JK BUSINESS SCHOOL GURUGRAM

JK BUSINESS SCHOOL

# HR-Horizon

## HR Newsletter

*Institutions' perspectives on HR, talent, culture and the changing workplace.*

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INSIDE THIS ISSUE


| | | |
|---|---|---|
| 01 | HR Tales | p. 3 |
| 02 | Major Signals and Changes | p. 4 |
| 03 | Leadership Watch | p. 5 |
| 04 | Futuristic Dimensions | p. 6 |
| 05 | The OB Space | p. 7 |
| 06 | Faculty / Student / Alumni Perspectives | p. 8 |


SYNERGIA HR CLUB
CONNECT | EMPOWER | LEAD

*"Knowledge gives you a foundation, but the ability to apply it gives you an edge."*

**— Dr. Charu Naveen Bansal**


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ABOUT SYNERGIA

**SYNERGIA** – The HR Club of JK Business School is a platform that brings students together to learn about people and workplaces, share ideas, develop leadership skills and explore the changing world of Human Resources.


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FROM THE EDITORIAL PATRON

# Message from the Editorial Patron

**Dr. Charu Naveen Bansal** | Director, JK Business School

My heartiest congratulations to the students of JK Business School on this wonderful initiative of creating a platform for sharing knowledge, ideas, and perspectives. In a world that is constantly evolving, staying curious, informed, and open to new ideas is one of the greatest strengths you can develop. Student-led newsletters provide an opportunity to explore diverse fields such as Marketing, Human Resources, Finance, and Information Technology, connect classroom concepts with real-world developments, and learn from one another's experiences.

I encourage each of you to make reading, writing, and learning new concepts a regular habit. Stay updated with current affairs, industry trends, emerging technologies, and practical business insights. More importantly, learn to connect what you study in the classroom with what happens in the real world. A concept truly comes alive when you can apply it to analyse a market movement, understand a business decision, or solve a practical problem.

These habits will help you build a strong foundation, develop critical thinking, and become confident individuals, ready to embrace the exciting careers that lie ahead. Remember, your learning does not end with a textbook or a classroom; every new idea you explore and every perspective you share adds to your growth.

> **Knowledge gives you a foundation, but the ability to apply it gives you an edge.**
>
> *Stay curious, keep learning, and let your ideas make a difference.*

**Dr. Charu Naveen Bansal**
Ph.D., M.B.A., M.Com., C.A., B.Sc.
**Director, J K Business School**

# 01

TALENT MARKET

# HR Tales

*What the latest hiring data and workforce research say about jobs, skills and the AI-era workplace.*

**Hiring Pulse — August 2026** SOURCE: FOUNDIT · NAUKRI · IBM

| | | | | | |
|---|---|---|---|---|---|
| **+5%** foundit hiring index (MoM) | **+22%** Travel & tourism hiring | **+16%** Healthcare & pharma | **+14%** White-collar hiring (YoY) | **+31%** AI / ML jobs | **71%** CHROs rank AI oversight as key skill |

## India's hiring market shows early signs of recovery

**After five consecutive months of decline, India's hiring market showed some improvement in August 2026.** The foundit hiring index increased by 5% month-on-month.

The recovery was strongest in sectors such as travel and tourism, healthcare and pharmaceuticals, engineering and construction. Travel and tourism hiring increased by around 22%, while healthcare and pharma grew by 16%.

However, IT hiring remained comparatively weak. This shows that companies are becoming more selective: instead of hiring large numbers of people, they are looking for employees with specific technical, digital and industry skills.

## India's white-collar hiring grew 14% in August

**India's white-collar hiring market showed a positive trend in August 2026.** According to the Naukri JobSpeak Index, hiring increased 14% compared with August 2025.

Fresher hiring grew by 15%, while AI and Machine Learning jobs increased by 31%. Healthcare, retail, automobile and finance also recorded growth.

## AI is making critical thinking more important

**A new IBM study of 1,500 CHROs and 8,800 employees** found that 71% of CHROs consider the ability to supervise, validate and override AI outputs one of the most important skills for the future workforce.

At the same time, 60% of employees are concerned about their skills becoming weaker because of AI.

**AT A GLANCE**

**71%** of CHROs value the ability to supervise, validate and override AI outputs.

**60%** of employees worry their skills may weaken because of AI.

# 02

POLICY & WORKFORCE

# Major Signals and Changes

*Regulatory and labour-market shifts that HR and payroll professionals should keep on their radar.*

## ESI

### New draft regulations

**The Employees' State Insurance Corporation published the Draft Employees' State Insurance (General) Regulations, 2026 in August.** The draft was listed by ESIC on 4 August 2026.

For HR and payroll professionals, changes in ESI regulations matter because they can affect employee social security, compliance, documentation and payroll processes.

**WHY STUDENTS SHOULD CARE**

ESI may sound like a payroll topic, but it is actually an important part of employee welfare. HR professionals need to understand not just recruitment and engagement but also the statutory benefits employees are entitled to.

## GIG WORKERS

### The growing workforce outside traditional offices

**India's gig economy is growing rapidly, but there is an important question:** Are women benefiting equally from this growth?

An August 2026 ILO-NCAER policy brief highlighted the under-representation of women in India's platform economy. Women face barriers such as limited digital skills, mobility and safety concerns, social expectations and lack of access to finance.

This makes gig work an important HR topic because the future workforce will not consist only of permanent employees sitting in offices. HR and policymakers will increasingly have to think about social security, safety, inclusion and fair working conditions for gig workers.

**23.5 million**
**PLATFORM WORKERS BY 2029–30**

The platform economy is expected to reach around 23.5 million workers by 2029–30 — a workforce that HR and policymakers will increasingly need to plan for.

# 03

PEOPLE IN THE NEWS

# Leadership Watch

*Recent CHRO appointments — and what their careers say about the future of HR leadership.*



## Rahul Vijayvargiya - Novartis India Ltd.

**CHIEF HUMAN RESOURCES OFFICER · NOVARTIS INDIA LTD.**

Rahul Vijayvargiya was appointed Chief Human Resources Officer of Novartis India Ltd. in July 2026, with the appointment reported in August.

He brings more than 22 years of HR leadership experience across pharmaceuticals, healthcare and retail. His previous experience includes organisations such as Alkem Laboratories Ltd., Reliance Retail Ltd., Glenmark Pharmaceuticals Ltd., Pfizer Ltd. and the Aditya Birla Group Ltd.

**WHY THIS IS INTERESTING**

His career shows that modern HR leadership is not limited to one industry. HR leaders increasingly need to understand business strategy, people, organisational change and technology.



## Jayesh Kothari - Julius Baer India Ltd.

**CHIEF HUMAN RESOURCES OFFICER, INDIA · JULIUS BAER**

Julius Baer India Ltd. appointed Jayesh Kothari as Chief Human Resources Officer, India, effective 17 September 2026. He brings more than 25 years of HR experience across financial services, including private banking, investment banking, wealth management and insurance. His role includes supporting leadership development, internal talent and career growth.



## Anushree Singh - Godrej Agrovet Ltd.

**CHRO · GODREJ AGROVET LTD.**

Godrej Agrovet Ltd. appointed Anushree Singh as its CHRO in September 2026. Her role focuses on people strategy, organisational capability and leadership development as the company works towards building a future-ready workforce.

# 04 THE FUTURE OF WORK
# Futuristic Dimensions

*How AI and a new generation of employees are reshaping the way we work.*

01 · AI AND JOBS

## AI and Jobs

**Artificial Intelligence (AI) is changing the workplace very quickly.** AI can now do many repetitive tasks and help employees with data analysis, creating content and making decisions.

Some people worry that AI will take away jobs, but a bigger change is that AI may change the way people do their jobs. Employees may spend less time on boring, repetitive tasks and more time on creativity, planning and solving problems.

For employees, knowing how to use AI will become an important career skill. Learning about AI, being curious and being ready to learn new things will help people stay successful as jobs change. The future may not be about AI replacing people. Instead, people who know how to use AI well may become more productive and valuable at work.

For HR departments, this means helping employees prepare for these changes. Training, learning new skills and giving employees chances to try new technologies can help them feel confident. AI should be used as a tool to support employees and improve their work, not simply replace the human side of work.

02 · GEN Z

## Gen Z

**Gen Z is bringing new ideas and expectations to the workplace.** They have grown up with technology, so they are comfortable using new digital tools and expect technology to make work easier, faster and more connected.

At the same time, Gen Z wants meaningful work, learning opportunities, flexibility, inclusion and a clear purpose. For them, a job is not just about earning money. They want to know how their work makes a difference and they value regular feedback and chances to grow.

Gen Z is also changing traditional ways of communication, teamwork and career growth in the workplace.

For HR teams, working with Gen Z is a chance to improve the employee experience. A workplace that offers good technology, human connection, flexibility, responsibility and purpose can help different generations learn from each other and work successfully together.

**Future**
**OF WORK**

*The future may not be about AI replacing people. Instead, people who know how to use AI well may become more productive and valuable at work.*

# 05

ORGANISATIONAL BEHAVIOUR

# The OB Space

*Two workplace concepts every HR student should understand — and what organisations can do about them.*

## Glass Ceiling

**The glass ceiling refers to invisible barriers that prevent qualified employees, especially women and underrepresented groups, from advancing to senior leadership roles.**

From an Organizational Behaviour (OB) perspective, factors such as unconscious bias, stereotypes, unequal opportunities and limited access to mentoring or networks can contribute to this barrier.

**HR FOCUS**

Creating transparent promotion criteria, equal development opportunities, mentoring and inclusive leadership can help organizations provide fairer career progression.

**OB INSIGHT**

*Talent may be equally distributed, but opportunities are not always equally accessible.*

## Multigenerational Conflict

**Multigenerational conflict occurs when employees from different age groups have different work styles, communication preferences, values, or expectations.**

For example, younger employees may prefer flexible and technology-driven work, while experienced employees may value traditional processes and face-to-face communication.

**HR FOCUS**

Encourage open communication, reverse mentoring, flexible work practices and knowledge sharing to turn generational differences into a strength.

**OB INSIGHT**

*Different generations can bring different perspectives — effective management turns these differences into collaboration.*

**— FIVE GENERATIONS AT WORK**

*Here are the five generations that most commonly come under the multigenerational conflict description, with a short description of each generation:*

| GENERATION | APPROX. BIRTH YEARS | DESCRIPTION |
|---|---|---|
| **Silent Generation** | **1928–1945** | Grew up during economic hardship and war, generally valuing discipline, stability, respect and traditional family values. |
| **Baby Boomers** | **1946–1964** | Raised during a period of economic growth and social change, they often value hard work, career success and family security. |
| **Generation X** | **1965–1980** | Known for independence and adaptability, they experienced the transition from traditional lifestyles to modern technology. |
| **Millennials (Generation Y)** | **1981–1996** | Grew up alongside the internet and globalization, generally emphasizing education, career flexibility, experiences and personal choice. |
| **Generation Z** | **1997–2012** | A digitally connected generation that values technology, diversity, individuality, social awareness and open communication. |

# 06 VOICES Perspectives

*Three voices. Three lenses. One conversation about HR.*



FACULTY CORNER

**Dr. Saba Jafri**
Associate Professor (HR) | JK Business School

## AI in HR: Friend, Foe or Future?

**Where AI is used in HR today** SOURCE: SHRM (2026)

| 27% | 21% | 17% | 14% | 2% |
|---|---|---|---|---|
| Recruiting | HR technology | Learning & development | Employee experience | or less: inclusion, board relations, compliance |

**Artificial Intelligence (AI) is no longer a concept of the future;** in fact, it is becoming a crucial element in Human Resource Management. AI is transforming various HR functions, ranging from resume screening and predicting employee turnover to customizing training and assisting with performance management.

However, the primary question remains: is AI an ally, an adversary, or merely the future of HR?

The response depends on the responsible manner in which we implement it. AI has the capability to automate numerous repetitive processes and analyze vast amounts of data, resulting in enhanced efficiency and supporting data-driven decision-making. According to research by SHRM (2026), less than half of all organizations are expected to integrate AI in HR by 2026 and its use is primarily focused on specific practices.

HR professionals reported that AI tools and technologies in HR are most common in the practice areas of recruiting (27%), HR technology (21%), learning and development (17%) and employee experience (14%). In contrast, AI is used least often in inclusion and diversity; C-suite and board relations; and compliance (each 2% or less).

Overall, while AI is most frequently used in the recruiting practice area, the share of organizations using AI for recruiting is still just half of the 54% of organizations that have not adopted any form of AI in HR and have no plans to do so this year. So its use is confined to more transactional and process driven tasks.

However, concerns around algorithmic bias, employee privacy, transparency and the loss of human connection cannot be ignored.

The future of HR is unlikely to be about AI versus humans, rather, it will increasingly be about AI working alongside humans. While AI can efficiently process data, identify patterns and support evidence-based decision-making, HR professionals bring uniquely human capabilities to the workplace. Empathy, ethical judgment, creativity, emotional intelligence and the ability to understand complex human emotions and relationships cannot be easily replaced by technology. The real opportunity lies in combining AI's analytical capabilities with the human touch of HR professionals to create more meaningful, ethical and people-centric workplaces.

**The real challenge for HR is not adopting AI, but learning to use it responsibly, strategically and humanely.**



STUDENT CORNER


## Mr. Yashwin Pundhir

BBA (2025–28) | JK Business School


# Your Degree Is Just a Ticket. Your Skills Are the Show.

**For college graduates in 2026, having a degree is important, but it is not enough to get a good job.** Companies are now looking for people with the right skills and abilities.

According to the article *"New Trends in Manpower Management"* in *The Hindu*, companies are changing the way they manage employees. They are also giving more importance to mental health and work-life balance.

The old idea of working from 9 AM to 5 PM and having a high CGPA is no longer enough. In 2026, your skills, knowledge and ability to solve problems can be more important than just your degree.

India is also going through a major AI revolution. Robots and AI are handling many simple and repetitive tasks. Because of this, companies are looking for people with strong human skills, such as communication, creativity, teamwork, critical thinking and problem-solving.

So, students should focus not only on getting a degree but also on building useful skills and understanding their industry.

**Remember, in 2026, it is not just about having a job. It is about having the skills that make you valuable to an employer.**



ALUMNI CORNER


## Ms. Srishti Maurya

PGDM (2019–21) | JK Business School Alumna


# The Changing Role of HR in Today's Workforce

**The role of Human Resources (HR) has changed** from mainly handling administrative tasks such as recruitment, payroll and employee records to becoming a strategic partner in organizational success. Modern HR uses technology, artificial intelligence and data analytics to improve recruitment, employee management and decision-making.

The rise of remote and hybrid work has also increased HR's responsibility for communication, productivity, inclusion and workplace culture.

HR now places greater emphasis on employee well-being, mental health, diversity, equity and inclusion. It also supports continuous learning, reskilling and career development to help employees adapt to changing job requirements.

Overall, HR has become a bridge between employees and management, focusing on employee experience, organizational culture and long-term business goals. In the future, successful HR professionals will need to combine technology with human skills such as empathy, communication and ethical judgment.

**LEARN • INNOVATE • EXCEL**

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