



MBA – HRD  
 Department of Commerce  
 Faculty of Commerce & Business  
 Delhi School of Economics  
 University of Delhi



॥ विद्या सार्यके जीवन्म् ॥

# HARBINGER

## STORIES. SUCCESS. SPIRIT OF MHROD

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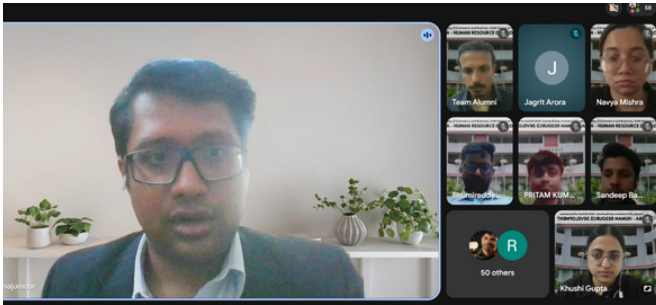
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# Guest Lectures

## Compensation and Benefits



### Compensation & Benefits — Edify 2026

As part of the Guest Lecture Series - Edify 2026, the Alumni Committee hosted an enriching session on Compensation and Benefits, delivered by alumnus **Soham Majumdar (Batch of 2019), Principal Consultant – Work & Rewards, Willis Towers Watson.**

The session offered a comprehensive yet practical understanding of compensation structures, taxation basics, benchmarking, reward strategies, and the implications of new labour codes. Real-world examples made complex concepts remarkably relatable.

A key takeaway was the shift towards flexible, performance-driven, and data-informed reward systems in today's evolving workplace.

For aspiring HR professionals, it was exactly the kind of grounded, industry-relevant perspective that truly matters.

The session also emphasized the critical role of fairness, transparency, and strategic alignment in designing effective compensation frameworks. It encouraged students to view rewards not just as a transactional element, but as a powerful tool for driving employee motivation, engagement, and organizational success.

## DEI 101: Beyond Buzzwords.



The Alumni Committee recently hosted an engaging Guest Lecture delivered by esteemed alumnus **Mr. Abhishek Verma (Batch of 2014), General Manager – Global Diversity, Equity and Inclusion at AGS Health.** The session moved beyond corporate jargon, encouraging participants to experience DEI as a lived reality rather than a mere policy.

Mr. Verma reminded us that unconscious biases and everyday micro-behaviours quietly shape workplace culture, often creating exclusion without deliberate intent. DEI, he stressed, is not a destination but a continuous journey. As future HR professionals, the session left us with one clear message: inclusion begins with each one of us.

The discussion also highlighted the importance of fostering open dialogue, continuous learning, and accountability in building truly inclusive workplaces. It encouraged students to actively challenge stereotypes, embrace diverse perspectives, and contribute towards creating environments where every individual feels respected, heard, and empowered to thrive.

## Guest Lectures

### From Survival Mode to Self-Awareness: Understanding Our Emotional Patterns

On 8 November 2025, the Student Development Cell (SDC) organized a guest lecture by **Ovais Rehman (HR & Technology (AI) Professional / Industry Expert)**, focusing on careers, leadership, strategic HR, and the growing role of artificial intelligence in organizations. Mr. Rehman shared his diverse academic background and professional journey from software development to leadership roles, explaining how this transition strengthened his analytical thinking and strategic outlook.

He also discussed hybrid work models, work-life balance, upskilling, and internal mobility. The lecture concluded with his view of leadership as the ability to influence, guide, and motivate others while managing everyday challenges effectively.

### From Resume to Reputation: Building Yourself as a Future HR Professional

The **Corporate Relations Team, under its Pragyata Guest Lecture Series**, organized an insightful session on “From Resume to Reputation: Building Yourself as a Future HR Professional” on 18th April 2026 at the Department of Commerce, Delhi School of Economics. The session was delivered by Priya Singh, Global Senior HR Business Partner at Monks and a noted career mentor. Drawing from over a decade of corporate HR experience, she emphasized that in today’s competitive landscape, a strong resume alone is not enough. Students must actively build their professional reputation and personal brand.



She explained that recruiters spend only a few seconds scanning resumes, which makes it essential to highlight measurable impact and outcomes instead of listing generic responsibilities.

The session also focused on the evolving role of HR in the AI era. Routine tasks such as resume screening, scheduling, and payroll are increasingly automated, while human-centric responsibilities like employee relations, decision-making, and culture building remain critical. Ms. Singh outlined a structured HR career roadmap and encouraged students to develop skills in analytics tools, HR technologies, and thought leadership through platforms like LinkedIn. She concluded by urging students to take immediate action, whether by refining their resume, strengthening their online presence, or sharing informed HR perspectives, to move from being job seekers to industry-ready professionals.



# TEDx Department of Commerce

**TEDx 2026** at Delhi School of Economics, themed “**Ardhatā – Becoming through Duality,**” brought together leaders from diverse fields to explore how growth emerges through contrast. The event highlighted the balance between ambition and responsibility, resilience and vulnerability, and tradition and innovation. Through powerful personal journeys and professional insights, the speakers demonstrated that leadership today is multidimensional, requiring both adaptability and purpose. The sessions collectively emphasized that true transformation lies in embracing duality rather than avoiding it.

## Speaker-wise Insights and Key Takeaways



**Sumit Awasthi:** Sumit Awasthi’s session focused on the evolving nature of journalism in a fast-paced digital era. He emphasized the growing challenge of maintaining credibility in an environment driven by speed and constant information flow. Highlighting the importance of ethical reporting, he discussed how media professionals must balance accuracy with immediacy while ensuring public trust is not compromised. He also stressed the role of citizens as responsible consumers of information. His session reflected the duality between reach

and responsibility, reinforcing that strong journalism is essential for a healthy democracy



**Dipak Sanghvi:** Dipak Sanghvi shared his journey of transforming a traditional business into a modern, scalable brand. He spoke about the challenges of innovating within a legacy system, where maintaining core values is as important as adapting to changing market demands. Emphasizing long-term vision, he highlighted that sustainable growth depends on consistency, discipline, and trust-building rather than short-term gains. His insights demonstrated how businesses must balance tradition with transformation, reflecting the duality between stability and innovation in achieving lasting success.



# TEDx Department of Commerce

**L. S. Chaudhary:** Major L. S. Chaudhary explored leadership through his experiences in both the military and corporate sectors. He emphasized discipline, adaptability, and decision-making under pressure as key leadership traits. His session highlighted how courage is not limited to extreme situations but is required in everyday choices and transitions.

He also spoke about the importance of mental resilience and the ability to adapt across different environments. His journey reflected the duality between authority and empathy, as well as structure and flexibility, defining leadership as a continuous process of evolution.

**Nikhil Chandwani:** Nikhil Chandwani's session focused on humanitarian leadership and the complexities of creating real social impact. He emphasized that meaningful change goes beyond immediate action and requires long-term commitment to rehabilitation and empowerment. Discussing his experiences, he highlighted the importance of combining compassion with structured execution to achieve sustainable outcomes. His approach demonstrated how leadership in the social sector requires both emotional understanding and strategic thinking. His talk reflected the duality between empathy and efficiency, showing how impactful change is built through both intention and action.



**Zoya Agarwal:** Captain Zoya Agarwal's session highlighted the demands of aviation leadership, focusing on precision, responsibility, and resilience. She shared insights into operating in high-stakes environments where decisions require accuracy and confidence. Beyond technical expertise, she spoke about breaking barriers and inspiring future generations, particularly women, to pursue ambitious careers. Her journey emphasized the importance of representation and mentorship in leadership. Reflecting the theme of duality, her session demonstrated how ambition can coexist with empathy, and how professional excellence can align with social impact.



**Vikram Rai:** Vikram Rai provided a strategic perspective on the aviation industry and leadership in complex environments. He discussed the importance of innovation, partnerships, and long-term planning in driving industry growth. Emphasizing the need for sustainable development, he highlighted how leaders must balance technological advancement with operational responsibility. His session reflected the duality between growth and efficiency, as well as innovation and accountability, demonstrating that effective leadership requires both analytical thinking and strategic vision.

# TEDx Department of Commerce



**Sandeep Singh:** Sandeep Singh's session was a powerful narrative of resilience and determination. He shared his journey of overcoming a life-threatening injury and returning to professional hockey, highlighting the importance of mental strength and perseverance.



He emphasized that setbacks are an integral part of success and that true growth comes from the ability to rebuild and stay focused. His story reflected the duality between failure and success, vulnerability and strength, demonstrating how adversity can serve as a foundation for achievement and leadership.

**Chittaranjan Tripathy:** Chittaranjan Tripathy's session explored the role of storytelling in shaping cultural identity and societal understanding. He emphasized the importance of preserving tradition while adapting to modern forms of expression. Drawing from his experience in theatre and film, he highlighted how creativity requires discipline and continuous evolution.



His insights reflected the balance between structure and artistic freedom, as well as tradition and innovation, demonstrating that meaningful storytelling remains rooted in authenticity even as it evolves with time.

**Tvisha Tuli:** Tvisha Tuli's session focused on building personal brands in the digital age through authenticity and strategic thinking. She emphasized that influence is not driven by visibility alone but by trust, consistency, and clarity of



Highlighting the role of storytelling, she explained how individuals can translate their ideas into meaningful digital presence. Her session reflected the duality between analytics and creativity, as well as visibility and credibility, demonstrating that sustainable digital influence is built through a balance of data-driven strategy and genuine expression.

# Synergy'26 - The Annual Management Fest

The Student Development Cell successfully organized **Synergy 2026, the annual management fest, on 27th and 28th March 2026**. The two-day fest brought together students from different colleges and created an energetic atmosphere filled with competition, learning, creativity, and teamwork. Synergy served as a platform where participants could test their abilities in management, strategy, entrepreneurship, communication, technology, and innovation. The event witnessed enthusiastic participation and strong engagement throughout both days.



## Day 1 Highlights - 27th March 2026

The first day of the fest began with two major events, **Launchpad and Case-o-mania**, which attracted a large number of participants.

Launchpad was an entrepreneurship pitching competition where students presented innovative business ideas. Participants submitted executive summaries and business idea videos, after which shortlisted teams presented their concepts before the judges. The event gave young entrepreneurs an opportunity to showcase creativity, confidence, and problem-solving skills. It also encouraged students to think like future business leaders and startup founders.



Alongside this, Case-o-mania tested participants on analytical thinking and business strategy. Teams were given practical case studies based on real business situations and were asked to provide effective solutions. The event challenged students to think critically, work under pressure, and present their ideas clearly. It was a valuable learning experience for everyone involved.

Later in the day, Whispers and Wonders added a creative and emotional touch to the fest. This event included spoken word poetry, shayari, and expressive performances. Students used words and storytelling to share emotions, ideas, and experiences. The audience greatly appreciated the talent and confidence displayed by the participants, making it one of the most engaging events of the day.





### Day 2 Highlights - 28th March 2026

The second day of Synergy began with **Corporate Cracker and Quizzitch**, both of which saw excellent participation.

**Corporate Cracker** - The Best Manager Competition focused on leadership, decision-making, and managerial skills. Participants went through different rounds including quizzes, case studies, in-basket exercises, and role-play situations. These activities were designed to test how students perform in real corporate scenarios. The competition gave participants a chance to demonstrate confidence, communication skills, and quick decision-making abilities.

At the same time, Quizzitch brought excitement and energy to the fest through a fast-paced management quiz competition. Students competed in rounds based on business knowledge, current affairs, awareness, and logical thinking. The event kept both participants and the audience fully engaged and created a lively atmosphere.

In the afternoon, **Badshah-e-Bollywood** brought entertainment to the campus. This Bollywood quiz event included fun rounds based on songs, movies, dialogues, and celebrity trivia. Students participated enthusiastically and enjoyed the combination of fun and competition. The event added a refreshing break to the management-focused schedule.

Another popular attraction was **Tekken**, a gaming competition that drew strong interest from students. Participants showcased their gaming skills, reflexes, and competitive spirit. The event added a modern and youthful element to the fest and was enjoyed by both players and spectators.

The final event of the fest was **Parivartan**, organized in collaboration with Team Sankalp. This competition focused on social impact and practical solutions to community challenges. Students presented innovative ideas to solve real social issues and discussed ways to bring positive change. The event successfully combined management thinking with social responsibility.

**Synergy 2026** concluded on a highly successful note with enthusiastic participation, strong competition, and memorable experiences for all attendees. The fest not only provided students with opportunities to compete and learn but also helped them build confidence, teamwork, leadership, and creativity. Through its mix of academic, cultural, strategic, and fun events, Synergy once again proved to be one of the most awaited and impactful student events of the year.

## The Annual Alumni Dinner- Reminiscence'26

The Alumni Committee successfully organized **Reminiscence'26 - The Annual Alumni Dinner** bringing together alumni, faculty members, and current students for an evening of nostalgia, reflection, and celebration.

The evening began with a warm welcome by the student representatives of the Alumni Committee, followed by an address from Senior Prof. V.K. Shrotriya Sir, Dean, Department of Commerce, Faculty of Commerce and Business, who reflected on the programme's legacy and the vital role of alumni in its continued growth.

A key highlight of the event was the **felicitation of distinguished alumni from the Batch of 2000 - Ashutosh Pant Sir, Roopesh Bhasker Sir and Swati Kumar ma'am**, in recognition of **25 years since their graduation**. Their journeys and achievements served as a source of inspiration for the current student community.



Beyond celebration, the event created a meaningful platform for **current students to interact with alumni, gain industry insights, learn from their professional journeys, and build valuable connections with accomplished HR professionals across batches**. These interactions provided students with perspectives on career growth, leadership, and the evolving HR landscape, while further strengthening the spirit of mentorship within the MBA (HRD) fraternity.

Reminiscence'26 once again reaffirmed the strong sense of community and legacy that defines the MBA (HRD) fraternity, concluding on a note of warmth, pride, and renewed camaraderie.



# Zenith'26 - Farewell Party

Farewell'26, the much-awaited farewell for the MBA (HRD) batch of 2024-26, marked the bittersweet culmination of an extraordinary academic journey. Organized by Team ESAC, the evening was a heartfelt blend of nostalgia, gratitude, laughter, and love a fitting tribute to a batch that truly made its mark.

The batch of 2024-26 was no ordinary cohort. They walked into these halls as strangers and leave as a family bound by late-night assignment sessions, heated classroom debates, industry visits, and countless chai-fueled conversations that stretched well past midnight. They didn't just study Human Resource Development; they lived it, embodying empathy, leadership, and collaboration in everything they did.



Every award presented, every speech delivered, and every dance performed was a testament to the incredible journey this batch has undertaken. Seniors were honoured not just for their academic achievements, but for the spirit, warmth, and legacy they leave behind for the batches to come.

As the evening drew to a close, one truth was undeniable the MBA (HRD) 2024-26 batch has left footprints that will be felt in the corridors of ESAC for years to come.



# Valedictory'26

**Valedictory 2026, the annual graduation ceremony** of the Department of Commerce, University of Delhi, brought together faculty, industry leaders, and students to celebrate the graduating batches of MBA (Business Analytics), MBA (Human Resource Development), and MBA (International Business). The event marked the culmination of two years of academic rigor, personal growth, and professional development, serving as both a farewell and a beginning for the students as they step into the professional world.



The evening featured addresses from distinguished faculty and industry leaders. Prof. Vijay Kumar Shrotryia highlighted the importance of leading with competence and character, while Prof. H.K. Dangi reflected on the batch's transformation and the need to remain adaptive in an evolving, technology driven environment. Dr. Anil Kumar Goswami emphasized people centric leadership, and Dr. Sonal Thukral spoke about the importance of global perspectives and experiential learning.



Among the guests, **Mr. Jitendra Gupta** shared insights on leadership and national contribution. **Mr. Vivek Mukherjee** spoke about the role of emotional intelligence and resilience in professional success. Mr. Ashish Verma discussed the growing impact of AI and automation on the future of work, encouraging graduates to embrace change with curiosity and confidence. The event also included video showcases capturing memories and milestones, followed by the distribution of certificates and awards across all three programmes.



In MBA (Human Resource Development), the **Brilliance Award** was presented to **Harsh Vardhan**, the **HR Excellence Award** to **Pallav Agarwal**, and the **Student of the Year Award** to **Aditya Gupta**. The ceremony concluded as a celebration of achievements and a reflection of the values and experiences that will guide the graduating class in their professional journeys.



# From Campus to Community

## Food Distribution Drive - TEDx

Team Sankalp organized a Food Distribution Drive during the TEDx event on 24th February 2026 with the aim of helping needy people and reducing food wastage. After the event, surplus food was carefully collected and packed by student volunteers while maintaining proper hygiene and cleanliness. The food was then distributed among underprivileged people in nearby areas. Students actively participated in managing the entire process smoothly and responsibly. This initiative showed that even leftover resources can be used in a meaningful way when managed properly. It also spread awareness about hunger, food wastage, and social responsibility among students.



## Winter Share Box Drive

The Winter Share Box Drive was organized from 12th to 16th March 2026 to support people during the cold winter season. Students, faculty members, and staff generously donated warm clothes, blankets, bedsheets, bags, and other useful winter items. Team Sankalp volunteers collected all the materials and carefully sorted and packed them for distribution. These items were then provided to underprivileged families and individuals who needed support during the harsh weather. The drive was successful in bringing comfort and relief to many people. It also encouraged the spirit of sharing, kindness, and helping the community.



## Blood Donation Camp

On 17th March 2026, Team Sankalp organized a Blood Donation Camp in collaboration with Lions Blood Bank. The main objective of the camp was to contribute towards saving lives and creating awareness about the importance of blood donation. Proper medical supervision was arranged, and health check-ups were conducted for every donor before donation. Students participated with great enthusiasm and many first-time donors also came forward with confidence. More than 40 units of blood were successfully collected during the camp. Volunteers ensured smooth coordination and management throughout the event. The camp was a noble initiative that reflected humanity, courage, and social responsibility.



### Old Age Home Visit (5th Apr 2026)

Team Sankalp organized an Old Age Home Visit on 5th April 2026 to spread happiness and spend quality time with elderly residents. Students interacted warmly with the residents, listened to their life experiences, and made them feel valued and respected. Various games and fun activities were conducted to create a cheerful atmosphere. Essential ration items were also donated to support their daily needs. The visit was emotional and meaningful for both students and residents. It helped students understand the importance of caring for elders and showing gratitude towards senior citizens.

The visit also fostered a sense of empathy and social responsibility among the students, encouraging them to look beyond their daily routines and connect with the community in a more meaningful way. The heartfelt conversations and shared moments created lasting memories, reinforcing the idea that even small gestures of kindness can make a significant difference in someone's life. It served as a reminder of the value of compassion, respect, and human connection in building a more caring and inclusive society.



### Plantation Drive

On 12th April 2026, Team Sankalp organized a Plantation Drive to promote environmental awareness and sustainability. Students actively participated in planting saplings in and around the campus area. They were also informed about the importance of trees in maintaining ecological balance, improving air quality, and reducing pollution. The activity encouraged students to take responsibility for protecting nature and creating a greener future. Everyone participated with enthusiasm and dedication. The drive was a positive step towards building environmental consciousness among students and society.

The initiative also emphasized the importance of long-term commitment towards environmental conservation, reminding students that planting a sapling is just the beginning, while nurturing and sustaining it is equally crucial. It instilled a sense of ownership and responsibility among participants, motivating them to adopt eco-friendly practices in their daily lives. Overall, the drive not only contributed to a greener campus but also strengthened the collective resolve to work towards a more sustainable and environmentally responsible future.



## News from the HR World

### AI Hiring Tools Expand Rapidly Across Industries

During February 2026, organizations across industries accelerated the use of AI-powered hiring tools to make recruitment faster and more efficient. From resume screening to interview scheduling, automation helped reduce hiring time and improve the overall recruitment experience. Companies such as LinkedIn and Workday enhanced their AI-driven talent solutions, allowing HR teams to make more data-based hiring decisions. At the same time, concerns around bias, transparency, and ethical use of AI also became an important discussion point. HR leaders are now focusing on balancing efficiency with fairness in hiring practices.



### Quiet Cutting Emerges as a Workplace Trend

In early 2026, a new workplace trend called “quiet cutting” started gaining attention. Instead of conducting direct layoffs, some companies began reassigning employees to less preferred roles or departments, encouraging voluntary exits. This approach allowed organizations to reduce costs while avoiding the negative impact of large-scale layoffs. HR teams played an important role in handling internal transitions, communication, and maintaining employee morale. The trend reflects how companies are adopting subtle restructuring strategies during uncertain economic conditions.



### Ms. Prateeksha Sehgal Chhabra Appointed at Xynteo

Ms. Prateeksha Sehgal Chhabra, an accomplished alumna from the MHROD Batch of 2012, has been appointed as the People and Operations Director at Xynteo. With more than a decade of experience in human resources, she has held key roles at ICICI Prudential Life Insurance, Jubilant FoodWorks, EY, and Reliance Brands Limited. She has contributed significantly to talent development, organizational growth, and people strategy. At Xynteo, she previously served as People Business Partner - India and Head of Professional Development before taking on this leadership role.

### Rise in Employee Relations Cases in 2026

Data from HR Acuity (2026) shows an increase in employee relations cases globally, particularly those related to layoffs, workplace stress, and policy violations. The report also highlights growing complexity in cases compared to previous years, indicating evolving workplace challenges and increased pressure on organizational governance frameworks.

## News from the HR World



### Procter & Gamble India appoints CHRO

Robin Thadathil was appointed Chief Human Resources Officer effective April 1, 2026, succeeding P.M. Srinivas. An internal leader, his elevation reflects P&G's focus on leadership continuity and strong internal talent pipelines. In this role, he will oversee workforce strategy, leadership development, and organizational design across India operations.



### Mr. Vaibhav Sharma Appointed at Greenfinch Global Consulting

Mr. Vaibhav Sharma, a distinguished alumnus from the Batch of 2009, has been appointed as the Chief Business Officer at Greenfinch Global Consulting. With extensive experience in strategic consulting, he has consistently driven business growth and transformation initiatives. He has held senior leadership roles at Deloitte India and Willis Towers Watson.



### Vedanta appoints Group CHRO

Neha Sharma was appointed as Group Chief Human Resources Officer effective February 2026. She brings over two decades of global HR experience across the US, Mexico, and India. Previously with Unifi Aviation, she managed workforce strategy for over 40,000 employees globally. At Vedanta, she will lead enterprise-wide talent strategy, leadership development, and organizational transformation. The appointment reflects Vedanta's focus on strengthening global HR leadership to support its diversified and expanding business operations.



Serentica Renewables has appointed Annapurna J as Chief Human Resources Officer, bringing over two decades of expertise in talent strategy and organisational transformation. She will lead people strategy and workforce transformation as the company accelerates its growth in the renewable energy sector.

## Human Pivot in a Fragmented World



**Aaditya Gupta**  
(MBA HRD 2024-26)

The Iran–US conflict has turned geopolitical instability into a lived organizational reality. Boardroom conversations are no longer about if disruption will occur, but how deeply it will cut across operations, talent, and culture. For HR, this moment demands a shift from policy execution to strategic foresight. Energy volatility, disrupted shipping corridors, and rising inflation are already tightening business margins. But the more immediate impact is human. Uncertainty is seeping into the workforce, affecting decision-making, engagement, and trust. As Dave Ulrich puts it, “In times of uncertainty, organizations don’t compete on products alone, they compete on capabilities.” Today, that capability is resilience at scale.

Global leaders have echoed this urgency. Satya Nadella recently noted that “resilience is not about bouncing back, it’s about bouncing forward.” For HR, that translates into designing systems that do not merely withstand disruption but evolve through it. The West Asia crisis is a reminder that fragmentation is the new normal. Supply chains will shift. Markets will realign. But the differentiator will remain constant: how well organizations prepare their people to navigate uncertainty. In this environment, the real pivot is human. Not as a slogan, but as a strategy

In today’s volatile geopolitical climate, Indian organizations are being pushed to rethink the very foundations of human resource management. With over 9 million Indians living in the Gulf region, crises demand that companies move beyond compliance to a deeper “duty of care.” The evacuation missions like Operation Sankalp during past conflicts highlight how employee safety is no longer just a governmental responsibility—it is becoming a strategic HR priority. As Dave Ulrich emphasizes, modern HR must act as a “credible activist,” ensuring employee well-being across borders.

At the macro level, India receives over \$100 billion annually in remittances, making it the world’s largest recipient. Any disruption creates a ripple effect impacting household income, consumption, and ultimately corporate wage structures. Rising fuel prices and inflation further pressure organizations to redesign compensation. According to John Maynard Keynes, uncertainty drives precautionary behavior, which is now visible in both employers and employees seeking financial stability. Finally, geopolitical instability may trigger reverse migration. This “brain gain” aligns with India’s Atmanirbhar Bharat vision, offering organizations access to global talent. However, integration requires agile HR strategies and reskilling initiatives.

In essence, this crisis is not just a disruption—it is a turning point. The future of HR in India lies in its ability to balance humanity with strategy, transforming uncertainty into resilience.



**Abhay Kumar Maurya**  
(MBA HRD 2024-26)

## Human Pivot in a Fragmented World



**Akhilesh Sajeev**  
(MBA HRD 2024-26)

**In the Trumpian era** of everyday uncertainty, we live in a world that changes with every Tweet. Historically, India is said to have experienced 3 waves of emigration. The American dream called millions of high skilled Indians fresh from premier institutions of India. Such HiPo talent became the board members of Silicon Valley giants, became the prophets of innovation in R&D centers and the best minds in medicine and nursing. However times have changed, as they must.

The America First ideology and the geopolitical storms in the Middle East shall cause the end of the Western dream. Now, home is the only abode of peace. A possible recession induced by

AI bubble aggravated by oil shock may shake the world soon - leading to reverse migration. As globalization becomes hostage to narrow minded ideologies, nationalist policies and ethnocentric talent strategies re-emerge.

The greatest talent of India ought to serve India's development, as we strive to become Viksit Bharat by 2047. The HR of India Inc have a task to absorb and attract such talent in Indian companies and provide them a culturally conducive environment facilitating repatriation. Human capital investment in health, education and skills, facilitated by NEP 2020 must guide us while investment in job intensive sectors must rise. The falling labor demand must not trouble the rising labour supply in the era of AI and reverse migration - that should be the key concern of our employment policy.

**For a long time, the ultimate career goal was to "go global."**

We were told that moving abroad was the only way to find better pay and bigger opportunities. But lately, that dream is hitting some serious speed bumps. With stricter visa rules, mass layoffs in major economies, and shifting politics, moving overseas isn't the sure bet it used to be.

Because of this, the idea of being self-reliant has shifted from a government slogan to a practical reality. We are seeing a "reverse brain drain" where highly skilled professionals are coming back to India—not necessarily because they want to, but because the global system is becoming harder to navigate. From a business and HR perspective, this is a massive

opportunity, but it comes with a catch. These returning professionals bring world-class experience. If Indian companies treat these hires like every other employee, they'll likely face frustration and high turnover. Integration needs to be about more than just a welcome kit; it requires a real shift in how we design roles and company culture.

This is a wake-up call for Indian organizations. If we can provide a competitive environment and truly challenging work, India stops being the "backup plan" and starts being the "first choice." The dream of a global career isn't dead, but the location is changing. We have a golden chance to keep our best talent right here—provided we get the workplace culture right.



**Anish Kumar**  
(MBA HRD 2024-26)

## Human Pivot in a Fragmented World



**Puneet Raj**  
(MBA HRD 2024-26)

The shifting geopolitical landscape is fundamentally rewriting the narrative of global talent mobility. Amidst economic volatility, tech-sector contractions in the West, and localized crises disrupting traditional supply chains, we are witnessing a decisive migration of industries toward India. This industrial pivot is triggering an unprecedented, sometimes involuntary, "reverse migration" of highly skilled Indian diaspora as well as the expertise with them. The scenario is rapidly transforming into a strategic "brain gain." This influx aligns synergistically with the vision of

Atmanirbhar Bharat. As multinational corporations relocate manufacturing and R&D centres to Indian shores to mitigate geopolitical risks, the returning talent provides the critical intellectual capital required to domesticate frontier technologies like semiconductors, AI, and deep tech. This isn't merely a return of personnel; it is a repatriation of global best practices, advanced technical competencies, and strategic global networks.

However, capitalizing on this demographic dividend requires profound organizational agility. Human Resources departments must evolve from traditional administrative functions into strategic integration architects. Integrating this tier of global talent necessitates systemic reforms, instituting globally competitive yet locally sustainable compensation models, designing transparent pathways for leadership, and cultivating a work culture that bridges the gap between Western corporate expectations and domestic operational realities.

By strategically deploying this repatriated expertise, Indian enterprises can accelerate their transition from global back-offices to sovereign innovation hubs, securing a formidable advantage on the volatile world stage, ensuring long-term resilience and sustainable growth.



## Human Pivot in a Fragmented World



**Aaditya Kumar**  
(MBA HRD 2025-27)

As geopolitical tensions intensify and information flows accelerate, organizations are confronting a less visible yet deeply consequential challenge: the psychological well-being of their workforce. Beyond physical safety and economic stability, today's global order has introduced a "secondary trauma" effect—where employees are emotionally impacted by crises affecting their families, communities, or home countries. For Indian organizations with globally connected talent, this represents a critical frontier for Human Resource strategy.

Secondary trauma manifests in subtle yet disruptive ways—heightened anxiety, reduced concentration, emotional

exhaustion, and disengagement. Employees with loved ones in conflict-affected or unstable regions may experience constant stress due to uncertainty and lack of reliable communication. This is compounded by the 24/7 news cycle and the viral spread of unverified information across digital platforms, often amplifying fear and confusion.

In such an environment, HR leaders must expand their role beyond administrative and operational functions to become stewards of psychological resilience. Organizations should actively promote access to confidential counseling services, employee assistance programs (EAPs), and culturally sensitive mental health resources tailored to diverse employee backgrounds.

In this evolving landscape, the "human pivot" demands that businesses recognize a simple truth: sustainable performance is deeply intertwined with mental well-being. Investing in the psychological health of employees is no longer optional—it is a strategic imperative for navigating uncertainty and building resilient organizations.

**India's economic resilience** has long been supported by a steady inflow of remittances from its global diaspora. However, in today's fragmented geopolitical landscape, this stability is increasingly under strain. Conflicts, economic sanctions, and shifting labor markets in key host countries are disrupting income flows for overseas Indian workers—creating what can be termed a "remittance shock." This phenomenon is not only a macroeconomic concern but also a critical Human Resource challenge for organizations operating within India.

Remittances contribute significantly to household income for millions of Indian families. When these flows become volatile, the impact cascades into domestic consumption patterns,

savings behavior, and overall financial security. Employees who rely on members abroad may suddenly face increased financial pressure, affecting their workplace productivity and engagement. For HR leaders, this evolving reality necessitates a re-evaluation of compensation structures and Total Rewards frameworks. In a world where global disruptions increasingly shape local realities, the ability to respond with empathy and agility will define the future of work.



**Priya Patel**  
(MBA HRD 2025-27)

## Human Pivot in a Fragmented World



Vanshika Talwar  
(MBA HRD 2025-27)

For decades, India's global talent narrative has been defined by "brain drain"—the outward migration of highly skilled professionals seeking better opportunities abroad. Today, however, the contours of this narrative are shifting. Geopolitical instability, tightening immigration policies, and economic slowdowns in traditional destination countries are prompting a potential reverse flow of talent back to India. This emerging "brain circulation" presents both an opportunity and a strategic challenge for organizations and policymakers. The return of Indian professionals—many with international exposure, advanced skills, and cross-cultural experience—can significantly strengthen the domestic talent ecosystem. These individuals

bring not only technical expertise but also global perspectives on innovation, leadership, and organizational practices. For industries such as technology, healthcare, finance, and manufacturing, this influx could accelerate capability building and enhance global competitiveness. By moving from a mindset of loss to one of circulation and exchange, India has the opportunity to redefine its role in the global talent landscape. The challenge lies in turning this potential into sustained organizational and national advantage.

For decades, India has witnessed a steady outflow of skilled professionals seeking better opportunities abroad—a phenomenon widely known as "brain drain." However, the current global environment, marked by geopolitical tensions, economic uncertainties, and shifting immigration policies, is reshaping this narrative. What we are now observing is not merely a reversal, but a transformation into what can be better described as "brain circulation."

The return of Indian talent from global markets is no longer hypothetical. Layoffs in major economies, tightening visa norms, and rising geopolitical instability have compelled many professionals to reconsider their long-term plans. ,

Simultaneously, India's growing digital economy, startup ecosystem, and policy support have made the domestic market more attractive than ever before. In conclusion, the geopolitical talent shift is not just about returning professionals—it is about redefining India's position in the global talent ecosystem. Organizations that recognize and adapt to this change will gain a competitive advantage by leveraging a rich pool of globally experienced talent. The focus must shift from preventing brain drain to enabling brain circulation, where talent flows seamlessly across borders and contributes to national development.

This moment presents a unique opportunity for India to transform challenges into strengths. With the right strategies and mindset, the country can harness this talent shift to build a more resilient, innovative, and future-ready workforce.



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## Human Pivot in a Fragmented World



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When the Iran-Israel conflict escalated in April 2024, thousands of Indian nationals found themselves stranded in a war zone. The Indian government swiftly launched Operation Sankalp 2.0- but behind every evacuation flight, there was a quieter, less-celebrated machinery at work: Human Resource Management.

For long, HR has been confined to the boardroom - talent acquisition, performance appraisals, and engagement surveys. But in today's geopolitically volatile world, HR must wear a far more urgent hat: that of a guardian.

The concept of Duty of Care : an organisation's legal and moral obligation to protect its employees from foreseeable harm is no longer a compliance checkbox. It is a strategic imperative. When companies deploy employees to high-risk regions like conflict zones, politically unstable nations, or disaster-prone territories, they inherit a profound responsibility. India's evacuation operations serve as a masterclass in large-scale human logistics. For corporate HR, the lesson is clear: systems built in peacetime save lives in crisis. Organisations with pre-established MOUs with evacuation services, updated employee contact databases, and trained crisis response teams were able to act within hours not days. As future HR professionals, we must expand our definition of employee well-being beyond mental health webinars and ergonomic chairs. True well-being includes knowing that if the world catches fire, your organisation will not leave you behind. That is not just good HR that is humanity.

The geopolitical turbulence sweeping across the Gulf has, paradoxically, placed India at the threshold of a rare strategic opportunity. With nearly nine million Indians embedded across Gulf economies, an escalating conflict in the region signals a potential structural realignment of India's talent ecosystem. The concept of "Brain Drain" has long defined India's relationship with skilled migration. Decades of outbound movement, particularly toward the Gulf and Western economies, depleted domestic talent pools even as remittances sustained millions of households. Today, that equation may be involuntarily reversing. As geopolitical instability renders employment uncertain for high-skilled Indian professionals in conflict-adjacent zones, a

wave of return migration, an involuntary "Brain Gain" appears increasingly likely. The Atmanirbhar Bharat framework provides a policy backdrop, but organisational readiness remains uneven. HR functions must proactively develop structured repatriation frameworks with talent mapping exercises to identify returning skill profiles, targeted onboarding that contextualises domestic work culture, and mental health support for those re-entering under duress. India's demographic dividend will only yield returns if HR systems are agile enough to absorb, rather than squander, this moment. The geopolitical storm, for all its devastation, may yet deliver India a workforce windfall, if HR is prepared to catch it



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# MEET THE PUBLIC RELATIONS TEAM

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