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HR-Horizon

HR Newsletter

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

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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.

STUDENT EDITORS

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01

TALENT MARKET

HR Tales

Hiring, compliance and AI: what the latest workforce data says about India's talent market.

Workforce Pulse — Autumn 2026 SOURCE: NAUKRI · WORKDAY · ET

+2% White-collar hiring (YoY, Sept)	**+20%** AI / ML hiring	**40%** Leaders: AI adds value from existing staff	**28%** Leaders: AI will reduce headcount	**4,694** Compliance gaps across 52 workplaces	**~90** Gaps per site

India's white-collar hiring grows, with AI/ML roles leading

> **India's white-collar hiring increased 2% year-on-year in September 2026,** while hiring in AI and machine learning rose 20%, according to the Naukri JobSpeak Index.

The trend highlights the growing importance of specialised digital skills in talent acquisition.

Government steps up Labour Code awareness and compliance

> **The Ministry of Labour and Employment conducted Shram Samvad programmes** across industrial clusters, including Greater Noida, Delhi, Sonipat and Haridwar.

The programmes aimed to improve awareness of the four Labour Codes, employer obligations and social-security initiatives.

AI is reshaping jobs, increasing the need for practical skills

> **Workday's October workforce report found that 40% of surveyed business leaders** expected AI to help them get more value from existing employees, compared with 28% who expected it to reduce headcount.

Demand for hands-on AI development and automation skills is growing.

Report flags widespread workplace compliance gaps in India

> **A report covered by The Economic Times identified 4,694 compliance gaps** across 52 workplaces in 17 states and Union Territories, averaging approximately 90 gaps per site.

Labour and environmental requirements accounted for many of the reported issues.

02

POLICY & WORKFORCE

Major Signals and Changes

New employment rules and AI-led restructuring that HR professionals should keep on their radar.

October 30, 2026 is an important date for Human Resources because new employment rules are being introduced in Great Britain through the Employment Rights Act (ERA). At the same time, technology is bringing major changes to the way companies manage their employees and work around the world.

There are two important areas where new rules and changes are affecting Human Resources (HR).

01

UK Employment Rights Act (Effective October 30, 2026)

Companies must update their HR policies, documents and workplace rules to follow the rules that were introduced in Great Britain on 30 October 2026.

The "All Reasonable Steps" rule for preventing harassment

Earlier, companies had to take reasonable steps to prevent sexual harassment at the workplace. Now, they are expected to take all reasonable steps. This means HR departments must:

- Regularly check for risks of sexual harassment at work.
- Create proper systems for employees to report harassment.
- Provide regular training to employees about workplace safety and respectful behaviour.

THIRD-PARTY HARASSMENT LIABILITY

Employers are now responsible if their employees face harassment from outsiders, such as customers, clients, or contractors. Employers must take all possible steps to prevent such harassment. If they fail to do so, they can face legal action.

02

Major Changes in Companies and Use of AI

On October 30, major changes in companies show that businesses are changing their workforce and using more AI technology.

Cognizant's Project Leap update: Cognizant has reduced its estimated spending on company changes using AI to $180–$250 million. The company also said that more than 50% of its coding work is now done with the help of AI.

This means the company is focusing more on employees who know how to use AI tools rather than hiring only regular software developers.

50%+

CODING WORK DONE WITH AI

More than half of Cognizant's coding work is now done with the help of AI — a clear signal that AI fluency is becoming a core hiring requirement.

03

PEOPLE IN THE NEWS

Leadership Watch

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



Neha Sharma - Vedanta

GROUP CHIEF HUMAN RESOURCES OFFICER · VEDANTA

Neha Sharma took charge as the Group Chief Human Resources Officer (CHRO) of Vedanta. She brings deep expertise in driving cultural transformation, talent management and handling fast-paced, large-scale operational environments.

WHY THIS IS INTERESTING

Her role shows how metal and mining conglomerates are modernising their workplace culture and relying on strategic HR to drive global business growth.



Shaili Tyagi - Somany Impresa Group & AGI Greenpac

GROUP CHRO · SOMANY IMPRESA GROUP & AGI GREENPAC

Shaili Tyagi took over as the Group CHRO in October 2026, bringing over 25 years of extensive HR experience across major brands like Bharti Airtel and Syngenta India. Her role covers group-level strategy across manufacturing, home innovations and packaging.

WHY THIS IS INTERESTING

Her career demonstrates how seasoned HR leaders use deep expertise in cultural transformation and talent management to scale traditional manufacturing and consumer giants.



Vivek Sapre - Fibe

CHIEF HUMAN RESOURCES OFFICER · FIBE

Digital lending platform Fibe appointed Vivek Sapre as its Chief Human Resources Officer in October 2026. He brings extensive expertise in driving workforce strategies, organisational agility and employee engagement in the fast-growing fintech sector.

WHY THIS IS INTERESTING

As fintech and digital startups expand rapidly in India, modern HR leaders play a crucial role in building tech-forward, agile teams.

04

THE FUTURE OF WORK

Futuristic Dimensions

AI agents, workplace monitoring and the balance between technology and trust.

01 · FUTURE OF HR

From AI Assistants to AI Agents

> **October 2026 highlights a new direction in Human Resources,** with organisations increasingly exploring AI agents to simplify everyday HR tasks.

Workday announced AI agents to support HR operations, including recruitment, payroll and compliance. Oracle introduced AI-powered applications to help organisations with workforce planning, staffing requirements and compensation recommendations. Dayforce also announced AI-powered features focused on recruitment, employee learning and performance management.

These developments show how HR is moving beyond traditional administrative work towards a more technology-driven and strategic role. AI can help reduce repetitive tasks, identify skill gaps and support faster decision-making, giving HR professionals more time to focus on employee engagement, leadership and workplace culture.

However, the growing use of AI also raises concerns about employee privacy, fairness and job security. Human judgement and accountability must remain important when decisions affect people's careers.

THE TAKEAWAY

The future of HR lies in combining technology with human understanding to build smarter, fairer and more people-focused workplaces.

02 · PRIVACY & MONITORING

Employee Privacy vs Workplace Monitoring: How Much Is Too Much?

> **As workplaces become more digital,** companies are using technology to monitor work activity, protect confidential information and understand employee productivity. However, this has raised an important question: how much monitoring is fair?

In October 2026, the debate around workplace surveillance and employee privacy gained attention as organisations increasingly explored digital monitoring and AI-based assessments. Such tools may track application usage, login activity and other work-related data, but excessive monitoring can make employees feel that they are constantly being watched.

For HR professionals, the challenge is to balance organisational security with employee trust. Companies should clearly explain what information they collect, why they collect it and how it will be used. Monitoring should have a legitimate purpose and should not unnecessarily invade employees' privacy.

THE TAKEAWAY

The future of HR is not just about measuring productivity; it is about building a workplace where accountability and trust go hand in hand.

05

ORGANISATIONAL BEHAVIOUR

The OB Space

Two concepts every HR student should understand — how people differ, and how groups can go wrong.

Myers-Briggs Type Indicator (MBTI)

The Myers-Briggs Type Indicator (MBTI) is a personality assessment tool used to understand how individuals think, communicate, make decisions, interact with others and approach work. It is based on four personality preferences, which combine to form 16 different personality types.

IN HR & OB

MBTI can help employees understand their strengths, working preferences and communication styles, which can support better teamwork and self-awareness.

SIMPLE EXAMPLE

Two employees may approach the same task differently — one may prefer detailed facts and planning, while another may prefer creativity and flexibility. MBTI helps explain such differences.

Groupthink

Groupthink is a psychological phenomenon in which members of a group prioritise agreement, harmony and avoiding conflict over critically evaluating different ideas. As a result, individuals may suppress their own opinions, ignore potential problems, or agree with the majority even when they have doubts.

IN HR & OB

Groupthink can lead to poor decision-making, lack of creativity and missed risks because people may be more focused on maintaining group unity than finding the best solution.

SIMPLE EXAMPLE

If everyone in a team agrees with the manager's idea because they are afraid to disagree, even though some members see problems with it, the team may be experiencing groupthink.

The four MBTI preference pairs

4 PAIRS · 16 PERSONALITY TYPES

E – I	S – N	T – F	J – P
Extraversion – Introversion	Sensing – Intuition	Thinking – Feeling	Judging – Perceiving

06

VOICES

Perspectives

Three voices. Three lenses. One conversation about HR.



FACULTY CORNER

Dr. Vandana Dubey

Adjunct Faculty (HR) | JK Business School

Empathy is the edge: Why compassion is still leadership's hardest skill

What the evidence says GARTNER · MCKINSEY · GALLUP

3.8×	1 in 4	70%
More likely to be high performers in human-centric workplaces	Employees report burnout symptoms	Of variance in team engagement linked to managers

> **Dashboards, algorithms and hybrid calendars have changed how we manage work,** but not its oldest truth: people give their best to leaders who notice them.

Compassionate leadership is not a softer alternative to rigorous management; it is a condition for it. Empathy is sensing what someone is going through. Compassion is acting on it. A compassionate manager still sets demanding goals and says difficult things plainly, but considers how those words will land.

What the evidence says

The evidence is long-standing. Goleman (1998) named empathy a hallmark of outstanding leaders and Edmondson (1999) showed that teams able to admit mistakes learn faster. Recent data agrees. Gartner (2022) found employees in human-centric workplaces were 3.8 times more likely to be high performers. McKinsey Health Institute (2022) found one in four employees reporting burnout, with toxic behaviour the strongest predictor. Gallup estimates managers account for at least 70% of the variance in team engagement.

Empathy is not the opposite of data

None of this argues against analytics. A dashboard shows attrition rising; only a conversation reveals why a team lead has gone quiet. Hybrid work removed the cues we once read for free, so leaders must ask and listen deliberately:

- Ask open questions that invite honest answers.
- Listen past the first version of the story.
- Notice who has stopped contributing and why.
- Pair kindness with clarity about the standard.

Empathy also needs scaffolding: clear policy, manager training and support such as employee assistance programmes. Without them it becomes inconsistent, breeds favouritism, or exhausts the lone manager carrying it.

Ask anyone about the manager who shaped them and you rarely hear about a model; you hear how it felt. As routine analysis is automated, judgement, trust and care will set leaders apart.

Empathy is not the soft option. It is among the most durable foundations of people management.



STUDENT CORNER

Ms. Shreya Laxmi Gupta

PGDM (2025–27) | JK Business School

AI in HR: Will AI Replace Jobs or Create New Opportunities?

> **AI is radically changing the way in which Human Resource departments work today.** From processing resumes to recruiting people and even keeping track of attendance and evaluating performance, organisations are increasingly using advanced technologies to make processes efficient.

Of course, there is a fear that someday AI will replace Human Resources roles in their entirety. Though it is quite easy for an algorithm to perform repetitive tasks, human resource management demands actual understanding, communication, empathy and gut feeling — things which an algorithm lacks.

On the other hand, AI opens the door to many new opportunities like workforce analytics, smart recruitment, better employee experience and more.

Being a PGDM student myself, I strongly feel that we must look at AI not as an enemy but as a useful tool.

After all, only those people who know how to harness technology along with the human element will rule the future.



STUDENT CORNER

Ms. Ayushi Joshi

BBA (2025–28) | JK Business School

Talent Acquisition and Its Importance in Organizations

> **The acquisition of talent is one of the ways in which organisations locate and bring in the right people;** it is not concerned with filling vacant positions but rather with identifying the talent that will help the company to grow in the long term.

This process involves finding employees, contacting them, selecting the best candidates and then hiring them. The aim is to ensure that the people who join the company are not only skilled but also a good match for the company's culture and objectives.

A reason why talent acquisition is important is that people form the core of any business, since the quality of the workforce has a direct impact on the ability of a company to function properly.

If organisations employ the right people, they will see higher productivity, more creative ideas and an overall better performance. Moreover, selecting the right fit also decreases the likelihood that employees will quit shortly after joining; employees who align with the company in terms of both skills and values are more likely to remain and perform well.

Therefore, recruiting is not merely a task but a strategy which aids organisations in achieving their objectives and keeps them strong in such an environment.



ALUMNI CORNER

Mr. Shashank Srivastava
PGDM (2024–26) | JK Business School Alumnus

Skills-Based Hiring vs. Traditional Degrees: Is the Education System Losing Its Value?

> **The modern job market is evolving rapidly, raising an important question:** Should companies prioritise skills over degrees when hiring employees? While traditional education remains valuable, employers are increasingly recognising that practical skills and industry knowledge are equally important.

A degree provides a strong foundation of theoretical knowledge, discipline and subject-specific understanding. It demonstrates that a candidate has undergone structured learning and developed the fundamentals required for a particular profession. However, a degree alone cannot guarantee that an individual possesses the practical abilities needed to succeed in the workplace.

On the other hand, skills-based hiring helps organisations identify candidates who can solve problems, communicate effectively, adapt to change and deliver results. Nevertheless, ignoring educational qualifications entirely may also create gaps in essential knowledge, particularly in specialised professions.

The ideal approach is to combine both: relevant degrees and proven skills. Employers should ensure that candidates possess the educational background required for the role while evaluating their practical abilities through interviews, case studies, assessments and real-world projects.

Educational institutions must also bridge the gap between classroom learning and industry expectations by emphasising internships, experiential learning and skill development.

Ultimately, education is not losing its value; its role is evolving. The future of hiring belongs to candidates who possess both the right knowledge and the ability to apply it effectively.

Degree
+ PROVEN SKILLS

Education is not losing its value; its role is evolving. The future of hiring belongs to candidates who have both the right knowledge and the ability to apply it.

07

CAMPUS LIFE

Club Chronicles

Navratri at JK Business School — a celebration seen through an HR lens.

Beyond the Dance Floor: Dandiya as a Lesson in People Management

What can a traditional Dandiya night teach future managers about teamwork, leadership and organisational culture? Quite a lot!

> **Festivals at JK Business School are more than celebrations;** they offer meaningful opportunities for student development, cultural engagement and experiential learning. The celebration of Navratri, featuring Navratri Pooja and a vibrant Dandiya event, brought together students and faculty in an atmosphere of devotion and enthusiasm.

At first glance, Dandiya is a celebration of music, colour and culture. Look a little closer and it becomes a lively lesson in human resource management. Every participant must coordinate with others, maintain rhythm, adapt to changing movements and contribute to a shared experience. One person's actions influence the entire group's performance, much like employees working together in an organisation.

Students who organised the event were able to develop valuable skills in planning, delegation, conflict resolution and leadership.

Dandiya also creates opportunities for inclusion and cultural sensitivity. Students from different backgrounds come together, learn from one another and participate in a shared celebration. Such experiences can strengthen interpersonal relationships, build confidence and foster a sense of belonging, qualities that matter both on campus and in the workplace.

Organising a successful event requires coordination across teams handling logistics, publicity, finance, hospitality and safety. It offers a practical glimpse into how people, processes and resources must come together to achieve a common goal. And this was clearly evident in the way things were organised by our student volunteers.

Harmony
IN MOTION

At its heart, Dandiya reminds us that effective management is not just about directing people; it is about creating harmony, encouraging participation and moving together towards a shared purpose.

LEARN • INNOVATE • EXCEL

HR-Horizon is published by Synergia – The HR Club of JK Business School, Gurugram.