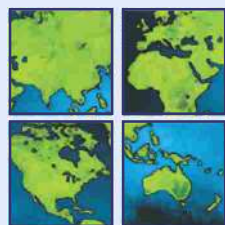


Universal Business Review

UNIVERSAL BUSINESS REVIEW

e - Magazine

December 2019



Universal
Business
School®

"Transforming Lives"

CONTENT

Sl No.	Articles	Faculty & Designation	Page No.
1	Editor's Note	Prof. M. Guruprasad <i>Director, Research, UBS;</i> <i>Managing Editor, Universal Business Review</i>	04
2	Artificial Intelligence Revolution is here – Can we evolve?	Mr. Tarun Anand <i>Chairman, UBS</i> <i>Ex-MD, Thomson Reuters, South Asia</i>	05
3	Nobel for Experimental Economics	Prof. M. Guruprasad <i>Director Research, UBS</i> <i>Managing Editor, Universal Business Review</i>	07
4	Visits to Cardiff Metropolitan University and Swiss School of Management	Brig GPS Cheema <i>Program Director,</i> <i>CMU Undergraduate Program</i>	08
5	Why You Can't Sustain If You Gamble With Your Growth Strategy	Dr Raja Roy Choudhury <i>Director Academic Affairs</i>	10
6	404: Making mistakes is humanity's trump card against an AI-led “invasion”	Prof. Raul Villamarin Rodriguez <i>Assistant Professor</i>	13
7	My Experience at the University of Economics – Varna... A Walk to remember.....	Mr. K. P. Govind Mallan <i>PGDM5</i>	14
8	Experience in University of Economics, Varna, Bulgaria	Mr. Sylvester Richard Paul <i>UEMBA2</i>	15
9	Thailand, a misrepresented country	Mr. Anuj Modgil, CMBA 2Y2 Mr. Puneet Ojha, CMBA 2Y2	16
10	International scholarship	Ms. Benaifer Pereira <i>BABM 6</i>	18
11	Health 4.0: The future for digital in healthcare	Mr. Anuj Modgil <i>CMBA2Y2</i>	20

Sl No.	Quiz	Student Name & Batch	Page No.
12	Quiz	Mr. Akarsh Kumar <i>SSM 1</i>	23

Sl No.	Book Review Section	Student Name & Batch	Page No.
13	Predatory Thinking by Dave Trott	Ms. Sanjivni Sinha <i>CMBA 13</i>	25

Sl No.	Research Project Section	Student Name & Batch	Page No.
14	Budding Entrepreneurial Project: Revolving Stadium	Mr. Vaibhav Yadav <i>CMBA 2Y2</i>	28
15	Global and Indian Economy - Infographics	All Students <i>CMBA 13</i>	31

Sl No.	Details	Student Name & Batch	Page No.
16	Our Spartan's	Mr. A. V. S. S. Ravikiran, CMBA 2Y3 Mr. Sonu Kumar, CMBA 2Y3 Ms. Suyasha Tare, PGDM 6 Mr. Aayush Mishra, PGDM 6 Mr. Udaynath Mishra, CMBA 14	42

ARTICLES

Editor's Note



Prof. M. Guruprasad

Managing Editor, Universal Business Review

Director Research, Head – General Management, UBS

It gives us great pleasure to bring you the eighth issue of, “UNIVERSAL BUSINESS REVIEW” the e-Magazine from “UNIVERSAL BUSINESS SCHOOL”. We thank all the writers to this issue of the Magazine. The contributors come from different quarters of our UBS family: our founders, faculty members and students.

This issue is truly universal in the sense that the contents cover the experience shared by our

students and faculty members who have made international visits as a part of their learning and knowledge exchange process. The articles both in their theme and content carry many interesting and useful information. It covers their experience in various international institutions and organizations.

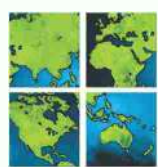
The articles consist of various topics related to Economy, Business, and Management.

This issue contains our regular sections such as Faculty articles, Students article, Student-driven field based research work brief reports, Book Review and Quiz section.

We thank the support of our magazine team members and support from our Management, Faculty and students for article contribution. Please go through the magazine and send us your feedback/suggestions.

Editors' Note

Artificial Intelligence Revolution is here - Can we evolve?



**Universal
Business
School®**
"Transforming Lives"

**A BUSINESS
SCHOOL
WITH A SOUL**

Cardiff 150 Met
Metropolitan
University
of Nurturing Talent

Mr. Tarun Anand
Chairman, UBS
Ex-MD, Thomson Reuters, South Asia



The Industrial Revolution was led by Thomas Edison who established the Electricity supply system, Henry Ford who commoditized automobiles, John Rockefeller who ensured a steady supply of Oil, J.P. Morgan who supported industry with a steady supply of Finance, Andrew Carnegie who led the expansion of the steel industry, Cornelius Vanderbilt who built the transportation industry through railroads and shipping and Graham Bell who supported communications via the telephone. Companies that led the Industrial revolution in 1960 were GM, Standard Oil, Ford, GE, US Steel, Gulf Oil, Texaco and Chrysler.

The Information Revolution has seen an explosion in Internet traffic from 180 TB (Terabyte) in late 90's to 156 EB (Exabyte) in 2019 with the Market Capitalisation of Internet companies going up by 1000x in the same period of time. In the last 25 years alone the companies

in the Top 10 have seen a dramatic change from NTT, GE, Exxon Mobil, Coca Cola, GM, Philip Morris, Walmart, Merck, Roche and IBM in 1994 to Microsoft, Amazon, Apple, Google, Facebook, Berkshire Hathaway, Alibaba, Tencent, Johnson & Johnson and Visa in 2019, signalling the end of the Industrial revolution and the beginning of the Information revolution.

We are at the beginning of the Artificial Intelligence (AI) Revolution which will revolutionise all industries and create a new business order. The magnitude of this revolution, which has hitherto not been seen will transform every business and established players will have the most to lose.

Let's look at the world's largest ride-sharing platform Uber, Ola, Didi and Grab, whose annual gross merchandise value (GMV) has shot up from USD 23 billion

in 2016 to USD 95.8 billion in 2019 a staggering compounded annual growth rate (CAGR) of 60% year on year.

The world's leading working space community WeWork has risen to 466,000 memberships from under 1 lakh memberships in just 2 years' time achieving a CAGR of over 120%.

India's leading hotel network in India OYO Rooms has added 176,000 new rooms cumulatively in the last 3 months in India, China and internationally, compared to just 15,000 rooms by Marriott, leading international hotel group chain and only 10,000 rooms by the Hilton group.

AI will see the coming to life of the new Brain computer. The number of transistors exceeded the human brain in 2017 with IBM, Global Foundries and Samsung developing an industry first process to build silicon nanosheet transistors that will

enable 5 nanometer chips which is essentially 30 billion switches onto a microprocessor chip versus only 3 billion switches in 2010, enabling a giant leap in nano micro-processing capability.

AI with the help of mixed reality is allowing people to make presentations in any part of the world without travelling in any language using the unique voice signature in real-time. The mixed reality technology adopted by Microsoft is being used to create the hologram and render it live and AI speech to text capability and transcription and then use AI translate into any language and finally apply neural text to speech technology to get the unique voice, completely democratizing AI.

Conventional tissue biopsies were slow, expensive and inherently risky. This is being replaced with liquid biopsy which is increasingly safe, affordable and rapid. The next generation of AI is the

generalisation of DNA treatment, the replacement of dead cells with new cells, and the 3D printing of artificial organs leading to the death of ageing by increasing life expectancy to 200 years and even the possibility of the elimination of death.

Human beings will begin to live with and co-exist with intelligent robots as repetitive tasks will swiftly migrate to robots. Chatbots will replicate most human conversations with in-built AI to keep improving the responses. Everything will be integrated into the cloud (Big Data) from intelligent automobiles to health interventions to intelligent machines leading to a world of 10 trillion connected Internet of Things (IoT) devices.

With AI the ability to customise the human experience will increase exponentially. The food we eat will be safer and customized to each person's interest where robots will replace chefs as they will get

the ingredients and process of cooking spot on. The new world will have no car accidents through autonomous driving with companies like Tesla spearheading this move. We will experience a world without any fatal diseases as DNA analysis will eliminate these and incurable diseases like cancer will be curable in 10 years with the artificial replacement of cells.

Are human beings, companies and countries willing to allow this world to come in and take over many roles and applications? Are we ready to reskill and retool to be prepared for the new normal? Are we open to the possibilities to teach ourselves about these rapidly evolving technologies as AI is built on self-learning and self-improvement? Can we emotionally evolve to deal with the new world order of robots and AI?

The world of AI is here to stay! Can humans evolve as fast as AI which is programmed to evolve as part of its DNA?



Nobel for Experimental Economics

Prof. M. Guruprasad
Director Research, UBS
Managing Editor, Universal Business Review



Indian-American Prof. Abhijit Banerjee, French-American Esther Duflo and Michael Kremer of the US have Nobel Economics Prize (2019) for their work on poverty, the Royal Swedish Academy of Sciences said. "This year's Laureates have introduced a new approach to obtaining reliable answers about the best ways to fight global poverty," the academy said. The trio was honoured "for their experimental approach to alleviating global poverty," the jury said. "The research conducted by this year's Laureates has considerably improved our ability to fight global poverty. In just two decades, their new experiment-based approach has transformed development economics, which is now a flourishing field of research," according to the statement. Their pioneering work involved the use of randomized field experiments to study the effectiveness of policies and programs at improving human well-being.

With the increasing use of randomized experiments in development economics, Prof. Banerjee has written empirical papers that study the impacts of specific policies to improve development outcomes including education, health, and reduction in poverty. The key idea behind a randomized control trial (or RCT) is

that a program is first provided to some participants chosen by a random lottery (a "treatment" group) while others get the program later and serve as a "control" group. Since these groups are identical on average and treatment is assigned by lottery, comparing outcomes over time allows researchers to credibly study the impact of specific policies.

Prof. Banerjee and Prof. Esther Duflo helped set up the Abdul Latif Jameel Poverty Action Lab (J-PAL) in 2003 at the Massachusetts Institute of Technology (MIT) and J-PAL is one of the primary agencies working on a novel Emission Trading Scheme (ETS) — first of its kind in the world — launched recently in Surat. JPAL has, in just fifteen years, transformed the field of development economics from being mainly theoretical to predominantly empirical and informed by high-quality evidence on the causal impact of programs and policies. JPAL now has over 180 affiliated researchers, and has nearly a 1000 completed and ongoing RCTs in sectors ranging from education, health, credit, savings, and governance working along with many state governments in India. These research works in turn influenced various development policies by governments affecting over a

hundred million people.

The value of this approach is well illustrated by JPAL research on education, where many "obvious" programs often have no impact and other less obvious ones can have very large effects. For instance, RCT-based evidence has shown that providing students with free textbooks may have no impact on learning because the students are not able to read. In contrast, a school deworming program can have large positive impacts on school participation and long-term outcomes at a very low cost. Similarly, adding an extra teacher to a school may not have nearly as much impact on learning as matching instruction to the learning levels of children. Thus, while the individual studies may seem like they tackle "small" questions, their value is in disciplining theory and ideas with data and evidence. Taken together, the portfolio of high-quality evidence built by JPAL over the years in various sectors provides a rich understanding of complex sectors. In particular, this body of evidence shows that there is large variation in the impact and cost-effectiveness of policies and thus, shifting public (and donor) spending from less to more cost-effective programs and policies can significantly improve outcomes within a given budget.

Visits to Cardiff Metropolitan University and Swiss School Of Management

Prof. Brig GPS Cheema
*Program Director,
CMU Undergraduate Program, UBS*



This year I had the opportunity to visit our partners Cardiff Metropolitan University, Cardiff and Swiss School

of Management (SSM), Rome. I am ever grateful to late Mr Gurdip Anand, our revered Founder Chairman and Mr Tarun Anand, for having given me the opportunity to represent UBS at these esteemed institutions.

Purpose of my visit was to attend 'Annual Partners Conference' at Cardiff Met, on 7th and 8th March 2019.



Figure 1: Dr Theo Koukouravas, Deputy Dean, CSM

The Conference was held at the 'Cardiff School of Management' (CSM), where all the global partners participated (Figure 1). Aim of the conference was to acquaint us about the latest developments in academics which are taking place at Cardiff Met. New

curriculum and evaluation criteria for postgraduates was discussed. A workshop for 'Creating an Effective Partner Charter' was also conducted. It was an interesting experience to learn about creating sound and vibrant partnerships.



Figure 2: Centuries old bakery is still functional and baking bread as per their traditional methods and equipment

On the side-lines, a visit was organised to 'St Fagan's National History Museum'. A functional and lived-in museum, where all the houses, shops and other infrastructure are still in use (Figure 2). It was indeed an exhilarating and a great learning experience. There was also a formal sit-down dinner organised at the campus, in the evening. A memorable event indeed. The best part, it was organised by the students of Cardiff Met, themselves. They had laid out the tables, prepared a five-course dinner and served the guests, all by themselves. It was organised and executed with great perfection and

élan (Figure 3). What impressed me the most about the visit to Cardiff Met was their dedication, creativity, professionalism, eye for details, impeccable quality and inclusiveness.



Figure 3: Sit-down dinner at Cardiff Met Campus

Universal Business School being a partner of SSM, I was extremely fortunate to have been nominated to visit this illustrious institute. My visit included interaction with the Dr Massimo Bracale, President, SSM and conduct reciprocal academic sessions for their students. SSM is located right in the centre of the ancient city of Rome. It is housed in a 600 years old magnificent building, located in a prominent and very famous Palazzo Pio Righetti (Figure 4). It shares the building with the University of Washington. Had stayed in their Guest Lovers accommodation in Via Degli Speechi, which was equally a vintage place. Had fruitful discussions with Dr Massimo and Ms Serena Magnanti, Vice President SSM, on the first day.



Figure 4: SSM building and their faculty members

There were two sessions organised for my interaction with their students, on the second day. Spoke to them about two topics, i.e., Leadership and Motivation. These sessions were well attended by SSM and the University students and their faculty. The first session was about '3-dimensional Holistic Development', which culminated into a meditation workshop (Figure 5). Students and the faculty thoroughly enjoyed their first-time experience of meditation.



Figure 5: First session in progress

The second topic was about handling failures and converting them into success (Figure 6). Discussed the anatomy of fear, leading to failure. Discussed issues pertaining to own challenges and issues faced in life. Maintaining calm, balance and collectiveness to convert threats into opportunities. Converting each potential failure into a steppingstone towards success. It was followed by a very interesting and intense interactive session with the students.



Figure 6: Second session in progress

My visit to SSM was a highly satisfying experience to conduct sessions for an



Figure 7: The felicitations

international audience. There was a lot of learning for me as well. During my interaction with the students, I could understand their thought process and challenges being faced by them. It was indeed wonderful to visit most of the iconic places and monuments of Rome, especially the Vatican City. Am extremely grateful to Dr Massimo and his entire team (Figure 7) for the most comfortable and enjoyable stay. Their warm and gracious hospitality thoroughly spoiled me, which is beyond my words to express.



Sometime in the first week of December, last year, we received a communication from the Cardiff Met for our contribution for the 'Advances in Management and Innovation - Research Conference'. There were broadly four categories, i.e., Accounting and Finance, Economics, Entrepreneurship and Strategy/HRM. Without wasting any time, I immediately forwarded the mail to all my faculty colleagues to forward their paper/contribution within a week's time. To meet the deadline was 10th of December 2018. As luck would have it, not a single paper was received till 9th of December and we had to submit our contribution within 24 hours. That was the challenge which made me rustle-up something and send it to Cardiff Met.

That set me thinking about the topic. The only topic, my favourite one, came to my mind was '3-D HD' (Figure 8). So, I set out to start typing an abstract of 1000 words (normally it is 250 words, I believe), which indeed was a herculean task. There was no material available on the net, hence everything had to be original and from my thought process only. The Army has engrained into me to meet the deadlines, come what may. By the 10th evening I had mailed the abstract. Prof Guruprasad was a great help in drafting the abstract, because I was

writing a research for the first time in my life. He helped in formatting, layout and referencing. After submission of the paper, I heaved a sigh of relief that finally it was over and done with.



Figure 8: 3-Dimensional Holistic Development

But that was not to be. Sometime, in the month of February I received a mail from Dr Lyndon Murphy, Cardiff Met, that my abstract has been accepted. I was pleasantly surprised to hear the good news. But the next line of the mail read, please submit a research paper of 6000 words by the first week of April 2019. That was the time, when I was running around for my visas and bookings for my proposed visit to Cardiff Met and SSM, in March 2019. At the same time, we were also doing marking and evaluation of Cardiff assignments. It was a question of do or die. I chose to do it and wrote the paper by burning midnight oil, for many nights indeed.



Figure 1: With Dr Lyndon Murphy, Cardiff Met

I was fortunate to have been invited for the Research Conference, for the first time ever. It was also for the first time for any faculty at UBS. Reached there on 1st May, now in relatively familiar grounds. Having visited the University just two months before. My paper presentation was scheduled immediately after lunch on the first day, 2nd May 2019 (Figure 9). It was very well received and has been accepted for publication in the Cardiff Met Journal. I am eternally grateful to Mr Tarun Anand, Chairman UBS, for encouraging and allowing me to participate in the Conference.



Figure 9: At the Conference

Why You Can't Sustain If You Gamble With Your Growth Strategy

Dr Raja Roy Choudhury Director – Academic Affairs & New Business Universal Business School



The senior leadership of most organizations often declare “a game worth playing,” in the hyper-competitive turbulent digital world. It results in a breakthrough goal such as a “improve EBDITA by 50% over three years or a 6X to 10X increase in revenue over five years.” However, many companies face a dilemma to accelerate and achieve the aggressive innovation and growth goals.

While the leadership pays close attention to the “why's,” “what's,” “when's.” and the “where's” in the strategic side., they often undervalue the importance of “how's,” the organizational factors, and find themselves ill-prepared to translate this innovation and growth strategy into reality. These mistakes often happen because of:

- not having a tangible plan
- not keeping up with the market
- cash flow and financial management
- not having strong business processes, systems and structures
- lack of clear decision-making protocols or decision-making rights
- not knowing when to abandon a previous strategy
- blindly implementing a cookie-cutter plan or a best practice
- IT departments focused on tactical improvements, maintaining legacy infrastructure or busy with addressing compliance requirements like data privacy; whereas business is demanding new solutions

- senior leadership not involving middle management and front-line leaders and employees in the transformation efforts
- unprepared employees, lacking skills suited to address today's challenges and face the stresses imposed by new growth initiatives;
- not having an innovation culture resulting in workforce resistance to change - employee pushback to taking on new challenges, to learning new things or doing things differently
- a struggle to enroll the teams with the right attitude to lean on the go to achieve their full potential and willingness to commit to the right stretch goal plan

As a result, you end-up gambling with the growth strategy and the organization may buckle under the strain of upcoming demands and make it impractical and impossible to make it happen. In other words, this dampens not only the growth plans; this questions the very survival and sustainability of your organization and increases the chance of losing business to startups and existing competitors.

As the stakes are too high to wager, a smart investment to achieve the goals, that's well worth its weight in gold is to focus on leadership development and employee experience and get their buy-in to redesign the business and build a design-led innovation culture.

However, to reap the full benefits, you need to understand the business and your customer's nuances. You need to gather insights from your key indicators and revenue streams to tailor your growth strategy to your business and customers'

needs. This requires an outside-in perspective and understanding of how to manage the activities and inputs from the front-stage, back-stage and behind-the-scenes.

The whole enrollment process, however, is a conversation beyond the scope of this article. So, we reviewed the experiences of multiple organizations we worked with, to link their business and design, trends and empathy, people behavior and growth, context and technology; and the tensions they faced when imposed by new growth initiatives to rewrite the new game rules.

So, the article look's at some critical areas to illustrate such “pain points” in their journey from ***imagination to realization*** and suggests some approaches for coping with them.

Align Leadership Skills And Identify The Need For Their Change

In the digital and experience era, where flatter organization structure is the norm and where the boundaries are blurring, the information needs to travel faster across all levels.

The four key leadership skills are:

- ***as a sense-maker and thought leader*** - the ability to listen and to make sense of the external environment and understand the complexity, solve problems and take advantage of the opportunities, in the context of the organization and its capability
- ***as an inventor and planner*** - to create the structures and processes to achieve the goals, and be agile and dynamic to make the timely changes

- *as a visionary and result oriented* – a charismatic leader with the ability to present the shared vision and purpose and motivate everybody to move forward;
- *as a coach and mentor* – to have compassion, to put themselves in someone else's shoes - build a deep sense of connection, trust, and healthy relationships to develop people to achieve organization goals. Also, talk about strategy and develop new leaders with a succession plan

The critical step is identifying the “shifts” and the need for change. The leaders of the future also need to identify the signification gaps in their current knowledge and proficiency, organization structure, and existing processes. For all that would need to change, it was vital to identify that which would stay the same. With the shifts and gaps identified, the next step is to define the new functions and competencies demanded of the leaders and the rest of the organization.

Lesson: The leadership development practitioners need to build capacity to balance an individual leader's desire for growth and the employee's commitment to engage and deliver to meet the organization's need to drive business strategy and results.

Design A Leadership Development Program

Having identified the gaps and the revised learning objectives, as to what the leaders need to learn, unlearn and relearn; the next step was to design a program where they learn by doing. The leadership development programs need to highlight what's in it for the leader/identified participant to invest their time and effort. Moreover, the program equipped them to engage, inspire and motivate the workforce.

It ensured that participants grapple with real business issues, and solve complex problems and explore opportunities in the organizational context, to internalize the learning.

The program also enabled every individual participant to develop a **“positive personal improvement plan.”** This gave them an outline of where they fall in the skill scale, the corrective actions they need to take to reach the next level. It also included resources as coaches to help with the transition, completion dates, metrics, and outcomes required to advance to the next level.

Lesson: The real-world practice plays a key role in developing leadership capabilities. The accountability to apply what they learn ensured that there are adequate leaders prepared to step-up and take on rotational or stretch assignments, action learning and a

broader range of responsibilities as and when needed.

Define The Overall Growth Objective To Embed The Company In The Customer's Lives

The output of the learning initiatives is the creation of a roadmap outlining the strategy and strategic initiatives to achieve this goal, by shooting on the “sweet-spots” where the business and customer values intersect.

This requires a collaborative strategic planning session to confront the challenges and explore the opportunities by having conversations with customers to understanding their pain points and tapping the best thinking of each team member. You redesign your growth strategy, based on the collecting understanding of what the customers, employees, and partners are: viewing, hearing, feeling, thinking, saying and doing, and their interactions along the way.

The insights from the disparate qualitative and quantitative data help to design the growth strategy:

- by disrupting existing businesses and markets and/or inventing new businesses and business models
- arrive at investments required and allocate funds rapidly and dynamically
- figure out the capabilities, competencies, and technologies available to support and complement the organization's strategic ambitions
- develop new partnerships and ecosystems that will help the business best deliver the latest solutions
- figure out how much to rely on these partner ecosystem relationships and how to structure them
- a hard-nosed assessment of the various initiatives to prioritize the course of action based on the potential benefits and payoffs, dependencies, resource availability, required investments and time required to deliver the impact
- have a change management program in place to deal with resistance and help effectively deploy new technology, process improvements, operational methods, introducing new products/services, becoming customer/employee-centric, and business models

Lesson: There is no pace for the “If I build it they will come” in business, and engage with customers to innovate break-through solutions by uncovering their real pain points, as it is the only cure to the ivory tower syndrome.

Get Employee Buy-In And Participation To Handle The Change

While change is a common occurrence, but the resistance to change is needed to be planned right from the beginning of when you are coming up with a revised growth strategy. The key step is to get the employee buy-in by demonstrating that you value their inputs – by inviting them to participate, deal with the ideas, perceptions, and fears by openly inviting them to share feedback in the change process. This encourages them to go the extra-mile in spite of the work it entails.

It is essential to determine how the intermediate stretch milestones will be set, that leadership and employees will follow in the short-, mid- and long-term goals. To build credibility, establishing the first year stretch goal is critical toward achieving the larger three-five year goal. Data need to be used to establish a transparent and realistic stretch goal, with the performance parameters well explained to the team, so they have clarity that the bonus will be based on the gap they can fill between the business plan and stretch goal.

So, the leadership needs to answer the following questions:

- What is the best performance achieved by the company in a given month in a year, that was not the result of an uncontrollable “special” cause? What would the stretch target be if we could consistently achieve this result?
- What did our competitors achieve for the same metric during the baseline year for similar products and services)? For which of these competitors could our business realistically achieve a comparable performance?
- How did the market and the organization's competitors grow in the past 3 years? What would our customers achieve by outgrowing the market at the same rate as the best competitor?

A well-thought plan encourages risk-taking and contributes to achieving the first year goals. Once the high-performance teams get a taste of the success, nothing will stop the highly motivated employees from accepting more aggressive stretch goal in the subsequent years. All of this contributes to achieving a high-performance culture in the company. The extra cost of higher bonus that delivers higher performance is a small price to pay when equated to the benefits that the organization and all its stakeholders will derive.

Lesson: Implement the change initiatives “with and by” the employees as they accept the changes and the personal ownership come into play. Build a clear sense of how to use the insights and new competencies developed to secure organization's most valuable assets - the

relationships with employees, customers, and partners. To build credibility with employees, ensure the interim stretch milestones are not set arbitrarily, as this would indicate the fact that leadership is clueless about how the growth will be achieved in the short-term.

Relevant and Working Solution Triggered By Real Customer Needs

Most businesses for a while have been competing with a list of value-added solutions to differentiate themselves. However, today's reality is that these quickly become commodities themselves.

To become a long-term player and not lose out to competition, companies need to create solutions that address the customers' pain points that have not yet been met. Hence, every subsequent move you make to discuss opportunities and tackle challenges requires your relevant internal and external stakeholders to be informed with the right data and insights.

So, to steer clear of placing blind bets demands open conversations. To know and learn about your customers and prospects better, you need to ask probing questions and then, if you are not yet satisfied, follow up with more questions to drill down into the details. The inputs gleaned includes:

- the complete know-how of unrevealed employee, customer, and partner stories
- the subplots to the trial and error journey from idea to the finished product, with constant feedback from customers at each stage
- question the results - not just learn from the failure, but also learn why you won

At this stage, it is essential to know that the disparate data collected from thousands of different sources will not magically shuffle itself up into a nice orderly package of what needs to be done. Nor is your customer relationship management, customer support or marketing automation platform, mobile applications or qualitative data from observations, focus groups, and ethnography studies, supposed to figure it out for you, though it will help you gather insights from the data.

While segmenting this data, identify which data points are most relevant to your business? The responsibility is on you to get it right, so do a good job of normalizing mismatched data. This will ensure that you are targeting whom you want every time.

Lesson: It is vital not to manipulate the customer's problem to fit your offering; create (or fine-tune) the offering to fit their need(s). Leaving your prospect / customers exhausted from answering your questions about them is a much more aggressive strategy than leaving

them bored to tears from listening to stories about you. Having overall clarity about what led to a win is the only way that business can ensure a repeat performance and set new benchmarks. These efforts help you to connect individual employee growth to organizational needs and start turning more prospects into loyal customers.

Make Impressions Count With A Great Online Presence And Communication Strategy

It's essential to decide with "rationale and emotional intelligence" when to communicate and with whom. The senior leadership after winning over influencers inside the company focused on promoting the change in the network outside the company.

Being aware of the fact that people don't embrace change easily, the leadership firmly believed that doesn't necessarily mean that the customers and prospects are not on the cutting edge and have similar expectations from them with whom they work closely. Alternatively, in other words, at least favor those they happen to find who are on the cutting edge.

So, it was known more just focusing on making a strong first impression face-to-face. The social media is a glaring example of what we mean. Knowing that new prospects are doing their research on them as well as their competition, they built a strong online presence to communicate their expertise and create an advantage.

This meant no gambling with the content strategy as it can be a crucial counterbalance against pressures to hit short-term financial targets. The business needs to consider it as an "investment for the future" and form a basis upon which confirm that the messaging is "on the right track" by delivering crisp and clear messages, seamlessly using all relevant formats and channels. As personalization is the crux in an influencing program, the messages needed to be tailored to each stakeholder - from employees to customers to the board to shareholders and ensures victory.

Lesson: As decisions are now made by what the prospect learns, or doesn't learn, about your business online. The first impression is today; no longer made face to face. It is about a bold, long-term orientation building a significant online presence and consistent content strategy well communicated to all key stakeholders.

Decision Making Tactics During The Growth Strategy Transformation Process

No matter how well the revised growth strategy effort is designed, there will be surprises and unforeseen developments. To deal with this reality, the senior leadership team need to decide on decision-making, governance and

escalation rules to allow for inevitable course corrections.

Weekly check-ins with senior leaders help gauge whether the "hows" of the new growth strategy efforts are on course, allow for ongoing adaptation and adjustment. Thought it might seem to devote 1 - 2 hours of weekly attention towards these initiatives is much time, but it's worth it as it increases the prospects of success. To support its significant to have a dashboard for the leadership team, which helps tracks the progress of key initiatives that reflect the ambitions of the revised innovation and growth strategy. As growth is a journey and a long-term effort, the short-term yardsticks like an ROI can be misleading. The metrics need to be revisited to evaluate the digital-engagement levels.

Lesson: Knowing your customers / prospects, employees, and partners are scared of the pace of change, never gamble with your growth strategy, solutions, leads, or your messaging. It is crucial the leadership create an aggressive and calculated risk-taking game plan and have the confidence, fierce determination, patience, and tolerance, with an eye toward the cumulative effect of the cohesive growth strategy, else it will become a jumble of loosely affiliated programs, undermining the benefits of scale.

Final Thoughts

The game is about to get bloody and murky, so gambling is not an option. Hence, leadership development and employee experience can't be left to chance, if your organization wants to survive and sustain with an appropriate growth strategy. Some of the required new skills are not ingrained in most people and not easily "teachable." The leadership has to infuse it into their daily work habit, and become role models and coach and encourage the people they are trying to groom to follow and imbibe these skills and behaviors.

To plan and execute the growth strategy and scale the business to a high performing enterprise you need

- the best leaders who know how internally "coax, motivate, and encourage" employees to perform stellar work with a winning culture by reinforcing the company values and operating principles. Make it pervasive, by providing the environment where they don't fear failure, and creating space for creativity to flourish and publicly promoting their work. By asking and encouraging others to ask the right open-ended questions at the right time helps to stimulate the team's thinking developing new ideas to execute
- the resourcefulness of highly motivated and stimulated employees to paint the portrait of organization success, no matter who proposed or informed the vision

What other things can a company's growth strategy not afford to gamble on? Look forward to your comments!

404: Making mistakes is humanity's trump card against an AI-led "invasion"



Prof. Raul Villamarin Rodriguez
Assistant Professor
Universal Business School

How many ones do you count?
And zeros?

0101010101011101010101010101010101
010101010101010101010101011101010
001010101011101010101010101010101
0101000111010101010101011101010
101010101010101010100011101110101
01011111010101010101010110101010
10101010

You might have probably counted the numbers twice, or even thrice just to verify you were right on the final amount. Same case scenario could apply when asked to recall your exact detailed routine for the last 15 days. Error will take place and out-of-the-box techniques will arise.

There are various reasons due to which the human brain classifies information in sectors and shelves differentiating between relevant and irrelevant data in order to assure preservation of the "fittest" details.

On the other hand, AI can handle tremendous amounts of information at a speed and accuracy that we cannot match. Hence, AI could be considered an enabler to humans when it comes to reducing administrative and clerical tasks while many would claim that machines are here to replace us and "take away our jobs". As part of a thesis survey based on the influence

of AI on HRM in India, I studied nearly 400 individuals in the Indian MMR - Mumbai Metropolitan Region- over a period of 185 days considering a 3% margin of error, all of them being on full-time employment basis. Unsurprisingly, above 82% of the respondents confidently believe that AI will substitute them in the coming years, hence identifying it as an active threat.

But before making any final judgements to reassure your apocalyptic beliefs, we need to be aware of two areas where AI will never be able to match us: human emotional connection and human error.

... What? Error? Yes, you have read it right. Making mistakes is our trump card.

How? You might be wondering. Well, the human brain can be forgetful and imprecise giving us the chance to make mistakes leading to unimaginable innovative discoveries that often bring human existence to new heights. Take for example, the discovery of Penicillin by Fleming, the 'discovery of America' by Columbus and the unexpected discovery of X-rays by Wilhelm Rontgen who, after filling one tube with a special gas and passing a high electric voltage through it, observed

a strange glow emanating from the tube leading to the life-changing tool.

I could go on with the list of "mistaken" discoveries but the key essence of understanding why error is our "salvation escape route" lies in the concept that AI could achieve complete perfection whereas that 3-pound organ we call brain cannot. We need to realise that computers are not able to improvise as they work on a concrete pattern. That is our opportunity to shine and prove that while computers can learn, we can understand.

Being mistaken has led us to adapt to changes without crashing, hence developing the most essential human characteristic: emotion-led creativity. An AI-led mission to discover America in the 1400s would have probably been a disastrous proposal. It would have valued the risks of a trip to the unknown, in need of a modern-day map and an aluminum alloy ship, inexistent options at that time, therefore quitting the idea to avoid making "intolerable" mistakes.

The latest tech advancements assure AI will be able to understand and even resemble human emotions in the near future but we need to be aware of a basic concept: no one can comprehend humans like humans do.

My Experience at the University of Economics – Varna... A Walk to remember.....



K. P. Govind Mallan
PGDM5, UBS

First, heartfelt thanks to Universal Business School, Mumbai for having provided me with once in a lifetime opportunity to do one term of my Post Graduate Diploma in Management, Finance at the University of Economics, Varna, Bulgaria.



University of Economics, Varna

I arrived in Varna on the 8th of February 2019. The staff of the International Relations Office at the University of Economics, Varna were extremely warm and cordial throughout my term there which lasted for a duration of 4 months. It began on the 13th of February and went on until the 5th of June. Overall, it was a beautiful journey in which I created memories that would last a lifetime. During my semester at the University, I got a wonderful opportunity to understand and be a part of the unique and comprehensive education system of the University.

My education at the University was sponsored by Erasmus, which is an academic European Organisation that sponsors the education, food and stay of selected students from different places around the world, thus connecting Universities and colleges from different countries across the globe. During my semester at the

University, I got the chance to interact with students from lots of countries like Egypt, Jordan, Poland, Romania, Turkey, Austria, Germany, Azerbaijan, France, Ukraine, Armenia, Latvia, Montenegro and so on and so forth. Although there were a lot of cultural differences among the students, all of them were extremely warm and cordial with one another. We had a lot of gatherings which helped us break the ice, understand each other and interact well with one another.



Next year, the University of Economics, Varna will be completing 100 years since its inception in 1920.

As part of my term at the University, there was an induction period which lasted for around a week after which the classes started. The courses for all the Erasmus students at the University were extremely well structured. All the courses were very comprehensive and exhaustive with almost equal weightage being given to presentations as well as exams and assignments. Since my specialization is Finance, I was lucky enough to pursue one course related to finance. It was "The Technical Analysis of Financial Markets" in which I got an opportunity

to understand a completely new software-Benchmark Meta trader 4.0. The different courses I elected to study at the University were:

- The Technical Analysis of Financial Markets
- Business Consulting
- Modelling in Economics
- Behavioral Economics
- Introduction to Statistics
- Mathematical Analysis

The University is situated in the heart of the city of Varna. Talking about Varna, it is a beautiful city with a lot of tourist attractions. For instance, there is a beach just 10 minutes from the University which was a frequent getaway spot for students during their busy schedule. Initially, there were a lot of difficulties to communicate with the local people there as they only speak Bulgarian language. But later, the use of google translate made communications easier. I also got a chance to visit Burgas, which is another tourist attraction close to Varna.

My interaction with students from different countries helped me understand and be a part of different cultures, widen my perspective and understand different aspects of International Business. Overall, the semester abroad programme provided me with great international exposure.



Experience in University of Economics, Varna, Bulgaria



Mr. Sylvester Richard Paul
UEMBA2, UBS

I have as of late been given an opportunity, as a part of my program, to spend and utilize a term of 3 months in Varna, Bulgaria. These 3 months have been the most vital and amazing time I have ever encountered. It was full of learning and fun at the same time.

It was a new level of experience for me to live in a European country, get to know new people, understanding their behaviour, culture and especially language. In the beginning it was a bit challenging but gradually got used to it, the most important part of my journey was the institute.

University of Economics, Varna is a beautiful institute with a solid infrastructure, it is fully equipped with world class teaching and research methods and highly experienced faculty, which makes it a perfect combination of technology and academics at the same time, important for wholistic growth of an individual. Also, it was very fascinating to know that next year, in 2020, UE-Varna will complete its 100

years of excellence. The faculty is helpful and always ahead in accommodating its students, be it related to academics or personal. The teaching methods are slightly different as compared to what we have in India, but very logical, interactive and engaging in nature. Assignments and research work are quite intense and critical with broader scopes, but enough time is provided for efficient completion of the task. Such assignments aim to increase the knowledge on the economic and business perspective at the same time, and after these researches on different economic topics and business plans, I can personally affirm the same.

Not only the institute but this city, Varna is a place enriched with beauty. During our time here we have seen 3 main seasons, winter, spring and summers and all these seasons have a different way to serve you with in this city. Varna is a city of ancient heritage and modern nightlife at the same time, which makes it a package. It is full of great sculpted monuments, beautiful gardens, museums, fine dine restaurants,

clubs, pubs and everything one could wish for. Also, the beach of Varna mustn't be missed, which is the hub for people to sit, relax and enjoy the summers.

Bulgaria is full of beautiful provinces other than Varna, so I along with my colleagues, travelled to different places like Sofia, which happens to be the capital of Bulgaria. Also, other coastal regions having some of the best beaches of Europe, like Burgas, Nessebar, Sunny Beach and Golden sands which is just 3 km away from Varna and is the summer hub or summer capital of Bulgaria, which is true as it is full of beauty one could ever image.

In a nutshell, I would just like to express my gratitude towards Universal Business School, Mumbai, India for its venture with UE-Varna and creating such a course, UEMBA, that gave me an opportunity to experience such a phase which I would always cherish as a memory and learning as well, it has helped me to carve my personality into one that today I am able to compete with international students from all around the globe.

Thailand, A Misrepresented Country



Mr. Anuj Modgil
CMBA 2Y2, UBS

Mr. Puneet Ojha
CMBA 2Y2, UBS

Thailand has long been known as the classic backpacker destination. For years now, travellers of all sorts have travelled their way around this mystifying country and it's honestly not hard to see why: stunning beaches, amazing food, fun cities. All in all, it's a paradise.

But one major attraction which most tourists and travellers miss out on is the level of quality the country has achieved in its industries. Manufacturing and industries have played a significant role in Thailand's economic growth. Since most of the manufactured products are export items, they bring tremendous amount of income to the country each year. Major Industries include: tourism, textiles and garments, agricultural processing, beverages, tobacco, cement, light manufacturing such as jewellery and electric appliances, computers and parts, integrated circuits, furniture, plastics, automobiles and automotive parts.

Thailand is home to many huge industrial estates. Other than its manufacturing and shipping industries, it also has a diverse service sector consisting of the tourism, construction, and retail industries. Laem Chabang port is Thailand's largest and 20th busiest port in the world as of 2008, is the region's port. Bangkok's Suvarnabhumi Airport and the port are all linked by the Bang Na

Expressway toll way. Two large infrastructure projects worth a total of 36 billion baht, both railways, were approved in October 2007, to be built to railway links up from Korat and Lat Krabang with Laem Chabang port in addition, the Chon Buri Motorway, Thailand's first motorway, to link the region with Suvarnabhumi Airport and Bangkok.

To witness the ever-growing industry and cultural diversity of Thailand, Universal Business School under the guidance of Dr. Alok Chandra, organized a Global Immersion Program from 3rd March 2019 to 8th March 2019. The program consisted of BMW Plant Visit in which students were to receive insights on the Production Process and Automation applied in automobile industry. Insights were also to be received from the management of 7 Eleven Stores, just when the band is planning to enter the Indian marketplace.

Talking about our experience at Thailand's capital city Bangkok and another major city Pattaya. Pattaya city is based on the eastern coast of the country is a host to a lot of beaches and other very attractive places that one can visit.

The first day of our stay in Pattaya city, we witnessed the local culture of the city while we walked around in the streets of the city. The street food and the sacred temples of Lord Buddha and Lord Ganesh were a major part of

crowd attraction in and around Pattaya.

Next morning, we headed to the BMW plant which is in the city of Rayong, 50 minutes away from Pattaya. The plant gave us an exposure to the assembly of BMW high performance motorcycles and cars. The entire delegation was explained about the operational side of the plant and how it manages to keep up with the increasing demand from various parts of the world, especially China. We spent hours looking and understanding the beauty of vehicles being assembled and tested. The later part of the day was spent at the scenic Jomtien Beach.

The next morning, we left for the capital city Bangkok. Bangkok is a hub for the people who are fond of street shopping. Bangkok is one of the best places in Asia to buy handicrafts and electronics. We visited the local shops and witnessed the night life that Bangkok is famous for. From jazz to folk and to hip-hop, Bangkok had it all. Tourists from all over the world were a part of this night life and it was like a carnival where people from different places gathered.

Bangkok is a place where one can have one of the most amazing street foods in the world. The amazing Thai cuisine brought us ultimate joy and glee. Like any regular tourist we roamed around the city and hired a

tuk-tuk to experience the way the city travels in their routine life.

Bangkok houses the world-renowned Madame Tussauds wax museum and the Sea Life Bangkok Ocean World. These places are a must visit if you are in Bangkok. The Sea Life Bangkok Ocean World is the largest in South East Asia and covers approximately 10,000 square meters with hundreds of different species on display in exhibits totaling about 5,000,000 liters. It had everything, from Penguins to Sharks and otters as well. Bangkok also has an Animal safari where one can visit and see the animals in all their glory and even play with the tiger cubs, watch the dolphins show and try to be sane after witnessing the breathtaking tricks they perform.

The next day we visited Sasin School

of Management which is a part of Sasin School is about 36 years old while the university itself is 107 years old. There we attended a master class on 'Marketing and Customer Experience' and 'Global Digital Supply Chain'. The experience by Dr. Alok Chandra at the Sasin School of Management which was attended by the students and a few other faculty members from the University. The master class exposed the students with the knowledge that was experienced first-hand by Dr. Chandra himself. Post that we visited the Buddha temple in Bangkok and called it a day.

The later part of the night was spent while street shopping for clothes and souvenirs for friends and family back home. The next morning, we visited the Gems factory on our way to the airport.

Here we saw rare stones in their original form. The place showed us how the jewelry the Chulalongkorn University. The items are made and exported to different countries. Rings, Necklaces, Bracelets and various luxurious souvenirs were kept for sale as well.

With the end of the factory tour we moved towards the Airport marking the end of our Global Immersion Trip to Thailand.

The amount of exposure this trip has given to the students is unparalleled and this was all possible only because of the initiatives taken forth by Dr. Alok Chandra and the support provided by Mr. Tarun Anand (Chairman, UBS)

No amount of thanks can express our Gratitude towards them.



**“Take every chance you get in life,
because some opportunities knock your door just once”**



Ms. Benaifer Pereira
BABM 6, UBS

This saying has surely been an integral part in every step I take in life. 'Transforming lives' is the Universal Business School motto and I truly believe every faculty and staff member works towards fulfilling this motto. I, Benaifer Pereira currently doing my Bachelors in Business Administration (BBA) from Universal Business School which is affiliated to Cardiff Met, UK would like to share my international student exchange experience.

I was fortunate to receive a fully paid Erasmus + scholarship to University of Economics, Varna, Bulgaria. The scholarship grant I received, took care of everything, from flight tickets to my meals and accommodation there, for one semester. Every day of the 4 months in Europe I lived by the words of UBS Founder, Mr. Tarun Anand who says, 'Work hard, Party harder'.

The University of Economics, Varna would be completing 100 years into the education field since its inception. The University is located just 500m away from the

Black Sea Coast beaches. The scenic beaches and the fancy restaurants by the shore were the favorite get-away place for all the students amid their busy schedule.

The Erasmus (EuROpean community Action Scheme for the Mobility of University Students) programme is the EU's scheme for educating and training the youth. My semester here permitted me to meet students from more than 20 countries across the globe which included countries like Germany, Italy, France, Austria, Romania, Poland, Latvia, Egypt, Jordan, etc. Interacting with international students helped me understand different cultures and different perspectives on international business.



My curriculum included subjects like Introduction to Statistics, Macroeconomics, Fundamentals

of Management and International Business which helped me understand perspectives from different country. During our orientation, we also had games organized as a result of which we not only memorized our mates name and the country they came from, but we also got to know about facts and traditions of their respective country. We had events like 'International Night' organized where we got to taste the cuisine of various countries and had a glimpse of their traditional dance. Whenever time permitted, I made sure to visit the other Bulgarian cities like Sofia, Nessebar, Burgus, Sunny Beach, Golden Sands.





We not only focused on academics, but also had great fun in being a part of several traditional Bulgarian customs and festivals. We celebrated...

- *Baba Marta Day: On this day, everyone ties each other a 'Martenitsa' (made of white and red yarn). It is a Bulgarian tradition to mark the beginning of spring and wish each loved ones and friends a happy and a healthy life. In Schools and Universities, they also secretly put sweets into someone's envelope*
- *Orthodox Easter Celebration: Easter is celebrated a week later than we Roman Catholics normally do. They have a custom called 'Egg Fight' where two individuals must hit their Easter Egg against each other and the one who manages to save their egg has better health and happiness that year.*

I also visited my Chinese and Bulgarian friends' home and got to understand how cultures are in different in various parts of the world. In a nutshell, the entire experience was not only educational but also a memorable one. A heartfelt thanks to Universal Business School and all faculty, staff and well-wisher for providing this one in a life time opportunity.

Thank You!



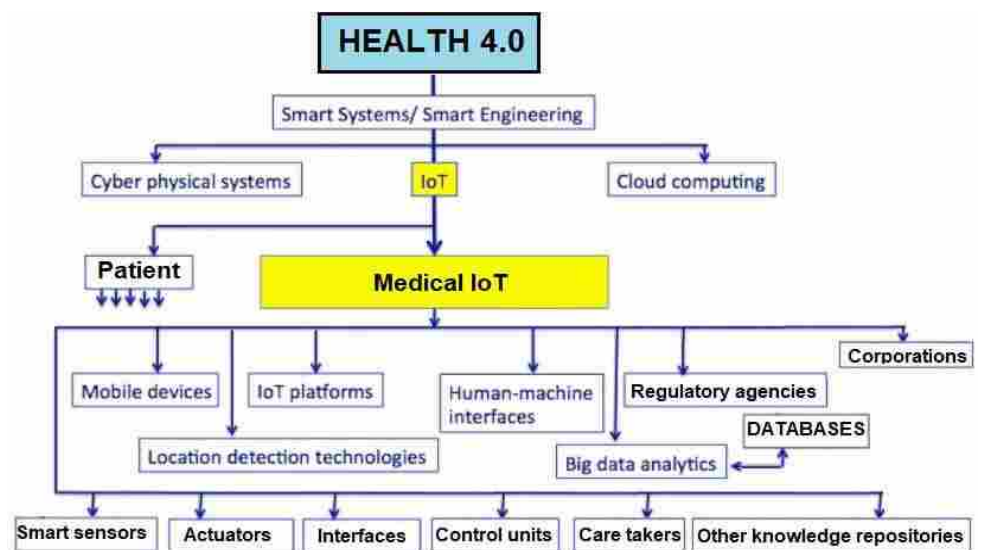
Health 4.0: The future for digital in healthcare



Mr. Anuj Modgil
CMBA2Y2, UBS

The industry 4.0 standard has introduced various technological advances for data exchange and automation via the incorporation of cloud, big data, IoT and of course the introduction of 5G. A decade ago what was a mere imagination is not possible by augmented reality and content-based image retrieval systems. Industry 4.0's healthcare extension has been named as Health 4.0. There are various systems which constitute various cyber physical systems. Computers, communications, storage devices, interfaces, all form a part of Health 4.0. This system permits to observe patients from the real work and allows to monitor patients before, during and after medical procedures using biosensors. A biosensor basically detects outer and inner patient conditions and sends those signals to a decision-making unit. Mobile devices and wearables are the live examples of such gadgets containing biosensors. Once the decision-making unit has received the signals, they can be compared to the patients' medical history and depending on the rules applicable, a set of measures can be executed to handle the given situation. The

part which would be responsible for the implementation of automated mitigation action are called as bio-actuators. These devices can vary from a buzzer to the remote-controlled release of elements inside the patient's body.



The main challenge for this revolution is decentralizing health services for the creation of health-related applications. If all systems operate in an interlinked form, they can enable access to information from multimedia and multimodality images which can aid in patient diagnosis and medical decision making. Health care systems share tools and data with remote servers which all data embedding and big data analysis permit integration of healthcare professional's expertise with intelligent devices. However, it is undeniable that there is a huge

need for improvements, multidisciplinary discussions, strong protocols, inventories about the impact of the techniques on patients and caregivers. Apart from this there is a proper level of accuracy testing required before any level of automation is reached for any medical care technology initiative.

Evolution of Health IT Systems across the decades

The following is a brief overview of the evolution and use of health information technology since the late 1960's:

Health 1.0	1970's – 1990's	Modular Health IT Systems, e.g. Patient Registration, Billing, Pharmacy, Lab
Health 2.0	1990's – 2010's	Integrated Electronic Health Record (EHR) Systems + Personal Health Records (PHR) + Clinical Imaging
Health 3.0	2010's – 2020's	Networked EHR Systems + Genomic Information + Wearable & Implantable Sensor Data
Health 4.0	2030's – 2040's	Global Networked EHR Systems + Artificial Intelligence + Convergence of all Technologies Above + Real-Time Data Collection & Analysis + Invisible User Interface

As we approach 2020, we are currently in the process of developing, and implementing Health 3.0 technologies and solutions across the globe. Preliminary design and pilot testing of some Health 4.0 solutions is just beginning.

Looking at 2040 and Beyond

Looking ahead to when Health 4.0 systems will finally start rolling into place, keep in mind some of the following predictions for Healthcare and Health IT systems by 2050.

- By 2050 we will see more instances of global pandemics and the spread of deadly diseases as a by-product of the skyrocketing growth and migration of the global population.
- Rise of 'Regenerative Medicine', Genetic Engineering, Stem Cell Research, and the development of 'Human Augmentation' technologies will dramatically alter people's life spans and capabilities.

- Use of biorepositories and genomic information systems will further transform healthcare and help lower costs.
- Emergence of future knowledge driven global health platform and solutions will be based on 'open' standards and technologies.

In my opinion it is very much possible that by 2040 a space based global artificial intelligence network of satellites will be put in place (Thanks to NASA & SpaceX) that will monitor and help to provide healthcare to people on Earth and even in possible colonies on Moon and even Mars. This entire system will be linked via a global network on data warehouses which would store data from a wide range of health IT systems. e.g. Electronic Health Record (EHR) systems, Personal Health Records (PHR), Health Information Exchange (HIE) networks, wearable fitness trackers, implantable medical devices, clinical imaging systems, genomic databases and biorepositories, surgical robots, health research

knowledgebases and more.

This space based global system will monitor and analyse the health gathered on all humans in real time and would detect the possible outbreaks of public health issues. The system might even be able to detect problems, diagnose them and even send alerts to patients and their healthcare providers and even recommend treatment plans to resolve the healthcare issues. All hospitals, pharmacies, laboratories, health insurers, public health agencies and other institutes would be interfaced to this system and data analysis would help to monitor patient progress and adherence to recommended treatment plans. The system might even be able to anticipate protentional issues and provide preventive and predictive health information tailored to each human.

We are living in exciting times and as we go ahead, the world of technology is advancing, bringing in endless possibilities. This remains a small rundown of my erudition as a Management Intern at Kays Harbor Technologies, during the Summer of 2019.



QUIZ

Global Quiz

Mr. Akarsh Kumar SSM 1, UBS



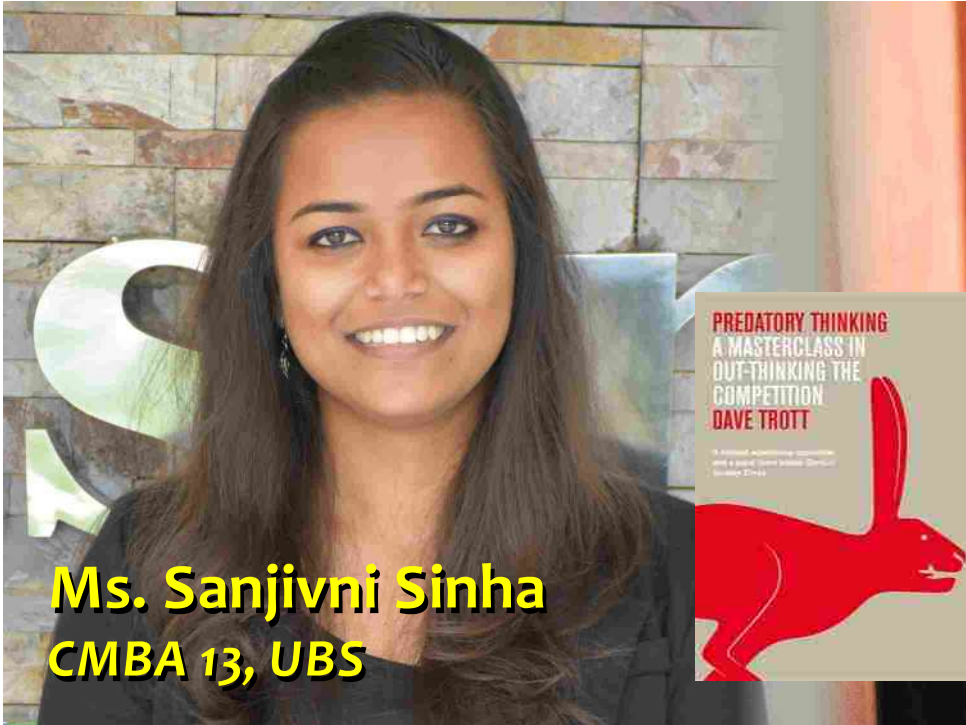
- Q1. NASA's has launched OMG Program to track melting Ice. What is the full form of OMG?
A. Oceans Melting Glaciers B. Object Melting Gas C. Oceans Melting Greenland D. Osaris Marker Gas
- Q2. Who is the President of The World Bank?
A. Kristalina Georgieva B. David Malpass C. Jim Yong Kim D. George Woods
- Q3. Who is the Prime Minister of The United Kingdom?
A. Theresa May B. Boris Johnson C. David Cameron D. Gordon Brown
- Q4. Special Purpose Trust Fund (SPTF) is associated to which of the following International Organisation?
A. International Monetary Fund B. United Nations C. Asian Development Bank D. World Bank
- Q5. Which of the following country has completed its 100 years of Independence?
A. Japan B. South Korea C. Afghanistan D. Germany
- Q6. Which of the following country gave Identity Card to Rohingya Refugees?
A. Myanmar B. Bangladesh C. India D. China
- Q7. Which nation has introduced new rules to deny Green Cards to immigrants using Public benefits?
A. Canada B. Mexico C. USA D. UAE
- Q8. Which country has recently introduced recycling schemes in Exchange plastic waste for metro rides?
A. Rome B. Spain C. Singapore D. Switzerland
- Q9. How much fund has been contributed to UN Fund by India?
A. \$1 Million B. \$2 Million C. \$3 Million D. \$4 Million
- Q10. In which country human-sized penguin fossils have been discovered?
A. Australia B. China C. New Zealand D. USA

Answers:

- | | | | | |
|--------------------------------|---------------------|---------------------|----------------------|--------------------|
| 1. C) Oceans Melting Greenland | 2. B) David Malpass | 3. B) Boris Johnson | 4. B) United Nations | 5. C) Afghanistan |
| 6. B) Bangladesh | 7. C) USA | 8. A) Rome | 9. A) \$1 Million | 10. C) New Zealand |

BOOK REVIEW

Predatory Thinking by Dave Trott



Ms. Sanjivni Sinha
CMBA 13, UBS

Mr. Dave Trott
Author

The book describes why predatory thinking is important because it helps in out-thinking the competition. The book has 10 essential thoughts that can be applied in personal as well as in business in order to outwit the competition. The 10 rules David Trott describes are:

- 1 Creative is an adjective and not noun:** There are various ways how the author describes this phrase but one of the most striking topics which he touches upon is “Creativity takes efforts” where he emphasizes why execution is more important than an idea. There can be umpteen number of ideas but only when an idea is executed it can impact people, else it just remains as, another good idea. Similarly, people working in a firm can have billions of ideas but what matters is whether people in the firm can execute the idea or not. Hence, the ability to take a risk in order to gain something makes a business or an individual to stand out of the competition.
- 2 Life is a zero-sum game:** The essence of the zero-sum game according to David Trott is that

nothing new magically appears anywhere in the world. Everything in this world is constant, one thing gets transform from one form to another. Like water when heats up get converted into vapours, it is the same water that is converted. Similarly, in a business world, when one must gain the market share one has to grab it from its competitors. Moreover, for an individual to get the desired job he/she must be competitive enough so, that it does not go to any other candidate.

- 3 90% of advertising does not work:** The author advocates that in order to get the consumer's attention a firm needs to design an advertisement that grabs the attention of the consumers. While designing any ads the mindset should not be that consumers are bound to see each advertisement. This basic thought process it utmost important in any scenario that you must do something to stand out of the crowd, else be another person from the crowd.

4 You can run from it or you can

learn from it: Chapter titled “Winning is nice but losing is learning” is a crucial lesson for anyone who wants to be successful. Because criticism is more important than praise because the former provides an opportunity for new things to learn while the latter indicates you are doing good, no need to change. So, the latter kills the scope of growth while the former is a way forward to the next level.

- 5 Less really is more:** If you have 50 things to do in a day, one is ought to get confused, as where to start from but if you break down into small groups of 10 that is declutter it, it is manageable. Similarly, while marketing it is important to write in simple language that can be understood by everyone and keep it short and simple. No one has time to read multiple pages when a short and crisp message can do the same thing.

- 6 Taste is the enemy of creativity:** It describes why being familiar and saying there is nothing “new” kills creativity. Therefore, it is okay to feel uncomfortable as that is when

something new is being revealed to an individual. Furthermore, the author describes that people find a way to believe in something they want to and will not believe in something that they would not want to. Scepticism says, “I don't believe it until you prove it” while Cynicism says, “I don't believe even if you prove it”. Hence, all knowledge lies in scepticism, and bigotry and ignorance are outcomes of cynicism. Therefore, as a piece of advice, challenge the experts to learn new things and stop trying to be liked by everyone.

7 The art of war: Threat has only power if it is executed after the warning. For example, if you are not liking your job you can say you may quit, you want to change your job and so on. But saying and not executing lose the power of the threat. Therefore, it is important to execute what you say because that's where the real power of your words lie. Similarly, the strategy is “WHAT” and tactic is “HOW”. It is important to have

strategies and tactics align together. People with tactics and no strategies do not excel in the long run.

8 Form follows function: According to the author, the wrong brief = wrong solution. The importance of correct direction is that, only if one is directed in the right direction, one can achieve the right destination. If you are directed on a wrong path there is no way one can achieve the right solution. Applicable for both an individual and firm. In a nutshell, Efficiency is doing things right whereas effectiveness is doing the right things.

9 The human mind is our medium: The chapter title “Game-changing thinking” tells why playing the same game is old thing while changing the game, the way Gatorade did matters in the competition. The Gatorade came with the perception that if you have depleted with your energy, Gatorade can replace the lost energy. Dave Trott summarizes Imagination vs

reality in one line “Imagination makes a great servant and lousy master”.

10 The journey is the destination: Journey is what exists, and destination is the end goal which does not even exist. Logic is when a trained person becomes a medicine person while superstitious is if someone can cure you, that person is a medicine person. The attitude of HAVE-DO-BE that is, if I have a position, I will DO the tasks and BE the group leader versus BE-DO-HAVE that is BE the group leader, DO the tasks, and HAVE the position.

The book gives several examples from real life and how it is applicable in the business world. It brings a fresh perspective on almost everything that you encounter. It is thinking that can change the game and therefore, to out-compete your competition, predatory thinking matters. In a nutshell, learning is not the same as teaching, finding a creative way to out-think the other people, is what predatory thinking is.

PREDATORY THINKING



RESEARCH

Budding Entrepreneurial Project: Revolving Stadium

Mr. Vaibhav Yadav
CMBA 2Y2, UBS



University of
Economics
Varna, Bulgaria



SSM
Swiss School of Management
IACBE Accredited



INSEEC
AMBA Accredited



Groupe Sup de Co
La Rochelle
Business School
AACSB Accredited



Cardiff 150
Metropolitan
University

BUDDING ENTREPRENEURIAL PROJECT

➤ **UNIQUE BUSINESS IDEA + VALUE PROPOSITION**

- Aashirya (Creative and strong personality) International (Revolving stadium) + audience will be able to watch the entire match through every angle.

➤ **STRATEGIC RATIONALE & VALUE CREATION OPPORTUNITY**

- The main strategy rationale behind Aashirya International Stadium is its unique platform and specification that is not available anywhere else.
- The idea is having a vast value creation opportunity because of its unique identity and satisfaction level for the audience will be high in Aashirya International Stadium as compared to other stadiums.

➤ **ECONOMIC / MARKET TRENDS SUPPORTING YOUR IDEA**

- The trend that supports my idea are the audience who are appreciating my new creation and want to experience it soon. Satisfaction level is quite higher of the audience and are eagerly waiting for the start-up of my idea.
- The advantage of this project is that it consists of a monopoly idea.
- It will revolve at a negligible speed so each and every person will get an opportunity to watch the entire match from different directions.

➤ **SIZE OF MARKET, GROWTH & PROJECTED MARKET SHARE**

(Market Research with 5-10 potential customers/competitors)

Market Size	Units	Revenue	Projected Growth (%)	Market Share (%)
0.002%	10000	14.87 Cr	14.87%	3%
0.0025%	14000	26.5 Cr	40%	3.5%
0.004%	15000	33 Cr	65%	3.75%

Notes: The analysis of market is on a yearly basis starting from 2018-2019

- The market which I am considering is India market

➤ COMPETITIVE LANDSCAPE & POSITIONING

	Eden Gardens	M.A Chidambaram	Jawaharlal Nehru	Aashirya International
Service Features	No extra service feature	No extra service feature	No extra service feature	Advance technology used in chairs to order beverages
Growth Potential	65%	49%	59%	35.5%
Market Share	3%	2.12%	2.75%	1.25%
Capacity	66000	50000	60000	70000
Technology	High Tech Drainage System	Light state of the art Roof	State of the art	Revolving Platform
Marketing	Promoting through media ,banners, newspaper.	Promoting through media ,banners, newspaper.	Promoting through media ,banners, newspaper.	Promotion through media and social media, banners ,posters, jersey promotion.

➤ GO TO MARKET PLAN

➤ Human Resources Plan:-

People required for managing the stadium are:

General manager - 1

Assistant manager - 3

Security guard - 100

No. Of people for providing refreshment - 15

Ground helper - 30

➤ Marketing Plan:-

Promote the stadium through media and social media.

And also through banners, posters, newspapers.

We can also promote it through inauguration.

➤ Financing Plan:-

This idea will require a total investment of Rs 500cr.

Cost of 60 acre land is Rs 20cr.

Construction cost of the stadium and revolving platform is Rs 315cr.

Equipment cost is Rs 100cr.

Drainage and water storage cost is Rs 2cr.

Cost of parking is Rs 5cr.

Labour cost is Rs 50cr.

Maintenance cost is Rs 3cr.

Salary for the employees is Rs 5cr.

➤ Operational Plan:-

The project deliverables include a Security Risk Assessment including all design, construction and operational phases, security design guidelines and assurance, and event and non-event day security management planning.

➤ **FINANCIAL PROJECTIONS**

(In Rs. CRORE)

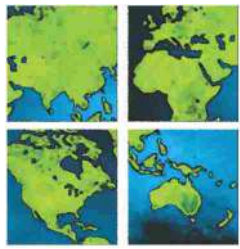
	2018-19	2019-20	2020-21
Revenue			
Revenue from sale of ticket	6.87	14.5	18
Other Income	8	12	15
Total Revenue	14.87	26.5	33
Direct Costs			
Employee Costs	50	65	67
Marketing Costs	10	12	15
Operations Cost and cost of land	30	12.5	13
Administration Costs	10	15	16
Total Direct Costs	100	104.5	111
Gross Margin (%)	14.87	25.35	29.72
Financing Costs	15	15	15
Other indirect cost	30	35	37
Overall Costs	145	154.5	163
Net Margin (%)	10.25%	17.15%	20.24%

Assumptions:-

➤ **KEY RISKS**

NO.	RISKS	ASSESSMENT	MITIGATION
1	Shifting of people from existing stadium to Aashirya Stadium	High	Stick to the set of values.
2	Will the Aashirya Stadium be able to gain attention of people.	High	Adopt proper promotional strategy.
3	Price sensitivity of people in India.	Medium	Keep price little higher than existing stadiums.
4	Idea of Aashirya Stadium liked by people.	High	Innovating the IDEAS.
5	Adapt to the frequently changing market trend.	Low	Change according to the changing market conditions.

Global and Indian Economy - Infographics



**Universal
Business
School®**

"Transforming Lives"



**Cardiff
Metropolitan
University**

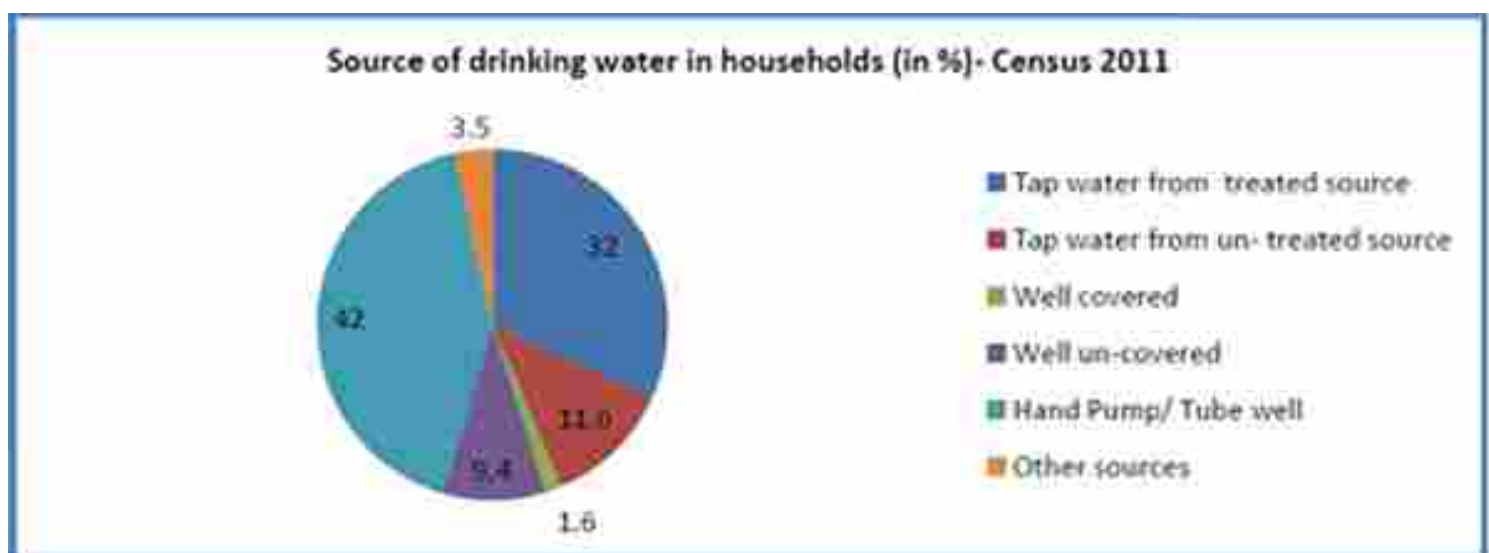
CMBA 13 all Students research project Guided by Prof. M. Guruprasad, Director Research, UBS

Growth, Agriculture, Social Sector, Prices, Industry, Financial Sector, Green Economy.

Growth:



Agriculture:



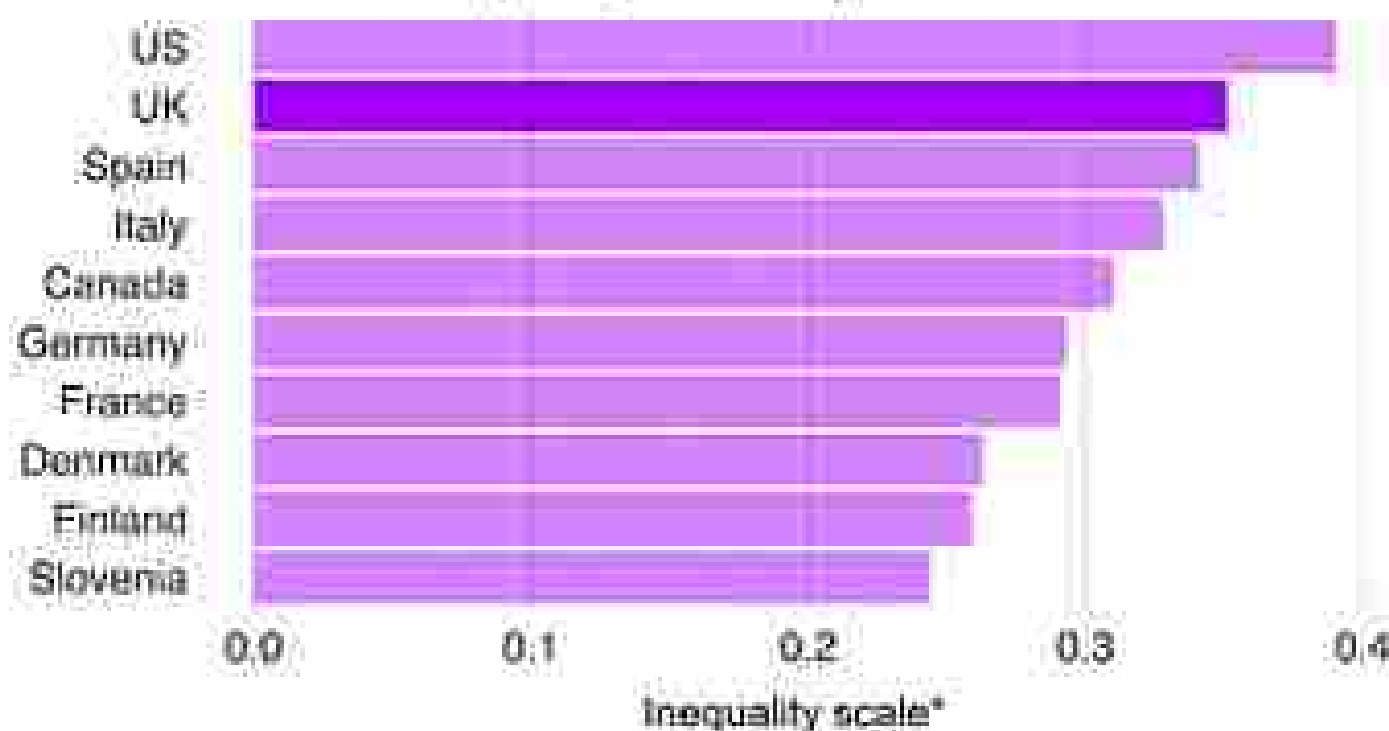
Crops	Area (Lakh hectare)			Production (Million Tonnes)			Yield (kg/hectare)		
	2013-14	2014-15	2015-16*	2013-14	2014-15	2015-16*	2013-14	2014-15	2015-16*
Rice	441.36	441.10	433.88	106.65	105.48	104.32	2416	2391	2404
Wheat	304.73	314.65	302.27	95.85	86.52	93.50	3145	2750	3093
Coarse cereals	252.19	251.70	237.75	43.29	42.86	37.93	1717	1703	1596
Pulses	252.12	235.54	252.59	19.25	17.15	16.47	764	728	652
Foodgrains	1250.41	1243.00	1226.50	265.04	252.02	252.22	2120	2028	2056
Oilseeds	280.50	255.96	261.34	32.74	27.51	25.30	1168	1075	968
Sugarcane	49.93	50.66	49.53	352.14	362.33	352.16	70522	71512	71095
Cotton®	119.60	128.19	118.72	35.90	34.80	30.15	510	462	432
Jute & Mesta†	8.38	8.09	7.85	11.69	11.12	10.47	2512	2473	2399

Social Sector:

Inequality

The UK has a higher level of inequality than many other developed countries

Household income inequality in a sample of OECD countries



*Gini coefficient ranges from 0 (perfect equality) to 1 (all income in economy goes to one household)

Source: IFS analysis of OECD and World Bank data



GLOBAL INEQUALITIES

THE CHALLENGE



29,000

About **29,000** children **die each day**, most from easily **preventable** health problems²



Around **800 million** people go hungry in the world every day¹



1,400

1,400 women will die today, as they do every day, from illnesses related to pregnancy and childbirth which are easy to diagnose and treat³



20%



15%



10%

There are **pronounced income inequalities** across the world and these are widening in many countries. For example, in the **US** the **wealthiest 1%** of the population now takes **20% of all income** before tax, compared to around **15% in the UK** and around **10% in Sweden**⁴

Unequal opportunities, social injustice and discrimination and prejudice produce widespread inequalities by gender, ethnicity, educational background and other characteristics. These inequalities are revealed, for example, in different job and earnings prospects across people's lives.



£45m

Our research led Cadbury to switch to Fairtrade cocoa and invest **£45 million** in cocoa growing communities

HOW WE ARE TACKLING IT



Around **335** academic staff and PhD students are working at The University of Manchester to address global inequalities

Our employment expertise has informed the **European Commission**, the **European Parliament** and the **United Nations' International Labour Office**



We work with **Age Concern UK** and **local governments**, including **Manchester City Council**, to **inform policy and service delivery** for ageing societies.



Our insight into humanitarian efforts and technologies has influenced **Médecins Sans Frontières**, **Save the Children**, **Handicap International** and the **Red Cross** and **Red Crescent**, and has been recognised by the **British Academy**.



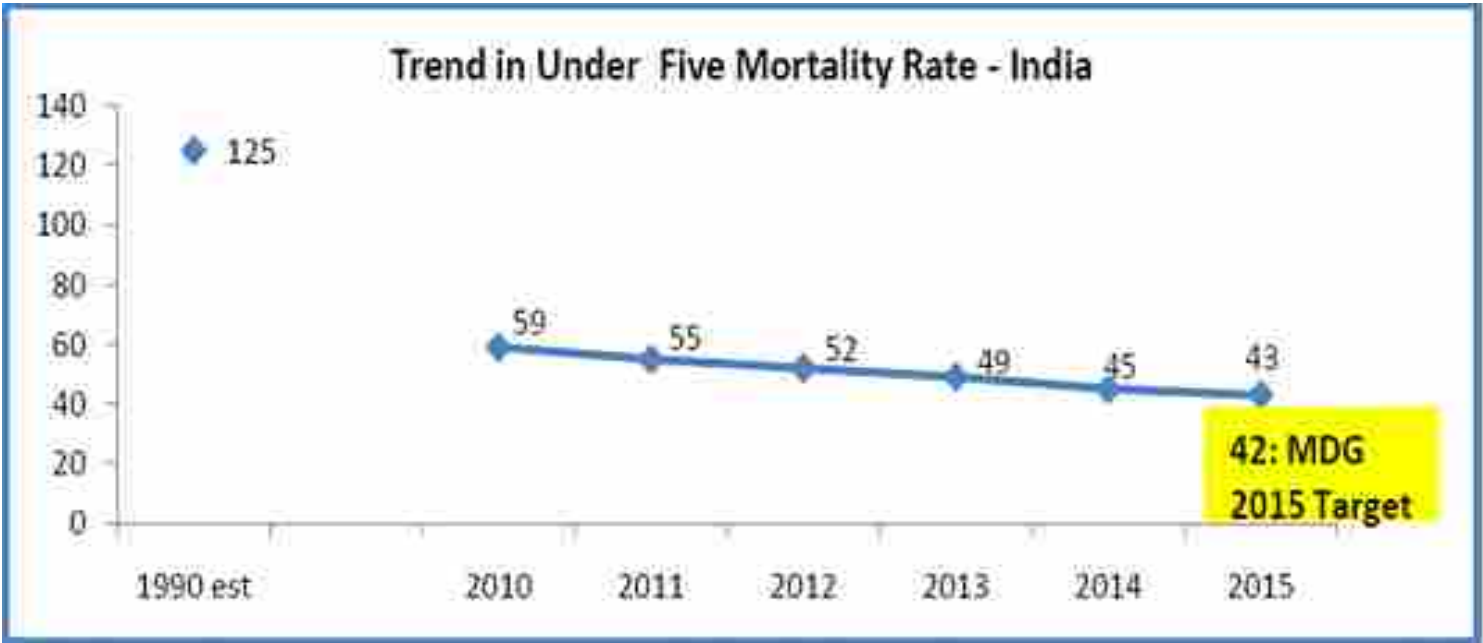
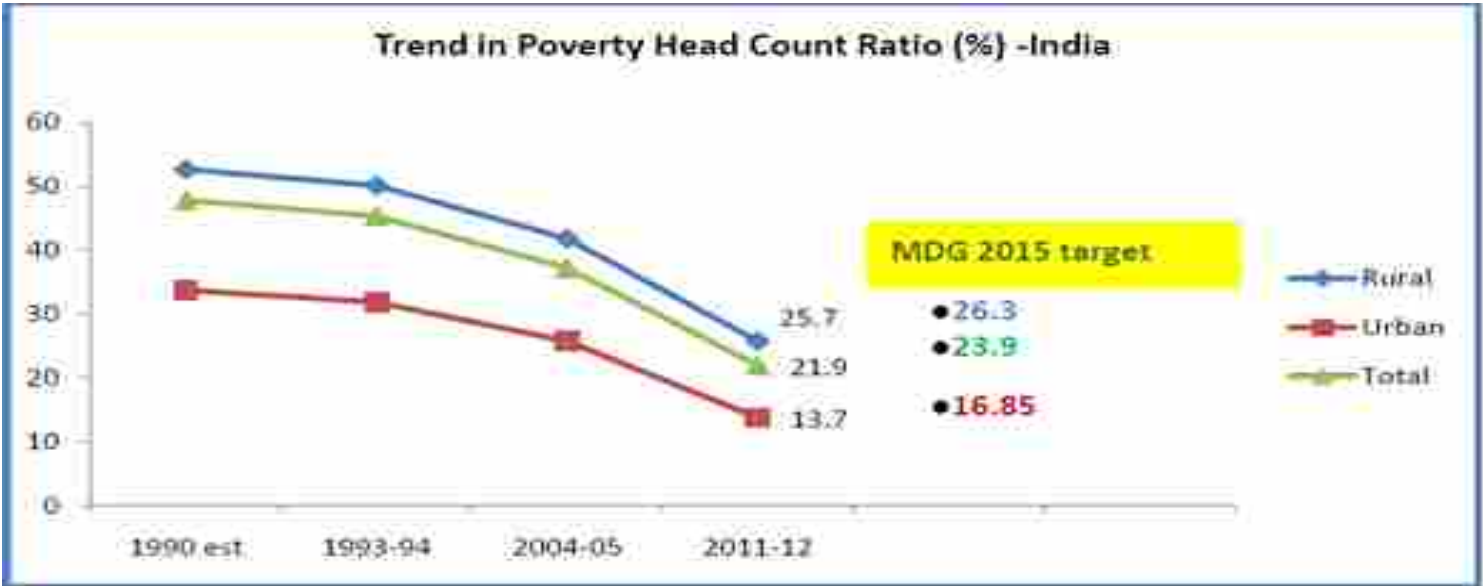
1. International Federation for the Red Cross and Red Crescent. 2. Unicef. 3. World Health Organization. 4. Alvaredo F, Atkinson AB, Piketty T and Saez E. The World Top Incomes Database. 2012.

The diagram illustrates the timeline of the COVID-19 pandemic and its future projections. It is divided into several sections:

- Timeline (2019-2024):** A central vertical timeline marks key events:
 - 2019:** Virus identified.
 - 2020:** Virus first seen, First case, First death.
 - 2021:** Vaccine ready to use, First vaccine, Vaccine approved, Vaccine rollout begins.
 - 2022:** Vaccine will cover in 1 year.
 - 2023:** Vaccine will cover in 10 years.
 - 2024:** Vaccine will cover in 10 years.
 - 2025:** Vaccine ready.
- Bar Chart:** A bar chart on the right shows the number of daily deaths from COVID-19 from 2020 to 2024. The y-axis represents the number of deaths (0 to 100), and the x-axis represents the year. The chart shows a significant peak in deaths in 2020, followed by a decline and then a resurgence in 2023 and 2024. The total number of deaths is 36,300.
- Future of the Virus:** A section on the right titled "What's coming in 2024" discusses the future of the virus. It mentions that the virus is still circulating and that there are concerns about a new wave. It also notes that the virus is still circulating in the community and that there are concerns about a new wave.

Figure 1 is a line graph showing projected changes in the number of people in different age groups in the UK from 1995 to 2044. The Y-axis represents the number of people in millions, ranging from 0 to 60. The X-axis represents years from 1995 to 2044. The graph shows three lines: Working age (15-64 years) in blue, Pension age (65+ years) in red, and Children (0-14 years) in green. The Working age population starts at approximately 45 million in 1995, peaks at about 55 million around 2015, and then declines to about 45 million by 2044. The Pension age population starts at approximately 15 million in 1995 and rises steadily to about 35 million by 2044. The Children population starts at approximately 7 million in 1995, peaks at about 8 million around 2005, and then declines to about 5 million by 2044.

Poverty:



Source: Sample Registration System, Office of Registrar General of India

Prices:

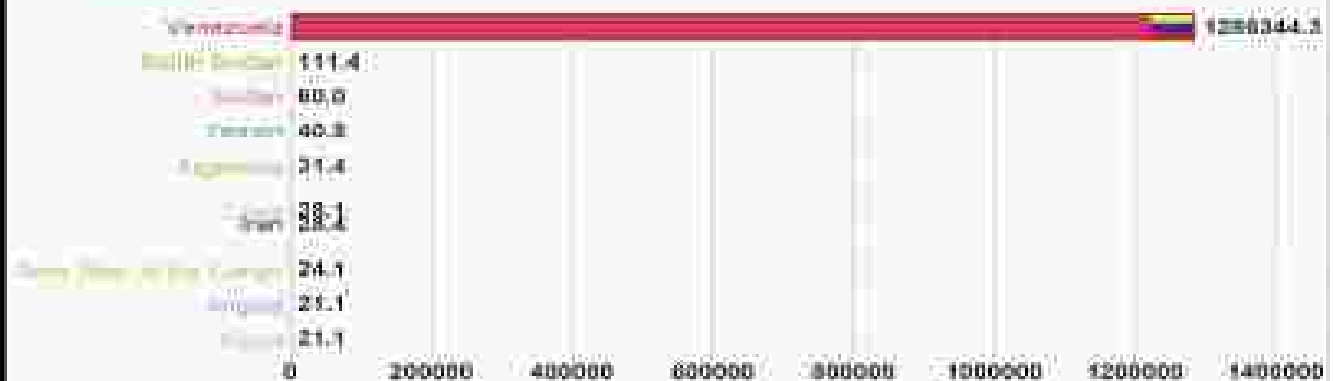
PRICES OF ESSENTIAL COMMODITIES			
	MAY 2014	OCTOBER 2015	INCREASE
	(Rs)	(Rs)	
ARAHAR DAAL	73	190	160%
URAD DAAL	71	130	83%
CHANA DAAL	50	95	90%
MASOOR DAAL	69	100	45%
MOONG DAL	70	110	58%
Source: APMC & Ministry of Consumer Affairs			

Top 10 Countries by Inflation Rate ...



Venezuela
#1 for 1 year

Dec 8, 2018



Industry:

Teledensity (%) - India

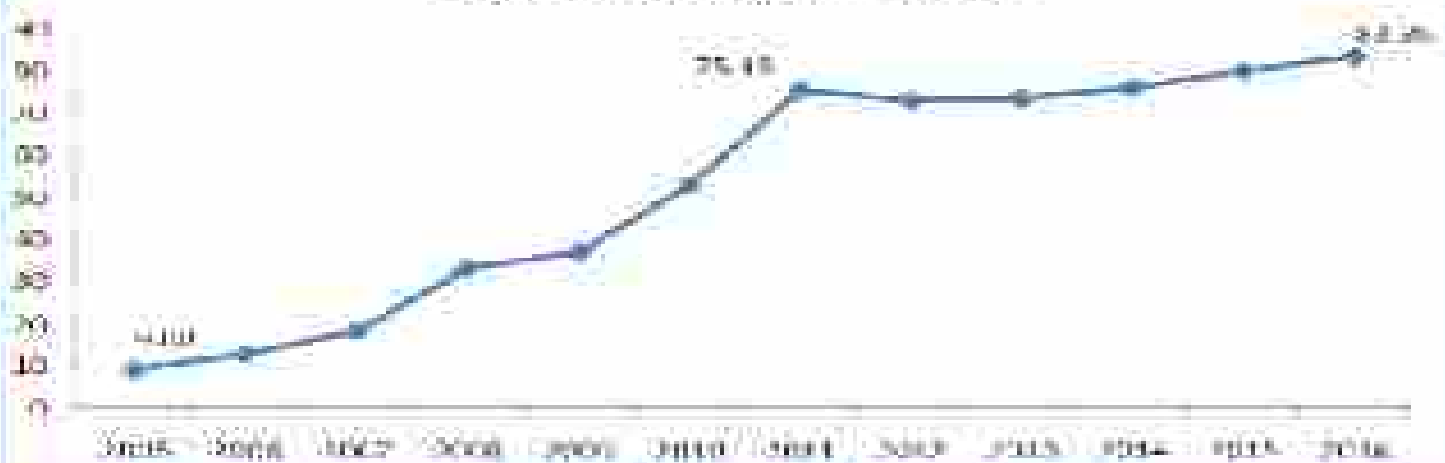
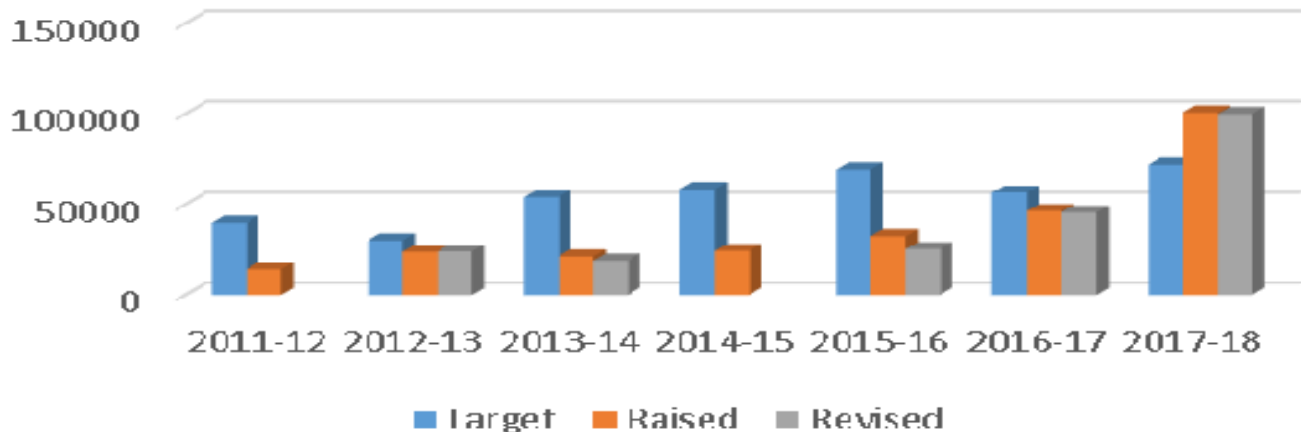
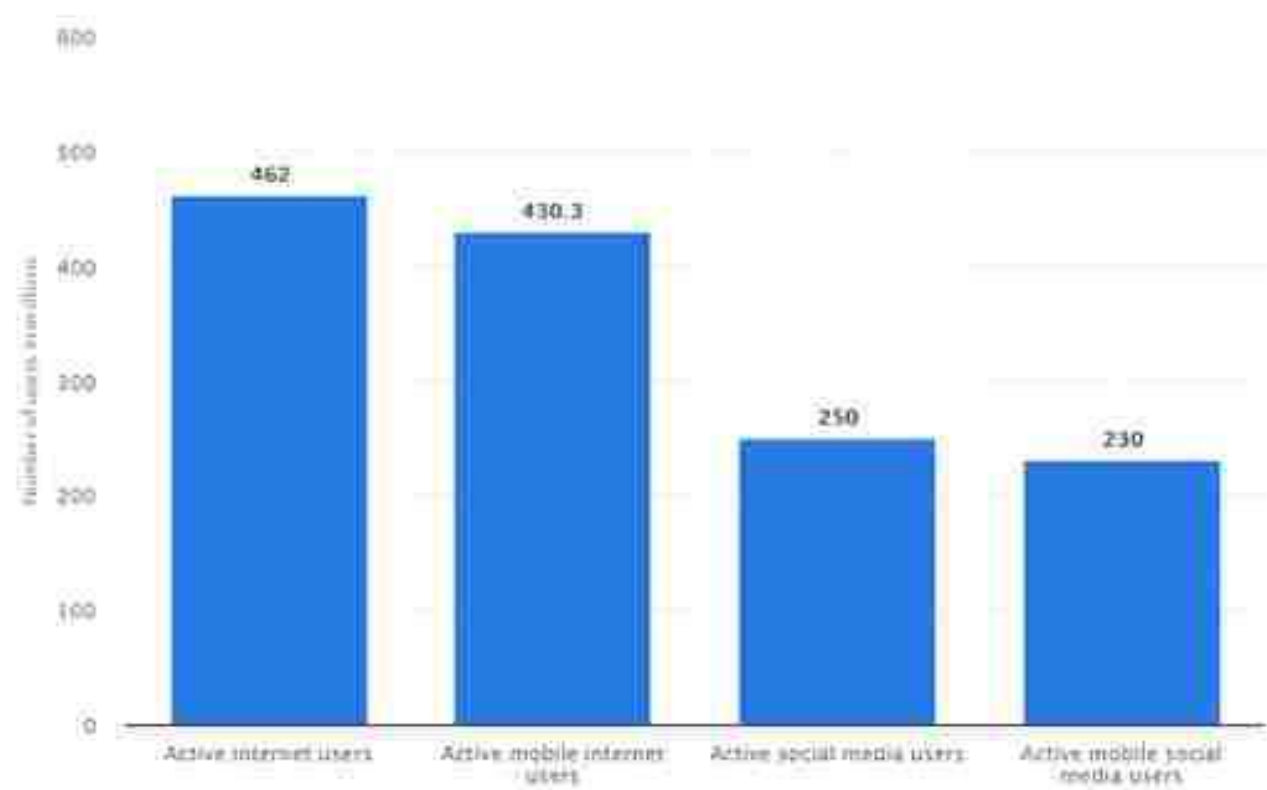


Chart Title



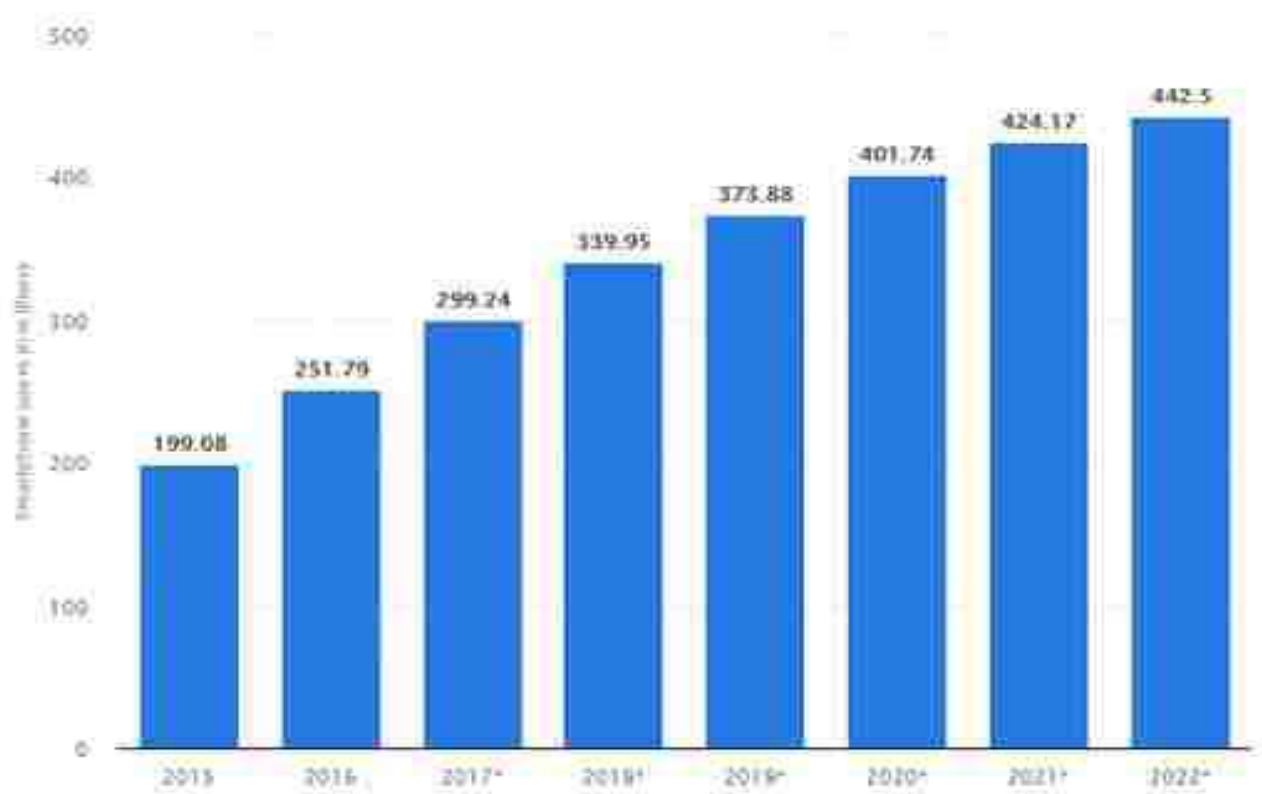
Disinvestment activity in India during 2011-18



© Statista 2019

About this statistic

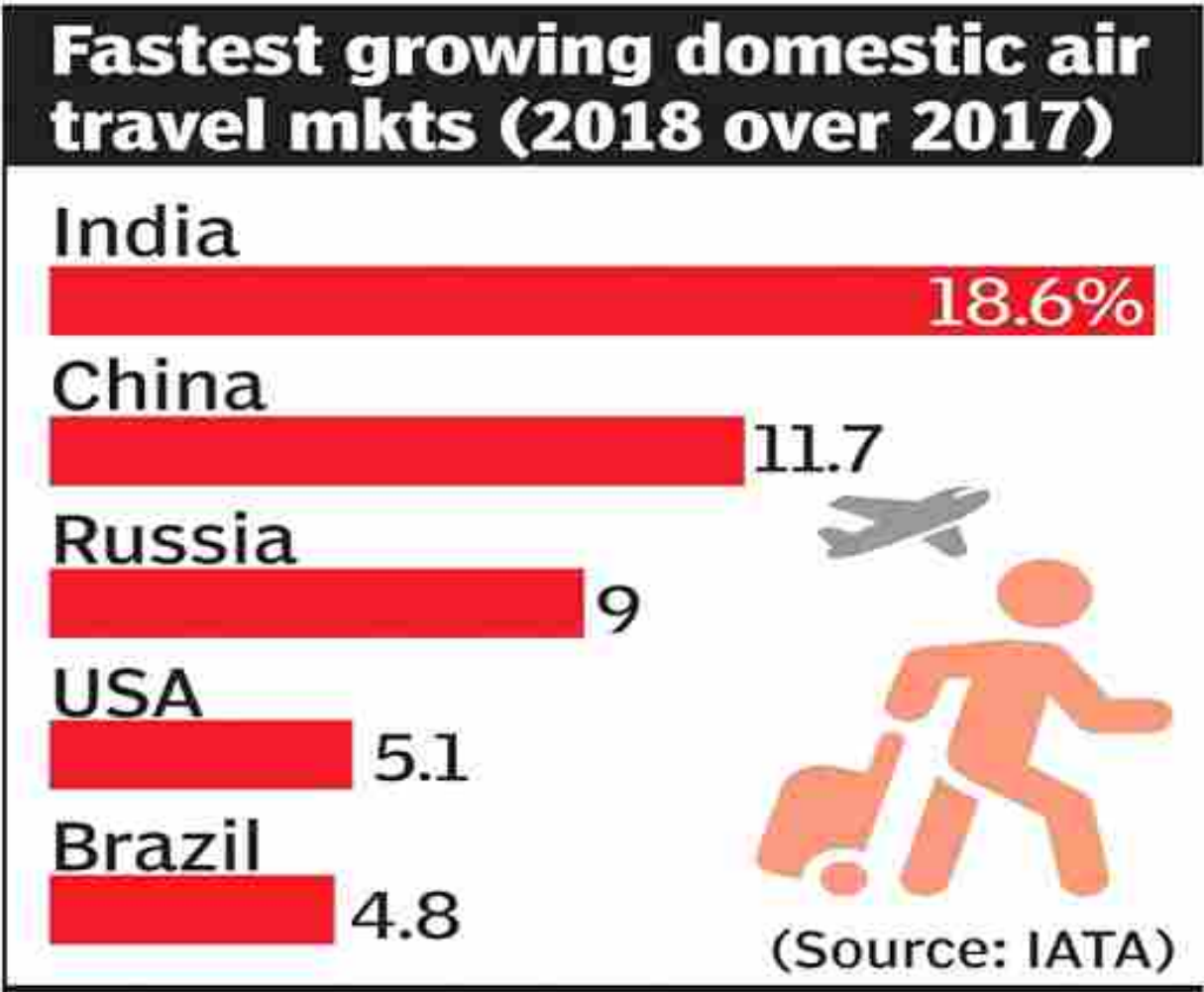
Show source



© Statista 2019

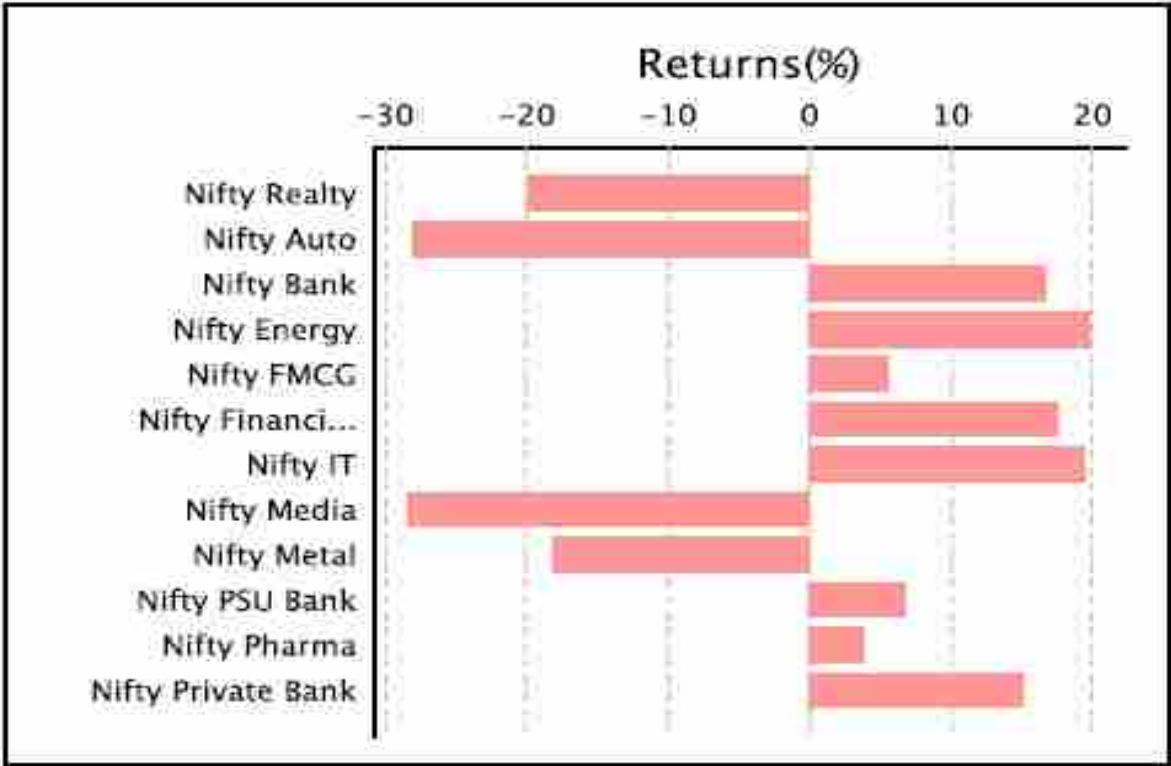
About this statistic

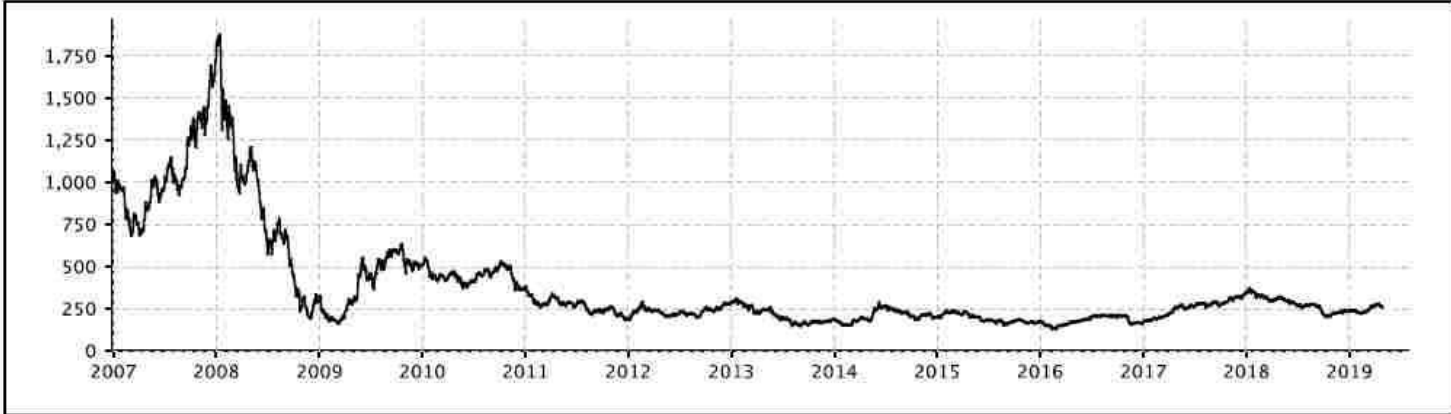
Show source



FINANCIAL SECTOR, GREEN ECONOMY:

1 Year Performance Comparison of Sector Indices

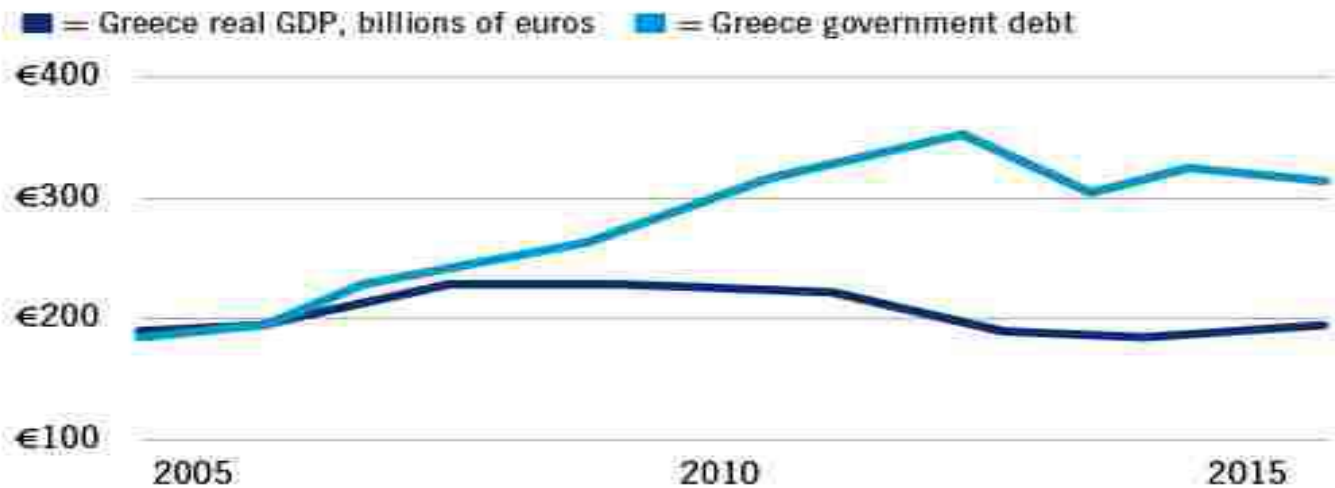


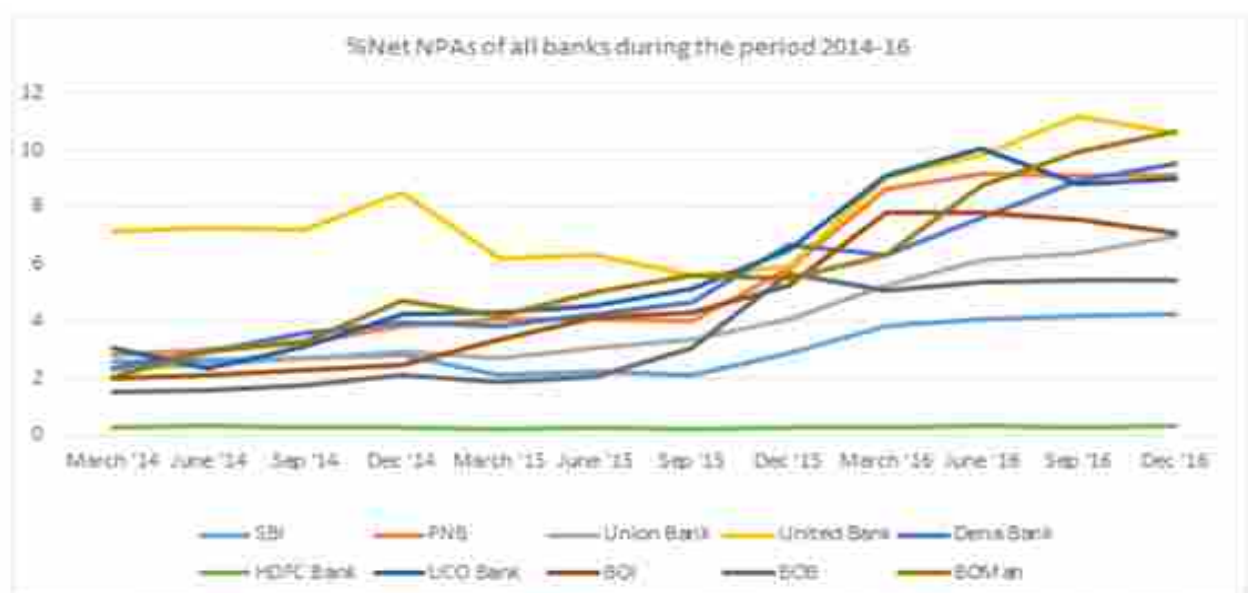
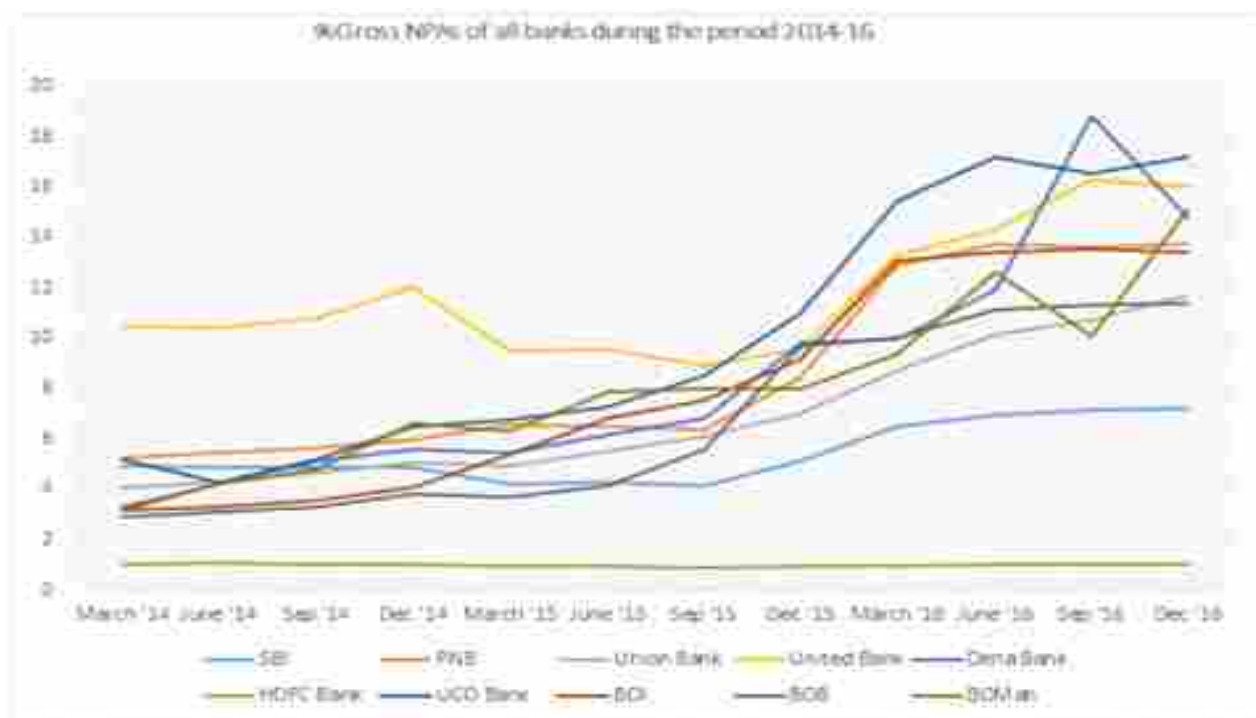


Lehman collapse, 2008



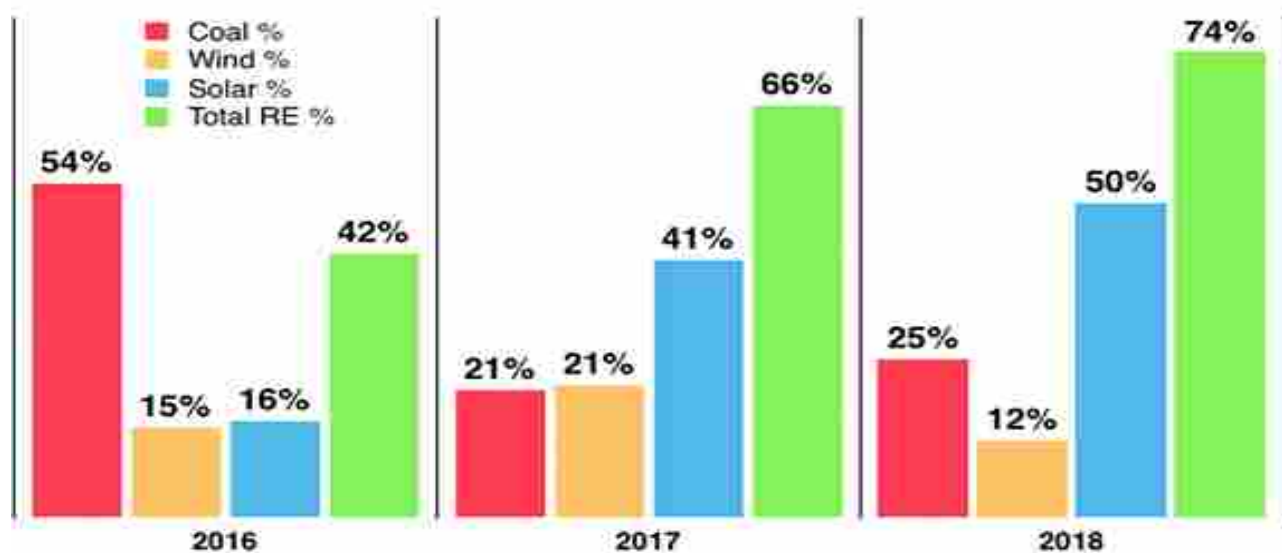
Greece GDP vs Debt





Green Economy:

Share of various technologies in new power capacity additions in India



OUR SPARTAN'S

Our Spartan's

Some of our Spartan's (the class representatives) with full of energy, effort and endurance who managed the link between various batch of Students, Faculty, Staff and the Management

Basic qualification: B.Tech. (Electrical and Electronic Engineering)

Brief Background information: Born and brought up in the smart city Vizag. I had worked with Infracore Technologies for 3.5 years as SQL developer. I love to travel and passionate about dance. I am more interested to learn new things and new technologies.

Useful / Inspiring Management Books:

- The Girl on the train by Paula Hawkins.
- Rich Dad Poor Dad by Robert Kiyosaki
- Angels & Demons by Dan Brown



Mr. A V S S Ravikiran
CMBA 2Y3, UBS Student



Mr. Sonu Kumar
CMBA 2Y3, UBS Student

Basic qualification: B.Com (Hons) (Accounting and Finance)

Brief Background information: Born and brought up in city rich of mineral resources, Jharkhand. Part of ICAI i.e Chartered Accountant of India, District level Cricketer, part of rotary club. I love to explore different places. Passionate about sports and racing. Interested to learn new things. Agile in nature and ever smiling in any situation.

Useful / Inspiring Management Books:

- Wings of Fire
- Steve Jobs Autobiography

Basic qualification: MBA (Marketing), BBA (HR Specialisation)

Brief Background information: Served as an HR and Brand Manager for an Advertising start-up. Very adaptable and convincing in nature, love to learn new things and languages, likes to keep good terms with everyone. An effective communicator and multitasker. Patient enough to handle a crisis situation. Loves to learn new languages and explore nearby areas referred to as "One-day trips".

Useful / Inspiring Management Books:

- Marketing 4.0
- Rich Dad Poor Dad
- You can Win
- Who will cry when you die



Ms. Suyasha Tare
PGDM 6, UBS Student



Mr. Aayush Mishra
PGDM 6, UBS Student

Basic qualification: B.com (Hons)

Brief Background information: Born and brought up in the city of temples Ujjain (M.P). I have been an active participant in athletics and sports through out my school and undergrad. Sports photography as a hobby beyond passion. Open to acquire knowledge from different domains.

Useful / Inspiring Management Books:

- Think and grow rich by Napoleon Hill
- The Fountainhead by Ayn Rand
- The monk who sold his Ferrari by Robin Sharma

Basic qualification: B. E. (EXTC.)

Brief Background information: 6months - Telecom Sector & 5months - Insurance Company (ICICI Prudential). Believes in: "Be The Change You Want To See In The World" - MK Gandhi.

Useful / Inspiring Management Books:

- The Alchemist
- Rich Dad Poor Dad



Mr. Udaynath Mishra
CMBA 14, UBS Student

IF

If you can keep your head when all about you
Are losing theirs and blaming it on you,
If you can trust yourself when all men doubt you,
But make allowance for their doubting too;
If you can wait and not be tired by waiting,
Or being lied about, don't deal in lies,
Or being hated, don't give way to hating,
And yet don't look too good, nor talk too wise:

If you can dream—and not make dreams your master;
If you can think—and not make thoughts your aim;
If you can meet with Triumph and Disaster
And treat those two impostors just the same;
If you can bear to hear the truth you've spoken
Twisted by knaves to make a trap for fools,
Or watch the things you gave your life to, broken,
And stoop and build 'em up with worn-out tools:

If you can make one heap of all your winnings
And risk it on one turn of pitch-and-toss,
And lose, and start again at your beginnings
And never breathe a word about your loss;
If you can force your heart and nerve and sinew
To serve your turn long after they are gone,
And so hold on when there is nothing in you
Except the Will which says to them: 'Hold on!'

If you can talk with crowds and keep your virtue,
Or walk with Kings—nor lose the common touch,
If neither foes nor loving friends can hurt you,
If all men count with you, but none too much;
If you can fill the unforgiving minute
With sixty seconds' worth of distance run,
Yours is the Earth and everything that's in it,
And—which is more—you'll be a Man, my son!

Rudyard Kipling

Harness the Power of UBS!



CAMPUS ADDRESS

**Kushivili, PO Gaurkamath,
Vadap, Karjat – 410201,
Dist. Raigad, Maharashtra
Tel: +91 (0) 2148 22 1700**

HEAD OFFICE ADDRESS

**105, 1st floor, Ruwal & Omkar
Esquare, Eastern Express
Highway, Sion (E), Mumbai - 22
Toll Free: 1800 22 9495**

REGIONAL OFFICES

**Delhi Office
+91 98 3882 5939**

**Kolkata Office
+91 84 2063 9003**

**Pune Office
+91 86 9816 9272**

**Bangalore Office
+91 99 1670 2506**

INTERNATIONAL OFFICES

**Dubai, UAE Office
+971 52 621 3934**

**Abu Dhabi, UAE Office
+971 55 907 6556**

**Doha, Qatar Office
+974 44 149 282**

www.universalbusinessschool.com