



SARVAJANIK EDUCATION SOCIETY
SMT. SHARDARANI RAMESHCHANDER



Learnnovator



Hybrid WORK CULTURE: THE PRESENT & FUTURE

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**NEXT
THEME**

**Transforming Education:
Inclusive
Integrated
Innovative**

A year back, companies worldwide pivoted to working remotely as lockdowns and a global pandemic forced all to adapt their operations. Since then, many companies have announced they would become remote-first or continue to allow employees to work remotely in a hybrid working arrangement.

After work from home became a necessity for the majority in 2020, it is anticipated that fewer will return to full-time office-based working in 2021. There is no doubt that even with the rise in remote working, employees will always need the office.

The term hybrid workplace refers to a business model that facilitates both in-office as well as remote work for employees. The majority of organizations are planning to implement hybrid work models. It enables employees to use the office for work they cannot successfully do remotely. This primarily involves collaborative work with colleagues and in-person meetings – as well as some individually focused work, too. Hybrid approaches will provide plenty of

benefits to employees in the form of choice and quality of work-life, and companies in terms of an ability to attract and retain the best people.

A major challenge with hybrid working will be maintaining strong cultures, morale and camaraderie among team members—and ensuring fairness and equity both in practice and in perception. Organizational success is correlated with a strong sense of common purpose and shared identity—the feeling that we are all aligned toward a common end goal and all have an important role to play—and fairness will be critical to a sense of unity. For companies exploring hybrid workplace models, questions are emerging around how best to operationalize this workforce strategy – and what it means for the future of work.

DR. JIMMY M. KAPADIA

Professor & Director
SRLIM



Hybrid Work Culture Need, Deed or Greed? Trends Further?

Mr. Williams, President, Global sourcing - USA of M/s Techno Compressors dials his Indian counterpart & Manufacturing head, Mr. Nikhil (Nics, short name) and Chinese counterpart Ms. Chu-Hua. (China plant is primary raw material supplier to the Indian plant) for an emergency large requirement of 400.0 Tonnes x 4 Numbers screw chillers can be supplied from India, Ms. Eva, William’s secretary calls for a Zoom Meeting.

Eva: “Mr. Williams, it’s 11:30 am here, must be around 9.00 pm in India, and 11:30 pm with Ms Chu-Hua in Shanghai China, Will it be the right time to call?”

Williams: “Right Eva, Unfair to bother, but it’s very urgent, Nikhil must be having dinner I suppose, and Chu must be sleeping, but different

DR. KEDAR SHUKLA

Professor & Director
GRIMS, VAPI



time zones and Work from Home in last one year have made us acquainted working like this, I suppose and they must be home and they are also used to with “Working from Home and Office” both the options.”

(Eva, connects Mr. Nikhil and Ms. Chu- Hua)

Eva: “Good Evening!”, “Nikhil and Chu, sorry to disturb you too late! William needs to connect on a specific emergency.”

Nikhil/Chu: “It’s perfectly all right Eva, We can understand – it must be really “needed.”

Williams: “Thanks Nics and Chu for understanding!”. With our global operations and hybrid culture, we

have no choice of adjusting time zones and meeting on emergencies. We at US badly need your support in supplying 4 Numbers 400 Tones screw chillers in 3 weeks time from India."

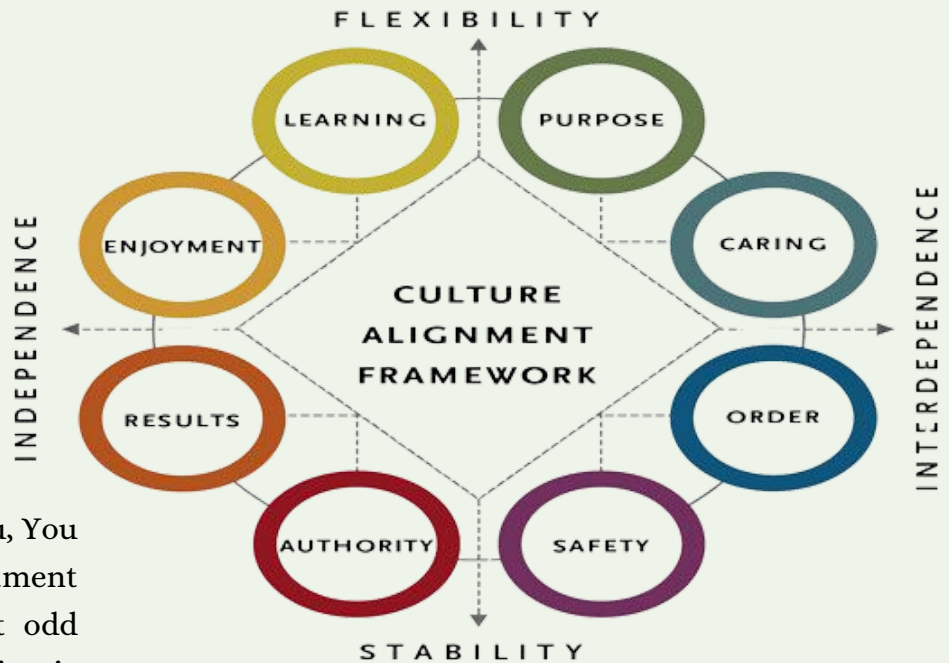
Nikhil(Nics): "It's a pleasure to receive order Williams in global slowdown and crisis, but our concern is we are working at 50% capacity due to social distancing norms and looking towards employees' **safety** and office staff **works** from home. However, we will still meet the requirements and **Do our Best** if we get support from China operations on row material as we are interdependent on supplies."

Chu-Hua: "Sure Nikhil!, We too are running below operating capacity due to very low demand, that is brining cost overrun for us. We need to be greedy to start our supply to ensure our plants are continued well & operating profitably."

Williams: "Oh, Thanks! Nikhil and Chu, You have eased me out with your commitment to the organization and working at odd hours! Although the pandemic situation is normalizing, we will continue to cut the cost of our travelling, and we will plan our annual business plan meeting using an online platform only. In that way, we will save our travel costs and expenditures and also keep ourselves safe!"

Chu: "You are welcome Williams, It's a great idea to keep safe and reduce cost."

Nikhil: "Thank you too Williams for understanding our situation! we will try our best. I believe in our global or multinational organization with different ethnicity & cultural diversity, and we are operating with the hybrid work culture. We must also encourage hybrid workplaces for the safety of our people and cost reduction. We must adopt the below-shared model in order to ensure our interdependency, stability, growth & profitability. & Yes, we should not compromise on the safety of our people too."



Williams: "That's Fantastic Nikhil, I will certainly share this model of "Hybrid Culture Alignment FrameWork" with our Corporate HR and let's bang on it in future too, It's a great idea."

Meeting ended with a positive note and paving the way forward for "Hybrid Work Culture" on the basis of 'Need' - 'Deed' and 'Greed' Model.

Building Resilience & Maintaining Innovation in a Hybrid World: An Industry Snapshot

The tools that allow for remote ways of working have been around for years. Yet, many companies haven't changed from the 9-5 office-based rhythm of business that became commonplace in the early 20th century. That all changed almost overnight with the onset of the pandemic. Businesses in all sectors, and organizations of all sizes, quickly empowered vast numbers of employees to work remotely in an effort to keep people safe while ensuring business continuity.

Microsoft team shared a new research project findings which examined how the global pandemic, and the unprecedented challenges it has created, has impacted organizations' ability to get work done and innovate.

Here is the snapshot of their research:-

Industry Snapshot: Healthcare

Healthcare has traditionally been more conservative than other sectors in adoption of technology like the cloud, which underpins the tools that let people work remotely. Not surprisingly then, before Covid-19, only 61% of

healthcare managers indicated that employees were able to work remotely, compared to an average of 75% across all other sectors. However, like in other sectors the pandemic will likely have a lasting impact, as 77% of healthcare managers expect

Health workers' access to technology tools is similar to those workers in other sectors – for example 63% feel well equipped with digital productivity/collaboration tools compared to 68% in other industries. As such, the research suggests there is an opportunity for many healthcare organizations to refocus on training.

employees to be able to work remotely moving forward – although the cross-sector average of managers who believe this is 88%. Overall, there appears to be gap between feelings of preparedness for a more hybrid world between managers and

Prepared for the future with more remote working



employees: while 88% of managers feel prepared for a future with more remote working, only 69% of employees feel similarly. In contrast, 75% of employees across all sectors feel prepared for a world with more remote work – with virtual consults being one example.

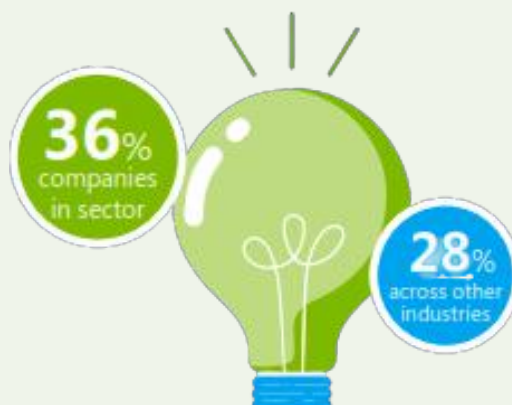
Industry Snapshot: Financial Services

The FSI sector has traditionally supported flexible working, and we can expect remote working to become more popular: before Covid-19, 84% of leaders in this sector indicated that employees were able to work remotely (compared to an average of 75% across all sectors), and 95% expect to work in a more hybrid way moving forward (compared to an average of 88% across all sectors).

Another reason why remote working has generally proven so successful in this sector is because this is an industry that

puts more of a focus on maintaining overall innovativeness (in terms of products, services -- such as online consults -- and strategy): 36% of all respondents in the sector rate the innovativeness of

Innovative workplace culture



their company high compared to an average of 28% across other industries.

Are the days of tailored suits numbered? FSI workers have relished the opportunity to dress more casually – 75% cite this as a major perk of remote working, compared to an average of 69% across other sectors who feel this way.

Industry Snapshot: Consumer Goods

The consumer goods sector has felt the strain on team culture since the shift to more remote working. Managers expressed that maintaining work culture was harder when working remotely, with 31% saying it has been more difficult to maintain a clear team structure, compared to a cross-sector average of 24% who felt similarly.

Training may be a factor in this variance, with 34% of employees saying upskilling is harder when working remotely, compared to an average



Upskilling is harder when working remotely

of 27% of their peers from other sectors who find upskilling more challenging.

Further, access to the right technology tools might be another factor in why people feel a strain on team culture. Workers report less access to up-to-date technology (39% say they have up-to-date tech compared to a cross-sector average of 46%). Further, tech is a less integral part of their culture (33% see tech as an integral part of company culture compared to an average of 42% across sectors).

Industry Snapshot: Technology

The vast majority (91%) of leaders in the tech sector said that employees were working flexibly before the pandemic and virtually all (97%) expect that employees will work in a hybrid way moving forward. As one might expect, workers'

access to up-to-date technology is higher (61% compared to an average of 46% among other sectors), and tech is a more integral part of the work culture (64% compared to a cross-sector average of 42%).



I work with strong leaders

With more companies reporting an innovative workplace culture than in other sectors, it's logical that managers rated the quality of senior support higher than in other industries - 52% gave senior execs high marks, compared to a cross-sector average of 42%.

One flag for managers and leaders in the sector is to ensure team members are maintaining a healthy work/ life balance. During the pandemic, people in the tech industry were more likely to work more compared to other industries: 68% worked more compared to a cross-sector average of 59%.

Industry Snapshot: Industrials

Managers as well as employees in the industrial sector generally feel more prepared for remote work than those in other industries with 85% of employees feeling prepared compared to an average of 75% within other industries.

Team cohesion was far less of a challenge for the sector across the board. Approximately one-third (32%) of managers indicated it was harder to keep teams unified as

not be fully availing of all remote work has to offer. For example, they were less likely to say that remote work gave them more time for hobbies (36% compared to an average of 47% across other sectors).

Summary

The success of hybrid and remote teams goes beyond having the right technology tools. Yes, having the appropriate tech is essential – but when it comes to unlocking innovation, ensuring people feel connected and collaborative is just as important. Innovation is fueled when workers feel empowered to take smart risks and to exchange ideas with different people. So, the challenge for businesses is to ensure the sense of comradery, unity and psychological safety that comes naturally when people are sat together every day in the same location is ported across to teams that are now working in a more hybrid way.

Managers will be instrumental in making this happen. But, successful managers are approaching their jobs in a different way – balancing workers’ needs for frequent and transparent communications, with their greater need for latitude in terms of how they approach their role. Further, they work to ensure the ‘human element’ isn’t lost with teams – celebrating success, welcoming fun and encouraging openness and vulnerability.

While we are in a time of uncertainty as the nation looks to emerge from the health crisis, there’s one thing that is certain: the creativity and tenacity of the organization’s workforce will be instrumental in supporting the recovery and shaping a whole new approach to how business gets done.

Source: <http://d1c25a6gwz7q5e.cloudfront.net/reports/2020-11-09-workplace-whitepaper-FINAL.pdf>



compared to a cross-sector average of 39% managers who felt this way; and 42% of employees felt a strain on team culture, compared to a cross sector average of 51%.

People working in this sector seem well equipped to succeed in a more hybrid world: industrial companies are more likely to be innovative (32% compared to a cross-sector average of 28%) and productive (69% compared to a cross-sector average of 64%).

However, workers in the sector may



DR. HEMLATA AGARWAL
Professor
SRLIM

Challenges of Hybrid-Remote Workplace



DR. PARINAZ BHARUCHA
Assistant Professor
SRLIM

After home working became a necessity for most of companies in 2020, it is expected that fewer employers will return to full-time office-based working in 2021. The vaccination drive has also encouraged countries to derive a roadmap out of lockdown and so will companies choose to return to work.

Most companies have three alternatives: -

Office: Encourage everyone to return to the office and be a predominantly office-based organisation. Goldman Sachs has adopted this approach.

Remote: Remain a fully remote company and remove the office presence. GitHub, a subsidiary of Microsoft, is one of the few that will remain fully remote. The shift to remote work has been successful for many companies as it offers unique advantages. Virtual meetings cut straight to the point of conversation, which makes meetings more

productive. In addition to fewer meetings, employees are benefiting from the reduction in office politics. With shorter commutes and fewer distractions from others in the workplace, some employees have become more productive. Even employees who face distractions at home may also report more productivity due to flexible work hours. Despite the benefits of remote work, employees find it harder to stay focused, feel more disconnected to the workplace and miss seeing their colleagues face-to-face.

Hybrid: To get the best of both worlds, many companies are likely to apply the hybrid model of working. Allow employees to work remotely or in the office as and when they wish. Novartis, Microsoft and Deutsche Bank AG are a few companies that have announced this is how they plan to work in the future. But a hybrid model has its own challenges.

Some of the challenges encountered are as below:

Unconscious Bias: Research by MIT indicates that “remote workers end up getting lower performance evaluations, smaller raises and fewer promotions than their colleagues in the office” due to ‘passive facetime’ (i.e., remote workers will suffer simply because they are not seen). On the contrary, those that are seen in the office working outside regular hours are considered to be more committed, even though those outside the office may be working just as long.

Dilution of Culture: In a hybrid model, there are risks the culture becomes diluted and employees become disillusioned with the organisation. Culture is difficult to reinforce in the office and even more difficult to reinforce in a remote environment.

Transparency: Two-way free flow of communication helps ensure remote and office-based employees remain equal. A lack of open and

Honest communication has the greatest negative impact on employee’s morale. In most of the cases, remote workers miss out on important information. Employees and organisations should be encouraged to communicate as much as possible to prevent silos forming between teams or between remote and in-office workers.

Employee Engagement: Good working relationships are necessary for employees to build engagement and be productive at work. The hybrid models may make working difficult as employees are at distant locations. One way to foster these connections is through in-person meet-ups. Organizing few in person meet ups may create serendipitous moments and employee bonds.

Employee Wellbeing: Employees feel working from home has had a negative impact on their mental health. In response, most organisations have increased focus and investment in employees’ physical and mental health during the pandemic. Organisations with a hybrid model must continue this focus on wellbeing to ensure individuals remain supported.

Fewer Career & Development Opportunities: Hybrid-remote employees who are out of sight may be unintentionally ignored for promotions, advance

advancement, & development opportunities. They may also have fewer opportunities to move horizontally within the organization, and less influence to create a new role to serve evolving business needs organization must

realise the unexpected challenges posed by the hybrid-remote workplace. These challenges are mostly borne of the need to ensure a consistent experience for all employees.



REINVEST IN HYBRID WORK CULTURE

Over the past year, our world has drastically changed due to the emergence of the COVID-19 pandemic. This pandemic has posed many challenges in one's life, be it personal or professional. To deal with the pandemic, many solutions are generated, which now



MS. SAKSHI AGRAWAL

1st Year Student
SRLIM

struggling to function, this innovation changed the policies of corporate world by opting “work from home policies”.

Hybrid work culture can be termed as an alternative work arrangement in which employees perform tasks elsewhere that are normally done in primary or central workplaces, for at least some portion of their work schedule, using electronic media to interact with others inside and outside the organization,” notably, they indicated that “elsewhere” refers to “home”.

Presently according to the situation, the organizations implemented a hybrid workplace model to improve productivity without stressing the employees. This has shown an unbelievable response to the culture of working from home. Now knowledge workers have accustomed to working remotely and splitting time between the office and home.

A recent study by Dingel and Neiman (2020) uncovered that 37% of the job could be completed at home during the COVID-19 pandemic, such as financial work, business management, professional and scientific services. Some jobs, especially those related to healthcare, farming and hospitality, cannot be performed at home.

The days of physically reporting to an office every day of the workweek are not likely to resume once the COVID-19 pandemic is over. Even the flexible work model will allow more women, especially those who are engaged in caregiving roles at home, to become part of the workforce.

has an ability to change our present and future outlook. One of the biggest example is “Hybrid Workplace”.

Hybrid workplace is like a ray of hope to cope with the growing crisis. Where organizations were



Talking about future many immense Industries in India have showed a massive significance in terms to incorporate the Hybrid work culture in future but each company has to invest in Transparency, Dilution of culture, Deep engagement: the value of close working relationships, Employee wellbeing and invest in better technology. Many industries have effectively incorporated this model. Some thoughts are as follow:

Infosys CEO and MD Salil Parekh, at a virtual conference, said the company has built a flexible model to provide work from home. Going forward, the company will focus on putting in place a hybrid work model, he said, adding that "the flexibility will remain critical.

“Having said that we also feel this whole concept of social capital is extremely important. We start to create that social capital again so will have more and more work from the office environment as well.” He added.

Google is developing more remote roles “including fully all-remote sub teams.” However, most employees will have to visit the office thrice a week, and work from “wherever they work best” twice a week. Employees will also have “work-from-anywhere weeks”.



And much other organization has shown acceptance of that model. It is not only about the company but it is observed that during the pandemic, even employees who are usually resistant to technology “have worked with an open mind and shown a willingness to pick up new skill sets that are relevant in the new environment.” This working model is here to stay for and have capabilities to change future outlook of the working culture of many sectors and industry. As Tata Consultancy Services has also announced that 75 per cent of the company's permanent staff will work from home by 2025. And the government and industry and the society are ready to except the change and make it successful.

“People are more productive working at home than people would have expected. Some people thought that everything falling apart, and it hasn't .actually people are more productive now.”

FACULTY ACHIEVEMENTS



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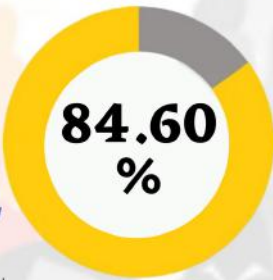
Luthra
INSTITUTE OF MANAGEMENT

PLACEMENT 2021

HIGHEST SALARY ₹12 LAKHS



AVERAGE SALARY
₹3.76 LAKHS



50 COMPANIES

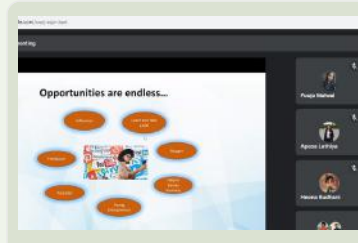


Skill Enhancement & Behavioural Training Program

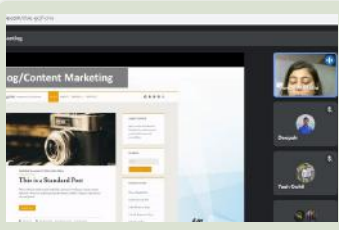


Expert Sessions

Career in Banking



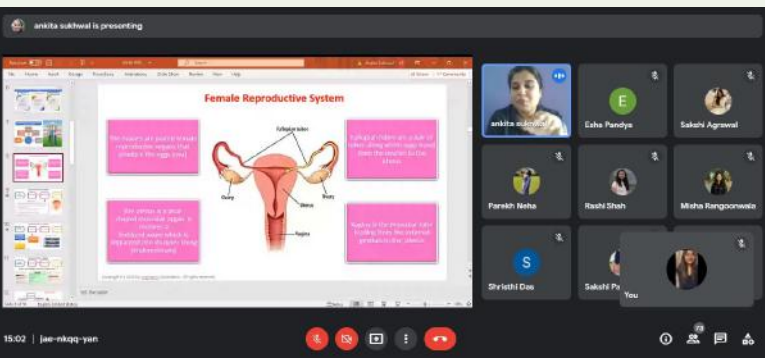
Career in Digital Marketing



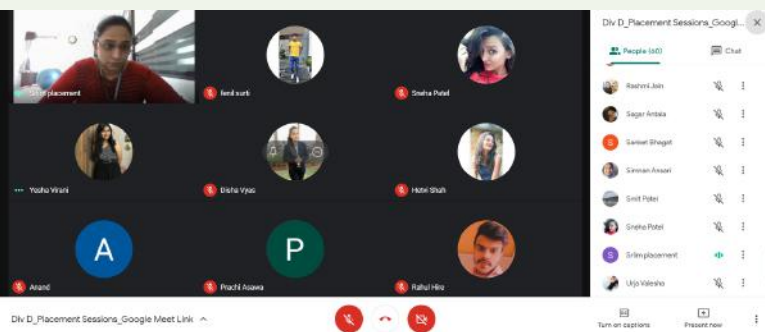
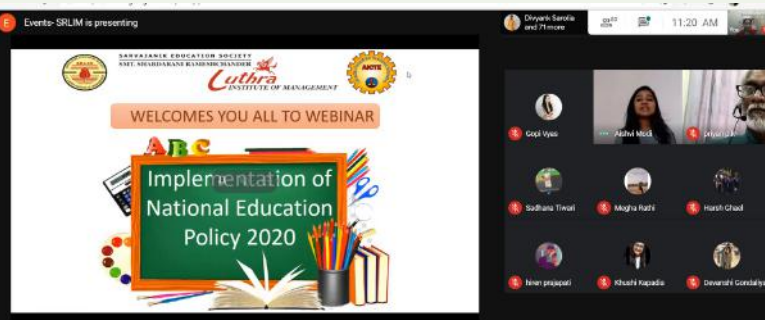
International Yoga Day



Webinars

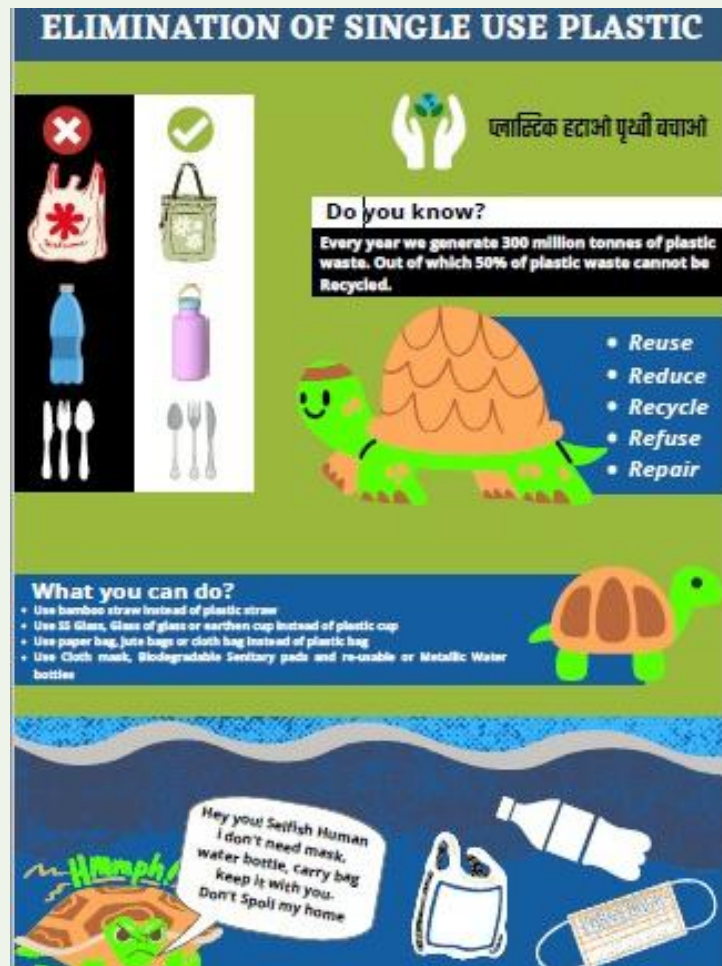


MENSTRUAL HYGIENE



RESUME WRITING

E-Poster competition on Single Use Plastic



OPINIONS ABOUT HYBRID WORK CULTURE

“Before the COVID-19 pandemic, work culture was often shaped heavily by in-person interactions. Now, after more than 14 months of working through the pandemic, the way employees view company culture has been forever altered. Organizations are increasingly focusing on less tangible aspects of culture. But, that doesn't change the fact that culture is still a strong competitive advantage for organizations today. Leaders who lean into these new drivers will find powerful levers for future success.”

MR. RIDDHISH JOSHI

Assistant Professor
SRLIM



“The hybrid work culture gives workers the complete freedom to choose where and when they do their best work. Employees can fully focus on their tasks without the noises and interruptions of the traditional workplace environment. Being free to work when and where has a significant impact on employee satisfaction.”

DR. ESHA PANDYA

Assistant Professor
SRLIM



“A Gig economy is the market platform that comprehends part-time/freelancing jobs / contractual jobs that are project-based or time-based. The payment for such jobs is made on the completion of a project or task. The choices of the workforce; especially millennials and Generation Z (Gen Z) have shifted to such work profiles opening up the trial for the Gig Economy. The gig is a prevalent word given by the music industry, represents the kind of job that lasts for some specific period of time. Gen Z today strive for flexibility, work-life balance and inspiring work experience. The gig economy is stimulated by the technological revolution, demographics, changing requirements of consumers, employees and companies. Digitalization has enabled the transformation or shift of physical workplaces to freelance or work from home options. Organizations are adapting to the fast-changing scenario of gig economy in context to their culture, workforce, work profile etc. Gen Z is the catalyst to this ever-changing setup of Gig as their definition of employment has changed to flexibility in their work and work profile.

Gen Z do not relate themselves with long working hours and staying in the same organization till their retirement.”

DR. POOJA PATEL

Assistant Professor
SRLIM



“It has been surveyed 500 organizations and 5,000 employees around the world and spoke with academics and executives, and found that remote working is definitely the new normal – 75% of the organizations expect at least 30% of their employees to work remotely, while over 30% expect 70% of their workforce to become remote. As they transition, organizations are finding that remote work boosted productivity and cost savings by up to 24%. Management of hybrid work culture is very very crucial.”

DR. RANJAN SABHAYA

Assistant Professor
SRLIM



The Covid pandemic has transformed the way we work and hybrid work culture has been a boon for many companies where you have distributed teams and workforces. There may be many positives powering hybrid work but there are some negatives to beware of. While working remote access to technology and applications may differ from office to home. Distractions at home are also something that can hamper the productivity of the workforce greatly. Employees may find it difficult to adapt and develop new habits. Difficulty in leading and coordinating projects. Employees may feel alienated due to a lack of social and emotional connection. Difficult to find the right balance between business and personal life. Many a time benefits may outweigh negatives and way companies have adopted it can be sensed that hybrid work model is imminent.

MS. SWAPNA NAIR

Assistant Professor
SRLIM



The positive side of Hybrid Work Culture is that employees can balance and manage their personal and professional lives efficiently, and be more responsible. Earlier, parents and students thought of online education as a not-so-serious option. Then in 2020, online became the only option.

DR. JAYSHREE SIDDHPURIA

Assistant Professor
SRLIM



GUEST LECTURES

ANALYSIS & INTERPRETATION OF ANNUAL REPORT

Dr. Kaushal Bhatt
Associate Professor | GSMS |
Gujarat Technological University | Ahmedabad

SIX SIGMA

Dr. Hitesh Parmar
Assistant Professor |
SP University

MANAGING MARKETING COMMUNICATION

Ms. Jinal Shah
Assistant Professor
NMIMS | Mumbai

IMPLEMENTATION OF HR STRATEGIES

Mr. Pranav Goswami
Founder
Decibel Consulting | Surat

DIVIDEND POLICY

CA Pervin Variava
Chartered Accountant | Surat

EXPERIMENTATION: A TOOL FOR DATA COLLECTION

Dr. Harishchandra Singh Rathod
Professor
NICM | Gandhinagar

IDENTIFICATION OF RESEARCH PROBLEM IN BUSINESS RESEARCH

Dr. Gaurang Rami
Professor | Department of Economics
VNSGU | Surat

BUILDING BRAND EQUITY

Dr. Neha Jain
Marketing Head
Shiv Shakti Laminates Pvt. Ltd. |
Surat

PRACTICAL ASPECTS OF PROJECT MGMT

Dr. Sanjay Verma
CEO
Life Research Center & Strategic
Business Unit Pvt. Ltd.

PRICING STRATEGIES

Dr. Debjani Banerjee
Associated Dean & Accreditation Consultant |
VES | Mumbai

LEARNING & DEVELOPMENT

Mr. Rakshit Bhavsar
HR
SRK Diamond | Mumbai

FINANCIAL & OPERATING LEVERAGE

Dr. Ruchi Desai
Assistant Professor
SASCMA English Medium Commerce College | Surat

MANAGING DIVERSITY AT WORKPLACE

Ms. Dhara Upadhyay
HR
ISP | Surat

SOCIAL MEDIA ANALYTICS

Mr. Bhautik Sheth
Founder
iVIPANAN Digital Marketing Services and Management Services |
Surat

TOTAL QUALITY MANAGEMENT

Mr. Chintu Thakkar
I/C Principal
S.V. Patel College of Computer
Science and Business Management | Surat

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