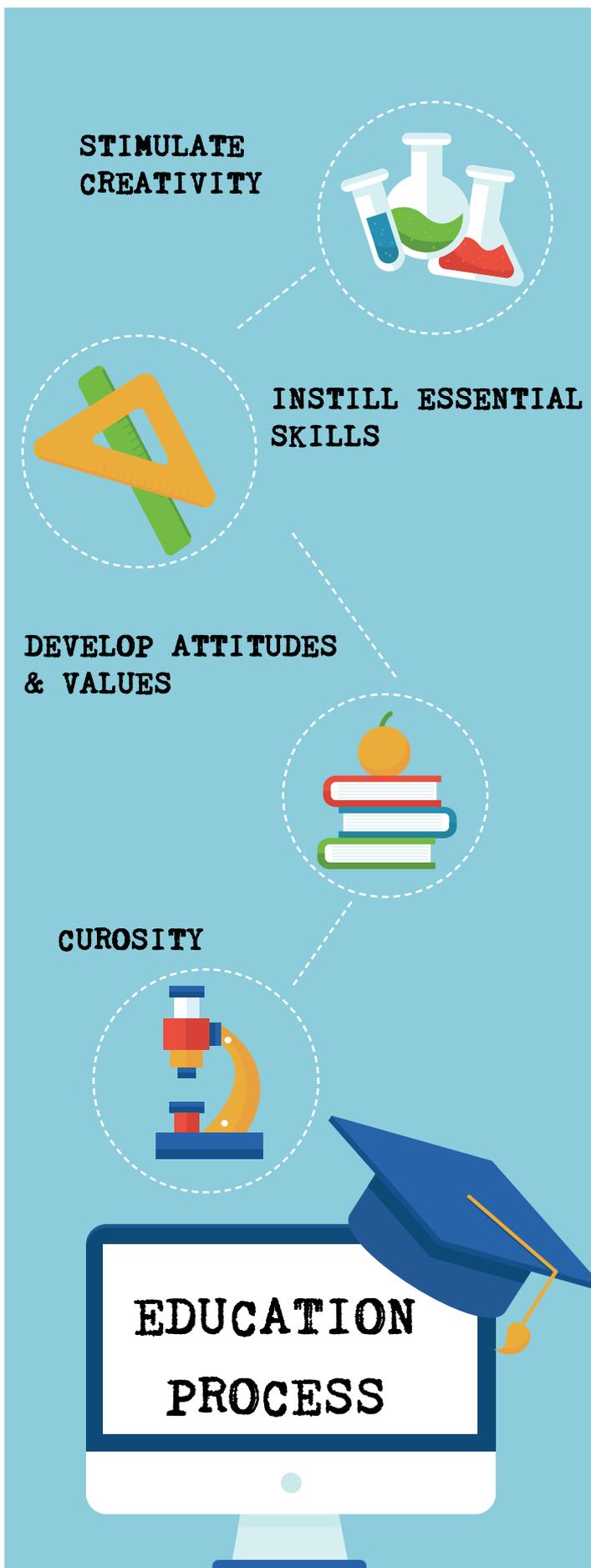
would in turn modify the child's behavior to be flexible enough to adjust to a changing environment.

Many other countries can describe their education system with the help of a Chinese Proverb:

“Give a man a fish, he will get feed for a day, Teach him how to fish, he will get feed for his lifetime.”

But the ancient Indian Education system had a small change, like:

“Don't give a man a fish, Also don't teach him how to fish, But instead inspire him to discover his own way of fishing.”



Initially, there was no such term in use as 'Education', but human made it sure that whatever they learn or experience needs to be shared to the society. For example, when a man hunts a tiger, he makes some symbols or drawings at that spot itself, so that someone else get to learn from it. In India the proper education started much before 4000 BC, in the Vedic ages, where the sages used to impart knowledge orally and hence pass it on from one generation to another. It was after the development of letters the Shishyas started writing on palm leaves or bark of trees. Much later the education emerged with the Gurukul System. In this system the institution was the house of the Guru, or teacher, and it was completely residential where the Shishyas, or students, had to stay together in proximity with the teacher, either at their house or at temples. All the students had to stay together irrespective of their socio-economic background. Apart from studying, the student used to help out their gurus in their day to day work, be it cooking, farming, washing clothes, etc. The Gurus never demanded any fees so the students had to serve their Guru.

But, in years later, the kings started paying the Guru so that Guru teaches their children in the best possible way. Very soon Kings started offering the Guru to stay at their kingdom. So as years passed by and population started increasing, the accessibility of Gurus to the students reduced. It is then that the concept of School came up.

The ancient education system believed that one should attain wisdom prior to knowledge. After the Gurukul period, the approach towards the process of imparting education remains unchanged till now in almost all institutions, universities. Punishment is a very important tool in teaching. The students were forced to read texts, listen lectures, recall the texts and lectures even though they were uninteresting. To some extent this tool might have worked, but it also came up with undesirable by-products. Students found out different ways of escape, like staying absent, not paying attention in class, being unresponsive and practicing vandalism too. The students used to get affected emotionally too which resulted in drop outs, or to be more apt, they were forced to drop out by the schools. This practice also affected teachers. The teachers instead of teaching, holds the students responsible. Examinations were just too show how weak a student was. A teacher is judged to be better if he or she is capable of making a student work harder, and not be good teaching.

It is now that the teachers have understood not all students have the same potentialities. Everyone is unique and different students learn in a different way. The teachers therefore organize individual, small group interactions in order to reveal their accuracy of understandings. Different students perceive differently, thus a teacher should put effort to build their perception in various ways. Based on the interests and needs of the learner, he or she has to be involved in the learning process. The learning aids and mediums should be made more attractive, based on the learner's interests. These should be supported with flexible schedules, curriculum, easy to grasp subject matter. The learner has to be made creative through the teaching learning process.

Along with air and water, today's world cannot survive without science and technology. It is this technology that has helped in the rise of productivity of the modern society and has an impact on the social and cultural life. This modernization has implications on the education system also. In ancient times knowledge was limited and growth was very slow. But, in the last few decades there has been a great knowledge explosion. Today one has to keep pace with the growth of knowledge and it has to be actively discovered. Education, which is nothing but a process, should arouse curiosity, develop attitudes and values, instill essential skills and stimulate creativity. Technology provides the necessary aids and mediums to achieve these aims of education not only widely but also qualitatively.

Already, technology equipped classrooms are available in many institutions, but right now it is just replacing textbooks. For example, instead of using writing boards, teachers are using ppts, video recordings to make classroom teaching more attractive. The back problem of students by carrying heavy books in their bags could have been solved with the invention of cloud technology. The students would now have softcopies of books, notes, lectures, etc. It has been proved that when a human listens, he visualizes, this helps a student build a strong idea about a topic. But, at the same time, if he is shown a video, instead of pushing his brain harder in visualizing, he can concentrate in the concept. Thus audio-visual lectures find a special place in modern pedagogy.

With the advancements of communication and digital electronics, connecting someone at any part of the world is just at your finger tips. These advancements of communication and automation may not bring back the age old successful Gurukul education back, but it would make a student to be in proximity with their teachers or the classmates, virtually. The future classroom would be one where instead of books, one will carry their tablets or mobiles and once he or she enters the classroom his attendance would be marked. Google Cardboard is using smartphones that converts it into a virtual reality viewer by using simple and inexpensive cardboards as head mounts. The cloud technology would help the teacher's access directly to the student's study habit. By taking notes and doing their assignments online, the student's engagement in studies could be monitored. Even major publishers can use the same data to judge how effective or boring a book is. The identity cards would be replaced by fingerprint and iris scanning. During online courses, eye tracking technology could be used to monitor your concentration. Hologram technology would help teachers to give lectures at any part of the world, at any time, even though he is physically somewhere else. Pictures, models, history could come to live right in front of the desk with the hologram technology.

We are all awaiting for the next future classroom, but what if it makes the student forget what is it like to live in the real world ?????

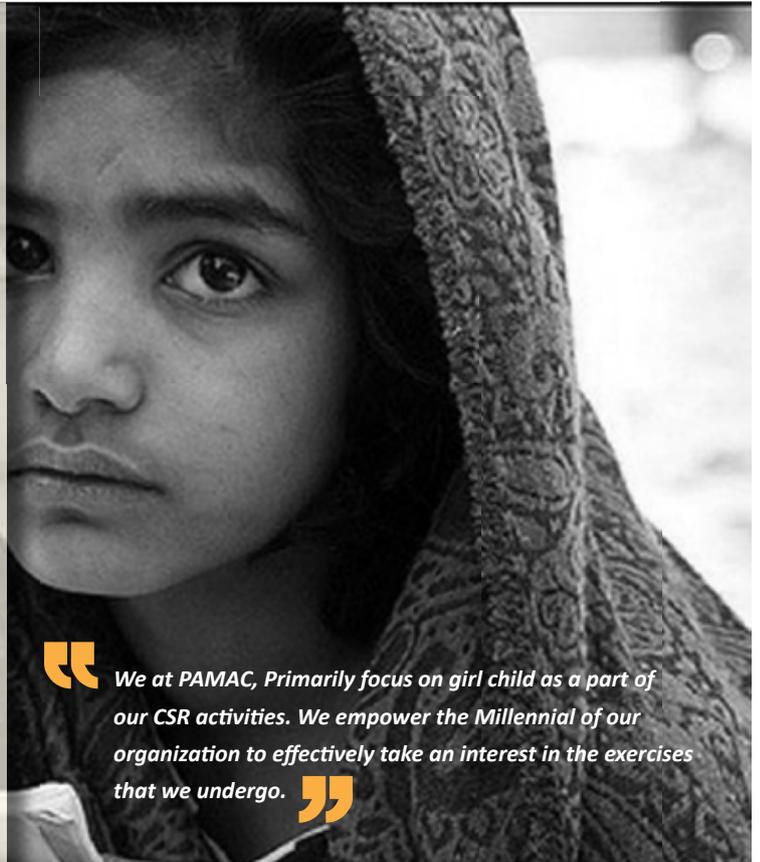
“ *Everyone is unique and different students learn in a different way. The teachers therefore organize individual, small group interactions in order to reveal their accuracy of understandings.* ”



Souma Guha Mallick
Vice Chairman
Supreme Knowledge Foundation
Group of Institutions

THE ALTER APPROACH

CORPORATE SOCIAL RESPONSIBILITY



“ We at PAMAC, Primarily focus on girl child as a part of our CSR activities. We empower the Millennial of our organization to effectively take an interest in the exercises that we undergo. ”

CSR has augmented exceptional significance and has turned out to be basic to any organization's strategic decision making. Associations have understood that government alone won't have the capacity to get triumph in its attempt to motivate society. As the significance of being socially dependable is being perceived all through the world, governments know about the competitive advantages won from a capable business division.

With the swiftly changing professional workplace and added functional autonomy, numerous associations have set up isolated CSR wings as a vital instrument for practical development & growth. There are scores kept of CSR associations promoting CSR in different enterprises.

The essential question that should be tended to in CSR scholarship is whether it is descriptive or normative or something else. The very semantics of the phrase CSR conveys with it the assumption that companies have duties, most particularly to consumers however to others too.

We at PAMAC, Primarily focus on girl child as a part of our CSR activities. We empower the Millennial of our organization to effectively take an interest in the exercises that we undergo.

The potential of CSR is frequently disregarded and keeping in mind the end goal to accomplish comprehensive development organizations must contribute towards accomplishment of the same. The changing policy environment in India makes it indispensable to be prepared and bolster industry endeavors and give specialized help to adjusting to the change. The field of corporate social obligation is an entangled one, the work is complicated no doubt.

Yet, will the positive relationship between's an organization's altruistic endeavors and their benefits help to improve it? The next era of CSR in India is promising and gives incredible inspiration and impetus to decrease disparities in our nation. CSR has made some amazing progress in India. From responsive activities to sustainable initiatives. The core of CSR is combined to be charitable, corporate, moral, ecological and lawful.



63% talent leaders expect an increase in the hiring budgets, higher than the global average of **37%**

LinkedIn, the world's largest professional network on the internet, today released its annual India Recruiting Trends survey for 2017. The survey revealed that sixty-three per cent (63%) talent leaders expect an increase in the hiring budgets, higher than the global average of 37%.

With the war for talent getting tougher, talent leaders are likely to invest in initiatives that differentiate them from their competition. This includes investing in building a stronger employer brand that echoes the voice of its employees. The survey indicates the rise and reign of employee referrals in India; with Indian companies leading their global peers in leveraging referrals as channel for quality hires.

Highlights on 2017 trends and metrics as follows:



BELIEF IN EMPLOYER BRANDING BECOMES STRONGER:

From 78% in 2015, belief in employer branding has increased to 84% this year, among talent leaders who believe that a strong employer brand has a significant impact on their ability to hire great talent. For 39% of talent leaders, their team is primarily responsible for building the employer brand. To build a stronger employer brand, talent leaders rely on websites and social professional networks platforms to generate awareness amongst prospective candidates. In India 67% talent leaders see LinkedIn as the best channel to build their employer brand. While candidates stated that they are interested in learning about a company's



benefits and employee perspective, recruiters believe that highlighting company culture is crucial for attracting candidates.



DEMAND FOR QUALITY HIRES REMAINS A PRIORITY:

As quality talent plays a crucial role in shaping a company's future, 90% talent and HR leaders list talent as a number one priority at their organizations. In India, employee referrals continue to be the top source of quality hires for 63% of talent leaders, marking an 8% increase from the last year. Additionally, the survey indicates that Business Development, Sales, and Engineering emerge as high priority roles that require effective recruitment strategies and customized employer branding content to attract the right talent.



AUTOMATION TO SHAPE THE FUTURE OF RECRUITING:

Indian talent leaders are in favor of using technology and innovative tools for recruiting. Thirty-eight percent (38%) state

that, better sourcing tools would be one of the priority investments in the future. Further, with hiring demands growing in India, talent leaders are looking for automated ways to screen candidates. Innovative interviewing tools (42%) and candidate relationship management tools (36%) are emerging trends in the Indian recruiting industry. This sentiment is higher for Indian talent leaders as compared to their global counterparts.

While 2016 was a year of recruitment consolidation for many employers, 2017 is shaping up to be more optimistic for both employers and employees. Prioritizing talent is now key for organizations and talent leaders are increasingly aware of the benefits of investing in employees. In today's 'always-on' online culture, organizations that combine traditional recruitment approaches with new social media driven recruitment strategies are going to be able to future proof their recruitment plans. Additionally, recruiters who implement talent-focused communication strategies and effective talent screening processes are likely to receive higher market value and revenue per employee in the long run," said Irfan Abdulla, Director Talent Solutions, LinkedIn India

“*Prioritizing talent is now key for organizations and talent leaders are increasingly aware of the benefits of investing in employees. In today's 'always-on' online culture, organizations that combine traditional recruitment approaches with new social media driven recruitment strategies are going to be able to future proof their recruitment plans.*”



Irfan Abdulla
Director
Talent Solution, LinkedIn India

OUR SERVICES

SOLUTIONS

CUSTOMER

APPRAISAL TECHNOLOGICAL

RISK CONTROL CREDIT SERVICES

PROCESSING REVIEW

TRUST COLLECTION



Credit Processing & Appraisals (CPA)

CPA is one of the verticals where we provide the End to End services for Credit and Operations activity for various Products of Banking and Non Banking Sectors. Various products where we offer our services viz. Personal loan, Business loan, Auto loan, Education loan, TW loan, Loan Against property / Mortgage Loan, Commercial Vehicle & Home loan. We are flexible to execute the operations either from Client premises or PAMAC premises.



Customer Profile Validation (CPV)

CPV is one of the major vertical for PAMAC. Under CPV vertical, we provide various verification services like – Address Verification, Tele Verification, Document Verification etc. to Banking and Non- Banking Sectors, Insurance Sectors. We handle major volume of Credit Cards, KYC and Retail Assets Products including Personal loan, Business loan, Auto loan, Education loan, TW loan, Loan Against property / Mortgage Loan, Commercial Vehicle & Home loan etc.



Documents Collection & Reviews (DCR)

Under PAMAC Document Collection and reviews, we conduct the following activities.

- Document Fulfillment for Retail Assets / Cards Application.
- Post Disbursement Document Collection.
- NACH, ECS Pick-up & Submission / Activation.
- Liability KYC Document collection.
- Cheque Pick-up services.
- PMS [Demat A/C] Document fulfillment.
- Dealer Stock Audits.
- Vendor Audits.

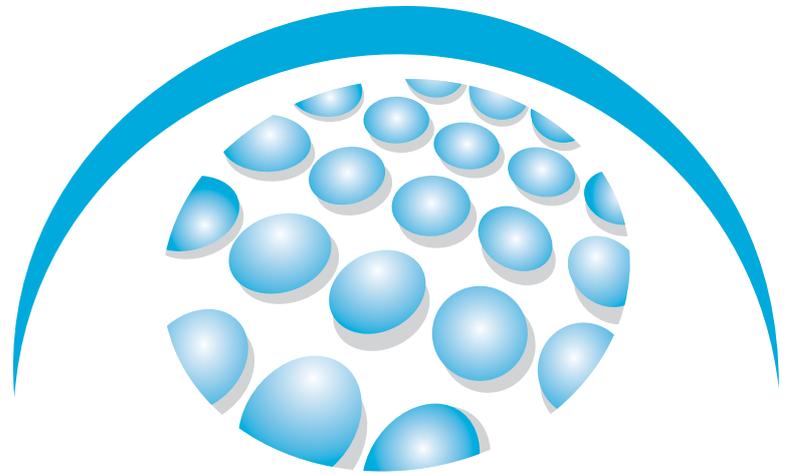


Fraud & Risk Control Unit (FRC)

Activities conducted under PFRC unit are as below:

- Employee Background Checks include Address Check, Education Check, Employment check, Reference Check, Criminal Background Check, Global Database Check, Drug Test
- RCU Services have the below I. Screening & Sampling Process II. Document Verification
- Seeding & Mystery shopping
- Dealer Stockyard Audit
- Investigation

ONS
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PAMAC



Transaction Processing Unit (TPU)

Transaction processing is one of the growing vertical in PAMAC. Under Transaction Processing unit we provide end to end backend services like – Applications processing, Scanning support, Payment processing, Cash and Cheque inter Bank reconciliation etc.



Resource Support & Payroll Processing

This service includes:

- Recruitment Support
- Statutory Compliances
- Training and Performance Reviews
- Employee Background Checks
- Payroll Management
- Infrastructure Support



Collections Service

Services offered for collections:

- Outbound Call Center
- Inbound Call Center
- Field / In person
- Visits to Customer
- Management Information Services
- Collection Process Engineering and Designing
- Receipt Management Process
- Audit Process



Accounts FIRST

Accounts FIRST service includes Accounting Services like Bookkeeping, Profit & Loss Statement, Balance Sheet Reporting, Cash Flow Analysis, All Accounts Reconciliation Reports, Transaction Processing Services, Fixed Assets Process Reports, Financial Analysis -Ratio Analysis, Credit Card Mapping and Reconciliation, Forensic Accounting. Furthermore services available in the lights of Compliance, Legal & Company Secretarial Services.



**Hello Tomorrow Leaders: keep evolving
“all things come with an expiry date,
even the essence of leadership “**

Leadership as a concept is eternal or Timeless; what's dynamic is the nature, style and essence. So, in the current times what form of Leadership is relevant and effective? So, has time and ecosystem really changed for good or do we believe that the current change is just a passing fad. A deeper look at the various dimensions which have displayed change clearly indicate that this change is here to stay and we need to reinvent our leadership style to be able to manoeuvre and excel in it. It is critical to understand the changes and deep dive, as that would help us understand the new essence of leadership better.

The changes in our ecosystem are far and wide, and we will explore a few of them with the use of 3G3T dimensions. The first dimension of 3G is Geography in which we operate.

GEOGRAPHY: As famously discussed Geography is History now. The organisations' playing Field has drastically changed. Leaders now have to understand the Physical, Cultural and Social aspects of the geography in which they operate and can't just restrict their knowledge & experience to Law aspect of the geography to ensure that they are compliant to the law of land.

GENDER: Diversity & inclusivity is no more a mere reference in talk but a hygiene element of every organisation's ecosystem now. The ratio of women workforce is increasing every day which means leaders need to be more sensitized than ever on managing them, the number of women leaders itself is on the rise which again brings in new dynamics. The element of exhibitionism of relationship at workplace by either gender or singularity in

their

thoughts and ideas towards philosophy of life is shattering riers and highlighting change for being future

GENERATION : Generations at workplace will continue to keep us on our toes. Each Generations [Baby boomers, X, Y, Millennial] bring in their advantages as well as challenges, for example Gen X was a great fan of rulebook and Gen Y doesn't believe in rulebooks and we see that as a major standoff today, so how will tomorrow look like when Gen Y will come into Leadership roles.

TECHNOLOGY : Technology is always helpful but most of are not sure when and where to use it and start complaining that is ever intruding. Constant changes in the technology also bring the need to keep constantly reinventing ourselves to ensure we are dated. Social media has ensured that employees and stakeholders can express their opinions more frequently and bluntly besides shattering the old age definitions of transparency and openness, in this new age of constantly being under spotlight and being observed how will the leadership take decisions which are unpopular and tough.

physical glass barrier the need to ready.

TIME TRAVEL & TIMEZONES

: We blink and we miss something somewhere. Organisations work on a 24*7 mode and action is happening all the time. The concept of switch on and switch off is slowly fading away. Leaders have to be accessible all the time to be able to react to ensure averting crisis in time.

THE STAKEHOLDERS : Who are my Stakeholders is the new challenge. In good old ecosystem, the stakeholders were clearly visible and to a great extent we also knew their stated and unstated expectations to manage them. But in to-

day's world the definition of stakeholder itself is under review. For example, a simple advertisement about our product may cause harm, be perceived as insensitive to another group and thus become a branding nightmare for our organisation. Within these rapid ever dynamic ecosystems which leaders will make a mark and which leaders bite the dust? We will witness 3 forms of Leaders based on the Grid Analysis of 'What State I am in' [Y axis of Keep Evolving Model] and 'How far I look into' while I am operating [X axis of Keep Evolving Model].

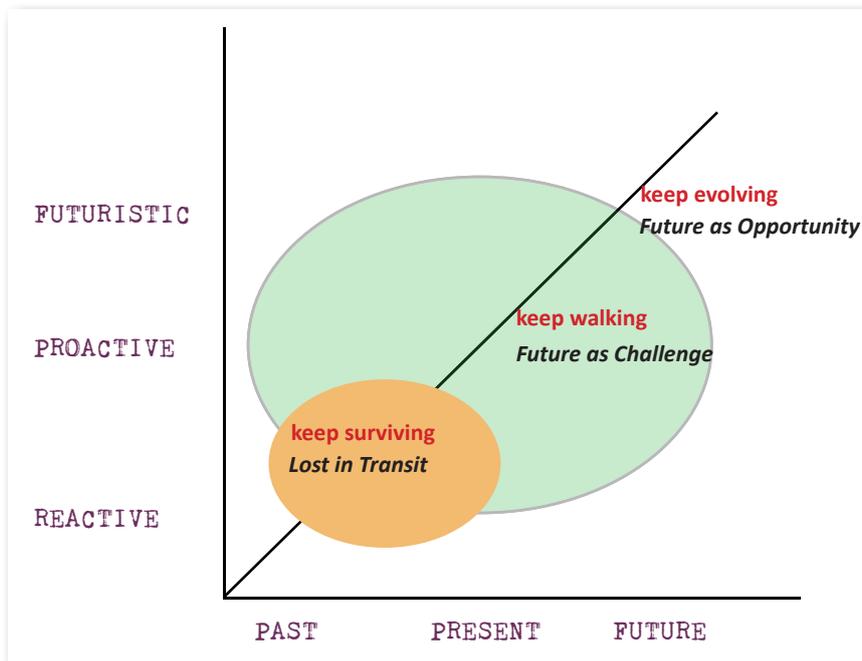
- **Leaders of Stale Times [LOST] - Operational Excellence Leaders - keep surviving.**
- **Leaders of Today's Situation [LOTS] - Transactional, Short term and immediate Financial gains - keep walking.**
- **Leaders of Tomorrow [Hello Tomorrow] Dynamic, Holistic & Futuristic - keep evolving.**

• 'What do I choose as a 'reference' when I take a decision' [thinking model] [X axis]

As a Leader, whenever I have to take a decision what do I keep referring to? Do I refer to my past and recycle the past successes & glory and take a decision based on that while hoping that it is still relevant today? Or be aware of my surroundings and recent past and take decisions based on those experiences? In here I keep talking and referring to my surroundings and learn from them. Or the third state being herein I make efforts to understand where the future is heading to and base my decision points based on that because I am aware that the organisation is going to have a future beyond me and ensure that it is future ready beyond myself.

• How and when I decide to Act as a Leader [operating model] [Y axis]

Do I wait for the situations to emerge and become critical and then react as a prince in shining armor and claim credit to defuse a worsening situation, or should I be proactive to understand the undercurrent around me and ensure that we are ready with workarounds to manage them, or am



I a futurist who is pushing the boundaries on a constant basis even without being provoked or asked for and mitigating the possible risks to create competitive advantage by being Industry First.

A result of thinking and operating in 3 states is the following 3 types of Leaders:

• **LEADERS OF STALE TIMES [LOST]**

LOST leaders are basically Operational Excellence Experts and extend this streak to become a leader where they believe their job is basically Value Cre-

ation by operational excellence which will lead them & their teams to the goals.

In today's dynamic ecosystem this comes across as a shortfall & addresses just one of the many dimensions where leaders are expected to be a leading light. The outcome of this leadership style ultimately leads to a situation wherein leaders strive on the philosophy of **keep surviving and get over with the current state of affairs.**

• **LEADERS OF TODAY'S SITUATION [LOTS]**

LOTS as leaders are basically those who give a feeling that they are doing lots of things i.e. multiple transactions activities with a singular aim of assuring a good Financial health of the project / program / organization. They believe their job is basically Value Creation by short term Financial gains by creating a feeling of lots of things are happening under their leadership.

The outcome of this leadership style makes these leaders very popular for today as they are hitting the bulls mark all the times and getting the results which the stakeholders are looking for but the big challenge is that they are creating a vacuum for future as there isn't much thought for it and hence no preparation for it as well. Ultimately this leads to a situation where in the leaders operating philosophy is keep walking and see future as a challenge as they haven't really prepared for it.

• **LEADERS OF TOMORROW [HELLO TOMORROW]**

Hello Tomorrow Leaders are basically dynamic, holistic & futurist in their operating style. They believe that they can create real value if they are able to make the organization future ready, and build a culture and team which is ever ready to adapt, and is not caught off guard because of changes around.

In today's dynamic ecosystem this style comes across handy because what succeeded last time may be completely irrelevant now. and solutions that have been designed today have to stay relevant in the near

future so as to retain the competitive advantage or optimize the cost of building it. The outcome of this leadership style ultimately leads to a situation wherein the leaders strive on the philosophy of **keep evolving and looking forward to future as an opportunity to do more better, bigger & smarter.**

So, what makes a Hello Tomorrow Leader? What are the traits / competencies / skills these leaders possess which gives them a competitive advantage over the others? What are the various stages in which each of these traits operate and what does that mean to our leadership style and how do our stakeholder perceive us?

The following are the critical traits which clearly highlight the Hello Tomorrow Leader vis-à-vis others :



• **DIMENSION 1 - HELLO TOMORROW LEADER - CURI-
OUS CHILD LIKE AND NOT RECYCLE**

Learning Curve comes across as a big differentiator between Leaders. The ability to unlearn & learn constantly acts as a huge catalyst in understanding the dynamic ecosystem and leading the team on real time basis.

So, as a Leader what is our reaction and approach? Are we like a Curious Child who keeps learning constantly, or are we those who keep abreast with new developments and pose as they know all, or are we like those who believe we have arrived in life and what could be there to learn more as we can always recycle what we have done in past and make best out of it.

- Leaders of Stale Times [LOST] Approach - **Recycle & Stick to past success.**
- Leaders of Today's Situation [LOTs] - **Small Improvements** [Combination of small new learning combined with past success].
- Hello Tomorrow Leader - **Innovation & Learning**

So Am I Hello Tomorrow Leader for Dimension 1 -

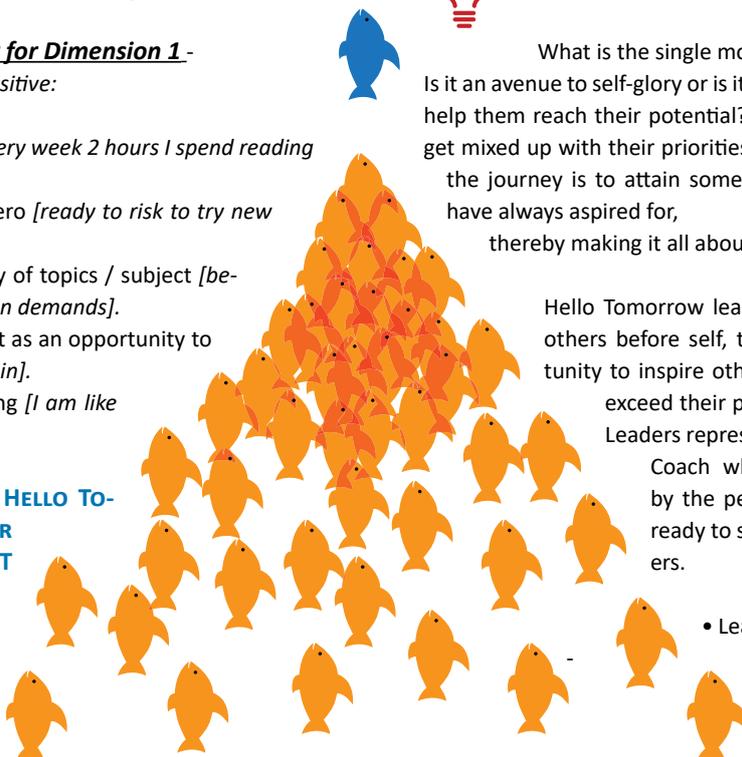
Answer the following question in positive:

- I believe I am a Student of Life [every week 2 hours I spend reading & learning].
- I am not hesitant to go back to zero [ready to risk to try new learnings at workplace].
- I am ready to learn a wide variety of topics / subject [beyond what the stated Job Description demands].
- When it comes to learning, I see it as an opportunity to shine [I don't whine saying why again].
- I can read anything and everything [I am like connecting the dots]



• **DIMENSION 2 - HELLO TO-
MORROW LEADER
- HUMBLE AND NOT
HERO**

So, when Success comes to the team or the failure hits the team, where are you and what is your First reaction is the hallmark of



a good leader. Humility / Humbleness is a virtue which is a rare commodity in today's Honour Me world. Moving away from Honour Me to Honour Them and then include me is the hallmark of Hello Tomorrow Leader.

As a Leader, do you stand up in the front when the team is going through worst of its times and at the same time are you ready to share fruits of success with the team, or do you come across as someone who is at the centre stage when things go right. Many leaders live in this myth that the success is a direct outcome of them, forgetting that it is more than often the entire team that works around which influences this success.

- Leaders of Stale Times [LOST] Approach - **It has happened because of me**
- Leaders of Today's Situation [LOTs] - **It's happening because of us.**
- Hello Tomorrow Leader - **People around me are real heroes and I am the First among the equals.**

So Am I Hello Tomorrow Leader for Dimension 2 -

Answer the following question in positive.

- I write thank you notes to my members [twice in a year - year end and post your appraisal letter].
- I am not hesitant to back up my team for credit in public forums [where are you seen in the photographs with your team members].
- I am more worried about my team members' performance - Measure my success with their performance outcomes [celebrate your team members' promotions and increments].
- I don't hesitate apologizing for going wrong / being rude / being pushy etc. [I write apology notes with the same ease that I write thank you / appreciation notes].
- I respect feedback from all, irrespective of what background they come from [I am consistent, fair and transparent with all].



• **DIMENSION 3 - HELLO TOMORROW LEADER - INSPIRE
AND NOT ASPIRE**

What is the single most important reason for you to lead? Is it an avenue to self-glory or is it an opportunity to inspire others and help them reach their potential? In the journey, most of the leaders get mixed up with their priorities and after sometime the purpose of the journey is to attain some of the self-goals which the leaders have always aspired for, thereby making it all about 'self-aspirations'.

Hello Tomorrow leaders always work with the belief of others before self, they believe leadership is an opportunity to inspire others and create avenues for them to exceed their potentials and belief. Hello Tomorrow Leaders represent the truest form of a Teacher and Coach wherein they measure their success by the performance of their disciple and are ready to sacrifice their personal goals for others.

- Leaders of Stale Times [LOST] Approach **Inward looking and my Aspirations are paramount important.**
- Leaders of Today's Situation [LOTs] - **Occasionally Inspire by**

their selflessness.

- Hello Tomorrow Leader - **Others before self, believe in inspiring others.**

So Am I Hello Tomorrow Leader for Dimension 3 -

Answer the following question in positive:

- I take joy in fulfilling others' aspirations [others before self].
- I can put my aspirations in backend if required [being selfless].
- I don't get tired inspiring others even if they keep disappointing me [they listen, agree and don't follow up on that].
- I am ready to face music for the mistakes of my team members [in order to set right example].
- I measure my success with how many of my team members have done well in their tasks [I celebrate my team members' success with equal zeal].



- **DIMENSION 4 - HELLO TOMORROW LEADER - CONVERSERS AND NOT SHARES**



As a Leader, it is always easy to share updates / directions / information as it is a one way communication style, but everything a leader has to do should be in form of a conversation. It is often realized that it requires a greater degree of patience and pursuance to get all aligned. As a Leader, do I believe I can motivate and lead a team when I share or when I Listen?

Hello Tomorrow Leaders believe in healthy conversations both Masculine and Feminine. Masculine conversations happen on topics which are mostly work related, while feminine are focused on other aspects of life like hobbies, families, philosophy etc. Hello Tomorrow leaders are at ease on any topic of conversations and ensure that they have on regular basis with equal zeal overtime.

- Leaders of Stale Times [LOST] Approach - **Believes in sharing as driver for motivation.**
- Leaders of Today's Situation [LOTs] - **Converses occasionally and mostly related to work.**
- Hello Tomorrow Leader - **chief listening officer.**

So Am I Hello Tomorrow Leader for Dimension 4 -

Answer the following question in positive:

- I listen patiently even when I know what my members are saying is wrong or not interesting [I patiently listen].
- I have conversations at regular frequency [don't wait for emergencies or agenda].
- I am comfortable with meetings without agenda [I don't just meet my members to solve problems].
- I am aware of personal choices of my team members [know my members likes and dislikes and their philosophy towards life].
- I write notes to my stakeholders [make it a point to have conversations even when I am not near them].



- **DIMENSION 5 - HELLO TOMORROW LEADER - CO-CREATOR AND NOT MR. / MS. PUSH**

Collaboration and Co-creation is a Virtue that differentiates the Hello Tomorrow and others clearly. Hello Tomorrow leaders have this reality check in them that they are as good as their teams and collaborators, and realize that it is collaboration & co-creation that makes way for success.

As a Leader, do you believe you are the one who has been entrusted to guide and manoeuvre the team all by yourself? Do you operate wherein the ability to direct and achieve, starts with you and ends with you, or Once in a while when you are in a good mood you ask for suggestions and drive the agenda based on those insights or As a Leader do you operate on the model of 'First among the equals' where in every member has the right to speak / share / debate / discuss and build the solution on what is emerging.

- Leaders of Stale Times [LOST] Approach - **It has happened because of me.**
- Leaders of Today's Situation [LOTs] - **It's happening because of us.**
- Hello Tomorrow Leader - **People around me are real heroes and I am the first among the equals.**

So Am I Hello Tomorrow Leader for Dimension 5 -

Answer the following question in positive:

- I listen patiently and encourage thoughts and views in team discussions [I encourage participation].
- I ensure to budget extra time in project plans to have healthy discussions and debates [I buffer time for building consensus].
- I am comfortable with diversity of views [I respect dissent and diversity of thoughts].
- I am aware of personal strength & weaknesses of my team members and allocate work accordingly [know strengths and weakness of my team members].
- I believe people can contribute even when not pushed [not everyone likes to be pushed or threatened to ensure alignment or commit to deliver].



• DIMENSION 6 - HELLO TOMORROW LEADER - COURAGE AND NOT CORRECTNESS

Courage is a Virtue which not only differentiates the Hello Tomorrow leader clearly but also is hallmark which followers expect all the time and every time. Hello Tomorrow leaders are aware they have to be extremely care[ful of what they stand for, what they preach, and what are their perspectives on contagious issues etc. as each time they decide to act or not to act, for the followers will judge them with the same standard barometer.

As a Leader, do you believe in playing the surviving and thriving game boy being politically right and ensuring self-preservation even if that means you are shifting your decisions by endorsing conflicting views? As a Leader, do you believe that you will be able to push your agenda if only you are diplomatic and aligned to powerful stakeholders and would be happy to turn a blind eye if you find one of them is conflicting, or as a Leader do you believe that it is always the MERIT of idea that will get its due respect irrespective of alignment with stakeholders? As Leader, do you believe charity begins at home and you have to be a role model all the time by ensuring consistency in your approach and stand for what you believe in, irrespective of adversities.

- Leaders of Stale Times [LOST] Approach - **Politically Right and Self Preservation is the motto.**
- Leaders of Todays Situation [LOTs] - **Diplomatic and Aligned to Powerful Stakeholders.**
- Hello Tomorrow Leader - **Walks the Talk.**

So Am I Hello Tomorrow Leader for Dimension 6 -

Answer the following question in positive:

- I stand by my thoughts irrespective of any adversities [*I am determined*].
- I am consistent in my approach all the time, every time [*I walk the talk*].
- I ensure that I don't have different standards for others and myself [*I am not a hypocrite*].
- I am Flexible to change my stand but to ensure that the overall organisation interest is protected and not to please some stakeholders [*Organisation before stakeholders*].
- I am comfortable to stand alone and share my stand openly even if I am alone [*Candid not diplomatic*].



• DIMENSION 7 - HELLO TOMORROW LEADER - MEANING AND NOT METHOD

Why do people come to workplace or support a cause? It is not always the brand, money, power or prestige. So, what is that drives all of us? Hello Tomorrow leader clearly understand and appreciate that people look for Meaning & big Picture to dedicate themselves to a cause / work / project / organisation.

Hello Tomorrow leaders believe that we need to engage followers not at the transaction or transformational level but at the spiritual level.

As a Leader, do you believe the primary responsibility is to give stretch targets to the followers and motivate / threaten with talks and incen-

tives and ensure those targets are achieved, or do you believe the role is to guide them through your technical expertise and impress upon them with advance knowledge or as a Leader believe in inspiring them with big picture and making them understand the true essence of purpose and meaning?

- Leaders of Stale Times [LOST] Approach - **Drives through stretch targets.**
- Leaders of Todays Situation [LOTs] - **Motivates through Technical Expertise.**
- Hello Tomorrow Leader - **Inspires through by connecting big picture and purpose.**

So Am I Hello Tomorrow Leader for Dimension 7 -

Answer the following question in positive:

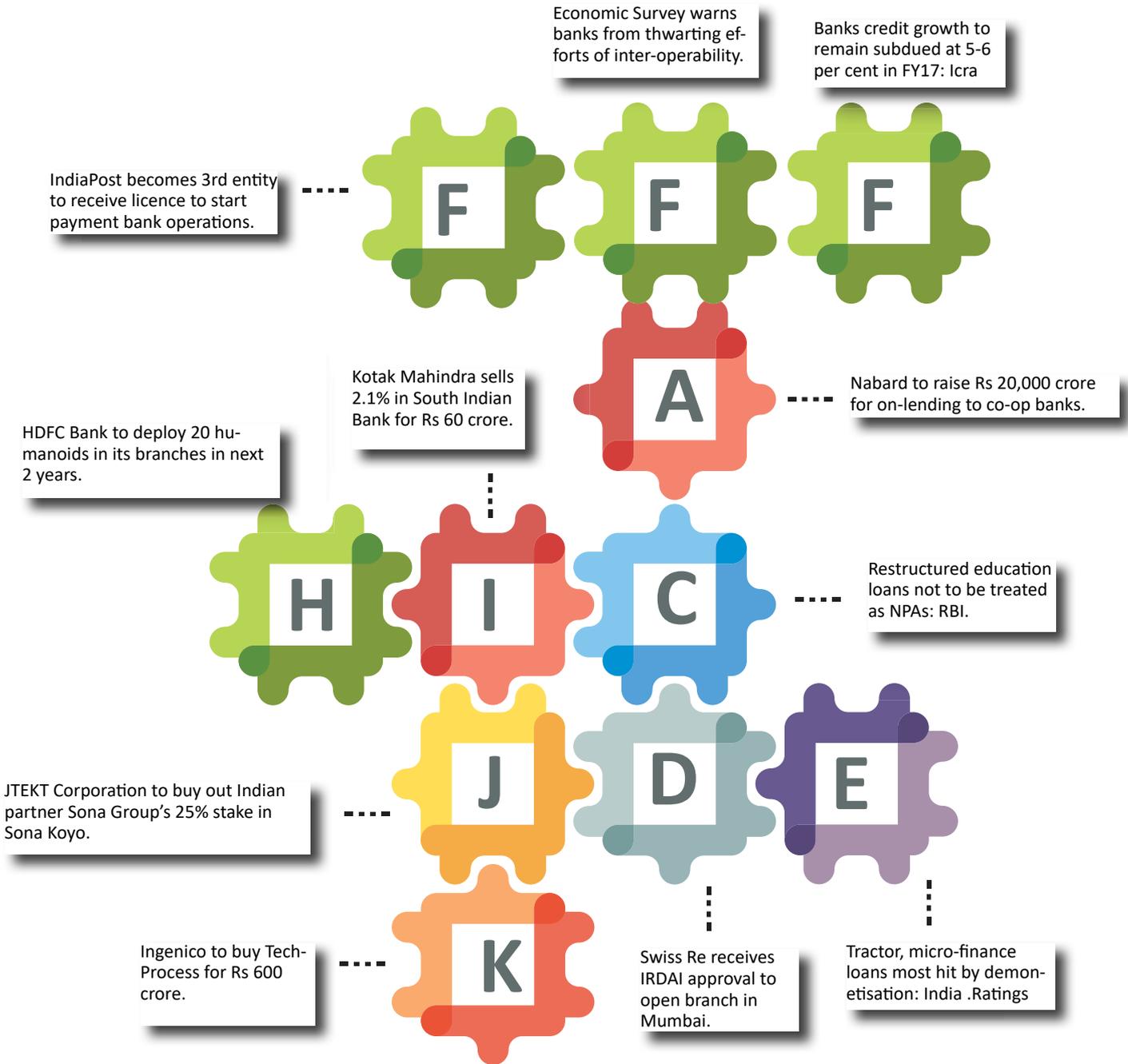
- I directly don't get into what is to be done but start with why it needs to be done [*I explain the big picture*].
- I take time to connect the past - present - future of the work in terms why - how - what implications to my stakeholders [*I connect the dots*].
- I ensure to spend time with my followers and understand their aspirations and connect the same to the organisation purpose - vision - values [*I align aspiration to purpose*].
- I just don't rely on my technical expertise to guide the team [*I am holistic in my approach*].
- I am comfortable in giving realist targets to my followers and Flexible with their approach towards the varying degree of stretch [*Realistic & Flexible Targets*].

“All things come with an expiry date, even the essence of leadership” “the nature and essence of leading and leadership is also on the verge of next leap and Hello Tomorrow leadership style is the one poised to bridge this gap / Gill the vacuum. It is critical for us to understand and appreciate that this journey towards the future has to be planned much in advance and in a systematic fashion as “The Journey to the Success is never an accident, it's an evolution “.



K Srinivas Rao
Partner & Chief Strategist Officer
The Strategist

DID YOU MISS IT?



Most of us have been hearing the word DNA in our day-to-day conversation & the literal dictionary definition of DNA is “deoxyribonucleic acid”, a substance carrying genetic information & from family perspective, some of us even refer to DNA sometime to carry forward the family tree , similarly corporate ethics is

a buzzword very often heard in the corridors of many organizations & discussed as well in the senior leadership meetings, corporate ethics is primarily the moral principles that govern employee behaviour within/ outside the organization or conduct of any official activity as outlined in the code of conduct guidelines of the company .

Business ethics generally result from an individual’s own moral standards in the context of the political & culture environment in which the organization is operating, some of the basic principles that form the basis of business ethics can be classified under following broader heads:

RESPECT

Being ethical means treating everyone with respect, demonstrating this by being courteous & having equal treatment of people regardless of their level in the organization, we must strive to treat others the way we would like to be treated .



EXCELLENCE

Being ethical in business is also about pursuing excellence in everything that we do.



ACCOUNTABLE

Being ethical means holding yourself accountable, acknowledging & accepting personal accountability for the decisions & consequences.



OBEYING THE LAW

An ethical executive always obeys the law & never breaks the rules, regulations or laws surrounding the business activities.



BEING A LEADER

To lead by example, the best way you can enforce an ethical mentality is to lead by example, you need to demonstrate the principles & ethics you want your team to live by .



CARING

This involves having a genuine concern for others as well as a sense of compassion.



BEING FAIR

In all our actions, we must strive to be fair & treat all people equally .



LOYALTY

We need to be loyal to our company, our team & our self .



KEEPING PROMISES

Our word is one of the most important tools as business manager, we must keep every promise that we make & always fulfill a commitment.

INTEGRITY

Maintaining a high level of personal integrity.



HONESTY

We need to be honest in all our actions & every communication we make.

The code of conduct document describes the basic DNA of the organization & it is reflection of the leadership team vision, of late corporate ethics has gained tremendous importance among senior leaders, however sometimes it remains at background of routine corporate life due to various reasons & primarily due to its wrong perception of not being significant to core objectives of top line & bottom line ,corporate ethics is not reflection of few individuals but it is more a matter of culture created by sustained actions by cross –section of employees, this is where the senior management plays the key role for spreading the corporate DNA .The employees are more receptive to ethical messages when leadership embodies it in day to day behavior & practices rather than restricting this to pep talks or email communications ,as it is said actions always speak louder than words ,team members do observe the leaders & often copy their behavior & it is indeed the responsibility of all employees from the level of security guard of the company to the MD/board of directors to build the ethical culture by demonstrating personal ethics in whatever they do or say ,the culture gets built when the top leadership emulates code of conduct document & all employees adopts the same with all internal/ external stakeholders ,the ethical conduct of each individual is inherited

from the parents ,teachers , close relatives & friends ,we all carry forward the value system taught to us from our childhood time & it is more nurtured as we start the professional journey ,it is also related to the individual judgment of what is being considered as right or wrong, employees decisions & actions are influenced both by their own personal character as well as by organizational culture ,most of the corporates guide employees towards right actions which are ethical & correct in all aspects ,the decision to act ethically at all times & more particularly during turbulent times is the moral decision of an employee. If it is practiced by all employees then it strengthens the ethical DNA of the organization ,the unethical behavior would damage the organizations reputation, credibility ,brand & good customers/business partners would not like to be associated with such unethical companies ,the reputation of the organization is critical to their business relationships & it is a vital asset .

This foundation takes your company to the success that it deserves to reach & all above values are universally accepted as basic traits of being good citizen as well, I would like to summarize the individual ethical conduct with very simple concluding sentence – “doing the right thing under all circumstances even if it brings no personal benefit ”

“ *This foundation takes your company to the success that it deserves to reach & all above values are universally accepted as basic traits of being good citizen as well, I would like to summarize the individual ethical conduct with very simple concluding sentence –*

“doing the right thing under all circumstances even if it brings no personal benefit.” ”



*Tarun Samant
CEO & Principal Officer
Tata Motors Insurance Broking &
Advisory Services Ltd*



EMPLOYEE ENGAGEMENT

Re-Designing the Multi-Generational Strategy 2016

Managing to Manage across Generations at Work by CRAFTING a Culture of outstanding Employee Experience's

DIFFERENT APPROACHES FOR DIFFERENT Generation's

Employee Engagement continues to be a challenge for businesses, with 58 percent of Our This year's survey respondents citing it as very important. The demands and expectations of today's diverse, multi-generational, mobile workforce require a more flexible, employee-centric work environment, one which companies are just beginning to learn to develop.

This year will see a strong focus on listening to employees, job redesign, and an enterprise-wide analysis of all dimensions of employee engagement—all factors in what we call the "Outstanding Employee Experience" Strategy Information.

provide flexible benefits, and create great corporate cultures in an effort to drive higher engagement. Nearly nine in ten executives (85 percent) in this year's survey rated engagement as an important (38 percent) or very important (48 percent) priority for their companies.

SO WHAT IS THE CONNECTION BETWEEN CULTURE AND ENGAGEMENT?

Culture is the sense of "how things are done around here"; engagement is "how employees feel about how things are done around here." Engagement is an aspect of workplace life that can—indeed, should—be continuously monitored in a proactive way. It is about the future of an organization; it is a measure of corporate health and a key window into the potential for future issues and workers' support for change.

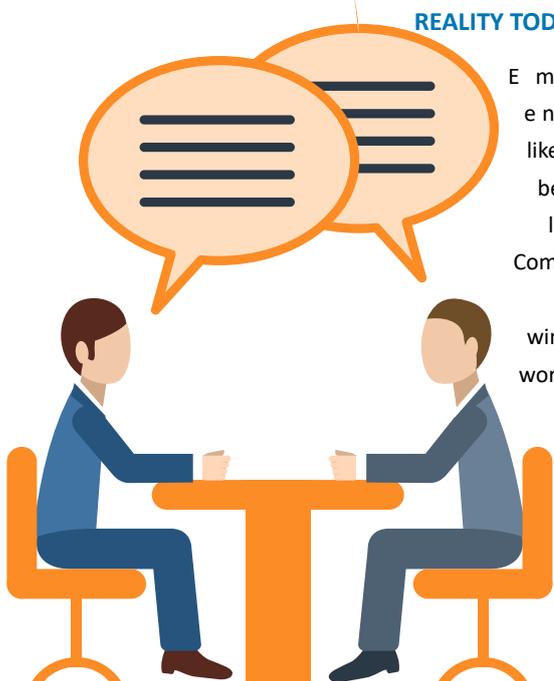
3 FACTORS STAND OUT AS DRIVING THIS FOCUS ON ENGAGEMENT.

1. First, there is intense competition for talented Millennials, many of whom are less loyal to organizations than ever before.
2. Second, companies face a continued need to attract Gen 'X' in leadership and technological and other specialized roles, as every company digitizes its business.
3. And third, an organization's employment brand is now open and transparent, so job candidates can easily see if a company is a great place to work.

The role of employee engagement within HR is changing as well. Today, we find Chief Learning Officers who own the engagement challenge and executives with titles like "Chief Employee Listening Officer." These new titles show how the topic of engagement has become broader and more embedded in everything HR must do.

REALITY TODAY

Employee engagement, like culture, has become a CEO-level issue. Companies now compete to win "best place to work" surveys and monitor social media carefully. There is an escalating war to design great workspaces,



Many companies still conduct some form of employee engagement survey. Indeed, 64 percent of senior executives in this year's survey noted that their companies survey employees on engagement.

Yet many traditional engagement models have fallen behind, precluding a more complete view of the problem. Instead, engagement today demands understanding a highly inclusive, empowering work environment.

For one thing, today's workforce is more diverse than ever. Companies must manage as many as five generations of workers, dispersed global

teams, and a heterogeneous mix of genders, races, cultures, and sexual orientations.

They also have many types of workers in the mix: full-time and part-time people, employees working at home, and workers employed by contract agencies. Yet despite this highly diverse population, research finds that only 11 percent

of companies have a highly inclusive work environment, and 47 percent



have cultural barriers preventing the use of part-time people.

Only 4 percent of our respondents believe they are very good at engaging Millennials and other generations in the work environment.

SO ISN'T IT TIME TO RETHINK THE 'EMPLOYEE ENGAGEMENT' ISSUE AND MAKE THE WORKPLACE 'AWESOME'?

Great Companies create employee experiences that pull people in—that motivate collaboration, innovation and higher productivity through extraordinary engagement.

Successful companies offer a signature employee experience that is rich with opportunities to enjoy the characteristics they prefer — experiences that give them “goose bumps”.

The old rules no longer work, if we truly want to drive our customer experience to its full potential.



“Successful companies offer a signature employee experience that is rich with opportunities to enjoy the characteristics they prefer — experiences that give them “goose bumps”.”



Sayeed Sheikh
Founder & Chief Executive Officer
Inconnectiva Conferences
& Trainings, India

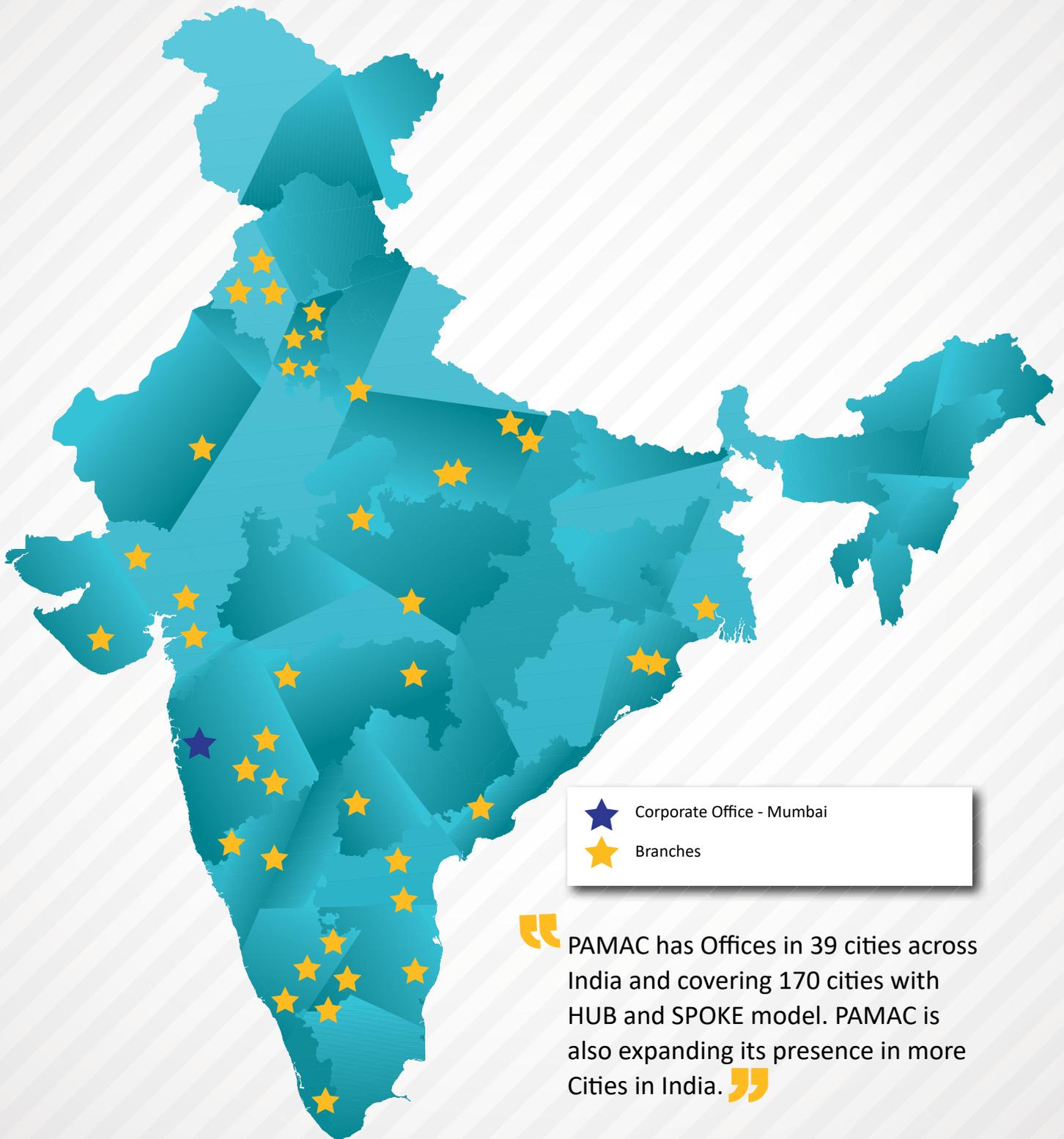
OUR GLOBAL FOOTPRINT



PAMCAL Middle East (the UAE entity of PAMAC Group) was incorporated in 2006 and has its Delivery Center in the Dubai Outsourcing Zone (DOZ) and provides its customized services to the Best of the Banks in UAE.



OUR INDIA PRESENCE

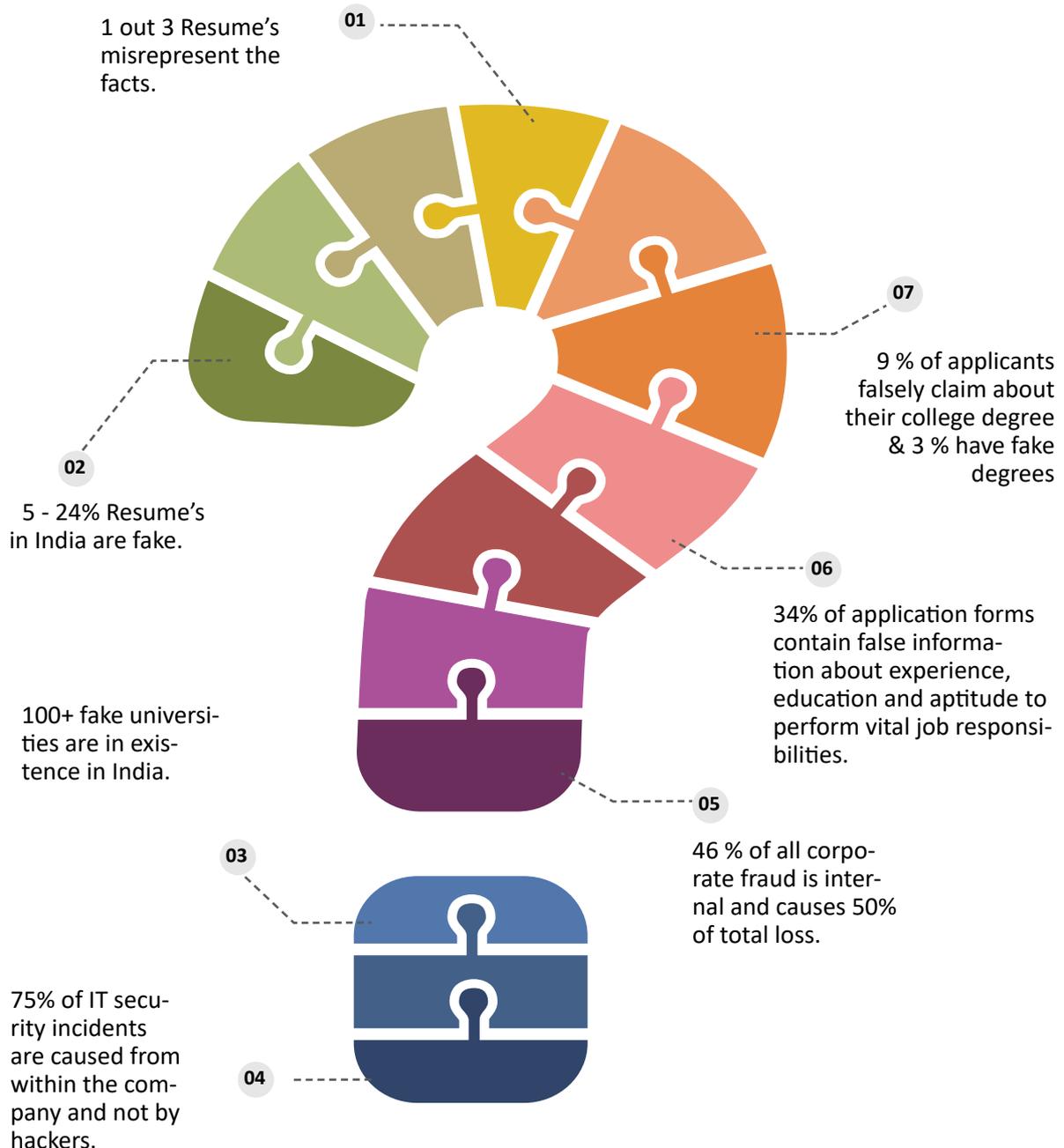


“PAMAC has Offices in 39 cities across India and covering 170 cities with HUB and SPOKE model. PAMAC is also expanding its presence in more Cities in India.”

EMPLOYEE BACKGROUND CHECK - EBC

A Pre-Employment Background Check has become a subject of inevitability. There are no second thoughts that making a wrong hiring decision can turn out to be a drastic situation for your company, employees and client base.

REGULAR CHECKS	SPECIAL CHECKS
<ul style="list-style-type: none"> Address checks Education checks Employment checks Reference checks 	<ul style="list-style-type: none"> Credit Check Global databases Check Drug Test-5 to 10 Panels Criminal Background Check



With the advancement of time PAMAC as an organization has also started to spread its wings into the world of software development. PAMAC has enriched itself with some of new age softwares. The most noteworthy to talk about at this hour would be PAMAC CALCULUS which is the online platform of PAMAC for processing . Introduction of CALCULUS was a giant leap for PAMAC and as we say we became more PERSISTENT, more AGILE, more MERITOCRATIC, more ACCESSIBLE and more COLLABORATIVE.

PAMAC CALCULUS has been a leap towards advancement for us and in coming days we tend to move forward with many more developed softwares in our kitty to serve our clients better.



key features



- Easy & automatic allocation of cases: With the help of CALCULUS the need of allocation of cases has also evaporated. At present the cases are allocated automatically.



- Centralised activity: Now the entire processing of files has become centralized activity and its become easy to keep a track of PAN INDIA location, thus focusing more on improved TAT.



- Zero paper work: RPC CALCULUS brought a revolution into the world of operations. It has turned the entire process into paperless activity.



- Focuses more on digitalisation: When the entire world is

focusing on digitalisation, PAMAC is also not lagging behind. As the entire activity has become automated, we as an organisation are focused on digitalisation.



- Increases productivity: All these added features directly or indirectly helps us to extract the maximum from the executives and thus increasing productivity.



- Less time consuming: These added features at CALCULUS makes the software more user friendly which helps us to complete our work with ease and thus consumes less time.



- Confidentiality: The most important requirement from the end of our client is to maintain confidentiality of the files which we do it effortlessly. As it's a paperless activity it becomes easier for us to maintain the confidentiality of the end customer.

ENGAGE YOURSELF

Did ~~not~~
know?

The 3 most common languages in the world are Mandarin Chinese, Spanish and English.

Learn from yesterday, live for today, hope for tomorrow. The important thing is not to stop questioning.

- Albert Einstein



HEALTH TIP

There's an easy recipe if your goal is to keep away problems like heart disease and strokes.

- Eat more fruits and veggies.
- Choose whole grains. Try brown rice instead of white. Switch to whole wheat pasta.
- Choose lean proteins like poultry, fish, beans, and legumes.
- Cut down on processed foods, sugar, salt, and saturated fat



REMEDY

Beat Insomnia

Before bedtime, eat a handful of cherries [or drink cherry juice], which scientists discovered are jam-packed with melatonin, the same hormone created by your body to regulate sleep patterns. Then steep yourself in a hot bath to relax your muscles and your mind. In bed, rest your head on a lavender-filled pillow—the fragrance induces sleepiness.

Start your day by drinking a glass of fresh honey lemon water and revitalize yourself with all the wonderful benefits.



EasyHR is SIMPLE & INTUITIVE HR SOFTWARE for SME & Enterprise.
It provides HRIS records, leaves & attendance, payroll, expenses, travel making it very easy to manage.



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 for SME &
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100% EASY OF USE

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- Central Administration
- Mobile Application
- Claims & expenses Tracking
- Travel & Outdoor Management
- Training Management
- Asset Management
- Helpdesk
- Rewards and Recognition
- Integrate it with Google & Office 365
- Integrate it Biometric machine
- Secured with 256 bit SSL encryption

HOW YOU BENEFIT

- Easy to use
- Easy for HR Administrators
- Easy for Businesses
- Easy for Employees
- Easy on Your Pocket
- Completely Secure
- Easy HR Mobile Application



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GIVE WONDERFUL
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YOUR EMPLOYEES,
CLIENTS &
BUSINESS PARTNERS!

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