

management Voice

(A Thrissur Management Association Publication)



Dr. NEELAKANTAN JAYASANKAR IRS



2ND TMA-BEELINE SPECIAL ACHIEVERS AWARD 2018 TO MR. E. RAGHUNADHAN



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From The Chief Editor



The finishing line

We have come to the end of the term of the present managing committee, and here is what we have compiled in this issue.

In our lead article, “Politicians, don’t bash the business class,” our Past President Mr. V.P. Nandakumar has a simple message for political parties across the spectrum: don’t target the business class just because there is an opportunity to score political points. Because, ultimately, this is the class that delivers economic progress to the country. After all, the government of the day on its own cannot do much to create jobs or spread prosperity and they necessarily have to depend on the entrepreneurial class to deliver the goods that matter.

Our regular contributor, Mr. Arvind Nair has come up with one more in his series of musings with a touch of humour, this time with a look at how people get invited to weddings. “Invite only those who would really like to be a part of the celebrations,” is the conclusion.

The All India Management Association (AIMA) in association with TMA conducted its prestigious Shaping Young Minds Programme in Thrissur on February 28 this year. The programme was divided into 4 sessions, with an eminent speaker addressing the predominantly student gathering in each session. Dr. Shikha Nehru Sharma, a well-reputed nutritionist, spoke in the third session and basically made the point that good health and nutrition really matter. Former Ambassador Deepak Vohra spoke in the fourth session and his focus was India’s rising clout in the world with its growing economy and military prowess. A word of thanks to Mr. V Raghuraman who has painstakingly summarised all the speeches.

In our pick from HBR Blogs, we have an article by Tony Schwartz with a title rather self-explanatory: “Leaders Focus Too Much on Changing Policies, and Not Enough on Changing Minds.”

We also have a guest contribution by Shri Krishan Kalra, former president of All India Management Association, in which he examines the flaws in India’s healthcare system.

Finally, given the paucity of contributions for this issue, I have exercised my editorial privilege to reprint an article of my own that had appeared in this publication back in 2014. That’s all for now.

Happy reading! □

Ranjan Sreedharan,
Chief Editor

Message From The President



Success of an Organization

There is a general belief that the success of an organization depends on the employees/ team. But there is a bigger role in the hands of the Heads of the organization – i.e. Owner/ MD/ CEO – who drives the team. The speed of the train depends on how fast the engine moves. Likewise it is the responsibility of the Head of the organization to take the organization to the next level. When an organization is not doing well, the management normally blames the managers and the team members. But in reality, it is the failure of the Top Management or the Head of the organisation.

Therefore, the growth of an organization depends on the thought process of the Head of the unit. For the success of organization the head/ owner / CEO should be a True Leader.

It was great pleasure for me and the TMA team to meet a True Leader, Mr. T S Pattabhiraman, CMD of Kalyan Silks. It is under his leadership that Kalyan Silks has become a prestigious nationwide organization rising from humble beginnings in Thrissur.

We are delighted to receive a contribution of Rs. 5Lakhs from Mr. Pattabhiraman in the month of May 2018, for the development of TMA and we acknowledge our deep gratitude for the same. With this additional contribution of Rs.5 Lakhs, Mr. Pattabhiraman has become a prestigious Golden Patron of Thrissur Management Association

On 8 May 2018, as a part of our Monthly Guest lecture programme, we had an Interactive session with C A Vaibhav Manek (Partner KNAV& Co) on the Topic ““Unlocking Value for your Business”. It was a wonderful session and I thank Mr. Vaibhav for his valuable time. Thanks also to CA. Santhakumar K who helped make it possible.

On 4 July 2018, we conducted a Guest lecture program by Dr. Neelakantan Jayasankar IRS, Commissioner of Income Tax on the Topic, “Human Capital Requirement in Public Service.” This was indeed a though provoking session and was a unique experience for the audience. Thanks to Mr. P.K. Vijayakumar IRS, Director General of Income Tax (Retd.) for arranging the resource person.

I thank the office Bearers of TMA, Past Presidents, other members of the Managing Committee who helped me to run the “TMA Show” successfully during my tenure. I also thank the office staff, Mr. Shoby and Ms. Bindhu, for the excellent back office support.

I thank all the members of TMA without whose support, participation and co-operation, it would not have been possible to make a success of my tenure.

Ultimately, it is not me, but Team TMA that has emerged triumphant in the end.

Once again thanks to all.

Regards & best wishes

Er. Christo George
President, TMA

Secretary's Report



Dear members,

Another Meaningful and worthy year of activity for Thrissur Management Association is getting over! This highly rated LMA of AIMA is ascending the ladder of performance with the solid support of members and under the inspiration of guidance of eminent predecessors. Each year of activity would be more challenging from the performance perspective and TMA lives up to the expectation of well wishers and the society. With the energy and potential that the members of TMA possess, our future is bright and prosperous.

The various activities of TMA during the period from June 1 2018 - July 11 2018

Membership and Induction of New Members

We have received one individual membership during the period. The new member is Mr.Vijayan Menon , Author and Columnist.

TMA – GUEST LECTURE – 4th JULY 2018

Dr. Neelakantan Jayasankar, IRS, Commissioner of Income Tax, delivered a wonderful speech on the subject “Human Capital requirement in Public Service” It was rated as one of the best speeches TMA has had in the last one year. It was an intelligent and thoughtful discourse of knowledge which taken the audience to an altogether different level of learning experience. TMA thanks Mr. P K Vijayakumar, IRS , Commissioner of Income Tax (Retd.) for arranging the faculty. TMA also thanks all the members who attended for the program.

TMA – BEE LINE AWARD

TMA – BEE LINE Award is is instituted for Differently abled Persons who emerged successful in Life with the help of gracious contribution of Mr. T.S. Harikrishnan, Proprietor of M/s Jayalakshmi Enterprises. The award was given to Mr. E Raghunadhan, a differently abled Lottery Vendor who has come up in life successfully. The awardee was identified through extensive search by the award committee consisting of Col. Prathap Chandran, Mr. C Padmakumar and Adv. Mohammed Basheer. TMA thanks all the committee members for their efforts.

Release of 5th Issue of Management Voice

The fifth issue of TMA's Bi Monthly Magazine “ TMA Management Voice was released. We gratefully recognize the support given by the Editor and Managing Committee member Mr. Renjan Sreedharan. We plan to release the 6th and Final Issue of Management Voice during the Annual General Meeting on 12th July 2018

We have conducted Monthly Guest Lecture programs, Student Chapter Activities, and programs in association with Other Associations, Projects on environment protection and anti drug and narcotics usage, Shaping Young Minds Program, Paid Programs like ABLE and Importance of Cyber Security, programs in association with other LMA's, Annual Management Convention etc. We honestly believe that the year long program benefited members in particular and society in General.

President Er. Christo George guided me like a true leader, Treasurer Mr. Renjith Kollannur and Joint Secretary

C Padmakumar supported me wonderfully, Editor Mr. Ranjan Sreedharan showed his mastery over language and editing skills in the preparation and release of the various issues of "Management Voice", CEO and student Coordinator Mr. P M Jose performed the duties assigned to him marvellously, the galaxy of Past Presidents inspired and guided me and the Managing Committee members extended immense support to the Activities of TMA.

I take this occasion to bow my head in deep gratitude and respect for all who supported me in discharging my duties as secretary of Thrissur Management Association for the year 2017 -18. □

Yours in Service,

CA Geo Job
Honorary Secretary
Thrissur Management Association



"Every minute here feels like an hour. Every hour feels like a day. Every day feels like a week. I don't think a time management seminar can fix that."

Politicians, don't bash the business class



By V.P. Nandakumar

Political parties that do not deliver on the economic front are bound to bite the dust during elections

There's no doubting the resurgence in the fortunes of India's political opposition following the better than expected performance in Gujarat and some hard-fought successes in recent by-elections. And now, there's the relatively strong showing in Karnataka albeit more in terms of vote share than seats. It is a welcome development because democracy works best when a strong and decisive government in power is complemented, and held to account, by a strong and effective opposition.

At the same time it was disturbing to hear the Opposition parties, during their electoral campaign in Gujarat, taking pot shots at the business class, in a throw back of an earlier era.

It is understandable that an Opposition party will grab every opportunity that comes by to put the ruling party on the mat. But, when stretched to a point where allegations were levelled against prominent businesses without basis, it cannot but strike a discordant note.

Consider, for example, all the loud talk about undue favours given by the Gujarat government to Tata Motors for their car project. Ratan Tata was forced to move the Nano car project to Sanand in Gujarat under circumstances too well known to bear repetition. True, the State government had wooed them with many concessions but this is fairly standard practice with local governments across the world that seek to attract business and industry with an eye on long-term benefits for the local economy.

And so, in the decade since, leading automotive players like Suzuki, Ford, Honda and Hero Motocorp

have all followed Tata Motors into Gujarat to set up their own manufacturing plants. Today, the Sanand area has emerged as India's Detroit even as the original Nano failed to live up to expectations.

Key lessons for Congress

Having dominated India's political landscape for so many decades, it is the Indian National Congress that is widely expected to lead the challenge to the ruling party in the coming elections. But, with the party's strength in Parliament falling to a historic low in 2014, there's much lost ground to recover. In the quest to bounce back from the lows, the party must dispassionately examine its record in power going back to Independence, and draw relevant lessons for the future.

The Congress has every right to be proud of the major pluses — such as nurturing post-Independent India into a vibrant and stable democracy with robust institutions to underpin it, break-through programmes in space exploration and atomic energy, or the setting up of world class institutions of higher learning, to name a few. But the party must also come to grips with the let-downs on the economic front. After all, 70 years after independence, India still continues to grapple with the most basic problems of poverty and low productivity.

Arguably, this was the outcome of economic policies rooted in a socialist world view that distrusted private enterprise and prioritised the distribution of wealth, side-lining its creation. The approach did much to hinder the rise of a dynamic, risk-taking entrepreneurial class, giving birth instead to a class

of crony capitalists whose talent was the ability to worm their way into the corridors of power. So it is no surprise that India's economy grew at mediocre rates for so many years after independence. That India's economy perked up the moment we allowed free market forces greater play is also no secret.

Interestingly, the indifferent economic record of the Congress party's early years in power did not hinder its electoral prospects as it went on to win the first five general elections consecutively.

In the initial decades after Independence, India's masses were largely clueless about the outside world. Hardened to poverty over generations and without means to access information about the rest of the world, they would have judged the tepid pace of their economic progress against the benchmark of the past which, under the colonial dispensation, was bleaker still.

Times have changed and thanks to internet, smart-phones and cable TV, even the remotest corners are quite abreast of the world. People have begun to aspire for the better things in life because, for a change, they know what those things are. The upshot is that voters are less likely to settle for the incremental improvements that an earlier generation would have taken in stride. Henceforth, rulers will have to deliver in good measure for a decent shot at re-election.

Media's responsibility

India's lively and outspoken media prides itself as a watchdog of democracy and upholder of liberal val-

ues, often taking politicians head on. It is now time that a forward thinking media takes up the cudgels on behalf of India's business class, and took to task politicians who would gratuitously belittle businessmen to score easy political points. At first sight, this may seem absurd. Why should the media defend the 'fat cats' of business?

Well, in this hyper-connected age, no party can hope to remain in power for long without delivering meaningful economic progress. And so, when a political party espousing 'liberal' values is unable to let go of obsolete notions about what makes the private sector tick, it undermines its own ability to deliver the economic outcomes that voters seek.

Regressive ideas seep into policy making as the talk ends up into walk. The economic record dims in comparison to that of a party deemed 'not liberal' but open to private enterprise.

To conclude, it is in the nature of democracy to present its people with a choice of competing visions about how the country should evolve. For instance, if one side is seen as pushing for cultural nationalism, the other side can legitimately bat for a multicultural ethos. But the bottom line applicable to all is, when you concede space to anti-business posturing, you will ultimately undermine your own cause. □

The writer is MD & CEO of Manappuram Finance Ltd, a Board Appointee to the Lions Clubs International Board of Directors and a Past President of TMA. This article was published in the Hindu Business Line on May 24, 2018)



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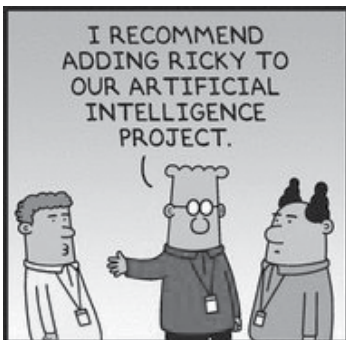
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WISH THEY HADN'T INVITED ME!



By Arvind Nair

Happened to be part of a conversation the other day among a few young friends. I was in the same group but could not contribute much to the dialogues. The tete-e-tete was as simple, thoughtful, elucidating and meaningful as it was complex, fanciful, confusing and directionless.

The topic veered from one to another as easily as Thrissur drivers change lanes. Yet, the dominant theme was wedding celebrations and their relevance.

One of them said: Yaar, what do you think? Should uncle have had three different, major functions for his daughter's wedding? Was it necessary?

Andy, a member of the group, tried to speak but stopped himself from saying anything. He looked pensive and after a long silence, he eventually blurted: "It's his daughter's wedding. It's his money. Why should it bother you or us".

It was simple enough yet very profound too. Why should anyone worry how someone else is living his/her life?

But Aman, the first guy, was not in the mood to give up easily. "You are right, yes, but I am simply looking at it from another angle".

Aman made clear he was not exactly bothered about such arguments as that it was a wasteful expenditure and that that money could have been spent to help some poor souls.

Most of the group members agreed that because of the celebration, the money got distributed among scores of people who toiled for it. There

were shops assistants, catering workers, hall decorators, entertainers, musicians etc. Spending on them to reward for their efforts was any day better than handing out money to some "poor" people for doing no work, they underlined as they continued their conversation.

Not bothering about political correctness, they concurred with each other that recipients of handouts, whether from the governments, from NGOs or other entities, were actually societal parasites.

Poverty cannot be eliminated by giving financial help. The recipients only get used to getting things free and it will make them even more lazy and dependent, they suggested.

By now, I lost track of who was saying what. But the conversation continued earnestly. So, what are you saying -- there should be no celebration, moderate celebration or fancy celebration, one wanted a clear answer.

Like in Quora, answers poured in.

One suggested celebrations are held to satisfy the demand of the society. So, you may have to do things even when you cannot afford it.

"Rubbish", a few of them responded in chores. "If you can't afford it, just don't do it", they remarked.

Clearly, the majority was vehemently opposed to conducting fat weddings if they were beyond the host's capacity. Another said only close friends and relatives needed to attend the ceremony. Whose close friends? The couple's, the parents' or the grandparents'?

The parents, having established in life, would surely want to “show off” their success, wouldn’t they, one asked.

Then, what about the grandparents? After all, they are parents of the parents. Basking in the sunset years of their lives, they too have a right to glow in the limelight in front of their contemporaries and their successors, probably for one more time, right?

This also went unanswered. It is all very well, one said after a long silence. Have you ever thought about the ceremonies from the guests’ point of view, he asked, and looked in askance at everyone.

Haven’t we all attended weddings that we did not want to, he queried.

Yes, yes, yes, of course, pat came the response from multiple sources.

Almost everyone said he/she indeed had gone to weddings that they did not want to attend. They went, the explanation followed, because they had to.

“I don’t know why but we were invited. Then, how can we not go”, was the gist of most answers. “They had attended a wedding in our family. So, we had to reciprocate”, was another answer.

As the conversation continued, it emerged that

their families too had invited people they did not want. “We had at least 200 extra guests for my cousin’s wedding not because we wanted them but we had to.”

So, what does it all mean, one guy tried to summarise. “We have guests at weddings who did not want to be there and we attend weddings which we would be happy to avoid.”

There lies the biggest problem, an avoidable problem. Invite only those who would really like to be a part of the celebrations, they agreed.

An uncle of mine probably had an answer to this problem, one of them said. He was highly selective in choosing guests. In addition, he kept the two-day celebrations in Jaipur, far for all the guests. People will have to spend a tidy sum to reach there. But, once you reach the venue, then uncle made sure they were taken care of decently.

Asked if it was fair to expect the guests to spend *money on transport*, he said, “*if they really wanted to attend my daughter’s wedding, then they won’t mind the expense. And I wanted only such people*”.

The group was in total agreement that rather than showing off, the host should be bothered about the guests’ comfort and convenience while planning ceremonies and receptions. Too many functions must be avoided if they were inconvenient to guests, they felt. □



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“IMPORTANCE OF GOOD HEALTH AND NUTRITION CAN NEVER BE OVER-EMPHASIZED”

Dr. Shikka Nehru Sharma of Nutri Health Systems

This is the third in the series of reports on the proceedings of AIMAs “Shaping Young Minds Programme” held in association with TMA at Lulu International Convention Centre on 28th February 2018.

In many programmes, the post-lunch session is usually a dull and drab affair with poor attendance and even those present indulging in short naps. However, TMAs “Shaping Young Minds Programme” (SYMP) was refreshingly different in the sense the hall was packed and the delegates were in rapt attention. It is not clear if the topic chosen for the session – Health and Nutrition – had anything to do with the attendance in the hall or it was the guest speaker’s charm. It is an admitted fact that these days everyone, including students and youngsters, are more interested in knowing how to keep fit in the present extremely stressful days.

The keynote address of the session was Dr. Shikka Nehru Sharma, a prominent nutritionist and managing director of Nutri Health Systems, a leading company engaged in the business of disease prevention and wellness. Presiding over this session was Ms. Veda Bestin, a leading woman entrepreneur and head of Jomsons Enterprises, a reputed firm engaged in interior decor. As in the morning sessions, here also, the speakers were flanked on both sides by 8 members of the students’ panel.

Stressing the importance of having a goal or vision at the early stage of one’s career, Dr. Sharma

pointed out how her overwhelming desire of becoming a doctor, was largely responsible for her taking up preventive health care as a career after her medical graduation. She added that the “seeds of preventive healthcare were sown very early in my medical career.” She recalled how she converted her failure as head of a nutria clinic in

NOIDA at the start of her career as an opportunity to “working harder” as a doctor near her home. This short spell helped her become an expert in nutri-health as she had occasion to see all sorts of sick people. Again, another turning point in her career came when she was consulted by none other than the prime minister on his diet. On this occasion, she could clearly spell out the need for having proper, nutritious and timely eating habits.

Ayurvedic Medicine:

With a view to emphasizing the importance of proper nutrition in one’s life, she added that her company has been set up with the sole purpose of “delivering preventive health care programmes.” The firm has both ayurvedic doctors and nutritionists who run the health programmes. Incidentally, she has strong conviction and belief in ayurvedic medicine and its threptic values. According to her, strictly following ayurvedic discipline and dietary methods, could do immense good to all patients. This is because



**Dr. Shikka Nehru Sharma
of Nutri Health Systems**

ayurvedic medical science is more about prevention of illness.

Women Empowerment:

Touching upon woman empowerment and participation, Dr. Sharma is of the view that “women in the country have not discovered their full potential.” For this, women should feel ‘self-confident’ and be bold in whatever they do or undertake. Actually, it is not merely the under privileged that require improvement, but all women. In this regard, her advice to this gender is: ‘Make sure you can stand tall’ by getting empowered.

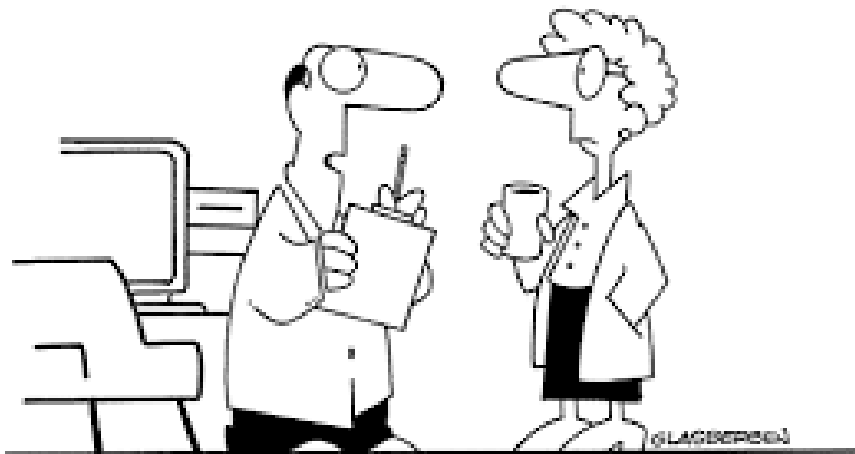
Some of the important takeaways of Dr. Sharma’s talk are:

- Doing nothing is a sure way to decay – mentally, physically, emotionally, etc. Aim should be to remain active, both physically and mentally, so as to remain fully fit.

- Make sure to stand tall in whatever one does.
- Reading books, particularly biographies of leaders, a sure way to get inspiration and enlightenment.
- Preventive health starts with nutrition.
- One’s passion should become one’s profession.
- Women empowerment is always possible, it starts with believing in oneself.

Summing up, chairperson, Ms. Veda Bestin echoed the feelings of the guest speaker and exhorted the youngsters to take her suggestions seriously and emulate them. □

Compiled by V. Raghuraman, E-mail: vraghuraman9189@gmail.com.



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25 July 2017: Mr. Elias George IAS (Former Managing Director, Kochi Metro Rail Ltd.) on 'Redefining the Urban Transport Scenario in Kochi The Success Story of KMRL'



28 August 2017: Mr. C. VR. Rajendran (Managing Director & CEO, The Catholic Syrian Bank Ltd.) on 'There Is Light At The End Of The Tunnel - Is The Tunnel Too Long?'



25 September 2017: Prof. V J Antony (Writer and Trainer) on 'Intelligence of Managing Emotions'



28 October 2017: Er. Biju Prabhakar IAS (Special Secretary in charge, Department of Social Justice, Kerala) on 'Transforming Kerala- A Technocrat's Perspective'



25 November 2017: Mr. N S Venkatesh (CEO- Association of Mutual Funds of India. (AMFI)) on 'Monetary Policy – Transmission – Impact on Economy'



04 December 2017: Prof. Dr. M K C Nair, The Vice-Chancellor, Kerala University of Health Sciences on 'Adolescent Parenting'



02 February 2018: Mr. P K Vijayakumar IRS (Retd. Income tax commissioner) and Dr. V K Vijayakumar (Investment Strategist, Geojit Financial) on Union Budget 2018.



THE REARVIEW MIRROR

A LOOK BACK AT TMA'S GUEST LECTURES IN THE YEAR GONE BY



22 January 2018: Mr. Shivdas B Menon (Managing Director, Sterling Group of Companies) on 'Entrepreneurship In Agriculture, Opportunities in India and Abroad'



23 March 2018: Mr. K V Chowdary IRS (Central Vigilance Commissioner) on Role And Functions of Central Vigilance Commission



18 April 2018: Mr. Mohamed Moideen TE (AVP-Technology, Swears Technologies) on 'Introduction to Bitcoin & Cryptocurrencies'



04 July 2018: Dr. Neelakantan Jayasankar IRS (Commissioner of Income Tax, Administration and Tax Services) Cochin, Kerala on 'Human Capital Requirements In Public Service'

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MR. KOCHOUSEPH CHITILAPPILLY





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04	Understanding, correcting and rectifying the errors in 'Concept formation'.
05	Risk identification, assessment and mitigation in the Teaching - Learning process.
06	What is Cognitive individual Reality Mapping (CIRM) of a Learner?
07	How to improve low performing students through modelling?
08	How to Design and deliver individual learning experience in Education?
09	Pedagogy's for student engagement, activity based learning and motivation
10	Learning excellence and sustained student performance.

Takeaways:

- How to design and deliver individual learning experience?
- How to identify & mitigate the Risk in Teaching - Learning Process?
- How to cognitively map the individual reality from a learner's perspective?
- How to engage students to learn with positive feelings?
- Provides different techniques to motivate students intrinsically
- Guides a Teacher and Parent to design, produce and sustain new behaviours
- Provides ten (10) action oriented techniques to trigger new learning behaviours
- Provides different process oriented / systemic changes to trigger new learning behaviours
- Different pedagogy's and techniques for Student Engagement and motivation

Contact:

Dr. Assissi Menachery, 93885 55554, 98951 55554, lennermae@gmail.com

Dr. Menachery is a Technical expert and Lead Assessor for certification bodies accredited to (UKAS, RVA, JAS - ANZ, QCI), and has conducted '89' risk assessment audits in the fields of K12 education, training and Knowledge Management. Since 2010, he has the unique distinction of being qualified, to be the Lead Tutor, approved by International Registrar for Certificated Auditor's (IRCA) and Chartered Quality Institute (CQI) London. Since 2014, he serves as an Expert / Resource person at Academic Staff College, Govt. of India in the fields of Higher Education. He has two decades of work experience in diverse fields. He served seven years in academics as Associate Professor, Professor and Dean at different Management Schools and 14 years in Industry. He has developed a risk assessment model in the Teaching - Learning Process and working on a post-doctoral (D.Litt.) research project on the same topic. He is trained at Harvard Graduate School of Education on Educational Leadership and an Alumnus of IIM-Ahmedabad, BSMED Bharathiar University, University of Madras and St. Thomas College at Trichur.

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“MEGA TRENDS REVEAL INDIA’S GROWING STATURE”

Deepak Vohra
Former Ambassador

This is the fourth and final report in the series on the proceedings of AIMAs “Shaping young Minds Programme” held in association with TMA at Lulu International Convention Centre on 28th February, 2018.

The last session of the day-long programme began with Dr. Deepak Vohra, India’s senior-most and former ambassador to several countries delivering the key-note address. Having served as the country’s ambassador in nations such as France, US, Vietnam, Malaysia, Spain, Sudan, Poland and Lithuania, he was, perhaps, best positioned to talk on the topic, “Mega Trends 2018—The Future is Now”, as he was could authoritatively compare their progress with that of ours and speak confidently of our growing stature in the economic and political field. In a nutshell, he was trying, through a slide presentation, to take a quick look of India’s progress by way of mega trends in the political, economic, social and attitudinal spheres over the last few years and how they were influencing the course of major events in the world. Anand Menon, managing director of KSE Ltd., and the immediate past president of TMA, presided over the session.

What appealed more to the audience was his informal manner of addressing – moving about on the floor as against from the usual podium – as well as his attire. He was in Kerala’s traditional attire – dhoti – as he was coming for the talk straight after having darshan at Guruvayur temple. In this way, he built a rapport with the audience from the very beginning as he successfully brought about

a feeling of oneness amongst the members that they were also ‘participating’ in the discussion.

Decline of Super Powers’ Strength:

Reeling out ample statistical data Dr. Vohra cited several instances to show how economic and military power is changing in favour of the emerging and developing countries like India. Along with this

trend, he observed that the strength of the so-called super powers (such as the US, Britain and France) was fast diminishing. Citing how a small Latin American country like Ecuador held out successfully against the threat of sanctions of the ‘mighty’ US a few years ago and failed to extradite Edward Snowden for treason charges, Vohra observed that such a thing could not have even been dreamt off some 10 years ago. At that time, all the countries would have ‘meekly complied’ with the demands of US.



Deepak Vohra,
Former Ambassador

Based on sheer numbers, India, for instance, today is the second largest military power in the world, coming after China and before America. Global mega trends are fast changing with exploding challenges and India is getting ready to meet them. According to him, some of the real challenges are the advent of autonomous automobiles (driverless cars), rise of artificial intelligence, climate change and availability of more knowledge in the

last 5 years than in the preceding 5000 years! On the flip side, the challenges have given rise to increased cybercrime, terrorism, drug trafficking, etc.

Focus on Education:

Analyzing India's position, Dr. Vohra adds that there is increased focus on education – almost half of the nation's 300 million students are girls. The number of universities/colleges which was a meagre 500 in 1950 has today grown to almost 40,000, an astronomical increase of 4000 times! Besides, there is an assertive judiciary and media to ensure that things are not taken lying down. More importantly, India has the 'demographic window' of opportunity as well. Taking the median age of country's population in 1960 as 20, he points out that in 2017, the percentage of population in the young working age group (between 14 to 65) was 28 and this is expected to go up to 32 by 2030! Nearly one-third of the country's population, according to Dr. Vohra, would then be in the working age group of 15 to 64. With the west, Japan and even China fast aging, this demographic potential offers India and its growing economy an unprecedented edge. This could even result in adding a significant 2% to the country's GDP growth rate!

Dr. Deepak Vohra further goes on to record that Indians over the years are spending more on consumption items thereby eating better, living better, connecting better, enjoying life better and feeling better. To begin with, they are having increased self-confidence. India does not accept any official aid which is very much unlike the earlier days when we had a huge foreign debt owing to huge imports of food grains (PL 480 wheat) from the US and was virtually dependent on aid. On the contrary, India today is offering assistance to over 150 developing countries! An unimaginable and unheard-of thing in the period from the late 50s to 80s!

Coming to our engineers and technicians, they are really capable of doing the undoable. For instance, he reveals that when Sikkim was affected by a devastating earthquake in 2011, international experts opined that the minimum time required for restoring road connectivity would be 4-6

weeks. But engineers of the Indian Border Roads Development Organization completed this most challenging job and restored road connectivity within 20 hours! An incredible feat, indeed! In yet another instance, when Kashmir was ravaged by its worst-ever floods in September 2014, Indian military showed its prowess by evacuating the marooned people in no time.

Our High Quality Medical Treatment:

Further, every year millions of Africans, Asians, Europeans and Americans flock to India for medical treatment for the simple reason of their unflinching confidence in our doctors and costs being relatively much lighter on the purse. And, on their arrival, the first thing they are impressed with is of our airports which are really up to international standards. It would be no exaggeration to say that they are wonder struck at the working and cleanliness of some of our hospitals in Mumbai, New Delhi, Kolkata, Hyderabad and Bangalore that they "rub their eyes in disbelief on seeing them." They "wonder why India still calls itself a developing nation!" He attributes the 'fighting spirit' of Indians for all these achievements. In this context, Dr. Vohra goes on to quote the words of a lame villager who had turned up for enrolment in the army during the height of the Kargil conflict: "I wish to fight, not run." This, in fact, reveals the true spirit of Indians.

Goldman Sachs' View on India's Future:

Summing up, Dr. Vohra referred to Goldman Sachs, the internationally renowned investment banker and advisor's quote made in 2016: "India's consumer story will be shaped by its 440 million millennials and 390 million gen Z (born after 2000).....Sheer size of India's youth combined with improved education pave the way for sustained growth in purchasing power and makes India's consumer story one of the world's most compelling for the next 20 years... Nation's challenge is to create enough jobs to unleash the productivity of India's talented youth."

To conclude, one may enumerate some of the important takeaways from Dr. Deepak Vohra's most illuminating and thought-provoking presentation.

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They are the following:

- Have faith and confidence in ourselves and our heritage.
- Do not allow cynicism to affect us.
- Consider to be born an Indian as a lottery of birth.
- Be afraid of only one thing – fear.
- Be the change we want to see.
- Be angry but never disheartened.
- We are not Indians because we live in India. We are Indians as India lives in us.

■ We are brave men and women who while others sleep, who stay awake while others run, we build India's pillars deep and lift them to the sun.

■ Success is not a destination, it is only a journey.

Anand Menon, chief general manager of KSE and a former president of TMA, who chaired the concluding session lauded the very inspirational speech of Dr. Deepak Vohra and suggested that it should serve as a real wake-up call for everyone of us. □

Compiled by V. Raghuraman.
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LEADERS FOCUS TOO MUCH ON CHANGING POLICIES, AND NOT ENOUGH ON CHANGING MINDS

By Tony Schwartz

Not long ago, I asked 100 CEOs attending a conference how many of them were currently involved in a significant business transformation. Nearly all of them raised their hands, which was no surprise. According to a study by BCG, 85% of companies have undertaken a transformation during the past decade.

The same research found that nearly 75% of those transformations fail to improve business performance, either short-term or long-term.

So why is transformation so difficult to achieve?

Among many potential explanations, one that gets very little attention may be the most fundamental: the invisible fears and insecurities that keep us locked into behaviors even when we know rationally that they don't serve us well. Add to that the anxiety that nearly all human beings experience in the face of change. Nonetheless, most organizations pay far more attention to strategy and execution than they do to what their people are feeling and thinking when they're asked to embrace a transformation. Resistance, especially when it is passive, invisible, and unconscious, can derail even the best strategy.

Business transformations are typically built around new structural elements, including policies, processes, facilities, and technology. Some companies also focus on behaviors — defining new practices, training new skills, or asking employees for new deliverables.

What most organizations typically overlook is the internal shift — what people think and feel — which has to occur in order to bring the strategy to life. This is where resistance tends to arise — cognitively in the form of fixed beliefs, deeply held

assumptions and blind spots; and emotionally, in the form of the fear and insecurity that change engenders. All of this rolls up into our mindset, which reflects how we see the world, what we believe and how that makes us feel.

The result is that transforming a business also depends on transforming individuals — beginning with the most senior leaders and influencers. Few of them, in our experience, have spent much time observing and understanding their own motivations, challenging their assumptions, or pushing beyond their intellectual and emotional comfort zones. The result is something that the psychologists Lisa Lahey and Robert Kegan have termed “immunity to change.”

We first ran up against the power of mindset two decades ago when we began to make a case inside organizations that rest and renewal are essential for sustaining high performance. The scientific evidence we presented to clients was compelling. Nearly all of them found the concept persuasive and appealing, both logically and intuitively. We taught them very simple strategies to build renewal into their lives, and they left our workshops eager to change the way they worked.

Nonetheless, most of them struggled with changing their behavior when they got back to their jobs. They continued to equate continuous work and long hours with success. Taking time to renew during work days made them feel as if they were slacking. Even when organizations built nap rooms, they often went unused. People worried that if they rested at all, they wouldn't get their work done, and above all, they feared failing. Despite their best intentions, many of them eventually defaulted back to their habitual patterns.

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More recently, we worked with the senior team of a large consumer product company which had been severely disrupted by smaller, more agile online competitors selling their services directly to consumers. On its face, the team was aligned, focused, and committed to a new multi-faceted strategy with a strong digital component. But when we looked at the team's mindset more deeply, we discovered that they shared several underlying beliefs including, "Everything we do is equally important," "More is always better," and "It has to be perfect or we don't do it." They summarized these beliefs in a single sentence: "If we don't keep running as hard as we can, and attend to every detail, everything will fall apart."

Not surprisingly, the leaders found they were spreading themselves too thin, struggling to pull the trigger on new initiatives, and feeling exhausted. Simply surfacing these costs and their consequences proved highly valuable and motivating. We also launched several initiatives to address these issues individually and collectively.

One of the most successful began with a simple exercise aimed at helping the leaders to define their three highest priorities. Then we took them through a structured exercise including delving into their calendars to assess whether they were using their time to best advantage, including setting aside time for renewal. This process prompted them to examine more consciously why they were working in self-defeating ways.

We also developed an online site where leaders agreed to regularly share their progress on prioritizing, as well as any feelings of resistance that were arising, and how they managed them. Their work is ongoing, but among the most common feelings people reported were liberation and relief. Their worst fears failed to materialize.

Several factors typically hold mindset in place. The first is that much of it gets deeply rooted early in our lives. Over time we tend to develop confirmation bias, forever seeking evidence

that reinforces what we already believe, and downplaying or dismissing what doesn't. We're also designed, both genetically and instinctively, to put our own safety first, and to avoid taking too much risk. Rather than using our capacity for critical thinking to assess new possibilities, we often co-opt our prefrontal cortex to rationalize choices that were actually driven by our emotions.

All this explains why the most effective transformation begins with what's going on inside people — and especially the most senior leaders, given their disproportionate authority and influence. Their challenge is to deliberately turn attention inward in order to begin noticing the fixed patterns in their thinking, how they're feeling in any given moment, and how quickly the instinct for self-preservation can overwhelm rationality and a longer term perspective, especially when the stakes are high.

Leaders also have an outsize impact on the collective mindset — meaning the organizational culture. As they begin to change the way they think and feel, they're more able to model new behaviors and communicate to others more authentically and persuasively. Even employees highly resistant to change tend to follow their leaders, simply because most people prefer to fit in, rather than stick out.

Ultimately, personal transformation requires the courage to challenge one's current comfort zone, and to tolerate that discomfort without overreacting. One of the most effective tools, we've found is a series of provocative questions we ask leaders and their teams to build a practice around asking themselves:

"What am I not seeing?"

"What else is true?"

"What is my responsibility in this situation?"

"How is my perspective being influenced by my fears?"

Great strategy remains foundational to

transformation, but successful execution also requires surfacing and continuously addressing the invisible reasons that people and cultures so often resist changing, even when the way they're working isn't working. □

Tony Schwartz is the president and CEO of The Energy Project and the author of The Way We're Working Isn't Working. Become a fan of The Energy Project on Facebook and connect with Tony at [Twitter.com/TonySchwartz](https://twitter.com/TonySchwartz) and [Twitter.com/Energy_Project](https://twitter.com/Energy_Project).

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SETTING RIGHT INDIA'S HEALTH CARE SYSTEM

By Krishan Kalra

There are so many problems with our 'Health Care' system that I am at a total loss, where to begin this article. From crowds and filth at the iconic AIIMS, mortally sick patients being turned away from hospitals either for want of money or due to shortage of beds or a 'police report', babies being delivered outside the hospital doors, a nurse's baby dying in Betul, fake medicines to unnecessary diagnostic tests and even surgeries, rampant kickbacks, insane "incentives" to doctors; there are all kinds of stories and 'cocktail circuit gossip' floating around. Meantime, of course, people continue to suffer, many have to mortgage their houses to pay for the treatment of their family members, others just die as they are unable to afford.

Enormity and complexity of a 'Health Care System' can be judged from a recent statement, made by the legendary investor Warren Buffett – whose company has joined hands with Amazon & JPMorgan Chase to "disrupt" Health Care in USA – when he likened it with a "Hungry Tape Worm on the American economy". We, in India, can get some sadistic pleasure from the fact that we are not alone in this mess. We do, however, need to seriously look at our own problem.

Putting in place a 'universal health care' system for all is perhaps not even feasible for the government – resources required are humungous – and the private sector can barely take care of their own senior people. Even the reach of their CSR funds is limited to a few 'memorial hospitals and institutes' which manage to corner cheap prime land from the government, on the express condition of providing certain number of 'free beds' to the poor, but more often these are appropriated for extending favours to those

in power. In his budget 2018 speech, finance minister has made a beginning – with what he has termed as the National Health Protection Scheme (NHPS) - by significantly increasing the limit of 'universal medical insurance cover for the poor' and promised to extend its reach to a 100 million most vulnerable families. He has described it "as a first step to universal health coverage", a promise made by the BJP in their 2014 general election manifesto. Intent is indeed laudable as, according to IRDA, two-thirds of all medical expenses in India are paid for directly by the patients and their families! Those covered will be able to get treatment in any hospital – government or private. Let's hope and pray that it works and government has the requisite funds to make it succeed. This proposed model of 'public costs underwriting private provision' is a new experiment and would need an overarching regulatory structure to protect the system from dangers of over-treatment and over-charging by private hospitals.

Actually we have an ironical situation. India has the best of doctors – our physicians and surgeons in almost all specialities and super specialities are as good as, if not better than, those in advanced economies – we have an 'old culture' of empathy and caring for the needy, our new age private sector hospitals are equipped with the latest machines and robots, even our hygiene and 'infection control systems' are of international level. And yet, we see so much suffering and misery all around! Even the so called 'upper middle class' is unable to cope with medical costs when someone in the family needs to be hospitalized. Perhaps the only explanation is that the number of hospital beds and doctors per 1000 population is woefully inadequate.

What can we do to mitigate the situation?

Of all the 'villains' in this complex situation, I think the menace of printing artificially high MRP on medicines and consumables is perhaps the worst and, also interestingly, a 'low hanging fruit' which can possibly be tackled in a relatively easier manner. All other measures – like setting up of 150,000 Health Centers in the country, at a cost of Rs. 1,200 crores, under the National Health Policy 2017, which looks like a non-starter on paper itself! I can't imagine a 'Health Centre in Rs. 80,000 – are too ambitious and even impractical. Investigating the criminal malpractice of big kickbacks on diagnostic tests could be another 'not unsurmountable' exercise. In any case we have to move in small steps. Tackling the MRP scam could be the first one. Let me explain the issue with some simple examples.

A box of disposable gloves – one of the most common consumables – of a fairly popular brand, containing 450 grams of the product, has an MRP of Rs.600 printed on it. Any neighborhood chemist – as I personally found out in the Delhi suburb of Ghaziabad – would charge Rs.150 for it from a regular individual user, say someone having a 'home care patient' in the family and needing perhaps 3 or 4 boxes in a month. We can safely assume that a small hospital, using may be 200 boxes per month would be getting the same for Rs.100 or less. A bigger hospital's cost should be still lower, say, Rs.60 or just 10% of the MRP. Now, what do the hospitals charge from the patients? To the best of my knowledge, almost all hospitals bill the patients at MRP! Typically, in a hospital bill, medicines and consumables account for around 60% of the total; so this is where they make their profits. In case of some other commonly used consumables, margins are a little lower. Feeding Bags box, MRP RS.500, comes to this individual customer for Rs.150; Suction catheter, MRP 42, for 11; Urine catheter, MRP 380, for 130 and so on.

Situation is only a little better in case of medicines. Average discount on the MRP, extended to a hospital, for branded drugs still under patents, varies between 30 -50% and, once again, these are billed to the patients at MRP. Shockingly, chemist outlets in the hospitals won't even give you the usual 10% discount offered by them to senior citizens or other regular buyers at their outlets outside. However, in case of 'off patent trade

generic' drugs, the discounts could be enormous like for consumables. Barring some drugs on the 'National List of Essential Medicines' (NLEM) where the prices are fixed by the government, there is literally free for all!

Government did indeed make a beginning by capping prices of stents last year, but the results are mixed. In fact the NPPA (National Pharmaceutical Pricing Authority) had even forced device makers, perhaps for the first time ever, to put the correct MRP tags on the devices, to prevent overcharging by the hospitals. It appears that most private hospitals have jacked up the 'angioplasty package cost excluding the price of stents' to make up for the loss of margin on the stents. CEO of one of the largest players in the field has gone on record to say that "earlier procedures were underpriced and implants were overpriced and that this is being corrected now"; so much for the government order capping the stent prices. An encouraging response has however recently come from the All India Syringes and Needles Manufacturers Association to voluntarily cap trade margins at 75% over their discounted net ex-factory prices including GST. This would effectively mean a maximum trade margin of about 43% on the MRP – a far cry from the 80-90% earlier. We need many more initiatives like this.

Admittedly, the MRP scandal is not exclusive to medicines and consumables in Health Care. It seems to be a generic! As an example, my research shows that, a common FMCG item like liquid Hand Wash – of a very popular brand – carries an MRP of Rs.300 on the 750 ml pack but you can easily buy it on Amazon for about Rs.90 net including GST of Rs.15 after availing the myriad "cash back" schemes. Even, from the stores, the price including all taxes doesn't exceed Rs.169 before availing one of the many discounting schemes. However, in case of the Health Care industry, this practice becomes a really nefarious one.

What can be done about this problem? How can the government stop hospitals from earning such obscene profits on drugs and consumables? NPPA, along with eminent doctors and the watchdog community of senior chartered accountants and consultancy firms, could surely come up with a practical solution. A simplistic – though admittedly retrograde – approach could be to impose GST on the printed MRP or a price after reducing a margin

that is considered fair by the practitioners. Such a move would certainly open up the mystery of astronomically high MRPs that lead to all kinds of malpractices in this all important life saving industry. □

The author is a former president of All India Management Association and now does voluntary work in several sectors including Health Care. Views expressed are personal.

V.C. PADMANABHAN MEMORIAL AWARDS FOR EXCELLENCE 2018

June 19, 2018, Lulu International Convention Centre, Thrissur

The ninth V.C. Padmanabhan Memorial Awards for Excellence for 2018 were conferred on the distinguished awardees. Prominent winners for the year included the eminent playback singer Dr. S.P. Balasubrahmanyam (Arts and Literature), and the boxing champion Smt. MC Mary Kom (Excellence in Sports and Games). Also honoured were Smt. Arundhati Bhattacharya, former Chairman of State Bank of India (Business Excellence Leading to Development of Society at Large) and Shri V.J. Kurian, IAS (Retd.), Managing Director of Cochin International Airport Ltd (A Civil Servant Achieving Excellence in Public Administration)

The awards, given away by Hon'ble Justice (Retd.) Shri Cyriac Joseph, former Judge, Supreme Court of India, carried a cash prize of Rs.3 lakhs and a trophy. Mr. V.P. Nandakumar, MD & CEO, Manappuram Finance Ltd., presided over the function.

Former Prime Minister Manmohan Singh has been nominated for the V.C. Padmanabhan Memorial Lifetime Achievement award 2018. The award to Dr. Singh recognises his accomplishments and track record as a bureaucrat and public representative. Shri Pranab Mukherjee, Hon'ble Former President of India will present the award to him on August 4, 2018 at Constitution Club of India, New Delhi.



Photo: From L to R: Justice (Retd.) M. Ramachandran, Former Judge Kerala High Court, Smt. MC Mary Kom, Olympic Boxer and Member of Parliament, Justice (Retd.) Cyriac Joseph, Former Judge, Supreme Court of India, Shri V.P. Nandakumar, MD & CEO, Manappuram Finance Ltd., Dr. S.P. Balasubrahmanyam, eminent Playback Singer, Smt. Arundhati Bhattacharya, former Chairman, State Bank of India, Shri V.J. Kurian, MD, Cochin International Airport Ltd., and Mr. B.N. Raveendra Babu, Executive Director, Manappuram Finance Ltd.

JUST ANOTHER COMMUTE



By Ranjan Sreedharan

Sometime in October of 1998, I was transferred from Baroda to Anand. The two cities in Gujarat are about 40 kilometres apart. I had some trouble getting hold of a suitable place to stay at Anand. For about three months, I commuted between the two cities taking the convenient 9 O' clock shuttle to Ahmedabad which would drop me off at my destination by ten.

The shuttle trains were a class apart. They are designed more like a cattle car, to pack in as many standing room passengers as the peak hour rush required. You get in to this dingy compartment with dull yellow paint all over the walls and roof. The floors are a scruffy, worn out shade of red. The seats are wooden and uncompromisingly hard. They are available to those who can make it at least half an hour before the scheduled departure time. I was always in a race against time, so I never had the luxury of a seat. The idea then was to find a place to stand where, among other comforts, I would be able to breathe, and where I would not be pushed around beyond endurance. It meant that I had to stand away from the entrance where you get tossed around at all the intervening stations. The space between the seats was always the first fill up. That would leave me with the aisles. Not a bad place to park yourself but for the unending stream of vendors.

The vendors did much to make my commute painful. There were so many of them and they sold so many different things... I have seen them all. The bhelpuri and chaatwallah, the fruits (bananas, apples, chikoos and guavas), followed by the paaniwallah, the masala chaiwallah (always garam), the cold drinks (always thanda), the peddler of keychains and cheap Chinese toys at ten rupees apiece, and the pan-masala and

cigarettes chap.

The way they went on with their business negotiating an effortless way through the tightly packed spaces defied the laws of physics. I've seen them squeeze their way through the narrowest of non-existent gaps. To someone like me, standing in the aisle, they were a constant irritant. Hardly five minutes ago, you thought you had found for yourself a cosy space of your own. The next moment, you are leaning at an uncomfortable angle into the sweat soaked shoulder of your neighbour because the chaatwallah has to get his basket through. Sometimes, when he draws a customer in your vicinity, you have to hold your pose till the chaat is done, delivered and payment collected.

One of the paan-masala vendors whom I saw regularly was blind. He always had a satchel slung over his shoulder and pouch-packets of various brands of paan masala worn around his neck, like shiny garlands. His eyes were small and sunken and so light in colour that the eyeballs seemed to merge into the white giving it that characteristic vacant, empty look of the sightless. By the time I first ran into him, it was obvious he had become a practised, surefooted veteran who knew his way around. He could count notes and coins by touch, and return the exact change to his customers. He had established a rapport with some of the regular passengers who, having timed their travel to clockwork precision, were always to be found at the same place in the same coach. I remember once hearing him cheerfully call out for Leuva Patel only to have someone else inform him that he was not in that day.

Despite his handicap, I never had sympathy for

him. After all, sighted or blind, all of them made me go through contortions. Besides, there was about him a distinct smell of the unwashed. On occasions—I cringe my nose when I say this—it was a smell that suggested he had not washed well after the morning ablutions. I found it offensive to my finer sensibility.

I changed my opinion about him the day I first saw him get onto the coach. Up until this moment, I had always seen him as someone who came in from somewhere behind me and moved on to some place ahead after putting me to some bother. I never spared a thought about where he came from, and where he went on to. His life, his troubles, his sorrows and hopes... these were not my concern.

On this particular day, I was standing in the aisle somewhere near the door. I saw him get on to my coach at this station where the train had stopped for barely a minute. He was one among all the other passengers crowding to get in. A slender figure with those sunken light eyes that could see no light, dressed in loose untidy clothes, the satchel going over and across his shoulder and those absurd pouch-garlands around his neck. I saw him feel his way along the sides of the coach,

lightly but surely touching each window, and possibly counting them, till he had come to the entrance. Here, without fuss, and without anyone making special way for him, I saw him await his turn for a foothold.

In a sense, what I saw had the impact of a revelation. A blind man takes on a career where his entire day is spent feeling his way in and out of crowded trains and squeezing through gaps. He does this day after day, without pause, without break, maintaining good cheer and exchanging banter with friends among the regular commuters. He could so easily have taken the easy way out, perhaps become a beggar, staying rooted at one shady spot and earn probably as much as he did now, with so much less pain. Instead, in his own way, he chose to tread a path where he could earn his own respect, feel good about himself.

We all grow up listening to stories about heroes and their heroic tales. Something tells me there are many more heroes out there whose tales go unsung only because there's no one to write their story. □

(Ranjan Sreedharan is an editor of Management Voice)



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MANAGEMENT AND BUSINESS QUIZ

By: teambizquiz@tma

1. Under the Club Benefits programme, FIFA pays money to the clubs that release players for the FIFA World Cup. Which club will earn the maximum in FIFA 2018 from this programme ?
2. Which is the 4th social media platform owned by Facebook to cross 1 billion users ?
3. Why has Infosys decided to delist from a few overseas exchanges like Euronext ?
4. Which popular vehicle launched by Tata Motors in 1994 (now discontinued) is named after a former MD of the company who died in 1989.
5. Apple has demonstrated a new way of creating personalised emojis which are 3D cartoon versions of the person posting it. What is it called ?
6. Name this fintech company from Europe that is a rival to Paypal in payments processing. It got listed in Euronext recently and its price surged nearly 100 % on the day of listing.
7. Apple and Google are introducing features in their latest versions which will help the users to control phone addiction. Apple's feature is called "Screen time", What is Google's programme called ?
8. Which was the immediate previous assignment of M K Jain the newly appointed Dy Governor of RBI ?
9. Who employs cricketers KL Rahul and Umesh Yadav ? Clue : They were seen delivering a public service msg for their employer during the IPL telecasts.
10. Which mobile phone company is launching a micro lending platform called Creditbee in India ?

ANSWERS: Business & Management Quiz

1. Real Madrid
2. Instagram after Facebook, Whatsapp and FB Messenger
3. Low volumes of trading in the Infosys ADS or American Depository Shares
4. The Sumo. Its name is a tribute to Sumant Moolgaokar.
5. Memoji
6. Adyen
7. Digital wellbeing
8. MD and CEO of IDBI Bank
9. RBI
10. Xiaomi

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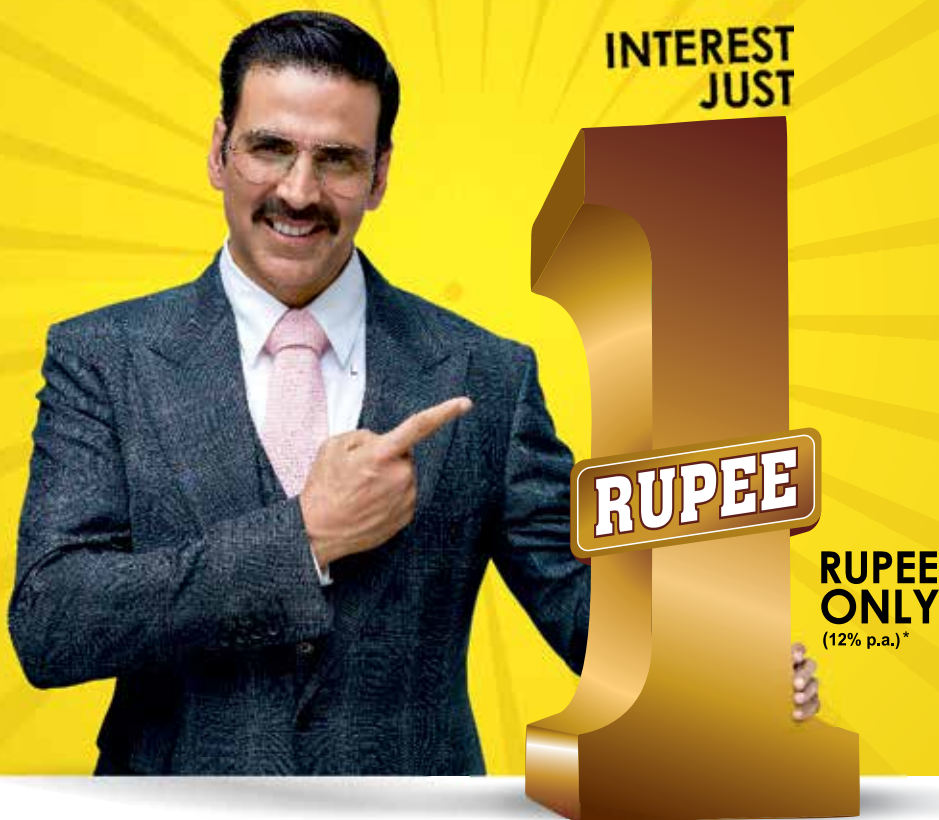
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- കാർഡിയോ തൊറാസിക് സർജറി വിഭാഗം
- ന്യൂറോളജി വിഭാഗം
- ഇന്റർവെൻഷണൽ ന്യൂറോളജി വിഭാഗം
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- ന്യൂറോസൈക്യാട്രി വിഭാഗം
- ഗ്യാസ്ട്രോ എന്ററോളജി വിഭാഗം
- ഇന്റർവെൻഷണൽ റേഡിയോളജി വിഭാഗം
- ജനറൽ മെഡിസിൻ വിഭാഗം
- ജനറൽ സർജറി & ലാപ്റോസ്കോപ്പിക് സർജറി വിഭാഗം
- നെഞ്ചുരോഗ വിഭാഗം
- അസ്മിരോഗ വിഭാഗം
- കുട്ടികളുടെ വിഭാഗം & നവജാതശിശു വിഭാഗം
- ഗൈനക്കോളജി & ഫെ റിസ്ക് ഒബ്സ്റ്റെട്രിക്സ്
- ഇ എൻ ടി വിഭാഗം
- ത്വക്ക്രോഗ വിഭാഗം
- അനസ്തീഷ്യോളജി
- ഫിസിയോതെറാപ്പി
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- 24 hrs ഫാർമസി
- 24 hrs അത്യാഹിത വിഭാഗം
- റേഡിയോളജി വിഭാഗം
- 24 hrs സി.ടി.സ്കാൻ
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