# FIR insight Issue 01 | Volume 01

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"We Rise by Lifting Others"







### HR Insight 2019

Volume 01

**Society of Human Resource Management (HRM Guild)** 

**Department of Human Resource Management** 

**Faculty of Management** 

**University of Peradeniya** 

#### WHAT IS ON HR INSIGHT?

PG.06 MESSAGE FROM THE VICE CHANCELLOR
PG.07 MESSAGE FROM THE DEAN
PG.08 MESSAGE FROM THE HEAD OF THE DEPARTMENT
PG.09 MESSAGE FROM THE SENIOR TREASURER
PG.10 MESSAGE FROM THE EDITOR
WHAT IT REALLY TAKES TO ATTRACT TOP TALENT?
HOW TO MODERNIZE EMPLOYEE DEVELOPMENT IN TODAY'S WORKPLACE?
PG. 63 HOW TO RETAIN YOUR BEST EMPLOYEES?
PG.87 STUDENTS' ACHIEVEMENTS

## MESSAGE FROM THE VICE CHANCELLOR



It is with great pleasure that I forward this message on the occasion of launching the maiden issue of the 'HR Insight' magazine of the Department of Human Resource Management, Faculty of Management.

The HR Insight magazine consists of a collection of articles written by the undergraduate students of the Department of Human Resource Management which provides a platform for

students to showcase their competencies in their chosen area of expertise. More importantly, such initiatives not only allow students to acquire and disseminate knowledge within the field of Human Resource Management but also enable them to interact with the industry which is essential when they enter into the avenue of the job market.

I am indeed pleased about the progress that has been achieved by the Faculty of Management in developing the competencies of undergraduates to meet the requirements of dynamic labour market. I am confident that by launching a magazine, the undergraduates of the Department of Human Resource Management prove that they possess the intellectual pursuit necessary to move beyond the classroom based instruction and to stimulate intellectual curiosity.

I take this opportunity to appreciate the great effort of the undergraduate students and staff members of the Department of Human Resource Management for publishing a practitioneroriented magazine.

Prof. Upul B. Dissanayake

Vice Chancellor

University of Peradeniya

#### **MESSAGE FROM THE DEAN**

It is a great pleasure and a privilege for me to send this message on the occasion of launching the "HR Insight" magazine published by the Society of Human Resource Management (HRM Guild), Department of Human Resource Management, Faculty of Management, University of Peradeniya.

Producing a graduate with the required competencies in the form of hard and soft skills is of utmost importance to meet the demands in the job market. As the youngest and fastest growing faculty of the University of Peradeniya, the Faculty of Management strives to achieve the mission of "setting the highest standards in management education through commitment in teaching, learning and research by building collaborative partnerships with academics, professionals and the industry". In keeping with the mission, the faculty strives to produce outstanding graduates who are equipped with knowledge, skills, values and other attributes to make tremendous contributions to society at large.

The Society of Human Resource Management (HRM Guild), Department of Human Resource Management has taken the right footstep in publishing a magazine with the intention of providing opportunities for students to showcase their talents by writing mini articles which reflect opinions, arguments and perspectives in relation to contemporary developments in the field of Human Resource Management. The process of publishing this magazine is purely a student driven activity supported by the staff of the Department of Human Resource Management. It shows the dedication, commitment and motivation of both the students and the staff to work together for the betterment of the Faculty.

I take this opportunity to thank all the students of the society, Head/Department of HRM, the staff members of the Department of HRM, editorial board, and all the others who supported in making this endeavor of publishing this magazine a success.

Dr. M. Alfred

Dean

**Faculty of Management** 

University of Peradeniya

## MESSAGE FROM THE HEAD OF THE DEPARTMENT



It is with great pleasure that I forward this message on the occasion of launching of the 'HR Insight' magazine of the society of Department of Human Resource Management, Faculty of Management. The department strives to produce graduates who possess theoretical knowledge coupled with industrial exposure by incorporating emerging Human Resource Management concepts in

the curriculum and providing internship programmes and exposure visits.

In this context, launching a magazine provides a platform for students to showcase not only their intellectual capacity but also to exhibit talent in designing, organizing, and publishing articles which are of critical value to the discipline. In this sense, the magazine carries articles of diverse themes including interviews with Human Resource Professionals on emerging developments, mini articles on contemporary Human Resource Management practices, and articles on self-improvement and personal development.

It is important to note that the whole process of publishing this magazine is purely student-driven and the staff members played only the role of facilitator. As a result, students have an opportunity to develop competencies such as writing skills, networking skills, leadership skills and organizing skills. The commitment, enthusiasm, and perseverance of the students displayed throughout the process of launching this magazine are commendable. Amidst the tight academic programme schedule, they visited industries to interview professionals, produced articles within a short time span, and arranged the launching ceremony.

I take this opportunity to convey my gratitude to the academic staff members of the Department of Human Resource Management and English Language Teaching Unit, undergraduate students of the Department of Human Resource Management for translating the dream of publishing a magazine of high quality into a reality.

Mr. N. Agilan

Head, Department of Human Resource Management

Faculty of Management

University of Peradeniya

## MESSAGE FROM THE SENIOR TREASURER



It is with great pleasure that the Society of Human Resource Management "HRM Guild", Department of Human Resource Management, Faculty of Management brings out the first edition of the "HR Insight" the annual magazine of the Society. The first edition of the "HR Insight" is compiled with the emerging themes in the field of Human Resource Management.

The "HR Insight" magazine provides a platform for the undergraduates of the Department of Human Resource Management to showcase their talents through publishing articles related to upcoming changes in the field of HRM. All the articles have been written incorporating insights of industry experts and contemporary research findings. Hence, the readers of this magazine will be able to broaden their knowledge about the major changes that occur in the arena of HRM. Moreover, the magazine provides an overview of the events which have been conducted by the HRM Guild.

I sincerely thank Dean, Faculty of Management, Head, Department of HRM, all the staff members of the Department of HRM and the members of the Society for their commendable contribution towards completing the first publication of the magazine. I honestly believe that the initiative of publishing the magazine "HR insight" would provide an impetus to undergraduates of the Faculty of Management to continue the journey with confidence in the future.

Ms. U.W.G.Y.E. Jayawickrama

**Senior Treasurer** 

**Society of Human Resource Management (HRM Guild)** 

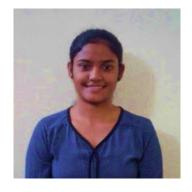
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**Faculty of Management** 

University of Peradeniya

#### **MESSAGE FROM THE EDITOR**

"Work hard in silence and let your success be your noise"



It is with great pleasure we are launching our first magazine of the "HR insight" of Human Resource Guild of Department of Human Resource Management. This "HR insight" magazine presents various types of articles under the concepts, practices and theories of Human Resource Management. This magazine is the key driver for every HR student of the Faculty of Management to show their capabilities in an innovative way. All

the articles of this magazine are written by HR students in the third year and the final year. They gave their fullest efforts and contributions to make this "HR insight" magazine more colorful.

This "HR insight" magazine intends to serve some purposes. The first one is, it disseminates knowledge on contemporary developments in Human Resource Management. The second one is, it captures members' achievements that are worthy of notice or recognition. The final one is, it provides details about the past events and workshops organized by the HRM Guild.

Attracting, Developing and Retaining are the three main aspects of this "HR insight" magazine. Based on those three pillars, we structured our magazine under five sections. The first section includes interviews of the experts in the corporate world. Second one consists of students' own articles. Those articles present students' own opinion on HR concepts and practices. Third one includes details of events organized by the Department of Human Resource Management. The forth one includes Achievements of students within and outside of university. The final one includes brief articles on modern HR concepts.

I appreciate and thank everyone associated with this "HR insight" magazine for rendering their endearing commitment and support and I hope this association continues for a life time. Especially I like to express my gratitude to the Head of the Department, Mr. N. Agilan and the staff of Department of Human Resource Management for their endearing faith in our HR students and entrusting the task of putting this wonderful journey together through the "HR insight" magazine. Their valuable support has always been a catalyst to bring out skills of HR students.

I like to thank from my bottom of the heart to all the members of the editorial board for their invaluable contribution toward completion of this magazine within a short period of time.

I hope this creation of our HR guild will find a special place in the heart of the readers. I wish everyone for a great success and synergetic life.

"We rise by lifting others"

Ms. G. Nilusha

**Editor** 

Society of Human Resource Management (HRM Guild)

**Faculty of Management** 

University of Peradeniya



## GREAT VISION WITHOUT GREAT PEOPLE IS IRRELEVANT

The hospitality industry, both locally and internationally, is a fast growing field with plenty of employment opportunities for many in Sri Lanka. Ms. Shimali Senevirathne the Secretary to the Vice President Department of HRM, Queen's Hotel Kandy shared her views on hospitality staffing and how recruitment plans are prepared in order to meet the challenges and demands of the tight talent market.

Interviewed By: Rochelle Bartholomeusz.

Q1: We see hotels springing up like mushrooms today. So do you agree if I say, "Hiring the right candidate at the right time is really competitive and challenging"?

Yes exactly. Currently the tourism industry of Sri Lanka is experiencing a boom. Unlike before, even now in Kandy, we can see so many hotels are coming up imbibing the latest technologies, features and comforts. Therefore, in this competitive environment, it is challenging to hire and to retain the right candidate at the right time. Especially in the hotel sector we cannot recruit a candidate just for the sake of doing it because this is a service based industry and therefore it is difficult to recover from a bad recruitment. If a customer experiences bad service from an employee, it is likely that he / she will never come back. For instance, if the

room boy does not smile or say good morning to a client, the customer might put up a complaint on the website of the hotel itself saying that the guests are treated in a rude manner. So, even those minor things matter enormously. There can be plenty of candidates in the job market but, I would like to say that hiring the right candidate with the right attitude at the right time is really challenging. Furthermore, we also should pay attention to the degree in which the candidate or the employee, whom we are going to recruit, can be moulded according to our company's culture and values.

"Hiring the right candidate with the right attitude at the right time is really competitive and challenging"

#### Q2: What do you look for first when you get a CV?

The first thing I will look at is, how well the CV is organized. If the components of the CV are jumbled, he/ she is less likely to get selected even for an interview no matter whether, it is an office job or an operational level job in the hotel. If you are willing to work in a hotel, definitely, you should be well prepared and an organized person. Everything should be carried out methodically because we deal with people who come from different parts of the world. Their requirements and expectations are different from one another. What if the employee serves an Italian dish with Japanese cutlery? What does it mean? It means the employee is not organized.

## Q3: What are the main characteristics that you look for in a candidate when you recruit staff?

The candidate should be pleasant and smart because the first impressions enormously matter. We check the attire as well and see whether the uniform is nicely pressed and whether the shoes are well polished etc. Then we look for their communication skills such as language competencies, listening skills, their gestures and postures etc. In addition, we check how flexible he or she is or in other words, whether the candidate is ready to

make sacrifices because, when you are working in a hotel you will not get routine time. You may have to work until midnight. Normally, people working in other fields are on leave on weekends and on statutory holidays but we are not because, we get more of our guests on such days. Technically, we work on all seven days and it is really hard to take a leave. Further, he or she should be able to work collaboratively with the entire team of the hotel with minimum conflicts. So when we recruit a candidate to our staff we have to look for all the above mentioned qualities.

"The candidate should be pleasant and smart because the first impression enormously matters"

Q4: Sri Lanka will soon face the challenge of filling skilled labour vacancies in the hospitality industry with the expansion of the industry. So, as a company are you ready to face this challenge? If so how?

Today most of the people who are connected to the hospitality industry get the exposure from our country by joining with hotel schools or vocational training institutes and then going abroad for a better salary and status. In Sri Lanka, it is perceived by the public that working in a

hotel is not good. This is specifically true in relation to females. Therefore they go abroad for better opportunities. And the other point is that due to the expansion of the industry there are number of hotels, and time to time these employees tend to switch from one hotel to another as employees in millennials do not expect life time employment. First, we give priority to the existing staff. We provide more training development and career opportunities which will be a reason for them to stay. We also have a sound performance management system and that has been linked to a strong compensation package carrying various benefits. By doing so, we have been able to retain the existing workforce of the hotel. Further, we have a strong bond with the hotel school and vocational training centers. So once a batch completes their training, we go for recruitments and we give priority for those students who got exposure from such institutions.

#### Q5: So, can we mitigate this issue just by training more youth in the areas of hospitality management?

Actually training will be just a short term remedy. Therefore, we should find a solution which is long lasting. I believe that there should be a change in the education system of Sri Lanka because most of the people are not aware of what



hospitality industry is or about the demand for such jobs and career opportunities. It would be better if we can include hospitality, leisure, recreation & tourism in our curriculum especially for O/Ls and A/Ls.

Then only, students will be aware of this industry. On the other hand, we should improve language competencies of students. If we can encourage students at least to learn one or two foreign languages other than their mother tongue, definitely it

will give a competitive advantage in the near future. It is also necessary to educate our community in a proper manner because our community does not view the hospitality industry in a positive way. May be it is due to the culture of our country and its social norms, values and beliefs.

## Q6: What advice would you give to a young person who aspires to work in a luxury hotel?

First I would like to say this industry is really interesting because you will get the opportunity to be a traveler, tourist lover and also a food lover. Every day is a new day with full of challenges. You may have to deal with several of nationalities and cultures. Therefore, a person who is willing to enter into this industry should be aware of what is happening around the especially about political world, movements, weather conditions, cultures and trade agreements etc. You should be able to look at things at an international level. Definitely this is a growing industry and for sure there will be more career opportunities in the market. Therefore investing your time, money and effort to learn about the hospitality industry will not lead to opportunity costs.

## THE BEST EMPLOYER BRANDING IS A MAGNET AND A FILTER



In today's increasingly competitive job market, a positive employer brand is critical. Without one, hiring and retaining the best employees becomes challenging and costly. Ms. Keshavi Puswewala the HR Business Partner and Employer Brand Lead, Unilever Sri Lanka presented her views on employer branding and its importance.

Interviewed By: Sheeba Jiffry

#### Q1: How do you define employer branding?

Many people think that employer branding is all about having a lot of events, but it is not. It is about driving a certain message about our company, saying this is what we are looking at, these are the benefits of being in our company, this is how we are different from other companies in the market place, and this is what you will gain if you join our company. So, it is basically creating a brand for the career opportunities your company provides in the market place. So, the essence of what we want in Unilever is to be the employer of choice among a certain target group in the market by driving our campaigns and promoting our company so that one day prospective employees would prefer us over any other company when they seek employment.

#### Q2: What is unique about Unilever Sri Lanka's employer branding compared to other companies?

Unilever's employer branding tagline is "A better business, a better world and a better you". We have 4 pillars – purpose power, go beyond, brilliantly different together and be the catalyst, to which we try to align whatever we do. We say it is unique because you would not find jobs in the market place where you will put your purpose into life, whereas at Unilever you will engage in a day to day job which will help to drive your purpose forward. On the other hand, you would not get a place where you have the brightest minds in the market and that's what you get as a benefit when you join Unilever. Apart from that, you get opportunities to create change and make an impact on the world whilst building a career and not merely doing a job.

## Q3: How do you promote employer branding to attract and retain employees?

Our focus is on university students. Even though we don't have hundred odd vacancies per annum, we want all the talent that we have identified in the target market to prefer us over any other company. Hence, what we try to do is to provide them with an opportunity to feel what an employment here feels like. A sniff into the job. But, unfortunately, we can't give that opportunity to almost everyone. So what we do is we select students based on merit and their leadership behavior and try to get them involved with student programs Sparks, ULIP, Industrial Trainee and Youth forum. We also get our employees to go to universities to deliver sessions and showcase what kind of talents we have in our company and if they join our company what kind of talented people they would be working with.

#### Q4: How do you link employer branding to other HR functions?

Employer branding is basically an expertise pillar. If employer branding is not active in the market, recruitment is going to be tough, as people will not prefer

Unilever over other companies. Unilever Future Leaders Program, Unilever Leadership Internship Program, Summer Internship Program and Sparks are ways through which we create a talent pool in the market. This basically supports the HR business partnering function as they have the access to a talent pool in the market place at any given time whenever they want people to join Unilever, who can be alumni of LEADS, ULIP, UFLP, SPARKS and Industrial Trainee. If it is reward and recognition it isn't all about money. It is about total rewards which not only include compensation, shares or bonus but also include learning, exposure and at the same time how they feel about the company. Within such a context, some people like to be associated with certain brands (which can be more valuable than money) which gives them pride and recognition in the society.

"It is going to be very critical going forward because all the companies are hunting for scarce talents"

#### Q5: How do you see the trend of employer branding in the future?

It is going to be very critical to move forward because all the companies are hunting for scarce talents and the talent requirement is not as simple as it used to be some time ago. Right now, if we look at what companies want, they want people with all the skills and they don't have time to train and match. They want talent that is already there, to pick and plug. In such a scenario every company would want the best talent and want to showcase that they are better than others because gone are the days when employees went after the company. Now it's a time where employers go after employees. This is because people have many choices in the market as they can go abroad, freelance, do part time and be entrepreneurs, etc. So it is not easy. Sometimes the best talent that we want could be an entrepreneur right now. Hence, employer branding will have to do a lot of marketing pertaining to careers as well.

## "STUDENTS TODAY, LEADERS TOMORROW"

As part of the CSR initiative, the "Students today, Leaders tomorrow" leadership workshop for school prefects organized by **HRM Guild, Department of Human Resource Management, Faculty of** Management, University of Peradeniya was held successfully on 02<sup>nd</sup> November 2018 at the Faculty premises. The purpose of the workshop was to build and enhance leadership competencies of school prefects and to inspire them to take up leadership positions in the future. Mr. Lahiru Rathnayake - Motivational Speaker and Mr. Asiri Wijesinghe -**Outbound Trainer, MAS Holdings,** Pallakelle facilitated the event. Forty three prefects representing two Schools (Peradeniya Madhya Maha Vidyalaya and Mahanama Vidyalaya) took part in the "Students today, Leaders tomorrow" program.











## HOW TO MAKE YOURSELF UNFORGETTABLE?

Interviewed By: Gurunathan Nilusha & Murugaih Dhivya

When it comes to personal branding, being memorable is essential to success. Mr. Vasantha, the HR manager of Norwood Fashion Pvt (Ltd) shared few strategies on how to distinguish a person from the rest of the crowd in order to be a successful leader.

Throughout my job, I have learnt so many life changing lessons and one of the best lessons is "How to make yourself unforgettable". My current position and other social activities inspired me in several ways to actively engage in the business world. During the course of my first two jobs, I gained a lot of insights from my supervisor. When I was working as an HR trainee, those two experts played a remarkable role in changing my life. I carefully observed their activities, behaviours, interpersonal skills, problem solving skill and decision making skills. After the completion of my first two jobs, I realized who I am and what my capacity is. Only then I crafted my own career ambition, career path and commitments. Then I put my fullest effort to make myself an unforgettable character in order to succeed as a professional.

I would like to give some points and ideas to make yourself unforgettable. The most important thing that you can do is "Being yourself". No one else is like you and you are incredible in your own unique way. Being unique is the way to make yourself remembered by others, and it cannot be taught by someone else. Trying to be someone else is how you lose yourself in the crowd. But it doesn't mean that you cannot have a good role model in your life. It means that while you must have a good role model, you must also preserve your self-identity as well.

The next one is to "Be the top" among others. As we all know, not only leaders but followers also can be experts in an organization. So you should maintain your highest standards in a proper place and it should be updated. If not, the followers may try to undermine you. And also "Passion" is a very important factor to be considered in order to become a person remembered by all. You should discover your own passion. In every meeting, I demonstrate my passion to others by aligning every point of the conversation towards this passion. Especially, how one communicates is a critical factor to get acceptance from subordinates.

Communication should be full of excitement and your body language should be strong. You should be a person to ask brilliant questions and then listen to the answer. I went to our team meeting last week, which was supposed to be for 2 hours, but I only spoke for around 50 minutes, because I knew that being memorable was not about me. We should give enough time to get proper feedback from our audience. Then only our project will be successful. Further, according to our audience and team, we have to adapt ourselves. We should make sure that our audience clearly understands our subject matter, as well as the words we use, language, symbols and our appearance. We all know so many memorable people were good leaders too, because of their special traits, behaviours, charisma and some other external factors. Effective leadership gives more opportunities to influence others through helping in their growth process. Growth happens to leaders also because they get to focus their time on helping others to rise up. Through this process of transformation, the leaders see the power of what they are doing, and it gives them a real purpose that they may not have discovered before. Hence, being memorable is about being a leader excelling in whatever you do.

One of the main ideas to make yourself remembered by everyone is, to talk less and deliver more. Show your talent by action rather than using words. At times, silence is the best tool to manage a difficult situation. By being silent, you tend to observe an issue from multiple angles. Social activities also help me to drive my career. I engage in a range of social activities as a part of my company's' activities and for my own personal interest. Some of them are providing scholarships for rural school students, women care services, drug awareness programs, sponsorships for sports, conducting shramadana campaigns and university functions etc. These activities gave me a way to understand the societal needs and position myself in a society as a corporate citizen.

I have a habit of telling a story before elaborating my points, which helps me to give more strength and context to my points. Those stories provide me with good starting points and backgrounds before expressing my ideas. Further, this habit of storytelling can create a vivid picture in others' mind. My followers can get my points more clearly through this strategy. Finally, I can achieve my career ambition easily by unleashing the power of storytelling to convince others. It's like taking a book off the shelf and reading the best chapter to someone. As I mentioned earlier, one of the best ways to make yourself unforgettable is by "BEING YOURSELF".

### WHY MILLENNIALS DON'T WANT THE TYPICAL OFFICE JOB?



Mr. Chamika Sri Mihijaya graduated in Business Management from NSBM Green University. He started his career as a Sales Representative and then he was promoted as the Area Manager of Coca Cola Beverages Sri Lanka Ltd. Currently he is the Branch Manager of Sathosa Motors PLC (ISUZU) Hidallena, Ratnapura.

Interviewed By: Hansani Batugedara

Q1: Do you believe that the young people today do not stick with companies in the same way that you would have in another time.

Yes, mostly young people compare their position with salary. If the salaries do not match with the position, they try to change the company they work in. Therefore young people tend to find jobs that offer higher salaries.

Q2: As you mentioned earlier millennials are not afraid to ask awkward questions at interviews which the previous generations were shy to ask. How do you see this scenario?

Nowadays people have many job opportunities than in the past and many young people use technology (ex: social media), therefore they have many valuable contacts with others. Before they joining a company they have to undergo a training and then they have experience about it.

They are very proactive. The job market is highly competitive because companies try to recruit the best employees. Further, many are well qualified with professional qualifications. They want to know information about the job and they are not afraid to ask awkward questions at interviews. They think it is the best way to understand whether the job suits him/her by asking questions.

"The job market is highly competitive because companies try to recruit the best employees"

Q3: What is the difference you see between yourself and the younger generation who hold management positions in organizations?

Younger people are competitive. They excel more effort to improve their education and professional qualifications.

When they have more qualifications, companies prefer to select them. The value of employees increases when they work hard for an excessive period. Usually a person should be in one company for at least 3 years to get the required experience. Experience is important than education. When the stock of experience increases, their mix and depth of competencies increase as well. They are committed to solve problems in the company like their own problems. The young generation can use technology easily than the older generation. Then they can move towards management positions easily.

## Q4: When millennial say no, they are assertive- they do not feel guilty at all. Is it a good thing?

I think it is not suitable because employers do not like such people. Most of the time it would act as a barrier for healthy employee relations.

#### Q5: If some people say "millennials look for mentorship more than direction" How do you interpret this statement? Do you have the same opinion?

Yes I agree. Through mentoring, a great knowledge can be imparted. But giving direction harms the personality of the workers. Therefore, the present generation can be molded to work with a free mind through mentoring. Through that, business can develop. Therefore, I think mentoring is better than giving commands.

# Q6: Today reporting hierarchy is changing as young people reach managerial level positions and older colleagues reporting to them. Do you think is it fair for young people, older people and the entire organization?

Yes it is fair. Now managerial positions are given for knowledge, experience and effectiveness. Young people have updated knowledge and are very active. They come forward for professional training. They can easily understand what to do on time. Mostly private companies recruit people from the younger generations managerial level positions. Their ideas are well taken in the current competitive environment, and their commitment is very high. But company should maintain a good relationship with the older generation as they can get the use of their experience as well.

## Q7: Finally, what do you suggest to bridge the generation gap in the workplace?

I think a company should get ideas from both generations when making decisions. Respecting others ideas is a must. Companies should organize seminars, outbound training programs and make a pleasant environment to everyone

## WORKSHOP ON CV WRITING AND FACING INTERVIEWS









The Department of Human Resource

Management, Faculty of Management
organized a workshop on CV Writing
and Facing Interviews for BBA Final

Year Undergraduates who are following
HRM 401: Personality and Skills

Development. Fonterra Brands Lanka
served as facilitator for this workshop
and the event was held on 05<sup>th</sup> of April,

2019 at the Faculty Auditorium



## WE MUST NOT ALLOW OTHER PEOPLE'S LIMITED PERCEPTIONS TO DEFINE US

By: Yasaransi Maasinghe

look at us, what they talk about us, and what they have considered us to be? In reality, do you believe that there is any other person who can give a definition to your worth than that of you? Despite this fact, unconsciously, we opt to believe, trust, and behave based on how others define us. According to C.W. Lead Beater, "limited perception is one of the commonest mistakes to consider that the limit of our and others' power of perception is also the limit of all there is to perceive." Indeed, a stranger sometimes would create a personal equation of defining you in a few terms that would ultimately translate into painting an inaccurate picture of you because the first impressions are flawed. This will not be the complete reflection of yourself. Due to this limited perception, there are myriad incidents where we could have denied possible opportunities to others simply because we measured ourselves in terms of others' criteria.

It is too general that every one of us attempts to give interpretations and comments on others' physical make up, actions, reactions and capacities etc. How many times, would you have said to others that "you've grown fat", "you've become dark"? When such things are uttered, is he or she supposed to work out and lose weight or go to a beauty parlor to get a fairer complexion? Limited perception most probably creates room for misjudgments thus undermining one's own grasp of their potentialities and capacities. Thus, what we should do is to define one's self and not let others express opinions about you. Your tastes, your preferences, your passions, your likes and dislikes all should be the authentic versions of yourself. They need to come from your soul and spirit, and not from what others think and want to see from you. If you allow others to define you and me as to who you are and who I am, then you and me are allowing others to do so from a limited subject poisoning which might bring about major disappointment in life, at a later stage. Allowing others to change our self-identity is all about losing our heart and soul to buy social acceptance. Therefore, being authentic is the only way you can preserve your self-esteem and identity.

## THE EXPERT IN ANYTHING WAS ONCE A BEGINNER

By: Sheeba Jiffry

s a partial fulfillment for the degree, I chose to undergo an internship at an organization where I had to cover 600 hours of work time. Among the many organizations I had applied for an internship opportunity, I was fortunate enough to be selected as an HR intern to work at the Head Office of Unilever Sri Lanka for 6 months in the Unilever Leadership Internship Program (ULIP), for which I had to face a series of selection tests which included an online application, face to face interview and an assessment center.

As a fresher to the industry I was awed by the agile and progressive work and the progressive culture of this giant Multi National Company, which stood away from the conventional culture one would typically expect in a traditional company such as an eight to five desk job, record keeping of check in- check out times, penalties for reporting late to work and long leave application systems etc. Open office seating, open meeting pods in the middle of the work space, flexible working arrangements, addressing all employees by their first name and an independent working environment were some of the unique aspects that Unilever Sri Lanka possess.

By being responsible to drive health and wellbeing of employees at Unilever Sri Lanka demanded more than just an average person's thinking and dexterity which pushed me to pursue new and futuristic policies. I had projects assigned to me, to which I was solely accountable in planning, researching, implementing, trouble shooting, driving and seeing to the success of the project. This demanded constant brain storming, innovativeness and quick action challenging me to be proactive all the time. For instance, one of the projects I moulded was the Weigh-To-Go weight loss challenge partnering with the brand Marmite, where I had to design and overlook the integrities from the inception of the idea, to execution, promotions and to rewarding the winners at the end of the challenge.

The company, being a performance driven entity, constantly kept me researching and exploring new ideas making me want to prove myself worthy and value additional where there have been moments of pride, success, appreciation and nevertheless moments of uncertainty and intimidation as well. Some of my project scopes led me to work in the

factories in Agarapathana and Horana as well, where the factory culture was very diverse from the culture prevalent at the head office. Those opportunities challenged me to adapt into different environments and contexts where I had to work with different caliber of employees. For example, in the factories, I had to converse in Sinhala and Tamil and adapt to embrace a brother-sister rapport rather than a professional relationship with the employees.

I also engaged in cross functional projects such as supply chain and marketing, which made me realize that knowledge pertaining to one area of specialization alone, was not adequate to survive and successfully advance in MNC. One such project I engaged in for Supply Chain was to assist in the organizing of the Supply Chain Leaders Forum which was a platform inducted to develop the next set of leaders for the company.

In conclusion, the internship stint at Unilever Sri Lanka has truly been a transformative and a didactic journey of the highest caliber which has brought me a long way from merely being a fresher to becoming into a competitive individual amongst other employees. The internship period changed my perception that HRM revolved only around the basic principles such as recruitment, selection, training and employee retention, and I discovered that HRM was far broader than that and its scope was not limited to lessons learnt in lectures at university. It was about managing people at a whole new level to bring out the best of the employees which required a lot of soft skills such as leadership, good communication, networking, empowerment and problem solving.

#### **MAS SEASONAL INTERNSHIP 2018**

is a collaborative effort between the
Department of Human Resource
Management, Faculty of
Management, University of
Peradeniya and MAS Linea Intimates,
Pallekele. MAS Seasonal Internship
Programme is a form of on-site
learning experience that integrates
classroom learning, theories, and
experiences in to a professional
setting. The MAS Seasonal Internship
Award Ceremony 2018 was held on 5<sup>th</sup>
November, 2018 at the Faculty
Auditorium for the second time.











## INNOVATIVE HUMAN RESOURCE PRACTICES AT FEDEX

#### **Survey Feedback Action (SFA)**

It is an annual employee survey based on employee satisfaction and subordinate opinion on management's leadership performance. In April, every employee is asked to participate in an on-line survey. There are 32 questions related to the company in general and the employees' superiors. Results are tabulated, and managers then hold feedback sessions with their employees to discuss the survey findings and identify problems within and outside of their department. As a team, they develop formal, written action plans to solve these problems. Groups usually review plans throughout the year to determine whether problems were solved satisfactorily or not. SFA has become a problem-solving tool that operates both horizontally and vertically throughout the organization. The first ten items on the survey serve as a review of the management by subordinates. The scores on these ten items become the numerical measurement that determines whether the company's annual People goal within the People-Service-Profit goal structure is being met.

#### **Job Change Applicant Tracking System**

This is an on-line computer job posting system that allows hourly employees to post for any available job. New positions are announced on the system every Friday. An employee wishing to transfer to a new job or new location enters their name in the system, which then retrieves information on each candidate from the Personnel Records and Information System (PRISM). Each employee posting for the job is given a numerical score, based on job performance and length of service, which is ranked in order by the system. Any applicant can log onto JCATS during the week of posting, to find where they sit in the list of applicants. At the end of the week, the person with the highest score is awarded the job.

FedEX., 2019. FedEx Attributes Success to People-first Philosophy. FedEx. Available at: http://www.fedex.com/ma/about/overview/philosophy.html.

By: Rochelle Bartholomeusz



## BITE-SIZED LEARNING IS IMPRESSIVE

One of the major emerging trends in the area of learning and development is bite-sized learning. This includes breaking down concepts into easily digestible chunks that can be absorbed within a matter of minutes. Ms. Harini Indiketiya, Manager Learning and Organization Development Fonterra Brands Lanka, explained the usage of bite-sized learning at a workplace.

Interviewed By: Fathima Afross

uman Resource Development is a core function of the HR department in many large organizations which is undertaken to mould their employees in a better way, so that they could serve the company at their best. Moreover, many arguments have been made against the cost and resources allocated in providing such programs to their employees. Nevertheless, the effort taken in providing these programs to their employees reaps multiple benefits to the organization which would ultimately add an advantage to them over competitors in the industry in which they operate.

Thus, this dilemma narrows down the organization's focus in providing a cost effective, objective and speed learning process through the concept called "Bite sized Learning".

#### Q1: Can you define the concept of bitesized learning?

In my view, I like to define "Bite-sized Learning" as snippets of learning that is easy to absorb which is focused on one topic and is engaging for the learner. Bite-sized e-learning modules are small, self-contained information nuggets. They typically have a distribution of 1 to 15 minutes and are usually focused on one or two tightly defined learning objectives. This type of learning is usually available in real time and is flexible in terms of the user friendliness.

## Q2: How do you distinguish bite-sized learning from traditional learning methods?

What makes learning bite-sized, is more related with the learning objectives. In other words, bite-sized learning is

normally focused just one key on objective, as opposed traditional to learning which aims to achieve many objectives. Bite-sized learning is more easily consumed and makes way for better knowledge retention in learners. Learners operate on a recurrent pattern of activity and rest. That is why giving them bitesized e-Learning modules while they are at the peak of their energy levels often leads to successful results.

"This type of learning helps organizations to manage people's development while not compromising the organization's priorities"

#### Q3: How can organizations benefit from it?

Workers can become distracted, impatient and overloaded with information. Their expectations, training needs, and learning preferences cannot be achieved from the traditional methods of learning. People are busy, they multi-task, and work from anywhere, including their mobile devices. In an age like this, the appetite for micro learning/bite sized learning is very high. This type of learning helps organizations to manage people's development without compromising the organization's

priorities. It also assists learners to keep their learning on track and manage their learning needs effectively.

#### Q4: How can we effectively implement this type of leaning in organizations?

Organizations have to first identify the learner demographic within and understand the appetite for learning within the organization to implement any type of learning. In order for bite sized learning to be effective, the content and the focused nature of the content is critical. The content creation and the identification of the platform of use are also important. The actual implementation differs based on the organizational contexts such as culture, structure, strategy and other systems.

#### Q5: What are the disadvantages of this learning method?

Brief modules and online training activities such as bite sized learning modules are not typically the best choice for more complicated tasks, skills, or processes. This type of learning, especially content, should not simply cover one aspect of the idea or concept, as this can make them seem fragmented disjointed - it should be complete and comprehensive. Bite-sized learning should not be your primary online training method. This is due to the fact that it does not typically allow for long-term goal achievement. This learning method may not be the ideal method for the achievement of all learning needs. However, it is a budget friendly and user-friendly method to deploy when the need arises.



## BREAKING BOUNDARIES AND DEEPENING HORIZONS: CAREER PROSPECTS FOR WOMEN IN SRI LANKAN CORPORATE SECTOR

A conversation with Ms. Asha Dissanayake, Senior Manager of Human Resources at DSI Samson Group

Interviewed By: Ravini Gunasinghe & Shamila Deshappriya

omen have faced many challenges throughout the history of human civilization to obtain equal opportunities within this phallocentric socio-political reality operating in the world. Although there are different stances taken with regards to what form of "freedom" and "equal opportunities" should be taken, the harsh reality is that the contributions of women remain unaccounted, undermined and unrecorded. Today's society has come a long way in relation to the position of women, but the pathway towards substantive justice (in an AmatyaSen fashion) is a long way off. In Sri Lanka, within this patriarchal social reality, women are breaking barriers and emerging as leaders not only in the corporate sector but also in other socio-political and economic spheres. While there is a positive trend in the world where females are encouraged to take leadership, one must look at this from a critical perspective as it can be a covert fascist means of maintaining the same patriarchal dominance. Therefore, in an effort to understand these problems and to gain an understanding into the emerging trends of female participation in the corporate sector labour force and to understand the factors that encourage or hinder such participation, an interview was carried out with one of the Senior Human Resource Managers in a leading corporate entity in Sri Lanka, Ms. Asha Dissanayake. Ms. Dissanayake is functioning as the Senior Manager of Human Resources at DSI Samson Group and she shared some of her thoughts about these aspects. DSI Samson Group currently has 31 companies in 15 diversified sectors such as footwear manufacturing, retail and other rubber related products and has a workforce of approximately ten thousand.

"In a performance based culture anyone with the right amount of knowledge, skills, attitudes, values, integrity and commitment has the opportunity to be promoted regardless of their gender, ethnicity, age or social status"

#### Q1: Is a Performance-based culture the solution to reduce discrimination?

One of the focal points of this article is to critically discuss and analyze how gender based discrimination is attempted to be reduced in the corporate sector because of the emerging performance based culture i.e. whether this neo-liberal ideal of performance based culture in reality and actuality is rewarding individuals minus discrimination. The private sector companies within Sri Lanka are gradually transforming their operational culture where they have begun to value and promote high performance instead of working on the grounds of seniority, gender, caste and class distinctions among a myriad of other social biases. Throughout the interview Ms. Dissanayake stressed that in a performance based culture any individual regardless of their gender, ethnicity, age or social status will be promoted up the corporate ladder if that individual has the right amount of knowledge, skills, attitudes, values, integrity and commitment. Ms. Asha Dissanayake herself mentioned that she did not face difficulties as a woman to rise up in the career ladder and rise up to her current position within DSI as the culture that exists in the organization promotes such a working ethos. But despite this, it is questionable as to who decides what the right skills, attitudes, knowledge and values are and it is again questionable as to who sets these standards within corporate entities. So despite the rhetorical pacification we must always question these notions and women who rise up the ladder should always attempt to question and keep in check such barriers as there might be covert ways of patriarchy again influencing the world of work in a different way.

Ms. Dissanayake believes that the glass ceiling can be broken by anyone with positive attitudes who can perform well. But according to her, this cannot be done alone by a single individual because when operating in a structure (if ones take a very functional view of corporate operations) everyone's performances are interlinked and thus 360 degree support is essential. A manager's performance will depend on the success of their subordinates. In that case, the superiors, subordinates and peers should support each other to achieve their goals which are ultimately aligned with the corporate goals. Thus, Ms. Dissanayake emphasized that she was able to successfully climb the corporate ladder because of the support she got from everyone around her. When implementing a good performance management system each individual should be given KPIs (Key Performance Indicators) that are linked to the corporate vision for them to achieve. Transparency of the results and rewards is also an

important aspect. Individuals who achieve their KPIs will be rewarded and the gender based pay gap can be minimized in the corporate sector. Therefore, Ms. Dissanayake was keen to reiterate that adopting a performance based culture will make gender an immaterial aspect when it comes to promotions and rewards, as well as when appointing women to top corporate decision-making positions.

#### Q2: Myths and perceptions about the working-woman

In Sri Lanka, there are many myths and perceptions regarding working-women and their role in the corporate world. These have been originated as a result of age long conceptions created by the dominant cultural forces. In many cultures, predominately in South Asia, there are gender specific roles expected to be played by men and women. According to Ms. Asha Dissanayake, the myths about the inability of women to do well in leadership roles have emerged from these cultural perceptions people hold. Culture has a great impact on all working-women despite their position in the organization and there are many instances where women give-up on their career in order to take up family responsibilities. She also pointed out that these myths are subsiding at present and that women have more opportunities to progress and climb up the corporate ladder. One reason for Ms. Dissanayake's success is the amount of support she received in this instance as success cannot be achieved alone. There is a larger support system around women who are successfully handling top leadership positions in companies. While she pointed out the 360 degree support that should come from within the organization, support from the family is also very important. She emphasized how the support of her husband, children and parents helped her in the process to achieve her career goals.

"These perceptions have come from the culture we live in but they are gradually subsiding from our society"

When people think of a woman in a leadership position, the image that comes to their mind is that of a strong alpha-woman, who is not married and does not have children. This is a very inaccurate picture created in people's minds. Any woman who can perform well has a chance to take up a leadership position. Ms. Asha Dissanayake is an exemplary modern character to show that women do not have to fit in to a stereotyped mould but can succeed while having a healthy personal/family life as well. In her opinion, being a mother and having family responsibilities made her a better manager. According to her, due to the family

responsibilities women are prudent and plan ahead and finish the day's work within the day so that any unpredictable sickness of family members next day will not affect work.

"Being a mother and having family responsibilities have made me a better manager"

#### Q3: Role of Human Resources in reducing gender based discrimination

Generally the top management within the corporate sector in Sri Lanka, at least on paper, is more inclusive of women taking leadership positions. This inclusiveness is directly related to their policies of promoting nondiscrimination within the world of work which is of course a global trend. Therefore, we can see females take up leadership positions in various departments in many industries but even then there are some sections of corporate entities that are considered more masculine where female presence is very limited. She pointed out that it is very rare for a woman to rise up to the position of the head of sales as it is related to more outbound tasks. But other than such areas, she took the DSI Group as an example and highlighted that the Head of Human Resources, Head of Finance and a Directorial position are held by women. The positive effect of a performance based culture is that gender becomes immaterial when making decisions on who should be promoted to leadership positions.

Some of the HR functions such as recruitment and selection, promotions and reward management are linked to the amount of female representation in an organization. In an organization these functions are pertinent when screening individuals to take positions up in the corporate hierarchy. If the company has inclusive HR policies it would give better opportunities for women within the workplace. It is not a secret that there are still organizations that have gender biases when it comes to selecting the candidates and promoting them and such practices reflect weak and unethical HR practices. It is important to understand that mainstream HR and Finance functions should be accommodative where it should be administered by people who can eventually understand alternative forms and means of communicative functions. This is aptly elucidated by Gayathri Spivak when she says that one should not speak for the other but speak along with them and strive hard to understand alternative forms and means of communication. It is also important to state that resistance by women to adhere to certain functions and regulations within corporations can be

an act of political resistance where they consciously or unconsciously resist the dictates of various policies. So, it is important, that women who rise up the corporate ladder look into these issues and ensure that such deep ideological positions are accommodated. Ms. Dissanayake also pointed out that these functions can be controlled in a way to discriminate various groups but if they are carried out in an ethical manner, such forms of discrimination can be minimized.

"Policies related to HR functions such as recruitment, selection, promotions and reward management should promote non-discrimination"

But overall, as the Head of HR she stated that she strives to ensures that the policies of the company restrict female does not participation. But despite that, she also points out that if there are tasks to be done outside the corporate office such as site visits or working in remote locations, the recruitments will favor the males. This issue is not merely an inherent fault within the DSI Group itself but is a much wider socio-cultural belief within Sri Lanka. These ought to be changed, but change, as always is a slow process and people have kept the steps in the correct direction but it will definitely be a long walk. She also stated that the company has to take higher responsibility and higher costs to accommodate females especially if they have to work at night (transportation and security should be provided as per the legislation). But if non-discrimination is to be implemented in a worthwhile fashion, these so called costs should not be taken as costs but as an



investment to create a much more egalitarian corporate culture and a wider society. Furthermore, it is also apt to mention that women will perform if the correct working conditions are provided for them by the corporate entity and the socio-political ethos by large.

Thus, the attempt taken here was not to conduct an all-inclusive interview as there is a constraint of space but to take several fundamental questions and seek answers for them from a woman who has ridden up the career ladder in one of the top corporate sector entities operating within Sri Lanka. As we can see, the texture and the functioning of the corporate sector within Sri Lanka is slowly but surely changing and is striving hard to become inclusive and avoid gender based discrimination which is in all eventuality the global industry standard. Ms. Dissanayake clearly showed us that despite certain fundamental issues, performance is rewarded and hence, it has allowed women to progress up the career path in a much more inclusive manner. But whether this scenario is sustainable and whether it is again a covert political manipulative project of the global patriarchal capital circuit is yet to be seen. But there is hope and it is our duty to engage in continuous research pertaining to this area and ensure that the standards are broadened to ensure sustainable female participation within the workforce. Especially the Human Resource function of an organization has a pertinent role to play in creating policies that would promote non-discrimination of all forms. Indeed, it is important to find a female tradition for the betterment of women all around the world.

## SYNERGY BUILDING WORKSHOP

HRM Guild, Department of Human
Resource Management organized a synergy
building workshop for the first year
management undergraduates on 26<sup>th</sup>
September 2017. The objectives were to
strengthen inter-team co-operation and
team relationships among students, to
foster team communication and team
cohesiveness among students and to
enhance mutual trust and collaboration
among students. The workshop was
conducted by the General Manager of
ESOFT Metro Campus, Mr. Shamri
Aharfrudeen.











### COMMON MISTAKES INTERNS MAKE AT WORKPLACE

By: Thimasha Pramodi

buttoned for the first day of the internship. With a great fondness you are ready to expose yourself to the business world by keeping in mind the long way you have to go to achieve your goals. Internships are the main testing tool used by the employers to see whether you are valuable to be hired into the organization. Since the internship is the foundation upon which a career is built, it is the first thing any employer would see in your resume. Completing the internship successfully is one of the main challenges faced by most of the undergraduates because as an amateur there is plenty of room to make mistakes.

This article intends to help interns to avoid making common mistakes when navigating their internship journey. These strategies are presented based on the experience of industry experts. The Internship provides the candidates to get a real world business experience with opportunities like networking with professionals, opportunity to learn, grow and develop and even to become a permanent employee. Therefore, in order to get the best from the internship, candidates should prepare themselves by avoiding the following flaws which might compromise those benefits.

Poor time management is one of the main mistakes made by interns. If multiple tasks are assigned to them, they don't prioritize the time to most time sensitive activities. Lack of punctuality is another reason for the above. Punctuality is something which directly explains your personality to the outer world.

Failing to ask right questions is also one of the barriers. If you are not speaking up, you will be considered as a person who doesn't make a meaningful contribution in case of team work in the organization. Whether it is about the role of your job, the responsibilities or anything which ought to be clarified, interns should get it clarified as soon as possible before it becomes an issue. Interns can always get advice or guidance from colleagues or from the superiors since they have been in the industry for several years thus having a sufficient experience.

Even though internships tend to last for a shorter period of time, some interns struggle to adjust to the organizational culture. As spotted by the industry expert, many of them don't observe how other colleagues behave and try to familiarize with the symbolic elements, norms which are part and parcel of the corporate culture. That will make it difficult for them to fit into the organization. Interns should engage in self-experimentation by observing and understanding the culture(s) of their workplace.

Another significant problem is that most of the interns expect too much from the company. What interns should remember is that work placements in the form of internships are a reciprocal process where both parties (interns and the organizations) should contribute equally. More importantly, it is the intern who should exert maximum effort to learn management practices as their future career success largely depends on it. Since an internship is a learning process, interns should focus more on acquiring required competencies which are relevant for their career success. Sometimes they have unrealistic expectations like if they work hard they will receive additional compensation. With that attitude, if the reality doesn't match with their expectations, they will not make an effort and this will reduce their self-esteem as well. Also most internship programs are on a temporary basis and sometimes the companies will not have vacant positions to employ them permanently. Therefore, at the agreement stage itself, interns should be aware about all their rights and responsibilities.

Interns often fail to realize the fact that the internship is a tremendous learning opportunity. Yet they will always overlook the leaning aspects which can be gained through the internship. They don't ask questions to clarify things, hesitate to volunteer for additional tasks and don't like to accept challenges. Moreover, the internship is not a job but a training program to help you get the necessary competencies before entering in to the world of work.

Not approaching the internship experience in a professional manner is another blunder made by interns. For example, when it becomes comfortable with the fellow interns, they will start to act in a more casual manner. It is much more suitable if they can get a clear understanding about their job role beforehand so that they can have a proper idea on what is expected from them.

Interns overlook asking for feedback from the supervisors and expect the supervisors to provide feedback. They should keep in mind that there is always a room for improvement and once you complete a task, you should circle back to the supervisor to see whether you made

mistakes in the assigned task and the ways to improve it which will eventually lead to a successful job performance.

A complaint about the inappreciable tasks that they have to do is another common mistake. They are underestimating the significant of exiguous activities such as filing and data entry which are really important to run a business. This can be avoided if the interns can discuss with their supervisors to provide them with challenging job tasks mixed with those exiguous tasks.

All of the above mentioned points are most the most common mistakes done by the interns in the organizations. Of course, these mistakes are the ones which one could never do intentionally but with the work pressure in the business world, those will become easy mistakes anyone might make. Delivering a good performance during your internship could take you a foot forward in your career ladder by avoiding those mistakes which might make a negative impact during the period of internship.

#### **GAMIFICATION IN HR**

By: Fathima Afross, Nadeesha Sanjeewani Bandara and

Kanchana Athapaththu

#### Q1. When and how did you first hear about Gamification?

Gamification was not a term I had heard officially until around 2015. At that time I was doing daily HR and Administration work in the office as usual. Also I am very enthusiastic about modern technology and new HR trends. At some point someone said that I would probably be really interested in this thing called gamification. A few weeks later I met Mr. Mohamed Fauz the Managing Director of Rainco (Pvt) Ltd at a talk.

#### Q2. Why and when did you decide that you want to use Gamification?

Well, that's a two-part story. After I discovered what gamification actually was, I realized two things. One, I wanted to get properly involved in it. The second was that I had been using game thinking and the like in my solution design since I first started working in 2000. Games have always been a huge part of my life. I believed that games were incredibly powerful and that the lessons we could learn from them were important, even if I didn't quite understand how. Once I knew that there was a growing industry in the world that was focused around these ways of thinking and solution building, I was determined to be part of it. I started to research, to talk to the existing experts, speak about it, write about it and involved in it in every way I could.

#### Q3. What is Gamification, really?

Actually gamification is not always about making games. It's about changing behaviors, engaging people, creating habits and solving problems in a gameful way. In other words, gamification is the use of game elements and game thinking in non-game environments to increase target behaviour and engagement. To achieve this we can use what we learned from videogames and knowledge from behavior science and motivation theories. This means that we apply game elements and principles to make work less boring and make more fun. Gamification directly supports some of HR's biggest goals such as employee engagement, productivity, and knowledge retention.

#### Q4. How Gamification benefited your company?

We implemented gamification in our company in 2016 and it is already proving its worth in critical HR functions, including recruitment, on-boarding, talent management, employee engagement and process management. Also we applied gamification strategies like leaderboards and achievements to our floor level operations. We see lot of employee engagement and motivation in our company and the labor turnover rate has been reduced significantly during last 2 years. We experienced increase productivity at the workplace.

#### Q5. What is your final thought on Gamification?

The term gamification is still new to Sri Lanka. Lots of corporate professionals still don't know what gamification is. In order for a gamification solution to be successful, it has to be well designed, executed and maintained. The methods have to be varied, and the information it provides has to be used to improve not only your business, but the application you choose as well. Gamification is not a solution that will magically make everything better. But I can say it has proven tools for improving the engagement level of employees and customers.

I should say that gamification is a massively growing billion-dollar industry today. It is used increasingly in more and more sectors ranging from education, to sales, and even healthcare. Going forward we can expect to see more companies applying it, so it's time we all understood it and learned how to practice it in our own work. Finally, I hope gamification will no longer be seen as a something unusual that only serves very creative companies with large budgets.

#### SHOULD YOU BE AN HR SPECIALIST OR A GENERALIST?

Human resources professionals generally take one of the two career paths: specialist or generalist. Roles and job duties of HR professionals vary depending on whether the HR professionals are specialists or generalists. Mr. Thilanka Muthukuda Herath, the Manager, HR in Administration, Hidaramani Ltd, Hatton gave his opinion with regard to these two concepts.

Interviewed By: Kowsala Sivagnanarasa and Dilhara Widisinghe

r. Thilanka, is of the opinion that, it is the undeniable truth that both HR specialists and HR generalists play a critical role in managing human capital to gain an edge over competitors. HR generalists are more important than the HR specialists. HR specialists have expertise only in one specific area of HRM. This means that the HR specialists have expertise in specific HR domains like training and development, reward management and labor relations. But the HR generalist is a person who is knowledgeable in many areas of managing particular jobs. He or she get exposed to all the related areas of his/ her working field and he or she may have a solid experience in to a wide range of HR functions. For instance, if we scrutinize the role played by both in the apparel industry, an HR specialist knows how to manage his/her duties related to specific HR functions. However, if we think about a generalist, he or she possesses knowledge of main departments and knows how to make a successful patrol system, training and development methods, accounting and finance along with risk management. In addition, they know how to manage the administration of policies, procedures, and programs of the organization which are related to HR.

"Generalists have more advantages than the specialists because generalist has a high possibility to go to the top level"

Eventually, when we consider about the role played by the two, the generalist will get pride of place. Their knowledge base is vast and he or she will able to handle many challenging issues and opportunities by applying the knowledge gained through exposure than an HR specialist.

Furthermore, the generalists have more opportunities to climb up the career ladder rather than the specialists. For instance, training and development specialist have a less possibility to become a CEO or a general manager of the organization but the generalist has relatively more opportunities to become a CEO and they have the ability to handle the overall business because generalists have a broader view of HR functions.

### "Generalists have more opportunities to climb their career ladder rather than the specialists"

Companies recruit HR specialists and generalists depending on the characteristics of the company. Recruitment is very critical and maintaining human relations is vital. But, sometimes certain companies recruit HR specialists. But, if they have ten factories to control, they will recruit generalist because of their broad view of the industry. The reason for that is, when moving to the top level, if GM or CEO knows only labour law or just one function will not be adequate to survive in the organization pertaining to the particular industry in the long term.

HR specialists are important at the functional level. When we talk about different industries, if a person has more knowledge and experience in a specific area, when he moves on to another industry he can different perception have towards specialists, as those industry people believe that specialists do not have enough experience to deal with



another industry. That is the problem HR specialists face in the industry. But the generalists do not have these types of problems. The reason is that generalists can successfully make use of their knowledge and experience in different contexts.

Nowadays specialists face additional challenges. Most of the companies have a trend to outsource business processes. Due to that specialists face job insecurity within the organization and they have to seek new job opportunities in the market. If an organization outsources their business functions they can get the maximum output from a lower operating cost. This is a benefit for the organization and a threat for HR specialists.

If we consider the current trends of this situation, many institutes provide private degree programs and diplomas. Therefore the young generation can obtain more knowledge about particular functions of the industry. Most of the time the young generation seeks many new opportunities and they do not depend on one particular area. By considering all these, generalists become more competent and important than the specialists.

### IF OPPORTUNITY DOESN'T KNOCK, BUILD A DOOR

'If your glass of water is always full, you will not bother to fill it. Only if it is empty, you will seek out a way to find water'.

This inspirational quote was said by Mr. Sharanyan Sharma who is a famous award winning entrepreneur and the founder of Extreme SEO Internet Solutions in Sri Lanka. He began his career as a driver and then emerged as a successful entrepreneur in digital marketing. Currently he is in charge of running four tech startups with eighty employees. Since 2012 he has received nine awards for his contribution to the country's development as an entrepreneur. His journey is a revealing story to those people who want to become an entrepreneur.

Interviewed By: T. Sanmugarajah & S. Nilojini

### Q1: What attracted you the most to be a part of the digital marketing industry?

When I started the business, the concept of e-commerce was slightly spreading in Sri Lanka. Those days, I was attracted by e-commerce which I believe is a space where everybody has an equal opportunity to create businesses. So I decided to explore it further.

### Q2: How do your qualifications help in shaping your digital marketing career?

I have completed a post graduate diploma in Marketing, at the Sri Lanka Institute of Marketing and I possess a BSc in Information Technology which I earned from SLIIT. Even though I have these qualifications, I believe that my own code of conduct and success have been shaped through my own experiences, because I always prioritize learning by doing which is better than just learning in the classroom. That is why I want to spread the idea that 'business is not just about money, but about gaining experience'.

### Q3: What are the challenges that you have come across in your digital marketing career so far?

As a developing country, Sri Lanka poses so many challenges for a person who is eager to become an entrepreneur. The initial challenge I faced in my career was the rejection of my request to obtain a loan

of Rs. 30,000 from Sampath bank because I had no initial capital.

In the same way, the government is very slow in acknowledging the importance of technology. For example, in Sri Lanka, there are numerous limitations to the usage of PayPal which is your ideal means of receiving payments when engaging in ecommerce.

'Business is not just about money, but about gaining experience'.

### Q4: How did you select the most suitable or appropriate employees to your company?

Currently there are eighty employees working in my company including differently-abled employees from USA, Europe, India and Philippines. I am not interested in the educational level of those I hire but I am interested in how hungry they are in seeking new experiences. I myself got my degree after becoming an affirmed entrepreneur. I always look at people's attitude and passion through initiating casual conversations. I strongly believe that if a person has a personal passion, then he or she might definitely be able to succeed in their chosen career path.

'Entrepreneurs should strive to be unique and never imitate anyone'.

### Q5: Do you believe that continuous financial rewarding is the successful way to motivate employees?

It is difficult to state which component, (whether financial or non-financial) plays a vital role in motivating employees. When providing financial rewards; employees will be immediately satisfied. But in the long run it will not work. So I usually consider some additional factors other than financial rewarding.

- o Maintaining a transparent relationship with employees when taking actions that are related to company objectives is crucial because people who join for money will leave when the company is in trouble. But the people who work with passion and knowledge will stay with the company and even work better than before to make the company stronger.
- Enabling a positive work environment by providing enough facilities.
- Creating a strong culture within a company is very important to keep the co-workers inspired. The performance of employees depends on the organizational culture and the leader's role as well.

### Q6: What would be your advice to the emerging young individuals who are willing to be entrepreneurs?

My suggestions for potential entrepreneurs are that they should focus on innovative or new ideas instead of cloning existing concepts. They should not bother about failures in the initial stage and try to build a harmonious social network to market the products and services, trust your team members and rely on your passion, put your attention to how innovative the idea is and not how profitable it will be. Finally you should strive to be unique and never imitate anyone.

#### **MENTORING PROGRAMME**

The Department of Human **Resource Management** organized a mentoring program for the final year undergraduates who are specializing in HRM. The program enables undergraduate students to communicate with experienced professionals one to one insight. Student mentees get the opportunity to improve their personal and employability skills. **Undergraduates got mentors** from various prestigious companies such as Ceylon Tobacco, Unilever Sri Lanka, **Fonterra Brands Lanka and Dialog Axiata** 









### THE SECRET OF GETTING AHEAD IS GETTING STARTED



Mr. Dulith Herath is the Founder and Chief Executive Officer of Sri Lanka's largest e-commerce organization. Kapruka.com is the pioneer in Sri Lanka's e-commerce sector, introducing the convenience of online retail and its exponential opportunities for business, to the island. Here are some of the tips of success by Mr. Dulith Herath for entrepreneurs.

Interviewed By: Tharushi Jayasundara & Tharushika Kolonnage

#### Q1: Sir, tell me a bit about yourself

My name is Dulith Herath. My village is "Sandalankawa", in Kurunegala. I studied hard and passed the grade 5 scholarship examination and came to Royal College, Colombo. For my advanced level results, I got a scholarship and went to USA. In USA I got a job at Microsoft. After working at Microsoft I worked at Dell. While working at Dell I started "Kapruka". Even as a child my dream was to start my own business. Entrepreneurship was coming from my whole body. Now "Kapruka" is a 100 million dollar company. After Kapruka I started another company after 3 years but thereafter I did not start any business by taking bank loans. One by one I started new businesses.

#### Q2: How did you reach where you are today?

I have never had any failure. Everything I did was successful. Sometimes people ask me what my failures are. I have nothing to say about it. So that may be my luck. Everyone needs some luck in life. I do only one thing at a time. At the time I was doing "java launch", I just did it only. Then after it was finished, I moved to another one.

#### Q3: What was the role of luck in your success?

If we do many of things at the same time, it may require luck too much. Now I am very focused on one thing. My biggest strength is that nothing can upset me. Then luck is not

needed. Let us think that you promised me to come and then you did not come. So I will not be upset with you. If someone comes and tells me that the Kapruka has burned, I will tell "okay, let's see whether we can claim the insurance". It is very hard to upset me. Even if something does not work, I would not care.

#### Q4: How did you come up with the name "Kapruka"?

I put the name "Kapruka" because it gives me the freedom to sell anything. If I put gadgets.lk, I can only sell gadgets, and if put clothing, I can only sell the clothes. So I wanted a name which gives me the freedom to sell anything that I want to sell. Secondly I wanted a Sinhala name. Thirdly I wanted a name that anyone cannot misspell. Even in English "Kapruka" is spelled as "Kapruka."

#### Q5: If I say "being unique is better than being perfect", will you agree? If so why?

I agree with that. I am not perfect at all. Even today I woke up at 11'o clock. So I have a lot of weaknesses. But I am unique and that has worked as an example. Take a Maruti car, it is a successful product. It is not perfect. We cannot compare it with BMW. But it is unique.

#### Q6: Tell me one habit that makes you more productive

My main habit is that I look for problems. When I wake up, if I do not have problems all my day I feel upset. That is why I start another company because I feel that I do not have any problems coming from the old company.

### Q7: What are some things you do in order to keep yourself interested, updated and inspired?

I read a lot. Every day I read at least for two hours and I cannot even fall asleep without reading something. So reading is a must to gain knowledge.

#### Q8: After all this success, what do you struggle with now?

I started Kapruka, Java Lounge, Global Shop and Grasshoppers. Now I am starting fire flys. Kapruka is my first company. Grasshopper is the new one. It is a delivery company and that is my recent venture. It is only three years old now. So I do not have many troubles because these companies are stable.

#### Q9: If you could change one thing about yourself, what would it be?

I do not want to change anything in my life because I like me and I like what I am doing.

### Q10: with your experience, how would you advise someone just venturing out in to the industry?

First thing is that you have to love what you do. If you love your ideas definitely you can move forward. You should go to sleep thinking about how to convert those ideas into actual results.

### POWER OF NONVERBAL COMMUNICATION IN THE WORK PLACE

By: M.R.F Rishada, M.M.F Rushdha&M.N Nazeela

"Actions speak louder than words", it is a commonly well-known saying but only a few people really understand and realize how loud and powerful their expressions really are! Nonverbal communication is generally important in all contexts but it is even more important at the workplace. Communication skills are among the most important skills for business people. It includes both verbal communication and nonverbal communication. But research shows that up to 93% of communication effectiveness is determined by nonverbal cues. Another study indicated that the impact of a performance was determined 7% by the words used, 38% by the voice quality, and 55% by nonverbal communication.

According to Peter F. Drucker, "the most important thing in communication is hearing what is not said". Nonverbal communication is the single most powerful form of communication. More than the voice or even words, nonverbal communication gives you insights into what is on another person's mind. The best communicators are sensitive to the power of emotions and thoughts communicated nonverbally. From preparing for the job interview to executing the position's responsibilities and eventually exiting the firm, business people are constantly exchanging and interpreting nonverbal behavior. Nonverbal communication ranges from facial expression to body language. Examples of nonverbal communication include what you wear, how you wear, facial expressions, body gestures, eye contact, voice, posture, and the distance between you and your audience. Gestures, signs, and use of space are also important in understanding nonverbal communication. Multicultural differences in body language, facial expression, use of space, and especially, gestures, are vast and they tend to be misrepresented. So, heed the need to become culturally sensitive before making an interpretation of body language that might or might not inform you of what the individual actually thinks.

No matter what your position is at work, improving your skill in interpreting nonverbal communication will add to your ability to share meaning with another person. Shared meaning is a preferred definition of communication. The correct interpretation of nonverbal communication will add depth to your ability to communicate. Understanding nonverbal



communication improves with practice. The first step is to recognize the power of nonverbal communication. You've surely experienced a time when you had the gut feeling that what a person said to you was untrue. Listen to your gut. It is your way of taking in interpreting everything you see and hear from your cobody language, worker's

movement, the tone of voice, words, and seeing whether all these components of communication match. Along with your life experiences, training, beliefs and all that make up your past, and will feel your inner expertise on nonverbal communication.

However, the ability to communicate without words could influence how employees perform. Successful interactions at work depend on both managers and their teams' ability to use and read body language. A manager communicating positive nonverbal cues when speaking with employees can increase employee morale, as well as their job performance. "How we say something is more impactful than what we say". Imagine your co-worker gets angry with the boss about work overloaded; she throws her briefcase and plops down in her chair. You ask "Are you alright?" She replies back in an angry tone, "I am fine". Here, there is agreater impact created by her nonverbal communication than her verbal reply. Professionals who understand nonverbal cues can evaluate what their customers and co-workers really tell them in order to better meet their needs. Most employers hardly recognize the power and potential carried by nonverbal behavior in their workplace – and many of those who do have little research-driven advice to utilize. A deeper understanding of and command over nonverbal behaviors carries extremely valuable benefits for business practitioners across industries and organizational positions.

Effective nonverbal communication is critically important for career advancement, as some higher level positions require not only knowledge, skills and ability, but effective attitudes too. In most circumstances, attitudes and the personality of employers and employees will be

evaluated through their expression of nonverbal communication. Positive nonverbal communication helps colleagues in the workplace and to build positive business relationships, whereas negative non-verbal communication can cause conflicts and other negative disturbances. Understanding nonverbal communication more accurately helps to attain higher profitability as well as efficiency. A simple nod of your head results the effective allocation of resources on a specific task. In a work place, postures denote our attributes when we stand upright and keep our heads straight, maintaining eye contact when conversing with co-workers or managers. It indicates the confidence which is the base for an organization's success.

In an organization, employees often come from different communities and cultures. Therefore one should use nonverbal cues with caution and full knowledge about them. Otherwise, it may lead to employee dissatisfaction, ineffective resource allocation, and poor performance, etc. For example, an appraisal meeting should not be for too long, as it may significantly lead the lower level employees to feel uncomfortable. Nonverbal communication plays a vital role in the workplace, as co-workers interact in different ways, while working in teams, meeting with subordinates and communicate with the high authorities etc. "The better we are at communication, the more effective we are at achieving our hopes and dreams". Here, nonverbal signals can place the verbal communication in contexts that provide a basis for how the messages should be interpreted.

Nonverbal communication adds value to verbal communication, which is very important for effective decision making in the work place. Organizations have taken great pains to train individuals in verbal skills. Reading, writing, and speaking all enjoy significant training in educational and organizational settings. However, equally important nonverbal elements typically receive negligible attention. In most cases, nonverbal communication acts stronger than verbal communication. So, its importance is situational and contextual but without it, communication would be incomplete. So improve your nonverbal skills and make it easier to convey your ideas and to read what others in the workplace try to tell you which will pave way for success.

# HUMAN RESOURCE INFORMATION SYSTEM WORKSHOP

The Department of Human Resource Management, **Faculty of Management** organized a three day workshop on Human **Resource Information Systems** (HRIS) for BBA Third Year undergraduates who are specializing in Human **Resource Management from** 6<sup>th</sup> December to 8<sup>th</sup>December, 2018 at the Faculty IT lab. The aim of this workshop was to provide theoretical and practical exposure in the area of Human Resource Information Systems. Mr. Sampath Jayasundara, the **Chief Executive Officer** hSenid Business Solutions, Mr. Mahinda Pathirana, Manager, **Professional Services and** Global Support Team, and Mr. Pubudu Dissanayake, Manager, Delivery at hSenid were served as resource personnel.









# NO MORE PRODUCT OR PRICE DIFFERENTIATION BUT IT IS ALL ABOUT OPERATIONAL BEHAVIOURAL DIFFERENTIATION

Taste the relish to be found in competition -- in having put forth the best within you."

Henry Kaiser

In this cutthroat market, a business being unique in the aspects of product, price or distribution is not enough to make it stand out from similar competitors in the marketplace. It will not yield the intended outcomes unless a cultural differentiation coupled with operational behavior could be aligned. According to Porter's Generic strategies, differentiation is key to gain an edge over the market. Operational differentiators are those that have been codified and integrated into the procedures of how employees interact with the customers. Authenticity is a salient differentiator where employees at every touch point with their customers endeavor to deliver an extraordinary experience that goes beyond a mere service. "We are Ladies and Gentlemen serving Ladies and Gentlemen" (Ritz Carlton's Gold Standard in the credo)

Having a code itself does not promote a behavioral differentiation within a business venture. There needs to be a mechanism in place to soar it into employees' professional lives. So from the recruitment and selection phase, dominant behavioral attributes expected from employees during their employment should be made aware.

Ritz Carlton focuses on an apprentice's ability on relationship extension which requires them to anticipate customer needs.

Cultural buying in is also significant to be operationally differentiated and this needs to be injected through orientation and continuous learning. Through these only, employees will get know how far they have gone and how much they require to be in compliance to the standards in the credo. At Ritz Carlton, orientations will be delayed if senior leaders are unavailable and feedback is given on Day 21 and Day 365.

To yield the prospects of behavioral differentiation, customer satisfaction should be viewed as an investment rather than a net- net effect. There, satisfaction is the dominant character. At EMC, if a technical fault remains unsolved for more than 2hours, it will directly be sent to the CEO.

Opening avenues towards differentiation often looks good on paper but the arduousness emerges in preserving it. So to make behavioral differentiation a sustainable concept, companies have woven it into the reward systems. In compensation decisions, executives consider the operational differentiation as a key aspect. EMC conducts an annual online customer survey to gauge how far employees have exceeded customer expectations.

So to be acknowledged as a well-heeled business venture, break your product and price differentiation boundaries right now and get into the pace of pursuing behavioural operational differentiation that drives you towards customer excellence by preserving the identity and personality of the company.

By: Yasaransi Maasinghe

#### **Adapted From:**

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### PEOPLE ANALYTICS - THE NEWEST FACE OF HR

By: Anjali Ravimaran

People, people and people are diverse in numerous ways; age, gender, religion, appearance, nationality and many more. This era of big data and technology has so many opportunities and routes often for talented individuals to enhance their career pathways. The Y Generation and Z Generation prospects desire to switch organizations frequently since they do not want to be held back at one place. Furthermore, the successful management and retention of such a diverse set of talents is a wearisome and prolonged process. So, for a business to survive in the competitive and sophisticated industry, it should be vigilant about the trends in the environment specifically, the firm should be updated in terms of the trends in HR management to facilitate the effective management of human resources.

People analytics can be simply defined as the area in the field of analytics that "deals with people analysis and applying an analytical process to the human capital within the organization to improve employee performance and improve employee retention."

Mckinsey & Company is an American worldwide management consulting firm, which performs quantitative and qualitative analysis to evaluate management decisions across public and private sectors. It practices people analytics to manage human resources, which believes that people analytics help managers and senior talent leaders to unlock the power of data-increasing rigor, reducing bias and improving performance.

People analytics is an ultra-modern concept in Human Resource Management, (also known as talent analytics,) which allows the respective parties to make decisions in the organization, through application of technology, statistics and expertise by analyzing sets of talent data through data fiction. Even though the basic concept of people analytics emerged a decade ago, it became full-fledged and extremely effective in the recent time. Traditionally, most of the organizations make their Human Resource-related decisions such as recruitment, selection, training and development based on their needs and in-line with their vision, mission, goals and objectives. Yet, their decisions may not match with their requirement. For instance, an organization may hire a candidate who matches 75% with their criteria, where as

a 100% match might already exist within the organization, who could have been hired via internal recruitment.

Professor Hossam Haick of Israel, an expert in the field of Nanotechnology and non-invasive disease diagnosis, devised a technology- application in relation to health management in 2017. This health management tool for employees includes electrodes and sensors applied onto wearable nylon textiles and permeable skin-mimicking bandages that constantly monitor the breath rate, skin odour and chemical biomarkers and artificially intelligent Nano arrays for disease detection. These features will enable people to diagnose a possible disease and to take respective medications and consultations.

Even though it seems as an enormous cost, it will eventually give its return on investment, as the unique, live and value-adding resources of the organization can be retained in the organization. They will be loyal to the organization, as they are aware that the organization is concerned and focuses on their well-being.

This modern world is extremely competitive. In order to survive in it successfully, a business should gain competitive advantage. With obsolete technology and traditional HR practices it is quite impossible to compete. So, organizations should be cognizant about the technological advancements and should be conducive enough to adapt to it before its competitors. In the HR aspect, the HR officials should take necessary actions to adapt to the trends in Human Resources Management. As of now, businesses should be familiar with big data and should incorporate people analytics. This will enable the human resources function to be a strategic partner, adding greater value to the organization, rather than merely performing the defined traditional functions.

### WILL TECHNOLOGY REPLACE HR IN THE NEAR FUTURE?

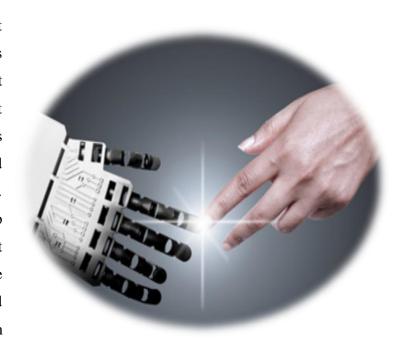
By: Julani Wickramasooriya

technological improvements, innovations and novelties. We can define technology as a collection of techniques, skills, methods and processes used in the accomplishment of objectives and tasks. Before the Industrial Revolution in 1760, people did their day to day activities manually. They did not depend on any machines. In that era people used to take more time and it required more labour for the accomplishment of tasks. But with the improvement of knowledge and the application of knowledge they tried to use some simple techniques and methods in order to make the performance of tasks easier. As a result, in 1760, the era of using labor totally changed due to the Industrial Revolution. People were persuaded to use more machines in order to accomplish the tasks and it did not require more time and it helped people to perform the tasks far easier than the earlier times.

After several centuries we are now in 2019, where many companies use more technology than labour resources. The main intention of the organizations to use technology is to achieve their objectives within a short period in a cost effective and efficient manner, and firms believe that those objectives are hard to achieve by human resources alone. We are familiar with the word **human resources**. Basically, we identify human resources as people who make the workforce of an organization. They provide their physical and mental capabilities for organizations to achieve its goals and objectives.

But as a result of the technological improvement, companies tend to launch new applications, new software, new machines and robotics. It will reduce the human intervention in the production process. Both production and service sectors use more efficient technologies in order to reduce cost and time. As a result it increases the company's efficiency, but most of the time technology will negatively affect the human resources within the organization. For example, the banking sector nowadays launches self-service machines. It enables the customers to accomplish their tasks such as cash withdrawals, cash deposits or bill payments with the use of machines. There is no "person" to represent the particular bank; only the customer and the machine are there. This is a very recent example in order to show how the technology has replaced HR.

For years, with the improvement of technology, organizations have been persuaded to use not only machines but also different of tools such types algorithms, talent analytics and predictive behavior technology. These techniques help companies to make correct decisions, and predict the future requirements in an effective and efficient manner and apart from



that, to reduce human intervention in their production process. But the argument is will organizations will be able to survive in a highly competitive business environment with pure technology without any human intervention? Even though the organizations use many technological tools there is still a place for human resources in organizations. Even though the technological tools generate many benefits, they cannot operate individually without the human touch. It is true that the technological tools generate more accurate results but who collect the entry level data? Considering this fact we can say that the accuracy of the results solely depend on people who collect data to be entered using the tool. Hence we can state that still there is a place for human resources in organizations.

Moreover, people who are in organizations do not like to work with pure technology. They may expect some kind of communication with others without depending solely on technology. They will require maintaining relationships in order to share their happiness, sadness and other feelings. Technology will definitely fail to fulfill this requirement. Further, the modern entities' focus is not just to survive, but to gain and sustain competitive advantage. It means that firms try to achieve something more than its rivals and try to maintain that advantage over a long period of time. In this situation it creates a doubt like this; will organizations be able to gain and sustain competitive advantages through the replacement of human resources?

According to the Resource Based, Knowledge Based, and Competency Based view of strategy, it can be proposed that firms could gain and sustain competitive advantages through possessing, deploying and using company's resources, knowledge and competencies. If an

organization possesses valuable, rare, inimitable and organized resources, as a result, it can gain and sustain competitive advantages. Technology will be outdated very quickly, can be easily imitated by competitors, and it requires continuous changes. That is what happened to the Sampath Bank PLC with regard to their ATM project. They enjoyed competitive advantages through technology for a very short time period; the other competitors imitated it very fast. Hence, this shows the importance of having human resources within the organization than replacing it.

In conclusion, absolutely technology will replace the human resources in the future but not solely due to many reasons.

### MAKE YOUR PASSION YOUR PAY CHEQUE



Entrepreneurs are people who set up businesses or new ventures, taking risks with the aim of earning profits. They are dreamers and attempt to do new things to make the future better than today. Good entrepreneurs learn from failures and strive for success through courage, self-confidence, commitment and passion. Mr. R.K. Bandujith, the owner and the founder of the

R.K. Eliyas de Silva (PVT) Ltd company can be identified as a successful businessman who has gradually achieved his success. His company has diversified its operations by engaging in the hardware industry as well as owning filling stations. This is the story behind his journey towards success.

Interviewed By: Rashmi Senevirathna & Ishare Shehani

Q1: We recognize you as a very successful businessman. How was the beginning of this long journey?

About 25 years ago, I started a hardware store as a sole proprietorship. My soft spot -business especially towards towards production- induced me to start up my own business. When I was in grade 5, I produced ice packets and planted vegetables and sold them to people. I had a lot of passion towards doing business. As there was no any other similar business established in that area, the identification of the opportunity at the right time was a Entrepreneurs are dreamers and risk takers. They are not afraid to take risks. That is why they differ from ordinary

strong foundation for my business. At the beginning, the business was started in a rented building with an investment of Rs.85000/= and with one worker. Therefore, it was a long and a challenging journey towards success.

'The identification of the opportunity at the right time was the strong foundation for my business'

Q2: We heard that you have sacrificed your opportunity to go to a university in order to start the business. Didn't you feel it as a risky decision?

people. As a person who did Advanced Level in the Bio stream and got selected to a university, I decided to forego that opportunity due to the intention of making the venture a success. Bringing maximum effort, time and focus into the business was much more beneficial and crucial for the organizational growth and success.

#### 'Entrepreneurs are Dreamers and Risk Takers.'

My intention to be an owner rather than being a worker persuaded me to make that decision. Entrepreneurs dream beyond something than getting a degree, finding a job or gaining a fixed income. A worker can make his family happy but an entrepreneur can help many people to make their families happy. By creating ventures, a businessman can serve to the society and economy as a whole by providing solutions to unemployment and unsolved human needs and wants. Therefore, I had to decide whether to serve the society or not. Making a risky decision does not mean it is a bad decision. Therefore, as an entrepreneur, it is important to make the right decision at the right time even though it is risky.

### Q3: You have started from zero and have become very success. Does passion alone make a successful entrepreneur?

Passion to do business is a key factor that determines your success. The thing you have a passion for is the best thing to put your maximum effort to. It is the thing you want to do and you like to do. But passion alone does not guarantee your success. Commitment, accepting challenges, family support, self-discipline, and knowledge have a great impact on your success.

#### 'Passion to do business is a key factor that determines your success.'

Anyone can start a venture but the sustainability and the growth of business highly depends the commitment. You should be able to continuously put your maximum effort and commitment. Sometimes it may require continuous working, but in order to be successful as entrepreneurs we have to go difficulties. through those Further. entrepreneurs should be able to view challenges as a way of getting motivated. I always search for new products because I like to accept the challenge of novelty. Buying and selling new products is a risk associated challenge. But as entrepreneurs we should be able to cope with that to make profits.

According to my experiences, selfdiscipline is a very crucial factor that determines your success and reputation. Our discipline regarding how we work with employees and customers, competitors determine the quality of our success. Further, it is important to have self-discipline in terms of financial activities. You should be able to properly financial manage your resources. managing cost, while reducing unnecessary costs.

In order be successful as an entrepreneur it is really important to have family support. It gives you a psychological support. A family which supports and encourages you is really essential for an entrepreneur to strive for success.

### Q4: Every entrepreneur has to face many difficulties. What kind of difficulties or challenges did you face?

Competitive pressure that came from new entrants created difficult and unfavorable impacts. At the early stages, there were no competitors in that area. But later on the competition rapidly increased with the presence of new entrants. Competition is something we cannot control but have to accept. Competition allows us to come up with new concepts, products and ideas.

We attempt to differentiate our company from competitors by highlighting our customer friendly services. Beating the competition in an ethical way is very important. Therefore we came up with a new concept called the "Flower" concept, particularly for filling stations. The background of most of the filling stations is very artificial and it does not present any natural scenario. Therefore, under the "Flower concept", we created a beautiful scenario and a green environment by planting flowers. It itself promotes and differentiates us from competitors.

Also, financial difficulties are among the common challenges most of the entrepreneurs have to face. When it comes to the expansion of the business, financial difficulties work as an obstacle. Therefore, maintaining clear and correct financial records and the proper management of finance help to minimize those difficulties.

Most of the time, entrepreneurs face role conflicts, as they play different roles as the owner, sometimes as a manager, an employee as well as a family member. Managing those roles in a proper manner may reduce the stress level and help organizational success. The balance between work and life plays a very important role here.

"Entrepreneurs are born and can be made through learning."

### Q5: Are entrepreneurs born or can they be made by learning? What do you think?

A person's family background has a great impact on his or her willingness to become an entrepreneur. My uncles businessmen who also achieved success gradually. They were a major force that persuaded me to become a business owner. So my intention to have that experience motivated me to become a businessman. But it would not be the only way. Education and learning enable the ability to think in new ways. Sometimes entrepreneurs are made from their past and current work experience. There are many people who have become successful entrepreneurs without even an entrepreneurial family background. Mark Zuckerberg and Steve Jobs are good examples. Therefore entrepreneurs are born and can be made through learning.

# Q6: There may be many people who are willing to start new ventures. As a successful businessman, what is your advice for them?

If you want to be successful, have a dream and strive to make it real. Continuous commitment, accepting challenges and exploiting challenges are crucial. Don't be afraid of challenges but make it your morale. Always try to do something new and different, and don't delay it because, risk will return more benefits.

#### **DINING ETIQUETTES**

Many business functions take place in dining situations - whether it's meeting an employer for a second interview or networking with colleagues at a formal event. This workshop was organized by the Department of Human Resource Management, Faculty of Management, **University of Peradeniya for** the 3<sup>rd</sup> year BBA undergraduates who are specializing in HRM. In this workshop, students got the opportunity to learn basic rules relating to dining etiquette and to learn the skills to apply these rules in the professional context. Workshop was conducted by the Manager of Oak Ray Regency Hotel Kandy on 28th of September 2018.









### HOW TO BECOME A LIFE LONG LEARNER?

By: Sachini Sirithunga

thas been argued that building a successful career requires oneself to become what experts call 'a lifelong learner'. In simple terms, a lifelong learner is a person who initiates and follows a methodical approach of continuous learning in order to become a competent professional in his/her chosen career. What distinguishes a lifelong learner from the rest of the professionals is that he/she truly believes in 'intrinsic motivation' in the form of sense of fulfillment and inner satisfaction over the extrinsic rewards such as payment. Since intrinsic motivation comes from within an individual, it often acts as a strong catalyst in the learning process because it is the learner who is in charge of the process. Moreover, a lifelong learner explores the answer to the fundamental question of 'why' instead of expending the effort on resolving 'what' aspects of life. This means people often do activities or things without knowing or being aware of the underlying reason for doing so. As a result, although they perform a range of activities on a daily basis ('what aspects') based on a check list, they lack a compelling reason to justify their chosen action or new endeavor. In the words of Simon Sinek (2016), successful people always figure out 'why' before embarking on a journey to find out 'what' and 'how' aspects.

Furthermore, lifelong learners accept the fact that learning at a work place is a collaborative process where people's unique endowments are put into test and exploration. In other words, lifelong learners do not believe that solutions for problems often should come from only the so called high performing individuals or high flyers. In this sense, learning is considered as a complementary process of working together as a team to offset one's weaknesses using someone's strengths and vice versa. Besides, lifelong learners tend to display higher levels of authenticity and humility because both qualities allow them to engage in self-introspection all the time resulting in perseverance and commitment in the learning process. The philosophy behind lifelong learning is that an individual cannot limit or stop the learning process just because he/she has reached a level of prominence or status in an organization. Instead, he/she truly understands the notion that knowledge in the absence of continuous acquisition makes it vulnerable to decaying and obsoleting. When we talk about how to be a lifelong learner, following things can be considered. To become an effective lifelong learner, he/she needs to

adopt a mindset that is in line with how his/her brain really works. That means he/she needs to foster a growth mindset. Stanford psychologist Carol Dweck discovered that people have one of the two "mindsets" – fixed or growth. People with a growth mindset believe that they can improve themselves through hard work and practice. And he/she needs to get rid of the idea that it is necessary to sign up for a class to actually learn something. Learning is not confined to what is found in books. Acquiring practical skill sets is also a big part of it. Establishing goals, finding sources and asking questions are fundamental requirements because effective learning requires active participation.

To be a lifelong learner reading or listening is sufficient but, he/she needs to find a way to put that knowledge to work. Further, according to Stephen R Covey (1989), when we teach, we

become truly motivated to learn the material because we want to ensure proper instruction. **Teaching** also forces us to look at concept with beginner's mind, which can provide the clarity and insight that we were lacking. It is important to get feedback while learning, and testing is the best way to do it. As self-learner, he/she will not face formal tests, so he/she needs to create his/her own. Using personal a learning environment,



experimenting with new ways to learn, finding a job that encourages learning and collaborating and making it a priority are the ways for a person to become a lifelong learner. To go through that path, he/she must possess lifelong learning skills. The list of beneficial

lifelong learning skills one may possess is broad and diverse. Such skills transform his/her future for the better because they come from what is best in them such as; creativity, problem solving skills, critical thinking, communication skills, leadership qualities, ability to collaborate, information management, adaptability, curiosity and reflection.

It is a popular belief among many professionals that lifelong learning should be reserved for people who have reached a certain age who require to learn new skills to stay employed. But, many professionals find that although they like to continue their education, their busy schedules and lack of resources keep them from investing in lifelong learning. However, if he/she chooses to kick start his/her process of lifelong learning, there are many benefits to be gained for the career such as; being up to date and motivated, enhancing his/her network and to be employed for longer. Finally, a lifelong learner takes a long-term perspective when it comes to life's success and he/she believes that in an agile and competitive world, being competent is the only way to add a unique value proposition to the organization. However, this reminds us of the influence continuing education has on an individual's personal and professional development and how a working environment that supports lifelong and ongoing education can build a true sense of loyalty and commitment to the success of one's organization.

#### **KEEP CALM AND GAME ON**

#### "Video games are a waste of time."

#### Read this, you will change your mind

By: Wasana Jayasundara & Iroshika Madushani

n today's world almost all of us including myself have a habit of playing video games, although we feel that it is a waste of time. As undergraduates, we tend to play video games during our exam period and during most stressful times, etc. Why is that? Is that bad? Let us find answers for those questions.

We can identify different types of video games in the modern world. From all of them we mostly tend to play Casual Video Games (CVG) which includes 'Angry Birds' 'Gardens Capes', 'Peggle' and also 'Solitaire' which we can play using the Windows system. These games are small, fun, quick to access, easy to learn, and require no previous special video gaming skills. expertise, or regular commitment to play. These types of games are based on the familiar game concepts that consumers have played as children in arcades. These games are also referred to "Coffee-breaks". Casual Games Association identifies CVGs as easy to pause, restart or stop. Researchers state that people tend to play CVGs due to different reasons; as a cognitive exercise, for fun, relaxation, and to reduce stress and improve one's mood. According to the Casual Games Association, there are more

than 200 million casual game players around the world. The Casual Games Association states that CVGs are viewed as important in stress reduction during lunch or after work. According to their records CVG has begun to replace TV in this respect. A survey of gamers conducted in 2006 (n= 2,191) revealed that 88% of respondents derived stress relief through playing. (Casual Video Games Association - 2007) So based on these information, we can clearly understand why people are attracted to video games.

There is a close relationship between video games, stress and strain. According to a research conducted by Leonard Reinecker (2009) people tend to use games systematically after being exposed to stressful situations and strains. The recovery experience is a significant facet of the gaming experience. His studies further elaborate that individuals who

associated stronger recovery experiences with game play used video and computer games more often after stressful and exhausting situations. Also using of games for recovery and balancing work-related fatigue along with exposure to daily hassles were both positively associated with each other. He states that people with 'emotion focused coping styles' demonstrated a higher tendency to use games for recovery, than participants with problem focused coping style. Additionally he says that social support moderates the relationship between workrelated fatigue and game use for recovery purposes. People who receive less social support are more prone to play video games than the people who receive more social support.

In most instances, people tend to use an alternative during stressful life events such as a financial crisis, personal or family problem, interpersonal conflicts. and People also try to divert themselves from negative thoughts and feelings or escape from the mood by making their mind engage with another activity. So in order to regulate their self, people use video games. Additionally Reinecker and Trepte (2008) state that video games increase the concentration levels of people and also Ryan, Rigby, and Pryzbylski (2006) say that video and computer games contribute

to the well-being by satisfying users' need for autonomy and competence.

In today's dynamic world most people are confronted with various physical and psychological different demands in situations. These situations and tasks require a higher level of energy as well as resources which can result in strain reactions associated with fatigue and low positive affect. So in order to maintain productivity, people need to recover from these negative aspects. Sonnentag & Zijlstra (2006) have defined Recovery as the process of replenishing depleted resources or rebalancing suboptimal systems. To recover from work related and other factor related stress or other forms of strain, we need phases of rest that allow us to renew the physical and psychological resources that were utilized in preceding situation. Human lives organized in cycles of work and rest (Zijlstra & Sonnentag, 2006).

We all know that leisure time and recreational activities are crucial for a successful recovery process. Otherwise stress and strain can result in stress related medical disorders such as cardiovascular diseases, diabetes and depression which are serious medical issues that can cause disability and death in the long-run.

Sonnentag and Fritz (2006) identify recovery as a process with four central dimensions that are crucial to be met for a successful recovery to take place:

- I. Psychological detachment from work mental disengagement from negative reflections on work-related issues
- II. Relaxation returning to baseline levels of psychological and physiological arousal
- III. Mastery experiences building up internal resources such as new competencies and self-efficacy through challenging activities during off-job time
- IV. Control increasing psychological well-being by experiencing personal control during leisure time.

Playing video games contribute to these dimensions of the recovery process. We can discuss them as follows.

#### Games and psychological detachment

This is a key component of recovery. High degree of interactivity makes games a promising activity for psychological detachment. The gaming experience requires continuous exchange between players and the game software, which increase the level of interaction. It detaches the mind from the work by disengaging from the causes of stress.

#### Games and relaxation

Playing video games increases the psychophysiological arousal on the one hand, and feelings of relaxation on the other hand. This relaxing effect of video games can be considered as a result or byproduct of their potential to foster psychological detachment. Also video games are a very absorbing media environment. Due to that, people are likely to foster feelings of relaxation and to support recovery from stress and strain.

#### Games and mastery

Video games provide a context for personal accomplishments. Increasing performance and the rewarding experience of coping with the growing demands of the game contribute to a feeling of mastery and competence and video games provide ample opportunities for mastery experiences which will facilitate the recovery process.

#### Games and control

Users of video and computer games have the ability to control the progress of events in the game unlike other entertaining media, such as movies. The progress of the game depends on the player's decisions which are followed by an immediate feedback from the game. These video games assign an active role to the player and offer extensive opportunities to exert control over the gaming environment which provides a feeling of autonomy. It contributes to the recovery process by fostering feelings of control during leisure time.

On the other hand Isabela Granic, Adam Lobel, and Rutger C. M. E. Engels have identified four main benefits of playing video games as; cognitive (e.g., attention), motivational (e.g., resilience in the face of failure), emotional (e.g., mood management), and social (e.g., prosocial behavior).

Although video games are considered as a waste of time, it consists of many positive aspects as well. In this era people are looking for quick solutions to their problems because of their busy schedules. So video games can be that quick remedy for the issues which arise due to the mental stress, and other cognitive disorders. So it is time to change our perception and perceive gaming as a way to calm our mind and think of it as an opportunity to recover. (It is important to keep in your mind that prolong addiction can produce counterproductive effects for users.)

#### **Adapted From**

- Granic et al., (2014). PsycNET. *American Psychological Association*. Available at: https://psycnet.apa.org/doiLanding?doi=10.1037/a0034857)
- Reinecke, L., (2009.) Games and Recovery. *Journal of Media Psychology*, 21(3), pp.126–142.



## LABOUR UNIONS: A BLESSING OR A CURSE?

By: Namal Bulumulla

ost common within organizations in different countries, there are "bargaining units" which are created internally. Such a unit is called as a **labour union**. In defining the term union, the common idea that comes in mind is a group of people demanding for requests in an aggressive way! In the Sri Lankan context, there are different types of labour unions representing various sectors. Basically labour unions represent the workers to ensure positive improvements in their employment. They become the mediators between workers and organizational administration.

When we look at the history of labour unions, the countries that initiated labour unions are the United States and the United Kingdom. In the 18<sup>th</sup> century, small associations of workers started appearing in both countries. In the 19<sup>th</sup> century, those associations became more active with the hostility workers encountered from both the employers and the government. These small employee associations were considered as conspiracy statutes at that time.

Labour unions in the United States and the United Kingdom faced similar types of obstacles. But their approaches were different. Labour unions in the United Kingdom were more bent towards political activism to win their demands which led to the formation of the **Labour Party** in 1906. But in the United States labour unions pursued **collective bargaining** as means of winning economic goals for their workers.

The earliest labour unions represented only skilled workers, because some groups believed that unskilled workers are not suitable to become a member in a labour union. Opposed to this, Congress of Industrial Organization (CIO) was formed in the United States in 1941 and it gained success in the steel and automobile industries. In 1955, more than 15 million workers, including unskilled and semi-skilled, joined the CIO. At the same time, mass labour unions began in several European countries. In the 20<sup>th</sup> century there was a wide expansion of labour unions in many countries. Up to now there are 2074 registered labour unions in Sri Lanka according to ILO statistics. It consists of public sector labour unions, (54.5 %) Public corporations (27.5 %) Private sector labour unions (18%). The number of members covered by the labour unions is said to be 9.5% of the total workforce in Sri Lanka.

The labour unions, should actively engage in gaining fair requirements of their followers. Wage and salary deficiencies, workers' welfare issues, unhealthy/risky work environment, unfair labour plunders and workplace harassments are the major concerns of labour unions and they should directed pressure the administration of the organization for immediate solutions. As responsible labour unions, they should follow more liberal ways of selecting actions. Labour unions should logically interpret what they demand and what the practical reasons behind the bargaining are. Labour unions have officials appointed and they have the right to recruit new members too.



Last year, many labour unions conducted industrial actions such as **strikes**, **work- to- rule**, **go slow**, **overtime bans and callout bans.** SLT contract workers, railway workers, mail workers and nursing trade unions conducted island wide strikes. They mainly requested for **salary increments**, **complained about problems with unscheduled job grades**, **deficiencies in infrastructure facilities and equipment**, **along with reducing recruitment** among each other and work related problems. Some of these problems got solutions and most of the problems still continue due to the unfavorable economic situation in Sri Lanka.

Becoming truly beneficiary for their members, labour unions should consist of the following requirements. Labour unions should raise the actual problems of their members, such as work-related and welfare problems. Some labour unions are politicized with hidden personal agendas. Labour unions should consider the wellbeing of their members as well as the workplace. If the labour union officials are reluctant to discuss the actual problems with an organization's administration, there is no use of it. The leadership of the labour union should wisely handle its members' requests, complaints and grievances. In a situation where the employees are inefficient and because of that the organizations' profit margin gets lower day by day, then there is no fair point in bargaining for salary and wage increments. On the other hand, if the ownership enjoys large profit margins without dividing them fairly among their workforce, this should be questioned.

Last year many labour unions jointly protested against the Singapore free trade agreement and ETCA which allow foreign labour circulation. Foreign workers come to Sri Lanka to work under low paying rates and automatically inland workers also have to work for low wages. When implementing the conditions on these agreements, certain cultural, environmental, legal problems may occur in Sri Lanka. The intervention of labour unions was a positive sign of choosing politically right actions. Hence, a labour union being a blessing or a curse for its followers depends on the politically stable, balanced practices of the labour union itself.

## SUSTAINABLE HUMAN RESOURCE MANAGEMENT

By: Isanka Gimhani

he concept of sustainability – understood as a company's ability to achieve its business goals and to increase long-term shareholder value by integrating economic, environmental and social opportunities into its business strategies – seems vital for companies operating worldwide.

In the 21<sup>st</sup> century, sustainability and sustainable development – applied as synonyms for "long term", 'durable', 'sound' and 'systematic'-have become a critical issue for the world and for businesses in particular. Companies have found themselves in need to develop more sustainable models, in which the HR function has a key role to play.

#### Sustainability in Strategic HRM

Sustainability in Strategic Human Resource Management is related to gaining economic competitiveness and sustained competitive advantages. If an organization is valuable, rare, imperfectly imitable and difficult to substitute, then firms can gain sustainability. Human capital can be identified as a very important resource when developing sustainable competitive HRM.

Alcoa, Bank of America, BASF, The Coca Cola Company, Eastman Kodak, Intel, Novartis AG, Royal Philips, and Unilever are highly indexed on the list of 'The Global 100 Sustainable Corporations in the World.

#### Sustainable HRM In focus

According to Opatha (2019) "Sustainable HRM is the utilization of HRM tools to help embed a sustainability strategy in the organization and the creation of an HRM system that contributes to the sustainable performance of the firm. Sustainable HRM creates the skills, motivation, values and the trust to achieve a triple bottom line and at the same time it ensures the long-term health and sustainability of both the organization's internal and external stakeholders with policies that reflect equity, development and well-being whilst supporting environmentally friendly practices."

In essence, it is all about how HRM proactively responds to the creation of the triple bottom line, profit, people and planet. As the author presents his own definition of sustainable HRM, "Itis that part of Human Resource Management which is concerned with planet-related matters, society-related matters and profit-related matters. Its aim is to maximize environmental, social, and economic performance of the organization. It refers to the policies, procedures, rules, practices and systems of managing employees which contribute to achieve sustainability. It is interesting to observe how Opatha (2019) divides three sub-branches of sustainable HRM. They are termed as Green HRM (planet-related matters), Social HRM (society-related matters) and Economic HRM (profit-related matters). As he identifies, Green HRM includes green roles of employees, green HRM functions, green attitude and behaviour, along with green job performance, etc. Social HRM includes organizational ethics, workfamily balance, quality of work life, health and safety, employee counselling and happiness, etc. Economic HRM includes high performance organization, employee retention, absenteeism and presentism, customer satisfaction, competitive business strategy and HR strategy. Obviously, such an approach captures a vast array of affairs in the broad gamut

#### **Adapted From**

- Dharmasiri, A., (2019). Significance of sustainable HRM: A salient Sri Lankan effort.
   FT
- Opatha, H., (2019). Sustainability and HRM | Ina Ehnert | Request PDF. *Research Gate*.

Available at:

https://www.researchgate.net/publication/290462890\_Sustainability\_and\_HRM

# INNOVATIVE JOHNSON & JOHNSON EMPLOYEE BENEFITS FOR MIND, BODY AND BUDGET

This healthcare company is determined to have the healthiest employees in the world by year 2020. To that end, Johnson & Johnson is continually increasing and enhancing its benefit offerings to help better meet the individual needs of its employees.

- Free resources for employees and their family members, including telephone counseling and up to six in-person visits per year with a mental health professional, as well as on-site professionals at some office locations are provided.
- Employees also have 24/7 access to educational tools to help combat stress, depression, eating disorders and other mental health issues.
- The meQuilibrium app is free to the employees of Johnson & Johnson to help reduce stress and also improve resilience, agility and productivity.
- Through the company's digital health platform, Healthy & Me, the employees
  can earn an annual \$500 discount on health insurance simply by earning and
  redeeming points for performing good-for-you tasks such as taking a health
  risk assessment, tracking physical activity or scheduling preventive screenings,
  like mammograms or colonoscopies.
- Thecompany has also started offering health webinars to employees globally
  on topics like family health, strength training and healthy weight, which are
  available during the day and at night so employees can watch them with loved
  ones.

Innovative Johnson & Johnson Employee Benefits for Mind, Body and Budget. Content Lab - U.S. Available at: https://www.jnj.com/health-and-wellness/innovative-employee-benefits-and-wellness-programs-from-johnson-johnson

By: Rochelle Bartholomeusz

Batch of 2014



# SELECTED BBA (HRM) UNDERGRADUATES FOR DEAN'S LIST

#### **SECOND SEMESTER 2017/2018**

#### **BATCH OF YEAR 2014**

Registration Number	Name	Semester GPA
MG / 14 / 091	T.A. Ravimaran	4.00
MG / 14 / 003	N.F. Afroos	3.95
MG / 14 / 009	A.M.K.M. Athapaththu	3.95
MG / 14 / 026	M. Divya	3.95
MG / 14 / 085	K.P.T. Pramodi	3.95
MG / 14 / 124	J. Wickramasooriya	3.95
MG / 14 / 014	R.A. Bartholomeusz	3.90
MG / 14 / 104	S.M.R.T. Senevirathna	3.90
MG / 14 / 072	Y.P. Masinghe	3.85
MG / 14 / 075	G.Nilusha	3.85
MG / 14 / 118	D.V.C. Vidanage	3.85
MG / 14 / 028	R.A.M. Dilhani	3.80
MG / 14 / 147	K. Sivagnanarasa	3.80
MG / 14 / 128	W.M.N.M. Wijekoon	3.78
MG / 14 / 071	L. Manamendra	3.72

#### Ms. F. Fasna

Fasna an undergraduate of Department of Human Resource Management batch of 2013 became the faculty top in year 2019. She secured third place at the 3rd undergraduate Internship and Research Symposium which consists of an internship and a research component; this event was held on 04<sup>th</sup> April, 2019 in the faculty premises.





#### Ms. Sheeba Jiffry

Sheeba an undergraduate of the Department of Human Resource Management secured second place at the 3rd undergraduate Internship and Research Symposium which consists of an internship and research component. This event was held on 04<sup>th</sup> April, 2019 in the faculty premises.





#### Ms. Gurunathan Nilusha

Nilusha the Editor of the HR Insight magazine is a final year undergraduate specializing in Human Resource Management, she was awarded as the best speaker in the faculty debate competition organized by the English Language Teaching Unit on 9<sup>th</sup> of November 2018. She also took part in the MAS Seasonal Internship Programme 2018 which is a collaborative effort between Department of Human Resource Management, Faculty of Management, University of Peradeniya and MAS Linea Intimates, Pallekele.





#### Mr. Ranura Perera

Ranura is an active member of the basketball team (Men's) of University of Peradeniya. In the year 2018, the team won the third place at the inter-university games.





#### **Ms. Rochelle Bartholomeusz**

Rochelle the President of the HRM Guild completed her Professional Qualification in Human Resource Management (PQHRM) in 2018 from the Charted Institute of Personnel Management Sri Lanka (CIPM) with distinction.

She got the opportunity to take part in the MAS Seasonal Internship Programme 2018 which is a collaborative effort between Department of Human Resource Management, Faculty of Management, University of Peradeniya and MAS Linea Intimates, Pallekele.

Further she is an active member of the Rotaract Club of the University of Peradeniya and this year she was able to take part in the sponsorship team of the biggest community service project initiated by the RotaractClub of University of Peradeniya "Reach for Water 2019". The event was held for the sole purpose of collecting donations to install water filters to two selected areas in the Polonnaruwa District





#### Ms. Supipi Tharuni Medamarandawala

Supipi is an active member of the AIESEC organization since 2016, representing AIESEC at the University of Peradeniya. She worked as a core committee member of the Asia Pacific Conference held in Sri Lanka.

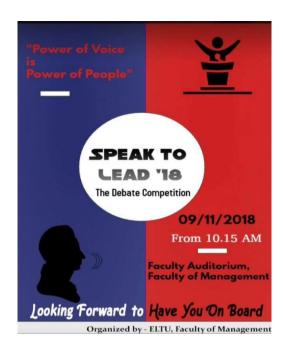




#### Ms. Murugaih Dhivya

Dhivya was a member of the winning team of the faculty debate competition organized by the English Language Teaching Unit on 9<sup>th</sup> of November 2018.





#### **HRM Guild**

# Department of Human Resource Management Faculty of Management University of Peradeniya

#### Office Bearers - Year 2018 / 2019



(L to R): Kowshala Sivagnanarasa (Junior Treasurer), Gurunathan Nilusha (Editor), Supipi Madamaranwala (Committee Member), Wasana Jayasundara (Secretary), Rochelle Bartholomeusz (President), Sharon Perera (Committee Member), Yasaransi Maasinghe (Vice President), Nadeesh Bandara (Committee Member)

#### **BATCH OF YEAR 2014**

#### **BBA UNDERGRADUATES SPECIALIZING IN HRM**



**1**st Row (L to R): M. Dilhani, W. Jayasundara, S. Perera, R.Bartholomeusz, T.Fernando, N.Bandara

**2<sup>nd</sup> Row (L to R):** R. Perera, H. Batugedara, C.Vidanage, N.Kolonnage, S.Medamarandawela, J.Wickramasooriya, Y.Masinghe, M.Wijekoon, R.Herath

**3<sup>rd</sup> Row (L to R):** L.Manamendra, T.Jayasundara, R.Senevirathna, N.Udayangani,
T.Pathiranage, K.Athapaththu, S.Sirithunga, G.Nilusha, S.Wijesooriya,
K.Sivagnanarasa, M.Iroshika, M. Dhivya, D.Widisinghe

#### Students who are not in the picture:

N. Bulumulla, N. Senarathna, G. Samaraweera, A. Ravimaran, R. Gimhani, N. Kumarasiri, I. Weerarathna, A. Najumudeen

### BATCH OF YEAR 2015 BBA UNDERGRADUATES SPECIALIZING IN HRM



1<sup>st</sup> Row (L to R): R. Gunasinghe, D. Kodithuwakku, T. Shanmugarajah, M. Rishadha, M. Begum, L. Fernando, H. Herath

2<sup>nd</sup> Row (L to R): P. Deshapriya, M. Gunathilaka, S. Nilojini, A. Wijethunga, M. Fernando, M. Rushdha, M. Gajathiri

#### Students who are not in the picture:

W. Arunoda, G. Madushani, H. Perera, W. Umesha, W. Wijesinghe, M. Nisansala

#### **ACADEMIC STAFF**

#### **DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**



Mr. N. Agilan Head- Department of Human Resource Management Senior Lecturer



Dr. W.P.R. Wickramaratne Senior Lecturer



Ms. U.W.G.Y.E. Jayawickrama Senior Treasurer, HRM Guild Lecturer (Probationary)



Ms. W.A. Edirisooriya Lecturer (Probationary)



Ms. P.H.R.R.P.K. Munasinghe Lecturer (Probationary)



Ms. P.R.W.M.S.C. Weerakotuwa Lecturer (Probationary)



Ms. M.F.F. Fasna Temporary Lecturer



Ms. N.A.A.L. Nishshanka Temporary Lecturer



Ms. H.M.R.D. Kularathne Temporary Lecturer

### NON-ACADEMIC STAFF DEPARTMENT OF HUMAN RESOURCE MANAGEMENT



Ms. R.M.R. Thilakarathna Management Assistant



Ms. B.W.P.I. Dedunupitiya Work Aid

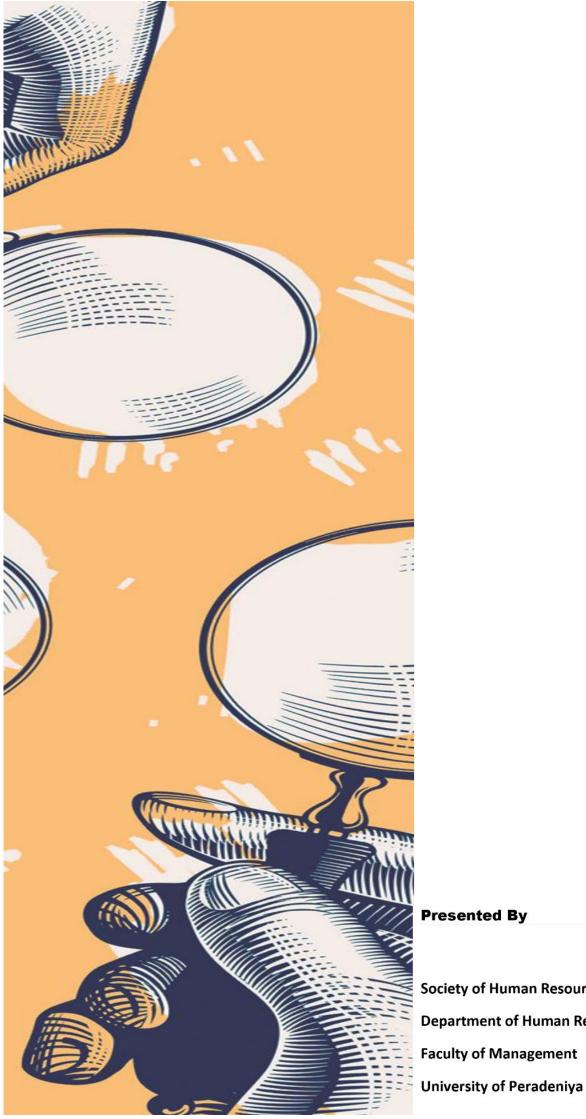
#### **OUR HEARTIEST GRATITUDE**

"Great things in business are never done by one person; they are done by a team of people".

We as members of the Society of Human Resource Management (HRM Guild) of the Department of Human Resource Management, Faculty of Management would like to express our heartiest gratitude to all the stakeholders who actively rendered their support to raise this magazine to a superior level.

- Firstly, we take this moment to appreciate and thank our Vice Chancellor who always
  provides leadership role for undergraduates to show their competencies through
  diverse endeavors in an innovative way.
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  magazine.
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- Then we take this opportunity to thank the staff of the English Language Teaching
  Unit for their tremendous support to fulfill our mission through publishing this
  valuable and informative magazine.
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- Moreover we sincerely thank the members of our society who put enormous effort to
  make this journey a great success. This "HR insight" magazine is identified as the
  result of the efforts of our office bearers, committee members and HRM Guild
  members.
- Finally, we would like to extend our heartiest gratitude to all who supported us to make this magazine a great success.



#### Presented By

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