

# Snapshot Year 2021

# The Human Odyssey



ACADEMY OF HUMAN RESOURCES DEVELOPMENT

## From the Editor's Desk

Dear Readers ,

*Greetings from Academy of HRD,  
Ahmedabad!*

We are delighted to bring forth the latest volume of "The Human Odyssey". As the organizations across the globe have quickly adjusted to the new normal, the humanity too has undergone sea changes in the way they lead their "life" in the shortest time frame possible.

AHRD also witnessed a sea change in the design and delivery of the signature Fellow program that we offer. The digital convenience encouraged Senior Professionals to join the program this year. Webinars, digital classes delivered by expert sessions and customized workshops have all enabled learning at a faster pace than ever before.

The academic curriculum has been uplifted at par with the international standards. Happy to share that the fellows are contributing and writing their insights as they progress their journey as researchers.

Hope overall it will be a delight to go through the volume. Look forward to your suggestions and feedback .

Best wishes,

Dr. Nidhi Vashishth  
Director  
AHRD

## CONTENTS

AHRD Event

Fellow Course Work

Knowledge Sharing:-  
Selected Articles from Fellows

1. Venkat Subramanian
2. Sandeep Kumar
3. Deepak Bhatt

HR Articles & Trends to  
look for

## THE HUMAN ODYSSEY TEAM

**Editing :**  
Dr. Nidhi Vashishth &  
Ms. Merlin George

**Design & Layout :**  
Ms. Savita Gopalan

## AHRD EVENTS

### Research Epistemologies & Research Designs

26th February 2021



It was a privilege for AHRD and fellows to have attended to the session facilitated by Prof. Gary M. McLean (EdD. PhD Hon.) Assumption University, Bangkok. One of the esteemed professor who worked with organizations to improve their effectiveness and efficiency, emphasizing organization development, quality and productivity improvements.

To tell more about Prof. Gary, he was former senior professor at Texas A&M University; Renowned Scholar, International Islamic University, Malaysia; adjunct professor in the HROD PhD program in NIDA, Bangkok. He is past editor of several refereed journals and served as President of AHRD and IMDA. He was President, McLean Global Consulting, a family OD business. His research focus is international and national HRD, Gender, and OD. He authored an award-winning OD book and has published over 300 peer-reviewed articles.

### Workshop on “ Competency Mapping & Assessment”

25th & 26th November 2020



Workshop on Competency Mapping and Assessment Centres conducted by Dr.Nidhi Vashishth , Director AHRD for students of NIRMA Institute of Management, Ahmedabad.



## AHRD INDUCTION PROGRAM



AHRD was honored to have esteemed speakers like **Prof. Pradip Khandwalla**, former Director IIMA, **Dr Aquil Busrai**- CEO, Aquil Busrai Consulting, **Dr. D M Pestonjee**, AAC Chairman AHRD, **Shri Hiranmay Mahanta**,CEO iHub, Gujarat, **Prof. Rajesh Chandwani**, Chairman AHRD & Faculty IIMA **Prof. Vaibhavi Kulkarni**, Faculty IIMA and **Dr. Nidhi Vashishth**, Director AHRD grace the Induction Day. The new batch of seasoned professionals were enthralled by wisdom, inspiration and encouragement from the stalwarts as they kickstart their research journey at AHRD. A diverse batch of 23 seasoned professionals have joined Batch 2021.



As a part of induction program the new batch of Fellow Scholars had an insightful session by **Dr. Anil Khandelwal**. His pearls of wisdom enlightened the fellows to take up the journey of research with much more enthusiasm.



**Dr. T.V Rao** had a wonderful interaction with the new batch during induction classes being held at AHRD. The enriching session ignited the learners with vision of HR, its developmental role, responsibility and its broad scope in all that we do.

## AHRD INDUCTION PROGRAM



Alumni Connect



The new fellows at AHRD had a wonderful opportunity to interact with AHRD Alumni Liza Thomas-Chief Human Resources officer at UNICEF, New York and Anjan Bhowmick, Ph.D. ACC (ICF) Hong Kong. Both with their accomplished and distinct career journeys inspired the fellows to plan well in advance for their research journey, shared tips of how it could be made more meaningful and discussed what are the contemporary research areas in today's context. They also expressed happiness for how the fellow program contributed to their path of success.

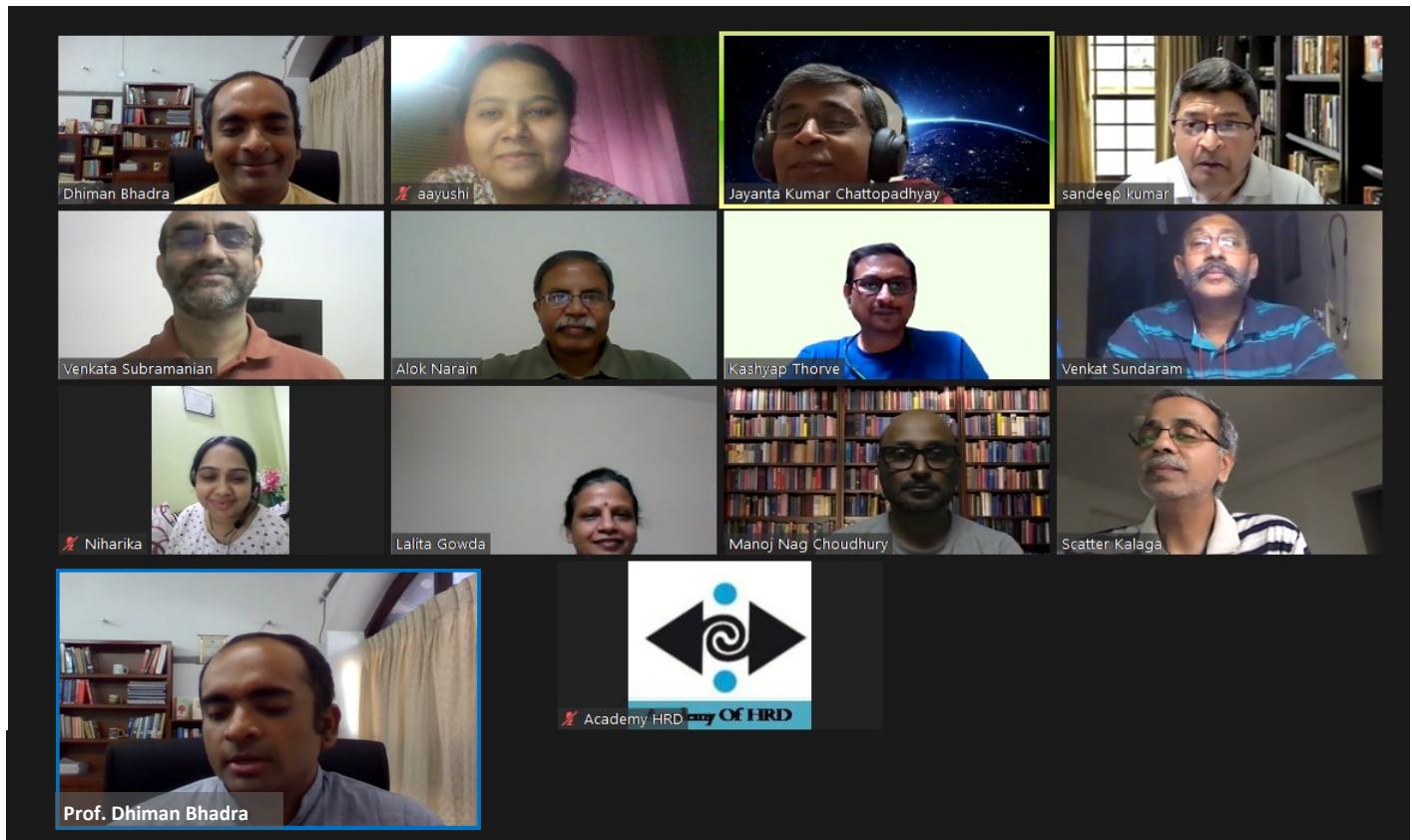
In line with the Induction classes being held for new fellows **Prof. D M Pestonjee** delivered an enriching session on " Foundations of OB". He shared concepts which have defined the field of HR and OB as on date and rarely available in any text books. It was a delight to hear to his research and contributions to the field of employee mental health, stress management and employee wellbeing.



The new fellow scholars had the opportunity to interact with current fellow students of AHRD **Mr. L.S Murthy, Business & Startup Strategic Advisor, Management Consultant, Ex-COO, SVP, Global Delivery & HR Head** and **Dr. Sanjeev Dixit, Global HR Leader, CHRO & Strategic Business Growth Driver Ideapreneur, Acclaimed Global Culture Coach, Speaker, Trainer and Author** of highly acclaimed Culture Transformation book PLAN C. They shared their valuable and inspiring experience with the new fellows motivating them as they embark on their research journey.

## DIGITAL CLASS FELLOW PROGRAM

### Quantitative Research Methods & Techniques Prof. Dhiman Bhadra, IIMA



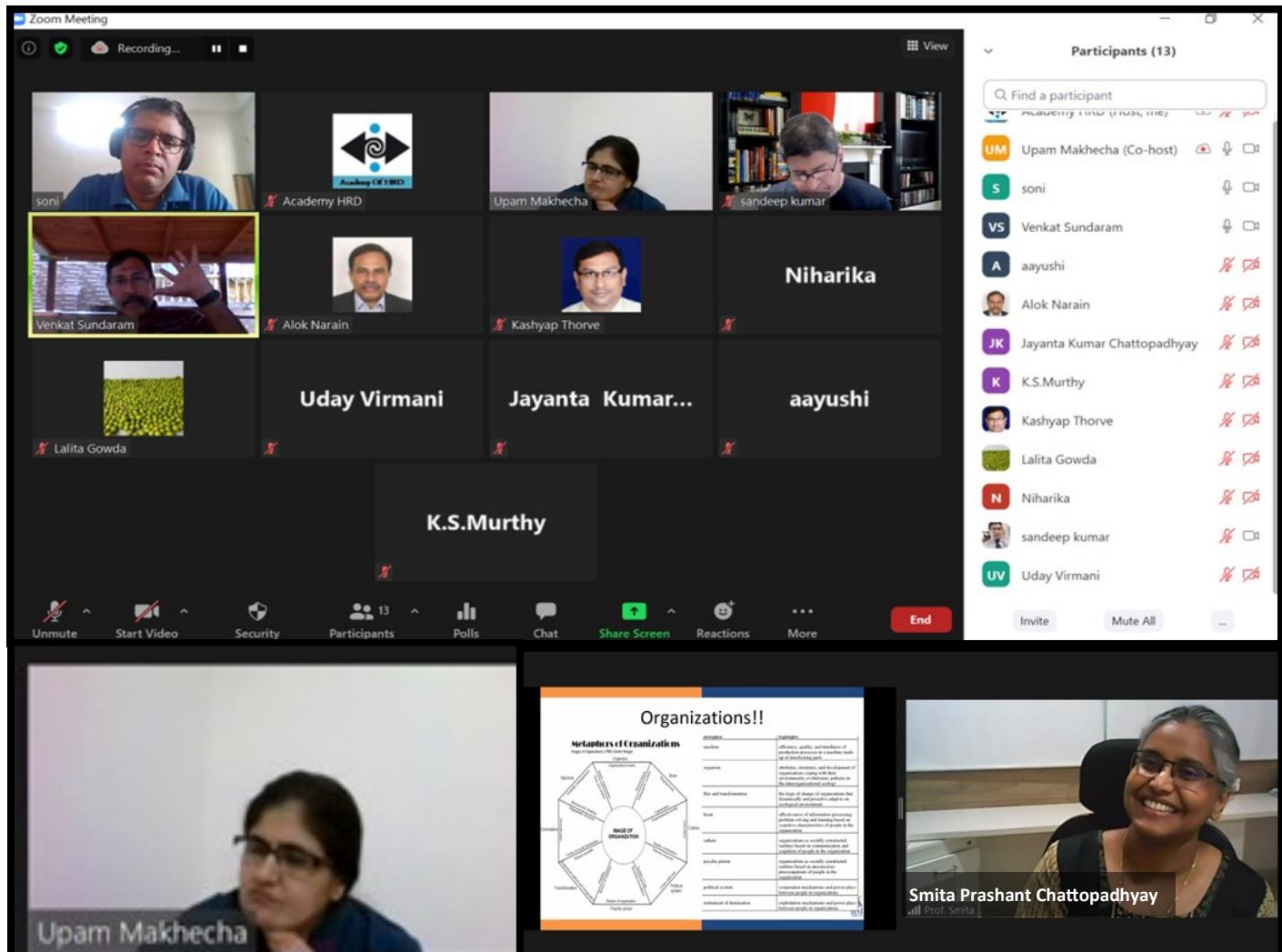
**A**s a part of fellow course work , fellows had a wonderful session on “Quantitative Research Methods and Techniques” by **Prof. Dhiman Bhadra, IIMA**. A three hour class with 20 sessions were most engaging and exercising to mind. Students were given problem sets and at the end of the session exam was conducted for the fellows.

Prof. Dhiman Bhadra, As a statistician, he likes to develop and apply statistical methodologies and tools to solve problems which are grounded in real-life scenarios. My broad area of research is Bayesian Analysis and its applications to problems arising in diverse disciplines like Biology, Environments and Economics. So far he has worked on problems related to Cancer research, Income pattern. modelling, Disease mapping and sparse data analysis in survey sampling. I would also like to explore methodological and applied research in Business related areas like Marketing, HR, Finance etc.

## DIGITAL CLASS FELLOW PROGRAM

### Macro OB

Prof. Smita P. Chattopadhyay & Prof. Upam Pushpak Mackhecha, IIM - Trichy



The course on “**Macro OB**” was facilitated by Prof. Smita Chattopadhyay and Prof. Upam Pushpak Makhecha from IIM - Trichy .

**Prof. Upam Pushpak Makhecha** is an associate professor in the area of Organizational Behavior and Human Resource Management at IIM Trichy. She has completed her Fellow Program in Management (FPM) from Indian Institute of Management Bangalore and her thesis delves into multi-level gaps in HR practices within an organization.

**Prof. Smita Prashant Chattopadhyay** holds a doctorate in management from IIM, Bangalore. She has specialized in the area of organizational behaviour and human resource management. Her doctoral thesis was focused on how organizations create and utilize informal entities like communities of practice to enhance employee skills, which cut across organizational silos and create a culture of innovation within the organization.

## DIGITAL CLASS—FELLOW PROGRAM

### Strategic Human Resource Management

Prof. Rajesh Chandwani, IIM Ahmedabad

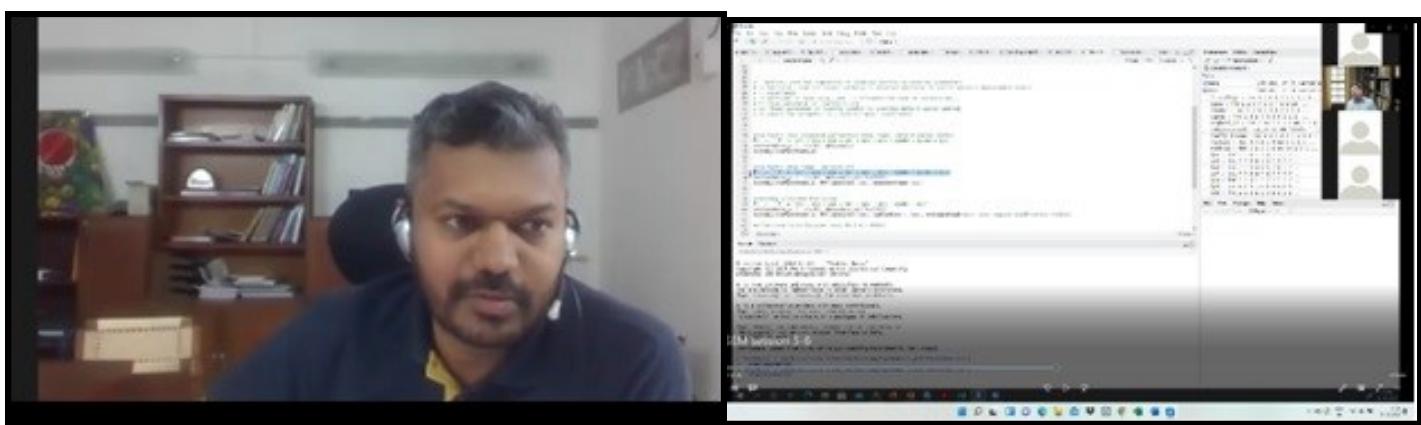


For the batch 2020 course “**Strategic HRM**” was scheduled from July 2021. The session was facilitated by Prof. Rajesh Chandwani, IIMA, Chairman , AHRD.

Prof. Rajesh Chandwani is a faculty in the Human Resource management area at Indian Institute of Management, Ahmedabad. He is a fellow of IIM Bangalore. He has served as a Paediatrician in Public Health institutions in remote rural and urban, primary and tertiary centres, and also has rendered voluntary services for poor people through an NGO. His key research areas include strategic alignment of the design and implementation of Human Resource Systems for organizations, HR analytics and employee health and safety .

### Structured Equation Modelling

Prof. Kathan Shukla, IIM Ahmedabad



Another course for the batch 2020 was “**Structured Equation Modelling**” which was conducted by Prof. Kathan Shukla, IIMA. Prof. Kathan is PhD in Educational Research, Statistics and Evaluation Program form University of Virginia. Kathan has published several research papers in high-impact international journals and is currently working on projects for improving the socio-emotional experiences of children and teachers in schools.

## DIGITAL CLASS—FELLOW PROGRAM

### Philosophy of Research

Prof. Rajesh Chandwani, IIM Ahmedabad



Academic year for the batch 2021 started with course work “**Philosophy of Research**”.

The session was facilitated by Prof. Rajesh Chandwani, Chairman AHRD, Professor, IIM - Ahmedabad.

### Systematic Literature Review

Prof. Rajat Sharma, IIM Ahmedabad & Prof. Vimal Kumar, IIM Vishakapatnam



Session on “**Systematic Literature Review**” was facilitated by Prof. Rajat Sharma, IIMA , Prof. Vimal Kumar , IIM Visakhapatnam and Doctoral Candidate Parijat Lanke, IIM Trichy.

## GUEST SESSION BY EXPERT

### Exploring Research Themes: Leadership Development Areas

Dr. Sunil Omanwar

20th November 2021



An interactive session was facilitated by Dr. Sunil Omanwar, Vice President Learning & OD Fortis; Founder Member Institute of Group Facilitation & Coach. The session was “**Exploring Research Themes: Leadership Development Areas**”. How to proceed with the research? What is the role of the guide? how to collect data etc. all the queries related to research was cleared by the faculty.



## SESSION BY HONOURABLE BOARD MEMBERS

### An Overview to Instrumentation, Design and Execution

Dr. Surabhi Purohit

23 Oct 2021



A special session was conducted for fellow batch 2020 on “An Overview to Instrumentation, Design & Execution. The session was facilitated by Dr. Surabhi Purohit, academician, consultant and Trainer. The session gave an overview on the Instruments used in HR and how it can help in the research. How an instrument is designed and executed to get the desired result was very well explained.

**Dr. Surabhi Purohit** has served in Rajasthan University for 30 years. She has written several books which are published by international publishers like McGraw Hill. She has developed a number of instruments for various groups. Software's have also been developed for the ease of scoring and to understand the profile of a person. She is also Co. Author of book “Training Instruments in HRD & OD” 4<sup>th</sup> Edition.

## SESSION BY HONOURABLE BOARD MEMBERS

### Evaluating HR through Audit and Score Card

Dr. T. V Rao

13th November 2021



Fellows had the opportunity to interact with the father of HR Dr. T.V. Rao, Chairman TVRLS. The session was about HR Audit and how to use score card to evaluate the same in an organization. Fellows also had the opportunity to know about various queries related to research and how organization development post covid.

### Exploring Research Themes

Dr. C. Jayakumar

13th November 2021



**Dr. C Jayakumar**, Executive Vice President & Head - Corporate Human Resources (CHRO) at Larsen & Toubro, facilitated session on "Exploring Research Themes" for AHRD fellows batch 2020. He shared his journey of conducting research & highlighted the do's & don'ts. Overall he shared process on conducting research . Fellows found session informative & enriching .

## AHRD - NEW BATCH 2021



**Ms. Aashritha Mathur**

Business & Life Coach, Gurgaon



**Mr. Anil Kumar Jadli**

GM (HR) Centre of Excellence Group  
Strategic HR & Talent Management  
NTPC, Visahakapatnam



**Mr. Debashish Das**

Founder CEO

Elenchus HR Solutions, Gurgaon



**Mr. Deepak Bhatt**

Head -HR & Strategy Development  
Astron Packaging Ltd. , Ahmedabad



**Mr. Indrajit Chatterjee**

Founder & Managing Partner

Masflair Leadership Solutions LLP,  
Mumbai



**Mr. Karthik Narendra**

Sr. Manager -HR

HDFC Ergo, Mumbai



**Mr. Keshav Bhatia**

Head – CoE – Executive Education

Adani Institute of Infrastructure  
Management, Ahmedabad



**Ms. Mitra Som Saha**

Principal,

St. Vivekananda English Academy,  
Assam



**Ms. Pallavi Kumar**

Executive Director

Multi Organ Harvesting Aid  
Foundation, New Delhi



**Mr. Jaboy M Varghese**

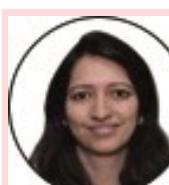
Warehouse Manager Operations  
Global Shipping & Logistics. UAE



**Mr. Bijoy P Manathara**

Project Manager

JACOBS- UAE



**Ms. Mansi Kapoor**

Director

Quadrature Capital Pvt. Ltd.  
Lucknow

## AHRD - NEW BATCH 2021



**Mr. M A Khan**

Commercial & Cost Manager  
W S Atkins -  
Saudi Arabia



**Mr. Biju Sebastian**

Founder & CEO  
Andryan IT, UAE



**Mr. Prakash Kumar Tailor**

Senior Regional Leader- Middle East,  
Africa & Turkey- enterprise services,  
**Boeing International - UAE**



**Mr. Ramesh C Ramakrishnan**

Head of Technology  
**Zurich International, UAE**



**Mr. Sabeel Ahmad Ata**

Director  
**Business Zone**  
UAE



**Ms. Shachi Thakur**

Chief Manager (HRD)  
**Punjab National Bank, Patna**



**Ms. Shinu Susan Siby**

Manager , Audit Group  
**Union National Bank, UAE**



**Mr. Thomas J K**

Executive Director  
**Teejay Pack FZE L.L.C, UAE**



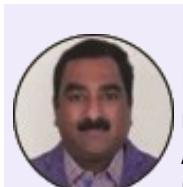
**Mr. Umashankar Umapathy**

Zonal Manager  
**Marketing & Sales,**  
Ashok Leyland, UAE



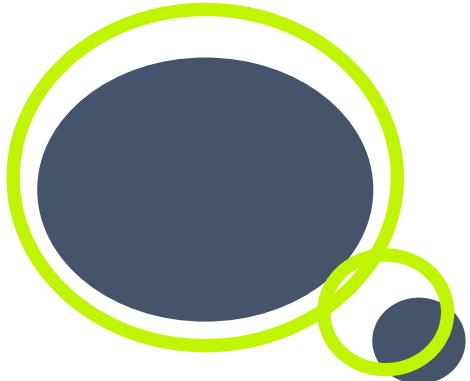
**Ms. Shikha Sinha**

Application Manager  
**Raqmiyat LLC, UAE**

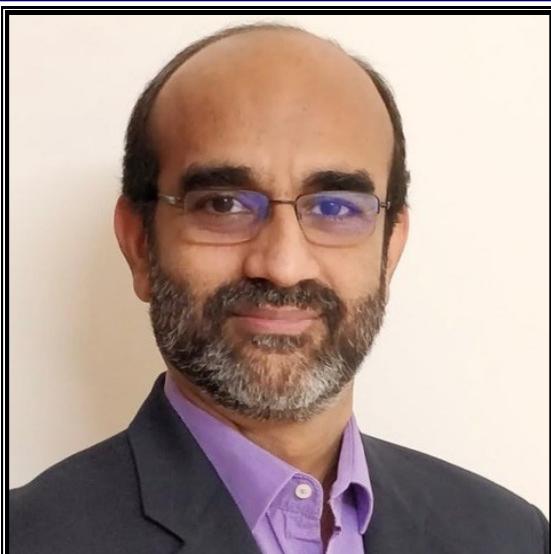


**Mr. Jayakumar Sugathan**

Head of projects, procurement & maintenance of all The Group Of Companies,  
**Al Shirawi Enterprises/ Orentals/ Oasis Metal Manufacturing, UAE**



## Impact of Organization Culture on Managerial Coaching



**Venkata Subramanian**

*AHRD Fellow Scholar  
Director, Confluence  
Learning Technologies Pvt. Ltd.*

spective pupils.

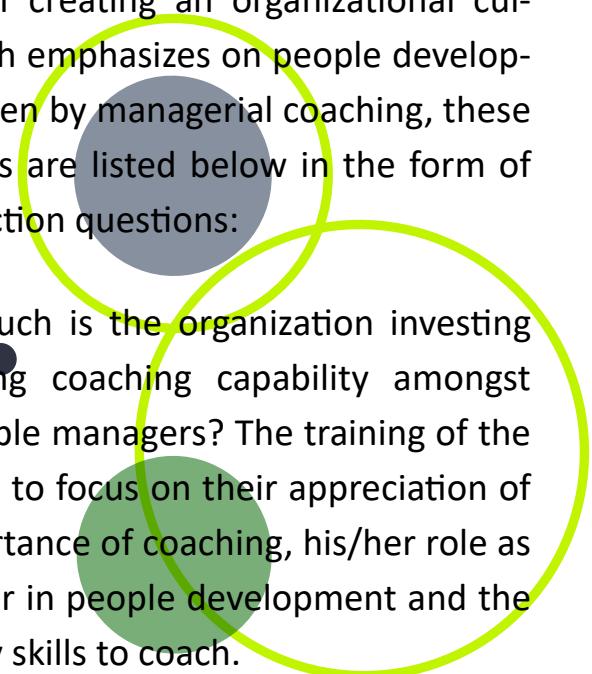
In the present-day context, development of team members is no longer just the focus of the Human Resources function, with increasing emphasis on the immediate manager taking ownership and also facilitating the development of his team members. While it is easy to talk about the fact that every manager has to take this responsibility, it is equally important to assess whether the organizational culture lends itself and facilitates people development which impacts the outcomes for individuals and teams.

The importance of the role of a coach in the development of people has gained increased focus in the recent past and if one were to revisit and read through cursors of creating an organizational culture which emphasizes on people development driven by managerial coaching, these writings, in particular about great kings of precursors are listed below in the form of India, the Guru Shishya Parampara in a self-reflection questions: Gurukul, was based on the philosophy of development of their pupil, with the Guru being a teacher, a mentor and a coach. Examples one can think of is that of Chanakya, Dronacharya (in India we have managers to focus on their appreciation of an award of recognition named after him for sports coaches) etc. They played a key role in building the capability of their respective pupils.

In the organizational context we see both external coaching and internal coaching gained increased focus in the recent past initiatives. This article explores the key pre-epic literatures of India like Ramayana, Mahabharata and other Indian historical writings, in particular about great kings of precursors are listed below in the form of India, the Guru Shishya Parampara in a self-reflection questions:

1. How much is the organization investing in building coaching capability amongst their people managers? The training of the Chanakya, Dronacharya (in India we have managers to focus on their appreciation of an award of recognition named after him for sports coaches) etc. They played a key role in building the capability of their respective pupils.

1. How much is the organization investing in building coaching capability amongst their people managers? The training of the Chanakya, Dronacharya (in India we have managers to focus on their appreciation of an award of recognition named after him for sports coaches) etc. They played a key role in building the capability of their respective pupils.



## KNOWLEDGE SHARING

2. Before getting the manager to start one case study in each review meet or re-coaching, has the manager experienced the viewing the time spent by the manager on benefits of coaching himself or herself? people development and discussing any additional support required.

Having benefitted from coaching, he or she would have better conviction about the need to coach and benefits that would accrue to him or her by investing time on coaching their team members.

3. Does the top management demonstrate the behaviors that they expect their managers down the line to espouse, while dealing with development needs of their team members? In other words, does the leadership team of the organization “Walk the Talk” or “Lead by Example”.

4. Does the organization commit to continuous people development and regularly communicate the benefits of various initiatives including coaching to both the manager and their team members? Communication clarifies what to expect and what is expected both from the manager and the team member. Communication of impact or success stories at frequently intervals, helping sustain such initiatives.

5. Are the review systems across levels beginning with the top management, aligned and provide for time and space to facilitate, discuss inputs and outcomes of initiatives such as coaching? For example, discussing

The organization culture is what is experienced by the people engaged with the organization and the above detailed 5 elements namely “Invest, Experience, Lead by example, Communicate and Review” would impact the way these initiatives are perceived within the organization. People development as a managerial focus and initiatives such as coaching through internal coaches require time and effort to see sustained benefits and build an organization which is focused on continuous learning and one that is able to adapt to any adverse changes in the external environment in which the organization operates.

We should look forward and work towards the day when every team member in every organization perceives that his/her manager sees people development and coaching as an integral part of his/her role and invests considerable time on this important activity.

\*\*\*

# Is Leadership an Individual, Collective or an Organizational responsibility?



**Sandeep Kumar**  
*AHRD Fellow Scholar  
Principal Consultant  
TrainIn*

*Should Leadership be the 'privilege' of individuals, the C -suite or the entire Organization at large? It is a question that may require difficult answers.... but instead of reacting, let us just think a little...*

We all know that ultimately it is the Organizational culture that fosters and synergizes leadership abilities across individuals, teams and cross functionally – towards a 'Purpose'. It is this energy that collectively creates a 'pervasive' attitude amongst the members of an organization to achieve. And ultimately, it is 'living the purpose' that renders credence to an organization as a Leader - whether as an entity, within an Industry or in an eco-system.

In our journey so far in India, the narrative has been that Organizational success be defined more so on 'Financial' parameters i.e. Top line/Bottom line, Process (e.g. Six Sigma)

centric dimensions or on Employee satisfaction or Experience benchmarks (e.g. Recognition as a 'Best' employer).

But these dimensions are existential and may not guarantee a 'future' even for the best of the Indian organizations. If we do think of what guarantees the future for Indian entities, could some of the questions below provide us with a view to the opportunities? ... treat these as examples rather than a prescription:

- What is the 'Purpose' of our Organization
- How many new products or services were launched recently.
- How many new patents were filed for
- What CSR/Green initiatives were taken for the good of society at large.
- Have industry bodies like FICCI develop wider role e.g. develop norms on sustainability e.g. "Green Initiatives" .

While some of these achievements do get mentioned in Annual Reports of Companies, these important Q's for Indian organizations may not be driven by the C -suites but really from motivated teams - from the 'bottom of the many pyramids'.

So where is the contemporary role of 'Leadership' lost? Could it be that senior roles are to 'meet the expectations' of the organizational eco system i.e. Client Forums, Govt. interactions, Investment Communities etc. than to be responsible for defining the 'Purpose' or lead Product or Service related innovation?

## KNOWLEDGE SHARING

The Tech. industry may score a little higher on some of these points (or be seen as an exception) but the effort of the Tech. industry has not led to better, wider governance frameworks or social contribution. The 'data privacy' imbroglio is an outcome of such an inadequacy.

Also, does it seem that the Indian eco-system 'conditions' us to 'chase' jobs rather than Purpose? Consider an example: The 'bright' do not want to work in PSUs. Is it because the Govt. Sector 'brands' leaders at the entry levels e.g. Civil services while the more 'humble' employee does not find a voice throughout his/her career...is this why employees in the Govt. Sector employees prefer 'procedure' to 'solutions' as the main 'purpose' of their jobs? Is this why the Govt. sector/PSUs often fail us?

Take another example: We know that manufacturing industry will become more important to the Indian context than ever before. Such organizations need to think quickly of how to address the Leadership Challenge in the Indian context! The more ambitious employees still prefer managerial (open ended) roles rather than 'Technology' roles which are seen as 'dead end'. Is there an intangible 'brain drain' being caused by limiting natural 'Leadership' attributes first by the 'society' at large and then more because of the 'default' organizational culture that we let fester?

Here are some thoughts for the organizational eco -system in India to consider for the sake of the future:

- Identify the 'Purpose' of the Organization and align teams (Functions) dynamically
- Make Innovation a priority: Leading to Process and Product innovation, improvement and differentiation, create incentives to formalize the need for Innovation.
- Develop Organizational cultures to support Innovation e.g. create platforms for Innovation in the Company: These platforms can 'catalyze' innovation initiatives in the whole organization. e.g. create Forums for Product, Process and Service Ideas.
- Include 'Innovation' in the organizational definition for Leadership tags in all JDs, irrespective of Functions or Levels.
- Value contribution to Professional Bodies at individual and organizational levels whether at Technical or Management levels ...or even at CSR levels
- Identify 'Sustainability' objectives...make these challenge the norms that value 'short term' goals.

So, is it time now to start re-define the concept of leadership in our country? Be fueled by a motivating organizational culture that harnesses employee potential going forward? Or should we go back to our 'conditioned' ways...and vie for jobs, not Purpose...or see our role to maintain the status quo, rather than change and adapt to the needs of the future? ■

*This will be a first step to considering the world as a global market...*

\*\*\*

## BOOK REVIEW—'THE CRAFT OF RESEARCH'



**Deepak Bhatt**

**Head - HR & Strategy Development  
Astron Packaging Limited**

The Craft of Research is a popular book and has sold almost a million copies ever since it was first published. The book, written by researchers Wayne C. Booth, Gregory G. Colomb, and Joseph M. Williams, Joseph Bizup and, William T. Fitzgerald has helped researchers from the first-year to advanced students to write research reports. It also helps the students to learn how to undertake effective research. It was conceived by seasoned researchers and the fundamental work helps to find and evaluate the sources and respond to the reservations of the readers. It also helps to integrate the pieces into arguments for the reader's critique.

This latest edition is the fourth edition that has been revised thoroughly by the authors. While retaining the original structure, it also makes some significant amendments to the book. It also adds the advice from the earlier editions. *It reflects how research is practiced and taught.* The chapters about engaging the sources also incorporate all the recent developments in internet and library research. It also emphasizes the new techniques that are now possible through online data-

bases of research engines.

The authors provide relatable and fresh examples with standardized terminology to enlighten the concepts like argument and problem. It follows the same principle as the earlier editions when it comes to reporting research. The book is for everyone. This new edition has a direct approach. The accessible voice makes the book The Craft of Research one of the topmost books when it comes to research references. It has updated examples and also provides information on the evaluation and in terms of using contemporary sources. The new edition of the book is also a guide for the next generation of researchers who want to create a breakthrough report.

The book's fourth edition has the same objective as the first three books. It tries to live up to the researcher's needs, right from the first-year students to the advanced students. It also caters to the people in government or business. The book is useful to academicians, people who want to write political reports as well as government organizations that need to write research reports.

- The book guides you through the complexities of converting a topic into research problems with a significance to match efforts in solving these problems.
- The book elaborates the readers on how to read reports. The readers can revise and understand the report's importance. It is a guide-book that is more detailed than other handbooks. It provides a broader perspective on the matters of drafting a research report
- This guide acknowledges the fact that researchers do not move in a straight line when it comes to finding topics and stating the thesis. The researchers have to go back and forth, to conclude while anticipating the stages.

## BOOK REVIEW—'THE CRAFT OF RESEARCH'

### The Aim of This Book

This book aims at envisioning all the stages of drafting the research. It also helps to reveal and solve all the problems for a researcher and it helps them to write the entire draft right from the introduction to all other parts using the right sources.

The book tries to explicitly write about the matters that are not covered by other guides and it treats them as a creative process that is beyond explanation.

### The Book includes:

- How can you turn an interest into a research problem that is worth solving?
- How can researchers build arguments to motivate the readers to acknowledge a claim?
- How can you anticipate the reservations of critical readers for an appropriate response?
- How can the researchers write an introduction and conclusion as per their objectives?

It helps to read the writing similar to the readers and it can also be revised as per the reader's needs. It also helps to judge what is written and how well it matches your objectives.

The readers' approval is also important, and this rewards them by mastering all the formal elements of research reports. The book helps to understand not just the superficial shape of these elements but also understanding the type of reporting and you can plan and evaluate these processes to produce a good report.

It also helps to plan the entire project in a better way.

With this book, you can also generate the skills of reporting research for everyone including the students. These aspects of advanced research

can also be learned in the context of a specific researcher community. The book helps to create research problems even if you cannot investigate these objectives.

### Investigating the Research Process with this Book

The authors have further improved on their objective by revising the second edition. The readers can thus ensure that they get their reporting right every time and by fulfilling all their objectives. It is meant for a wider audience and it covers various topics ranging from the very basics for the first-year students to the advanced students and researchers including the professors.

Since; the book is highly detailed and adds a perspective, it has garnered great reception for the first and second editions. The new edition includes everything from the older editions and also adds new perspectives for new readers. It helps to learn a few things, and also improves on the factors that need to be improved for the new readers.

With all these additions, the book preserves an amiable voice with a sense of directness. It also builds on what the readers thought was significant in the previous editions. The book has been revised to improve the content. It retains the helpful parts from the published books.

The Craft of Research has seen a positive reception. It is now available for a wider audience. The book has been translated into many languages including Spanish, Russian, Korean, Chinese, Japanese, and Portuguese.

The book can be of great help if you are planning to write detailed drafts of your research work and are planning on creating a better final draft for impeccable results

# BOOK REVIEW—‘THE CRAFT OF RESEARCH’

The screenshot shows a readability analysis for the book 'The Craft of Research'. The input text is pasted into the 'Enter Text' field. The results show a readability score of 58.2 out of 100, which is considered average for 16 to 17-year-olds. The tool also provides an ISBN number (022623973X) and a link to purchase it.

**Book Review**  
ISBN-10 022623973X  
ISBN-13 978-0226239736  
The Craft of Research is a popular book and has sold almost a million copies sold ever since it was first published. The book, written by researchers Wayne C. Booth, Gregory G. Colomb, and Joseph M. Williams, Joseph Bizup, and William T. Fitzgerald has helped

**READABILITY TEST RESULTS:**  
Your directly input has an average reading ease of about **58.2 of 100**. It should be easily understood by 16 to 17 year olds.

Share: [Tweet your results](#)

The Microsoft Word document contains a book review of 'The Craft of Research'. It includes the ISBN numbers (022623973X and 978-0226239736), a brief summary of the book's content, and a detailed readability analysis. The readability score is 58.2, described as average for 16 to 17-year-olds. The document also notes that the book has sold almost a million copies since its publication.

**Book Review**  
ISBN-10 **022623973X**  
ISBN-13 **978-0226239736**  
**The Craft of Research** is a popular book and has sold almost a million copies sold ever since it was first published. The book, written by researchers Wayne C. Booth, Gregory G. Colomb, and Joseph M. Williams, Joseph Bizup, and William T. Fitzgerald has helped researchers from the first-year to advanced students to write research reports. It also helps the students to learn how to undertake effective research. It was conceived by seasoned researchers and the fundamental work helps to find and evaluate the sources and respond to the reservations of the readers. It also helps to integrate the pieces into arguments for the reader's critique.

This latest edition is the fourth edition that has been revised thoroughly by the authors. While retaining the original structure, it also makes some significant amendments to the book. It also adds the advice from the earlier editions. It reflects how research is practiced and taught. The

The screenshot shows a plagiarism checker interface. The document has been checked and found to be 100% unique. The results section displays three sections: Sentence Wise Result, Document View, and Matched Sources. The Sentence Wise Result section lists several sentences from the book 'The Craft of Research' and indicates they are unique. A sidebar on the right promotes Grammarly's instant grammar checker.

**RESULTS**

Completed: 100% Checked

Plagiarism: 0% Unique: 100%

**Sentence Wise Result**

The Craft of Research is a popular book and has sold almost a million copies sold ever since it was fi...

Fitzgerald has helped researchers from the first-year to advanced students to write research reports.

It also helps the students to learn how to undertake effective research.

**Document View**

**Matched Sources**

**Instant Grammar Checker**

Try Now

## HR POST PANDEMIC TRENDS

The impact of Covid 19 on health, economies and markets is an unfolding story that is complex and fluid in its ever changing dimensions. The major impact of covid has been on the organizations and the nature of work and employees. COVID-19 has thrown a curveball at humanity, disrupting almost all walks of life.

The pandemic has revealed the importance of the HRM in Organisations and companies especially with the new challenges raised by Coronavirus. In organizations, HR teams have been at the frontline, quickly providing employees with the organization's response to the pandemic. Agility, creativity, flexibility - these are the attributes demonstrated by HR in the lockdown scenario. While rolling out new guidelines for working and providing infrastructural and social support, they have endeavored to keep employee spirits and productivity levels high during the lockdown.

The pandemic has increased the emphasis on the 'human connect' aspect of the HR function. They will now need to look ahead and make changes to policies, structures, and practices to align with the new way of working.

The challenge now is for HR leaders to keep their foot 'on the accelerator' to ensure the shifts keep heading in the direction of 'humanizing work' and enabling people to bring their whole selves to the profession.

### Change Post Covid

1. With this pandemic HR has more handful of challenges to tackle. Organizations have to set up new policies that are suitable for both the organization and the employees.

2. New methods will be required to monitor the productivity of employees working remotely.

3. As the concept of work from home is here to stay the companies need to think about the infrastructure that is already in use or were in use before the pandemic hit.

4. Pandemic has definitely changed the way of communication and it will change in the coming years for which organizations has to equip itself with advanced technology.

5. The post-pandemic world will see an increased application of artificial intelligence (AI) in the HR function. AI will help recruiters find promising candidates from megabytes of job applications, and help organizations not only reach their diversity goals in the hiring process, but also retain top talent, and engage with employees through smart applications.

6. Organizations have to find tools for employee training . As remote working culture is here to stay for long . Ideas to train the existing employees need to be considered for organizations to grow.

7. safety of workers needs to be redefined .

Most of the changes have already been adopted by organizations . Doing more with less is the mantra in the post corona world. When the world changed practically overnight with the coronavirus pandemic, organizations did too.

#### Source:

*Role of HR : Pre & Post covid <https://www.peoplematters.in/article>*

*HRM Post Covid <https://www.peoplegoal.com/blog/human-resources-management-post-covid>*

*9 Future Trends post Covid <https://www.gartner.com>*



ACADEMY OF  
HUMAN RESOURCES DEVELOPMENT

# Fellow & Associates Programme

in HR & OD

2022-25

Designed for working professionals,  
entrepreneurs, management faculty,  
trainers & consultants.

A DOCTORAL LEVEL PROGRAMME  
OFFERED BY AHRD IN HYBRID LEARNING  
MODE

 ACADEMYOFHRD.ORG

 /ACADEMYOFHRD.ORG

For more information refer overleaf or  
call 0 922 720 8875 email: [admin@academyofhrd.org](mailto:admin@academyofhrd.org)  
visit: <http://academyofhrd.org/faprograms.php>