Why human judgement is emerging as the most critical skill in an era of AI and automation

Organisations that prepare people for real situations will consistently outperform those that train only on theory, Pradeep B, Head, Digital Learning & Immersive Technology, Novac Technology Solutions

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HOW are skill requirements shifting from static knowledge to real-time decision-making and behavioural capability?

Across industries, the definition of skill is undergoing a fundamental shift. Organisations are moving beyond what employees know to how they respond when situations are ambiguous, time-sensitive, or emotionally charged. As AI and automation take over routine, rule-based work, the real differentiator is human judgement. Leaders today are far more concerned about decision-making under pressure, ethical judgement, emotional intelligence, and the ability to balance outcomes with trust.

Static knowledge depreciates quickly, but behavioural capability compounds with practice. Performance gaps rarely arise from lack of information. They emerge in moments of uncertainty such as handling a difficult customer, navigating compliance dilemmas, or making leadership decisions with no clear right answer. This is why enterprises are increasingly investing in scenario-driven capability building. Skills today are less about memory and more about developing mental and behavioural muscle memory.

Where do traditional classroom and LMS models fall short for high-stakes, real-world readiness?

Classroom and LMS-based learning continue to play an important role in awareness and standardisation. However, organisations are increasingly questioning whether these models are sufficient for high-stakes, real-world performance. The core limitation lies in the absence of consequence and context. Watching a video or completing a module does not prepare someone for a tough appraisal discussion or an ethically complex decision.

Many large enterprises report high completion rates but inconsistent behavioural outcomes. Employees pass assessments yet hesitate when confronted with real complexity. This is where experiential learning adds value. When foundational LMS learning is complemented by immersive simulations, employees move from learning about work to learning by doing. When learning feels real, confidence and engagement improve naturally.

How does simulation-based learning change the way employees internalise skills?

Most skill gaps exist not because people lack instruction, but because they lack opportunities to practise. Simulation-based learning addresses this by placing employees inside realistic scenarios that demand decisions rather than recall. Learners experience the outcomes of their choices, reflect, and try again in a safe environment.

This practice loop drives deeper emotional engagement and cognitive processing, which significantly improves retention and behavioural transfer. The ability to fail safely is particularly powerful. Discomfort without real-world risk becomes a catalyst for meaningful learning.

In AI-powered environments such as MIGOTO AI, learners navigate dynamic, unpredictable scenarios that adapt to their responses rather than follow fixed scripts. Over time, this builds instinctive capability and behavioural consistency, much like flight simulators do in aviation, preparing professionals for human-centric roles where judgement matters most.

Immersive learning must reflect real business moments rather than idealised scenarios. Authenticity drives credibility and adoption. Change management is equally important. Employees should view immersive environments as developmental tools, not evaluation mechanisms. Trust is essential for participation

Across industries, the definition of skill is undergoing a fundamental shift. Organisations are moving beyond what employees know to how they respond when situations are ambiguous, time-sensitive, or emotionally charged. As AI and automation take over routine, rule-based work, the real differentiator is human judgement. Leaders today are far more concerned with decision-making under pressure, ethical judgement, emotional intelligence, and the ability to balance outcomes with trust," says Pradeep B, Head – Digital Learning & Immersive Technology, Novac Technology Solutions in an exclusive interaction with *Bizz Buzz*

Pradeep B, Head, Novac Technology Solutions

How does adaptive intelligence personalise learning at scale—and why is this critical?

One of the biggest challenges for large organisations is delivering relevance at scale. Workforces are diverse in roles, experience, and context, yet learning interventions are often uniform. This results in disengagement and uneven outcomes.

Adaptive intelligence addresses this by observing behaviour rather than simply testing knowledge. AI analyses decision patterns, confidence levels, hesitation, and response pathways, and adjusts scenarios dynamically. At enterprise scale, this becomes essential. Manual personalisation is not feasible for thousands of employees. AI enables learning that feels individual while remaining scalable. As a result, employees do not feel trained; they feel prepared. Learning evolves with them, accelerating capability development and confidence.

How can intelligent, practice-led environments accelerate time-to-productivity?

Business leaders are under constant pressure to reduce time-to-productivity without increasing operational risk. Traditional onboarding approaches often delay

readiness despite being comprehensive. Practice-led environments change this equation by exposing employees to real conversations, workflows, and decision points before they encounter them in live situations.

New hires and reskilled employees enter roles having already rehearsed critical moments multiple times. Organisations adopting simulation-based onboarding report faster confidence building, reduced early-stage errors, and lower managerial intervention. Capability development shifts from trial-and-error to trial-before-error, delivering both speed and safety.

What business outcomes are organisations seeing when learning shifts to performance-based simulations?

When learning leaders engage with CEOs and CFOs, the focus quickly moves beyond course completion to measurable business impact. Performance-based simulations make this shift possible by tracking decision quality, behavioural consistency, confidence progression, and scenario outcomes.

These metrics align closely with business KPIs such as sales effectiveness, compliance risk reduction, customer experience, and leadership readiness. Learning becomes predictive rather than retrospective. For many organisations, this is the first time learning data directly informs business decisions. It marks a transition from learning as an activity to learning as a capability driver.

What should enterprises evaluate before adopting AI-led immersive training models?

Three factors are critical: business alignment, workforce readiness, and scalability. Immersive learning must reflect real business moments rather than idealised scenarios. Authenticity drives credibility and adoption. Change management is equally important. Employees should view immersive environments as developmental tools, not evaluation mechanisms. Trust is essential for participation.

Finally, integration and scalability matter. AI-led learning should work seamlessly with existing LMS and HR systems and be accessible across devices. When approached strategically, immersive learning delivers sustained value rather than short-term novelty.

What challenges do organisations face when deploying next-generation learning simulators?

The most common challenges are not technological but related to design and adoption. Poorly designed simulations feel artificial and disengaging. In other cases, pilots are launched without clear ownership, success criteria, or business alignment. These risks can be mitigated through phased rollouts, co-creation with business stakeholders, and clearly defined performance benchmarks. Simulations must reflect organisational language, culture, and real constraints. When deployment is treated as a transformation initiative rather than a training project, adoption and impact scale more effectively.

How do immersive and adaptive environments support resilience and internal mobility?

As organisations adopt skills-first workforce strategies, roles are evolving faster than job titles. Internal mobility and continuous reskilling are becoming essential. Immersive learning allows employees to practice future roles before formally transitioning, reducing risk for both individuals and organisations.

Simulation-based pathways also help identify latent potential and guide reskilling decisions. Employees gain confidence to stretch into new responsibilities, while organisations reduce dependence on external hiring. Learning becomes continuous, contextual, and embedded into growth journeys.

How do you see AI training simulators evolving in the future?

AI training simulators are evolving into always-on performance partners rather than standalone learning tools. They will become more emotionally intelligent, support multi-agent interactions, and integrate closely with daily work systems. Learning will increasingly happen in moments, not modules.

Rather than replacing LMS platforms, AI simulators will augment them by adding depth where traditional systems provide breadth. The future of enterprise learning is not about more content, but better preparation for reality. Organisations that prepare people for real situations will consistently outperform those that train only on theory.

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New attendance policy triggers row in IIM Jammu

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AFTER nationwide protest against the new UGC Act 3C & 3E, it is now the deadlock in IIM, Jammu between the management and the students on the issue of New Attendance Policy. Controversy is escalating over the new attendance policy being implemented for the students at IIM Jammu, a prestigious institute of national importance. A tense situation has developed between students and the institute administration. The issue has now reached the Union Ministry of Higher Education in New Delhi. Students have appealed to the government to intervene against what they call arbitrary action by the institute and have warned of protests if their demands are not met. The dispute concerns the new handbook issued for the 2025–27 batch, in which attendance norms have been made extremely strict.

According to available information, the new attendance policy for the 2025–27 batch at IIM Jammu makes 100% attendance compulsory. Under the new rules, missing even a single class during the entire term invites strict punishment, which will directly affect students' examination results. At first glance, the rule appears impractical.

Students, speaking on the condition of anonymity to Bizz Buzz, said that while framing the new policy, issues related to their health and other practical circumstances were ignored. The new rule is causing particular difficulty for female students. Students are now being forced to attend classes even in emergency situations, and even minor absences lead to mark deductions. According to them, the rule is not only impractical but also overlooks health and gender equality concerns. As a result, young students are being forced to cope with stress, humiliation, and despair.

Students' dissatisfaction reportedly began after an incident in which a young MBA student was compelled to attend class despite severe abdominal pain. She had to attend despite unbearable menstrual cramps. Missing even a single class or academic activity leads directly to grade reduction. Recounting her experience, the student said, "I couldn't concentrate there because of stomach pain. I sat trembling in fear of losing marks."

She added that almost every female student in the institute faces such situations. The new rule is troubling not only for female students but also for male students. This is the reality at IIM Jammu, where attendance has become not a measure of learning but a tool of punishment. Fearing retaliatory action by the administration, the student requested anonymity.

Notably, due to faculty unavailability, extra or compensatory classes are sometimes scheduled at short notice (via WhatsApp messages) between 8 am and 10 pm even on gazetted holidays. This hangs over students like a 'sword'. Even academically excellent students are penalized for missing a class. The institute makes no effort to provide recorded lectures.

When students filed formal complaints through the government's CPGRAMS portal, the response from IIM Jammu's Chief Administrative Officer, Kesavan Baskkaran, was reportedly unsatisfactory. The reply stated that "100% attendance is expected in residential programmes" and that "due consideration is given in medical or family emergencies." No reason was given for abandoning the earlier 80% attendance norm followed at the same institute. The matter has now been closed. When this correspondent tried to contact the Director of IIMJ Prof. B Sahay for comment, he outrightly refused to speak on the issue. Both the senior authorities are tightlipped.

Students and legal experts criticized the response, calling it a "non-speaking order." A lawyer said that grievance redressal systems must issue reasoned orders.

IIM Jammu's rule differs from other management institutes. For example, BITS Pilani follows a zero-percent attendance policy, based on the belief that quality teaching naturally draws students to class. Globally, universities in the US, UK, and Australia emphasize attendance but impose grade penalties only in exceptional circumstances. At the University of Liverpool, attendance monitoring is seen as a support mechanism to identify students needing help. Lancaster University also links attendance with welfare rather than punishment. In India, most IIMs emphasize student welfare and avoid automatic grade penalties.

Students report growing stress, anxiety, and fatigue. Female students feel especially affected, as not only menstrual health needs but also issues such as panic attacks and depression are not recognized as valid medical leave. One student said, "We are treated like machines — expected to work without pause, weakness, or dignity."

Legal experts believe such rigid policies may not meet the proportionality test under Article 21 of the Constitution, which guarantees the right to life and dignity. They say the lack of gender-sensitive provisions may also violate Article 15 and international obligations such as CEDAW.IIMs were granted autonomy to set new standards of innovation. However, this autonomy is now allegedly being used to impose arbitrary rules, amounting to misuse of privilege. According to another student, "We came here to learn leadership, but we are only being taught obedience."

A few students have recovered but still facing stomach related problems. There is no proactive steps from college administration to follow up with students who became sick due to contaminated water. They cannot skip classes because the medical doctor will not sanction leave for vomiting, bloating, stomach ache. A few students are still recovering. This is not just a campus issue. India's top institutions must balance discipline, dignity, autonomy, accountability, rules, and compassion. Until then, IIM Jammu's classrooms will remain symbols of rigidity, and students will continue to pay the price.

Why China is building so many coal plants despite its solar, wind boom

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More than 50 large coal units – individual boiler and turbine sets with generating capacity of 1 gigawatt or more – were commissioned in 2025, up from fewer than 20 a year over the previous decade, a research report released Tuesday said. Depending on energy use, 1 gigawatt can power from several hundred thousand to more than 2 million homes

EVEN as China's expansion of solar and wind power raced ahead in 2025, the Asian giant opened many more coal power plants than it had in recent years — raising concern about whether the world's largest emitter will reduce carbon emissions enough to limit climate change.

More than 50 large coal units — individual boiler and turbine sets with generating capacity of 1 gigawatt or more — were commissioned in 2025, up from fewer than 20 a year over the previous decade, a research report released Tuesday said. Depending on energy use, 1 gigawatt can power from several hundred thousand to more than 2 million homes.

Overall, China brought 78 gigawatts of new coal power capacity online, a sharp uptick from previous years, according to the joint report by the Centre for Research on Energy and Clean Air, which studies air pollution and its impacts, and Global Energy Monitor, which develops databases tracking energy trends. "The scale of the buildout is staggering," said report co-author Christine Shearer of Global Energy Monitor. "In 2025 alone, China commissioned more coal power capacity than India did over the entire past decade."

At the same time, even larger additions of wind and solar capacity nudged down the share of coal in total power generation last year. Power from coal fell about 1% as growth in cleaner energy sources covered all the increase in electricity demand last year.

China added 315 gigawatts of solar capacity and 119 gigawatts of wind in 2025, according to statistics from the government's National Energy Administration.

Blackouts in 2021-22 prompted a coal plant building spree

The massive growth in wind and solar begs the question: Why is China still building coal power plants and, by most analyses, way more than it actually needs? The answer is complicated. China is at an earlier development stage than the United States or Europe, so it needs more energy to keep growing. If more of the nation's 1.4 billion people climb into the middle class, more will be able to afford air conditioners and washing machines.

Electricity is needed to keep China's factories humming and to meet the high power demands of artificial intelligence, a government priority as it seeks to make the country a leader in technology.

Power shortages in parts of China in 2021 and 2022 reinforced longstanding concerns about energy security. Some factories temporarily halted production, and one city imposed rolling blackouts.

The government's response was to signal that it wanted more coal plants, leading to a surge in applications and permits for their construction. That 2022-23 surge drove the big jump in capacity last year as the new units came online, said Qi Qin, an analyst at the Centre for Research on Energy and Clean Air and another co-author of the report. "Once permits are issued, projects are difficult to reverse," she said.

Construction started on 83 gigawatts of coal power last year, the report said, suggesting a large amount of new capacity may come online this year.

Excess coal capacity could slow the transition to wind and solar

The government position is that coal provides a stable backup to sources such as wind and solar, which are affected by weather and the time of day. The shortages in 2022 resulted partly from a drought that hit hydropower, a major energy source in western China.

Coal should "play an important underpinning and balancing role" for years to come, the National Development and Reform Commission, the lead economic planning agency, said in guidance issued last year on making coal plants cleaner and more efficient. The China Coal Transportation and Distribution Association, an industry group, said last week that coal-fired power would remain essential for power-system stability, even as other sources of energy replace it.

The risk of building so much coal-fired capacity is that it could delay the transition to cleaner energy sources, Qin said. Political and financial pressure will keep the plants operating, leaving less room for other sources of power, she said.

The report urged China to accelerate retirement of ageing and inefficient coal plants and commit in its next five-year plan, which will be approved in March, to ensuring that power-sector emissions do not increase between 2025 and 2030.

"Whether China's coal power expansion ultimately translates into higher emissions will depend on ... whether coal power's role is genuinely constrained to backup and supporting rather than baseload generation," Qin said.