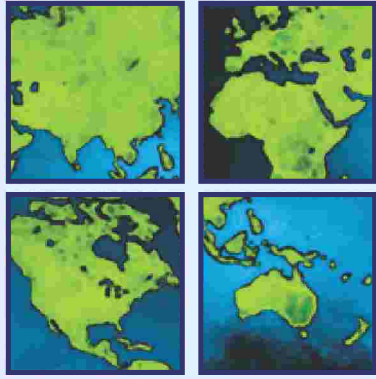


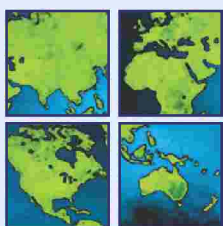
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Universal Business Review

UNIVERSAL BUSINESS REVIEW

e - Magazine



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150 Years of Nurturing Talent

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Chairman's Message

Business World 's Latest Great Man – May Become an All - Time Great - Elon Musk



Mr. Gurdip Singh Anand
Chairman, UBS

As I prowl around, in my mind, to identify the truly great guys in the business world, the following are my favorites:

Andrew Carnegie (1835–1919): He turned a few nickels and dimes into a fortune and became the richest man in the U S, after helping build the American steel industry. He then he set out to give almost all his money away — and was nearly successful in that endeavor.

John D Rockefeller (8.7.1839 – 23.5.1937): He came from rustic origins and started as an accountant, ended up as one of the richest men in the world by creating America's most powerful monopoly in 1870, Standard Oil.

Henry Ford (30.7.1863 – 7.4.1947): His Model T and his assembly line production revolutionized the car industry and also manufacturing – perhaps the greatest business man of the 19Th century.

Ray Kroc - (5.10.1902 – 14.1.1984): He was an American businessman. He joined McDonald's in 1955 and built it into the most successful fast food corporation in the world. Kroc was included in Time 100: The Most Important People of the Century

and amassed a fortune during his lifetime.

Sam Walton (19.3.1918 – 5.4.1992): He single-handedly built Wal-Mart into the biggest retailer in the world, transforming the way America shopped and making himself one of the world's richest men in the process. Perhaps the greatest Business Man of the 20th century.

Mary Kay Ash (12.5.1918 – 22.11.2001) : A most inspirational billionaire entrepreneur, she set-up her global - independent sales force that sells cosmetics. She learned to navigate, and succeed in, a male-dominated business world.

Steve Jobs (24.2.1955 – 5.10.2011): College Drop-out. He revolutionized the Cell phone industry. Over a billion I - Phones have been sold.

Bill Gates (28.10.1955 -): Dropped out of college, co-founded Microsoft at the ripe age of 20, and today has dedicated his life to philanthropy, having given away more than \$30 billion so far.

So, who is Elon Musk? Why am I suspecting, that he might become an All Time - Greatest? I would like

to recommend that you read his biography authored by Ashlee Vance. I don't think I can describe this guy in a two page article. He is a guy:

1. Who has cut the cost of launching returnable Rockets to one - fourth of what it costs the others, including NASA, who have had a 60 year head start. Since life on our planet may get extinguished, because of mankind's negligence of the environment, he wants to create a colony on Mars, to safeguard our civilization.
2. He is building TESLA, so that he can save the world from its addiction with cars and industry using oil as fuel, which can unleash enough CO / CO₂, leading to global warming, melting of all glaciers and destroying the Planet, due to climate change.
3. He is working towards harnessing Solar Energy, so that the Planet can be saved.

Let me try to whet your appetite to read his biography, by giving you a few quotes from the book:

“Enough Solar Energy hits the Earth's surface in an hour to equal the world-wide energy consumption

from all sources put together, in a year.”

“Elon came to the conclusion that life is short”, Straubel said, “ If you really embrace this, it leaves you with the obvious conclusion that you should be working, as hard as you can.”

“Musk never seemed to leave the office. He slept, not unlike a dog, on a bean bag next to his desk. “Almost every day, I’d come in at seven thirty or eight A. M. , and he would be right there asleep, on the bag” Heilman said, “ Maybe he showered on the weekends”. Musk asked those first employees of Zip 2 to give him a kick when they arrived and he would wake-up and get back to work.”

“Davis like Borgan and plenty of other Space X engineers, has had Musk ask for the seemingly impossible. His favorite request dates back to 2004. Space X needed an actuator that would trigger the gimbal action used to steer the upper stage of Falcon 1. David had never built a piece of hardware before in his life and naturally went out to find some suppliers who could make an electro-mechanical actuator for him. He got a quote back for \$ 120, 000. “Elon Laughed,”

said Davis. “He said, ‘that part is no more complicated than a garage door opener. Your budget is \$ 5000. Go make it work.’”

Davis spent 9 months making the actuator. At the end of the process, he toiled for three hours writing an e – mail to musk covering the pros and cons of the device. The e – mail went into gory detail about how Davis had designed the part, why he had made various choices, and what its cost would be. As he pressed send, Davis felt anxiety surge through his bod knowing that he had given his all for almost a year to do something an engineer at anther space aerospace company would not even attempt. Musk rewarded all this toil and angst with one of his standard responses. He wrote back, “OK.” The actuator Davis designed ended up costing \$ 3,900 and flew with Falcon 1 into space. “I put in every ounce of intellectual capital I had into that e – mail and one minute later I got that simple response,,” Davis said. “Everyone in the company was having that same experience.”

“I need the impossible to be done by 2 PM on Tuesday, Can you do it?” If you say yes, you are not just working hard trying to do it, because he told you to. You are working hard for yourself! It's a distinction you can feel. You have signed up to do your own work.”

“Decisions were made quickly during weekly meetings, and the entire company bought into them. “It was amazing how fast people would adapt to what came out of those meetings,” Watson said. “The entire ship would turn 90 degrees intently.”

“Any one who tries to build a car company in the US is quickly reminded that the last successful start-up in the industry was Chrysler, founded in 925. Designing and building a car from the ground up comes with plenty of challenges, but it's really getting the money and know how to build lots of cars that has thwarted past efforts to get a new company going. The Tesla founders were aware of these realities. They figured that Nikola Tesla had built an electric motor a century earlier and that creating a drivetrain to take the power from the motor and send it to wheels was doable. The real frightening part of their enterprise would be building a factory to make the car and its associated parts.”

“In the middle of 2012, Tesla Motors stunned its complacent peers in the automotive industry. It began shipping the Model S sedan. This all-electric luxury vehicle could go more than 300 miles on a single charge. It could reach 60 miles per hour in 4.2 seconds.”

If hope I have whetted your appetite, to discover a possible 'All Time Great", in the Business World. Bye for now.



Editor's Note



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

It gives us great pleasure to bring you the second issue of, “UNIVERSAL BUSINESS REVIEW” the e-Magazine from “UNIVERSAL BUSINESS SCHOOL”. The articles consist of various topics related to Economy, Business, and Management. The contents also highlight the talent concealed within our student members

I welcome all the writers to this issue of the Magazine. Contributions to this Magazine. The contributors come from different quarters of our UBS family: our founders, faculty members and students. These articles reflect the repository of knowledge and growing interest in the magazine among the members of UBS family.

The idea that writing is a source of personal power comes as no surprise from Faculty members,

(on a lighter note teaching, research and writing is a way of life for academicians), but to hear the idea so knowledgeably discussed by the founders of the Institute is heartening. The articles both in their theme and content carry many interesting and useful information. Say for example,

Can you think of any individual who is working towards harnessing Solar Energy, so that the Planet can be saved?

Can God be a brand?!

How much you are willing to pay? The rent for the whole of Mumbai.

What are the recent trends in campus hiring in India?

Why the girls bring greater laurels to the family and society at large than boys?

What are the entrepreneurial challenges and hurdles in growth faced by individuals and organisations?

Is there actually a fortune at the bottom of the pyramid?

Why do the youth in India have a habit of following others than finding their own hidden interests?

What is the connection between Mythology and Management?

What do we know about GST and International Exchange in India?

Want to meet the Spartan's of UBS

Please go through the magazine. Please send us your feedback.

I hope you enjoy reading the magazine. We look forward for your continued support to the Magazine.

God..... A Brand Equity?!

Nothing sells like God these days. All you require is a proper branding, marketing and sales strategy. It is the most lucrative business, which requires little or no investment, no qualifications, no certifications, no licenses, no tax liabilities and no risk factor. So it's a win-win situation, of course with the grace of God.

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



All religions propagate that there is only one God, who is an energy, which is formless and nameless, which is beyond time and the circle of life & death. He is the creator and who always gives and doesn't take. But yet at the same time, each religion is vying hard that their God is better than the others. All of them have given a specific entity and name to their respective Gods. There is an insignia or so to say a brand specific logo, for each one of them. Each one carries a differently coloured and shaped flag/banner (red, saffron, blue, green, rectangular, triangular or swallow tailed). There is a catchy tagline too, rhyming well with respective divinity. It is so much akin to a corporate brand building. Similar to a combat unit of an army, which has a flag (with specific colours), has a badge (insignia), a regimental war cry (tagline) and a regimental tune (jingle). There are beautifully designed artefacts, labels, stickers, memorabilia, books, CDs, apparels, badges, jewellery, pharmaceuticals, cosmetics, food products etc; you name it and they have it. Having endless number of schools, colleges, universities, hospitals, massive estates and TV channels, in his name. The brand is such a strong medium that it controls

the 'primary self' of the masses. It also provides a readymade vote bank, which makes a heady cocktail of power and politics. One clarion call from a religious body and the followers are ready to do anything, even kill in the name of their God (809 million people already killed so far and still counting.....).

If we see dispassionately, the so called houses of Gods, have become fairly business savvy. Like the malls and other business establishments. Now most of the religious places have been conveniently located/relocated on the major roads, highways or city centres, keeping in view the footfall. These are the places where Gods are being kept as captives, behind the closed doors, under the care of the religious masters, who hold the exclusive Intellectual Property Rights (IPR). If a devotee has to have an audience / communication with God, it has to be with the approval and only through the captors. They have fixed the time for Gods too. You can have his glimpse or blessings only when convenient for the captors. Because the Gods (in other words the captors) may be sleeping, taking rest, getting ready or having their meals, just like us, the mortal beings. The doors of the captivity can open only at the mercy of

the captors. If you are a needy, influential or an affluent guy and want to have an urgent or out turn meeting with the deity, the captors would arrange it, by charging an additional / hefty sum. Nowadays, if you are not carrying enough cash, you can conveniently swipe your credit/debit card or even transfer money online or 'Paytm' it. Although, God doesn't need anything from the lesser mortals, on the contrary He provides everything to the whole creation. It is for the obvious reasons, why do the captors insist on offerings to be only in terms of money, material and goodies. It is believed that the market cap of the business of God, would perhaps run into multi trillion dollars or much more.

Like, it is said that, 'has God made a blunder by creating man or man has made a blunder by creating Him'. It is evident that for once God has made the blunder of creating man, but man has definitely not made the blunder of creating Him. Man has exploited God to the hilt, to suit his convenience. Just imagine what would happen to these houses of Gods, if everyone stops the monetary and material offerings. It surely would set the Gods free.

Born For Others



Prof. Dr. Krishnaswamy Iyer
*Director-Business Analytics
& Head of Finance, UBS*

My miseries are nothing compared to the miseries of the world. Looking at the miseries of others I forgot my own miseries. That's when I feel I am born for others. Couples on the eve of childbirth jostle for sex identification and naming of the child. Shakespeare once remarked "What's in a name? It's the girls who bring greater laurels to the family and society at large than boys, this being accepted by many educated families with great equanimity. As per our traditions girls normally get married and migrate to boy's family. Its common knowledge that boys are more attached to mothers and girls to father. The covalence is thus maintained in each family depicting the carrot and stick policy.

Ours is predominantly a male dominated society. It's like saying—I am the boss of this house and I have my wife's permission to say so". Is this the dominance we men seek?

Girls on the other hand are directed to build and nurture forbearance, meekly surrendering to the boys the right to dominate including education, always a must. The girls grow in the kitchen thereby imbibing from their mothers valuable training and practice in maintaining the family circle intact and vibrant. This sacrifice

indeed is the bedrock of human values and it often goes unsung.

The weaker sex is the stronger sex as the weakness of the stronger sex is the weaker sex.

In this debate it's always the female sex which emerges strong and dominant, biologically, culturally, spiritually, emotionally and intellectually. It's the girl child which emerges victorious at all times. The amount of sacrifice undertaken by a female in all walks of life needs no mention. It's a glaring example of being born for others. Double reinforcement of the chromosomes in scientific theories is stronger than single presence -maybe the secret mantra.

This piece is not on establishing any superiority of the sexes, but we as humans should always strive towards instilling in us, the quality of forbearance especially in times of adversities, as it's during these times that the mettle in humans is put to greater tests.

If we forget being selfish or suppress these narrow desires and work towards eradication of others troubles and depressions, we are truly a group of liberated souls. It comes indeed so naturally to females, but this good aspect is often

subdued and obliterated for good. You should not get it lost or dispensed with. Come-on let's give them their due.

The male bastion brags of running the house by going out and earning a living- generally speaking—let's not forget that managing a home in itself is a fulltime thankless job-unpaid for and taken for granted as if it comes for free. Why this disparity? Service to mankind without any vested interests is the best of all services. If we achieve this, then we have realized that we are in fact born for others.

Remember Success is actually a result of this inner expansion -the inner depth. This inner wealth alone can reinforce against all the sledgehammer strokes of destiny and conspiracies woven by intricacies of life. Having come to our blessed existence on this beautiful planet, let us include the others also in the very process of our own living. Let us also remember that there is certainly more pleasure in giving than there is in receiving. So let us propagate the donor theory more than the receiver theory and if this is seriously resorted to by all, the world would be a bed of roses rather than a bed of thorns which it currently is.

Entrepreneurial Challenges and Hurdles in Growth



Prof. Anjan Majumdar
Head of HR, UBS

Gaurav Upadhyay passed his B. tech degree in information Technology & Telecommunication with flying colors in first class in 2003 so also his close friend Rajendra Misra acquired the same degree with similar merits. Both of them had the option to take up lucrative jobs in Silicon Valley in California, USA. However, they immediately joined a top ranking global IT company as software engineers. Since then they have been progressing well like many others of their ilk. More or less both were happy about the ways of life. In 2009, after many years of doing job both these friends and two others who along the way became friends- Mangesh Verma and Chitranidhi Rao together decided to join hands and venture out on their own and create their own software company since they felt that all of them have acquired the acumen and insights and knowledge for doing independent business. All four friends pooled their individual savings and created MECHTECH IT LTD and set up the venture at Bhubaneswar, for reasons that on all counts it was cheaper there and at the same time it was a fast upcoming IT business hub in India

with all major companies having set up their wings in that city.

With their dedicated sincerity and absolute commitment right from the beginning they started getting good business and business was progressing very steadily beyond their expected level. However, they felt perhaps their rate of progress comparatively slower than in other bigger locations like Bangalore, Gurgaon region in Delhi, Hyderabad, Chandigarh, Pune, and Kolkata. After publication of their first balance sheet and looking at a very satisfying profit figure, they felt inspired if not exactly tempted to consider possibility of relocating the business to some other major location/IT hub in India. Whenever they were free and together they got into brainstorming mode all-together and started evaluating the options of all places and data collection on the business progress at different locations and from time to time they were quite serious in consideration on the option. In terms of SWOT analysis, assignments opportunity, average profitability potential and cost of living, employees' wages structure and patterns, Gurgaon appeared to them to be most attractive location.

Also, Somehow, their gut feeling got better of them and they collectively decided to shift their business base to

Gurgaon in anticipation of business growth in excess of 30% as attained Bhubaneswar on YTY basis. Also they strongly expected newer network building for faster business growth and overseas business opportunities. They also had another feeling and justification that they might be able to serve their overseas international clients much better, more efficiently since Gurgaon as a place would enable them to select and recruit better qualified, competent and experienced software engineers.

With their demonstrated professional competence and distinctive individual sincerity and commitment, they could stabilize their business within the expected time frame in the new environmental surroundings of Gurgaon. After the first year was out they realized that their pace of business progress has not been any faster than (3%) in Bhubaneswar. Whereas their establishment expenses have shot up by 60% causing major drain in their revenues. Also their individual personal expenses having gone up towards rents, fuels etc., they realized that they cannot plough back much resources into the business to accelerate volume growth as planned. Also, they started facing basic cultural differences in business practices

among newer employees and newer clients at Delhi-Punjab region with regard to commitment fulfillment, payment terms and payments as well. Also the volume of bribery and commission for obtaining newer business projects were eating away their profitability and causing revenue decline. The professional commitment proved to be quite hollow and there was nothing as professional approach / professionalism. People were by and large untrustworthy, undependable and lethargic in performance terms. The few professionally qualified personnel who were hired were found to be manipulating the co' in task execution and task completion on time. Consequently the co' started losing cash revenue as also declining the ladder of Learning Organisation under the SEI-CMM and P-CMM Quality system mode I against their expectation that they

would be able to move to level-IV from their level-II status at Bhubaneswar. They, in fact came down to Level-I to their appalling dismay. This was a major set back to their dream for business growth reflecting that they would not be able to expand their business in the pace as they had earlier envisaged and also their desire to move to the silicon valley in the USA to set up venture extension.

The Cost escalation and revenue drainage on the one hand and the professional diminutiveness in task accomplishment and commitment were major blows to them to cope up with at this fledging stage of their business and on top this some clients threatened for legal, penal suits for recovery of their business loss within India and in the USA.

As such, as per their projected estimations their revenue cash

went up by rupees 1000000 (one million) within the year; business growth rate remained stagnant at 30% average. Their wages bill went up by rupees 2400000 on yearly basis since they had hired qualified software engineers and other staff members. Their owes increased since business generation did not accelerate at all and additional expenses cast a major blow towards their business growth.

The alternatives which were emerging before them- shifting their business location to either Bhubaneswar or Hyderabad, Kolkata, or Bangaluru. Each one were also thinking in terms of quitting the business and going back to jobs. To this count, they started receiving favorable leads and responses as well from within the country and outside. But their gut feeling was stronger regarding continuing and keep trying ways and means for success.

GUIDING QUESTION:

1. How will you look at the turn of events at this stage?
2. What course of action would you think will be the most suitable for the four to be together and keep on trying?
3. Do you think that they are at wrong bend and should quit at this stage, take up jobs individually and move ahead?

"The case is written based on actual background material and facts of a software start-up company which indeed, faced the situations as enunciated in the case study.

The objective of the case study is to build insight and understanding among students regarding the challenging and trying situations that any organization and people in it have to face and deal with in order to be successful and achieve the set goals.

Five students from CMBA 8 were selected to analyze the case, only two responded.

However, it may be noted that the said organization has overcome those trying situations and is currently functioning successfully and accomplishing significant growth at Gurugram itself.



Recent Trends in Campus Hiring in India

Ms. Vidhya Srinivas Associate Professor & Assistant Vice President Corporate Relations, UBS



Rapid growth engines and the ever changing business dynamics is resulting in large-scale transformations. Consumerism is at its peak that the country has seen, with lots of upheavals, in the last three years. Whether it has been the Modi wave, Demonetization or GST the business houses have seen it all through, yet contributing to the fast-paced complex growth and have well sustained in the VUCA world. India has soon grown into becoming the third largest start up economy in the world. To add to this, the strong services sector has continued to contribute as it has been doing in the last decade-and-a-half.

India has always been a labour intensive country and a major contributor of human resource to the world. During the last decade, organisations had a well-charted recruitment plan that was divided between entry level and lateral talent. But the technological changes and ever changing dynamics of business has built in complexities in the business. The supply side of talent, that is the academic institutions are preparing talent to cater to this changing demand. Though the industry both from supply and demand side is expanding there still seems to be a major skill gap visible.



Due to the pressure in the business, the skill gap, the technological advancements have also played a crucial role across recruitment life cycle.

The patterns in the year 2016-17 that are emerging as trends in the talent acquisition life cycle, which are also likely to dominate the industry in the upcoming years. Some of these trends are listed below:

1. Just-in-time hiring:

Organisations have been focussed on reducing the 'inventory cost' of talent. To optimise costs, the HR departments are being asked to hire for a specific job/assignment as and when it is required. This demands agile recruitment

processes, creative sourcing models and tailored assessments delivered innovatively. The existing campus hiring approaches will significantly be impacted by this in the coming years. The start-up ecosystem is taking a lead in this by establishing best practices for others to adapt. The fixed recruitment cycles will blur and hiring patterns will be based on the principles of JIT.

2. Recruitment for potential:

The traditional recruitment processes led by assessment of knowledge and skills that are required to perform a job are expected to change. The rapid changes in the business world demand the need for

organisations to house talent that can be moulded for different requirements. Today's business demands are becoming obsolete soon and so are the skills to perform that job. Organisations expect its employees to be able to learn to be multi skilled, and adapt to new technologies, domains and roles quickly to be able to perform in the long run. Hence there is a clear emphasis on identifying personality and behaviour traits of candidates to assess their potential to learn and perform.

3. **Insistence on ready talent:**

In India, academic curriculum has always chased the needs of the industry. To address the resulting gaps in entry-level hiring, organisations have built large training facilities where skills and abilities of new recruits are 'bridged'. Over the years, corporates have rightly shown intent to pass this high training cost and effort to the academia. The availability of large volume of candidates has given corporates the leverage to demand industry-ready candidates who can be

allocated on the job on day one or with minimal training. This has led to stringent holistic assessments of talent. Hire-Train-Deploy models that have taken the burden off the corporates have also emerged. Academic institutions, on their part, are also imparting proactive employability enhancement initiatives (assessments, training) to address this gap in requirement.

4. **Mobility:**

The end-to-end recruitment process of a candidate is a tedious one. This further becomes a nightmare in mass recruitment scenarios. To find the right talent, HR departments have to manage interview schedules and gather documents, test scores and interviewer feedback for hundreds of applicants. Collating all this data for each applicant to make a well-informed hiring decision is often a manual and time-consuming process leading to high drop-outs and disengaged candidates. With increasing adoption of mobile and digital solutions, there is a possibility for HRs to embrace

innovative mobile technologies and streamline the recruitment process. In this context, organisations have been leveraging the power of mobility to integrate their entire recruitment process from sourcing to assessing, interviewing and on-boarding on a single platform. Such integrations and delivery on mobile platforms are making the process paperless, convenient, error-free and efficient.

5. **Role of Social media**

Social media has been an integral part of our daily schedules. Mobile devices have made individuals more social than ever before. The role of social media in the hiring process has been discussed for a long time. For starters, the availability of prospective employees on different platforms, their level of engagement and the possibility to identify, attract and engage existing and potential employees cannot be debated. This has made social media a definite sourcing channel for large number of organisations.



Collections from Colonial Economy

“Frequently a man of great, sometimes even a man of small fortune, is willing to purchase a thousand pounds share in India stock merely for the influence which he expects to acquire by a vote in the court of proprietors”



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

Adam Smith on British Rule in India in his -An Inquiry into the Nature And Causes of the Wealth of Nations-1776.

(the power and influence even a man of small fortune acquired among friends and the society by owning a share of East India Company)

How much you are willing to pay? The rent for the whole of Mumbai. You are laughing because not even Bill Gates could afford to pay rent to Mumbai. But there was a time when it was wholly realistic. What is more, almost any of us could have paid Bombay's monthly rent without feeling the pinch. The rent was less than an English pound per month. In fact £ 10 for the whole year.

In the mid seventeenth century, the island of Bombay came as a gift to King Charles II, of England. His Majesty had not only seen it, but had only a hazy idea of its geographical whereabouts. It had come to King Charles as a part of his dowry when, in the year 1661, he had married the King of Portugal's daughter, Catherine. Seven years later, the King leased it out to the East India Company—for ten pounds a year.

They had acquired Madras in 1639. Twenty years-between 1660 and 1680-yielded larger profits: they paid a dividend of 25% to their shareholders. Their employees in India filled their pockets with gold. It was this kind of horse-trading which inspired Adam Smith to describe the East India Company as a body “for the appointment of the plunder of India”.

On India's 70th year of independence, let us look at the status of economy during the colonial rule.

We have known the English for about 400 years- first as trades man, then as soldiers of fortune, but most of all as masters and for the last 56 years as friends. What did the English do for Indian economy? In the initial stages of their conquest of India the English plundered the country's wealth and resources by

1. Exactions from Indian rulers, zamindars, merchants and common people.
2. Oppression and Exploitation of Indian artisans, indigo cultivators and merchants and Taking over the surplus revenue.

England reduced India to beggary, say most Indian critics. Till the 18th Century India was the producer nation- her textiles were in great demand in Europe; her agricultural produce was enough to feed her population and to sell the surplus abroad. Only a little more than half of its people depended on land for all their livelihood. England maintained it that way as long it suited her. Then came the Industrial revolution. England became the producer on the lookout for markets. The English destroyed India's textile industry putting weavers out of business, forced farmers to switch to cash crops needed for British machines and ruined India's agricultural economy. Figures bear out this criticism.

Under this system, the principal instruments of exploitation were

1. Unequal trade.
2. Employment of British nationals in the colonial administration,
3. Exchange Rate Mechanism
4. Preferential tariffs Favorable to Britain,
5. Exploitation for the purpose of War.

Indian handicrafts and, as well as the slowly emerging machine-based industries, were exposed to

destructive foreign competition. The heavy export duties imposed on the Indian goods entering British market went in Britain's treasury. On the other hand, British imports, which flooded Indian markets, were duty free. The sterling debt mounted with the years. The high rate of land revenue collection was one of the major sources of drain of Indian wealth from an agrarian country. Crops which yielded bigger profits remained largely in British hands. When the Britons found India profitable, they invested in tea and coffee plantations, jute and textile mills. The tea and the coffee estates were a British monopoly; though jute was grown by Indian peasants, mills to process it were British. Other major crops include Cotton, Indigo.

By 1929 British capital in India was between £ 573-700 million. In 1933 the British Associated Chambers of Commerce estimated British interests at £1000 million made up of £ 379 million sterling debt, £ 500 million for their companies and miscellaneous investment. One-fourth of all that the British owned outside Britain was in India.

At one time, half of the net revenues of India (44 million sterling) went towards paying for these services. India paid for her own conquest. The cost of conquest of Burma and with Afghanistan was borne by India. The list is endless. The cost of suppression of 1857 uprising was also put on India, which pushed up the public debt from £ 6 million in 1856-57 to over to £ 100 million in 1860-61. It is well known that India, as a colony of Britain was dragged into two world wars during 1914-18 and 1939-45 which put a heavy burden on India (the government of India, in 1917 made a gift of £ 100 million to the British government as a contribution to the later's war effort).

To quote Mr. R. C. Dutt, author of the Economic History of India, "Think of it! One-half of what we [in India] pay as taxes goes out of the country, and does not come back to

the people. No other country on earth suffers like this at the present day; and no country on earth could bear such an annual drain".

The "Grand Old Man" of the National Movement, Dadabhai Naoroji, drew attention constantly from the 1870's to the impoverishment imposed on India as a result of this exploitation. The very title of his book, "Poverty and Un-British Rule in India" called attention to the fact that the greatest victims of British rule were the poverty-stricken masses of India. Simplified versions of the economic critiques of colonialism, such as the one in Gandhiji's "Hind Swaraj", appeared in pamphlets and booklets in practically every Indian language. As these ideas became more widespread, these helped to open the doors to mass participation in the National Movement itself. Jawaharlal Nehru wrote that those parts of India which had been longest under British rule were the poorest.

If not equal, but there are **good things about the colonial economy.** Dadabhai Naoroji in his, "**The Benefits of British Rule**", 1871 gives a balanced account of the colonial Economy. He also points out the benefits in the cause of Humanity, Civilization and Politics. In the Cause of Humanity: Abolition of suttee and infanticide. Destruction of Dacoits, Thugs, of Indian society. In the Cause of Civilization: Education, both male and female. Resuscitation of India's own noble literature modified and refined by the enlightenment of the West. The benefits mentioned by him may be true to some extent. Because British expansion in India coincided with technical advances of the west. In due course they were introduced into India. Steamships began to ply on Indian rivers. The demands of commerce and defence led to expansion of the means of communication: 70,000 metalled miles of road, 40,000 miles of rail-track spanning rivers, mountains and deserts, telegraph and postal services were built by the British

enterprise. According to some estimate, the first 6,000 miles of railway completed in 1872 cost India £100 million, i.e. over £16,000 per mile.

Thus according to him, the natives called the British system "**Sakar ki Churi,**" the knife of sugar.

Well, what is the price you can pay for Mumbai today? The Mumbai Metropolitan Region economy estimated at \$368 billion (PPP – Purchasing Power Parity) (as of 2015). It is also one of the world's top 10 centres of commerce in terms of global financial flow, Mumbai accounts for slightly more than 6.16% of India's economy contributing 10% of factory employment, 30% of income tax collections, 60% of customs duty collections, 20% of central excise tax collections, 40% of foreign trade and US \$10 billion in corporate taxes to the Indian economy.

Fine, we were born a democracy; we remain a democracy. Few countries liberated with or after us can make the same claim. Not only are we the world's biggest democracy, we are also now, the world's most representative democracy: with nearly 30 lakh elective positions in the panchayats, 10 lakh of which are occupied by women, the most dramatic empowerment of half of humankind ever seen. It has been acknowledged that the greatest achievement of India since Independence has been the building up of democracy and sustaining it. It was not by force and compulsion, by blood and iron, that this achievement has been brought about, but by peaceful means, by tolerance and willing acceptance of differences and diversities. It is the product of the ancient philosophy and culture of India which taught us that humanity is one and the whole world is a single nest."

To quote EM Forster:

"So Two cheers for Democracy: one because it admits variety and two because it permits criticism."

Is There Actually a Fortune at the Bottom of the Pyramid

Ms. Zeba Gulzar
PGDM 3, UBS Student



As an aspiring management student It was inevitable to not to hear about Prof.. C.K Prahalad and his great work. While growing up my father used to always read me about Mr. Prahalad's and his work in corporate strategy and there was this particular strategy which I always found very fascinating was BOP (Bottom of Pyramid). I always wanted to read more about it until recently when I got the opportunity to read Mr. Prahalad's work "The Fortune at the Bottom of the Pyramid".

So what is the BOP? C.K Prahalad's Fortune at the Bottom of the Pyramid has coined a new term, BOP – bottom of the pyramid. BOP represents a very attractive market opportunity. The 'BOP proposition' argues that selling to the poor can simultaneously be profitable and help eradicate poverty. According to Prahalad, he wrote Bottom of the Pyramid to tackle the question of why we cannot create inclusive capitalism, and why all of our managerial know-how and technology falls short to solve the problem of global poverty and disenfranchisement.

He proposed that there are 4 billion people in the world who live on less

than \$2 a day which sums up to 80 percent of the humanity. So the question raised is why we can't mobilize investment capacity of the large firms with the knowledge and commitment to whoever needs help. Prahalad's emphasis for unique solutions made him to the road to understand and motivate large firms to do more for the people below the poverty line and create a just and humane society for them by collaborating with other effective institutions. Prahalad writes that if we find new and creative approaches to convert poverty into an opportunity for everyone concerned and it all starts when BOP consumers are respected as individuals and when the assumption of treating every consumer as equally important is taken seriously.

The Fortune at the Bottom of the Pyramid presents extensive case studies describing how different companies who take social responsibility and business opportunities seriously have been successful in finding unique solution to known problems. Some of those companies are Unilever, Hewlett-Packard, DuPont and others who have embraced this new perspective on alleviating global poverty with full grace. In one of the

case study in the book, Prahalad describes how Hindustan Lever Ltd.'s technological innovation, Annapurna salt with stable iodine, demonstrates how the company could bridge the gap between a preventable disease (iodine deficiency disorder) and a healthier population, as well as the gap between the poor as a problem and the poor as a source of innovation and profits. The biggest roadblock for the BOP concept is that either everyone tends to ignore the poor or tells them that they need to improve themselves for a better life. There is this hierarchy where the NGO's and the poor always fit at the bottom. Prof. Prahalad was the first one who identified that the BOP market comprises people who are conscious of quality, capable of dealing with technology, brand-conscious and networked but unfortunately, they lack the purchasing power. He proposed a formula to deal with this problem and he called it the three A's: Affordability, Access and Availability.

It will of course not be easy to do business with the world's 4 billion people which makes it two-third of the world's population. It will indeed need innovative business

models which companies like HUL, Arvind Eye Hospital, Nirma, Jaipur rugs and Project Shakti and many more have successfully came up with and have utilised the best out of it. They have changed their philosophy to “bigger is better” in order to include the people at the bottom of the pyramid. The book suggests replacing traditional notions of government-channelled aid with a new model for relieving poverty and stimulating development. This model relies on profit-making businesses, especially multinational corporations (MNCs). The MNCs have an economic incentive of tapping the great market that exists which is hidden at the bottom of the pyramid. The author demonstrates clearly that it is possible to develop business models that allow the poorest of the poor to participate actively by becoming entrepreneurs. Although these people at the very bottom have very little money at their disposal but collectively they represent a vast pool of purchasing power.

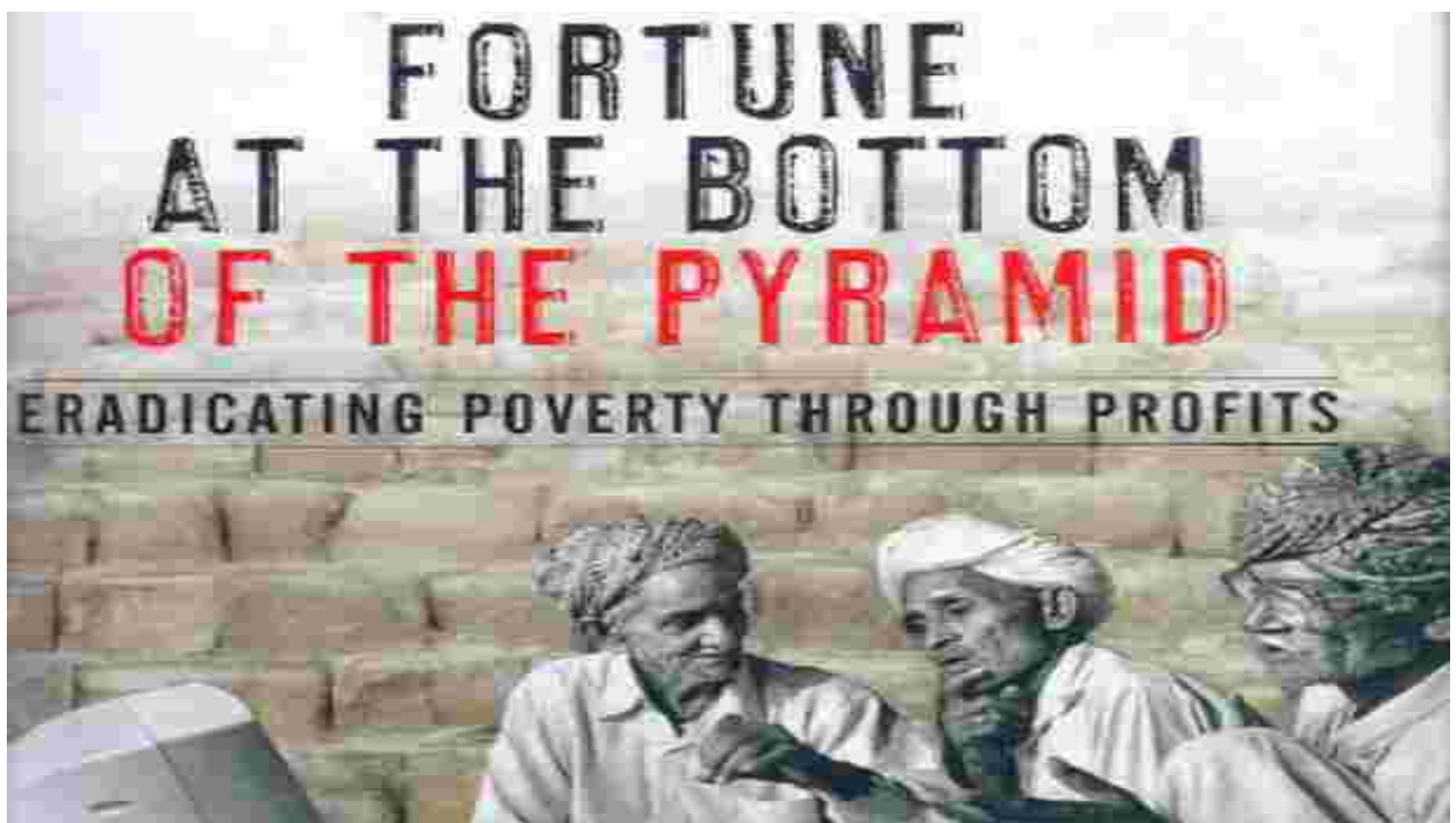
If MNCs are to thrive in the 21st century, they must broaden their economic base and share it more widely. They must utilize the opportunity of narrowing the gap

between rich and poor. This cannot be achieved if these companies produce only so-called global products for consumption primarily by Tier 1 consumers. They must nurture local markets and cultures, leverage local solutions, and generate wealth at the lowest levels on the pyramid. Already in India, 30 percent of personal care products and other consumables, such as shampoo, tea, and cold medicines, are sold in single-serve packages. Most are priced at Rs 1. Without innovation in packaging, however, this trend could result in a mountain of solid waste. It is tragic that as Western capitalists we have implicitly assumed that the rich will be served by the corporate sector, while governments and NGOs will protect the poor and the environment. This implicit divide has to be erased. A huge opportunity lies in breaking this code — linking the poor and the rich across the world in a seamless market organized around the concept of sustainable growth and development.

Prof. Prahalad focuses on multinationals, but his stories of indigenously owned businesses are just as impressive—the organisations which provide fans, the beedi

(indigenous cigarettes and bangle sellers), the Nirma detergent company, vendors of indigenous ayurvedic and Unani medicines. Prahalad also examines HUL, the Indian branch of Unilever that has developed very successful techniques for selling cosmetics, detergents, and similar goods to the poor in rural areas. These involve recruiting local sellers, small packet sizes, and creative advertising. In fact, consumer goods companies in South Asia have a heroic record of more than a century serving these markets.

Prof. Prahalad gives a very good insight on how to focus on the BOP in order to develop successful business model while simultaneously eradicating world poverty and gaining profits. In recent years, companies have evolved gradually towards greater recognition of the corporate social responsibility and role of private sector in effective fight against poverty. In this changing world we have to change our strongly held beliefs about BOP which is a great barrier that everyone has to cross in order to grab the glittering opportunities.



Case Study Analysis - Entrepreneurial Challenges and Hurdles in Growth

Mr. Tanmatra Paul
CMBA 8, UBS Student



1. At this stage if we look at the course of events critically we see that there are –
 - a. Lack of Leadership ability – There is a sheer lack of leadership between the four partners. Which is evident from events like, hired professionals were manipulating their works, employees hired in Gurgaon area lacked professionalism that shows the lack of insight about identifying talents within the four partners.
 - b. Lack of Organisational Culture – They first needed to build a culture of ethics and values within the organisation when they set up their base in Bhubaneswar. Turn of events clearly indicates lack of organisational culture.
 - c. Excessive Overhead Expenses – The four partners were extravagant in matter of expenses. Their expenses were rising in leaps and folds instead of their profit.
 - d. Lack of Market Research – The four partners didn't do proper market research about Delhi - Punjab region, before setting up there.
2. If we look at the case critically, we feel that following course action might be suitable –
 - a. Delegation of Authority- The Four partners need to delegate authority within themselves like Google's Triumvirate where Larry Page and Sergey Brin Look into Technical and innovation part of the company, Eric Schmidt looks after ethics and value system of the organisation. Similarly, the four partners need to focus on four different dimensions of the organisation to make it effective.
 - b. Performance Management Technique – They need to build a performance management technique to quickly identify non-performers and to retrench them.
3. At this stage they shouldn't quit, they just need to strategies their approach to turnaround the set of events in their favour. It is a learning for them to do proper research before setting up in new region. They need to understand the cultural differences and methods to cope with it. They not only need to do market research but also need to understand is their core competency matches with that region, where they need to make their policies strong? where they need to focus more? and how to do it?
 - c. Cutting down of overhead expenses is necessary at this stage.
 - d. Building of strong HR policies is required to cope up with internal obstacles.
 - e. Building a strong team of PR, who can effectively deal with clients of Delhi-Punjab region.

GST: An Overview

GST is a comprehensive indirect tax on manufacture, sale and consumption of goods and services throughout India (Except state of Jammu and Kashmir), to replace taxes levied by the central and state governments.



Mr. Manish Negi
PGDM 3, UBS Student

GST is an upcoming system of taxation in India which will merge many individually applied taxes into a single tax. It was introduced as The Constitution (One Hundred and First Amendment) Act 2016, following the passage of Constitution 122nd Amendment Bill. The GST is governed by GST Council and its Chairman is the Present Union Finance Minister of India - Arun Jaitley.

GST is applicable from 1 July 2017.



What is GST and How it works?

GST is one indirect tax on the supply of goods and services, right from the manufacturer to the consumers, credit of input taxes paid at each stage will be available in the subsequent stage of value addition, which makes GST essentially a tax only on value

The following taxes will be bound together by the GST:

Central Excise Duty	Entertainment Tax	Value Added Tax (VAT)
Service Tax	Entry Tax	Central Sales Tax (CST)
Countervailing Duty	Taxes applicable on lotteries	Octroi Advertisement taxes
Special Countervailing Duty	Luxury Tax	Advertisement taxes

addition at each stage. The final consumer thus bear only the GST charge by the last dealer in the supply chain, which set off benefits at all the previous stages.

Benefits of GST:

1. It will help to create a unified common national market for India, giving a boost to foreign investment and “Make in India” campaign.
2. It will prevent cascading of taxes as Input Tax Credit will be available across goods and services at every stage of supply.
3. Average tax burden on companies is likely to come down which is expected to reduce prices and lower prices mean more consumption, which in turn means more production thereby helping in

the growth of the industries . This will create India as a “Manufacturinghub”.

How would GST be administered in India?

There will be two components of GST:

1. Centre Goods & Service Tax (CGST)
2. State Goods & Service Tax (SGST)

Both Centre and state will simultaneously levy GST across the value chain. Tax will be levied on every supply of goods and services. Centre would levy and collect CGST and state would levy and collect SGST. The input tax credit of CGST would be available for discharging the CGST liability on the output at each stage. Similarly the input tax credit of

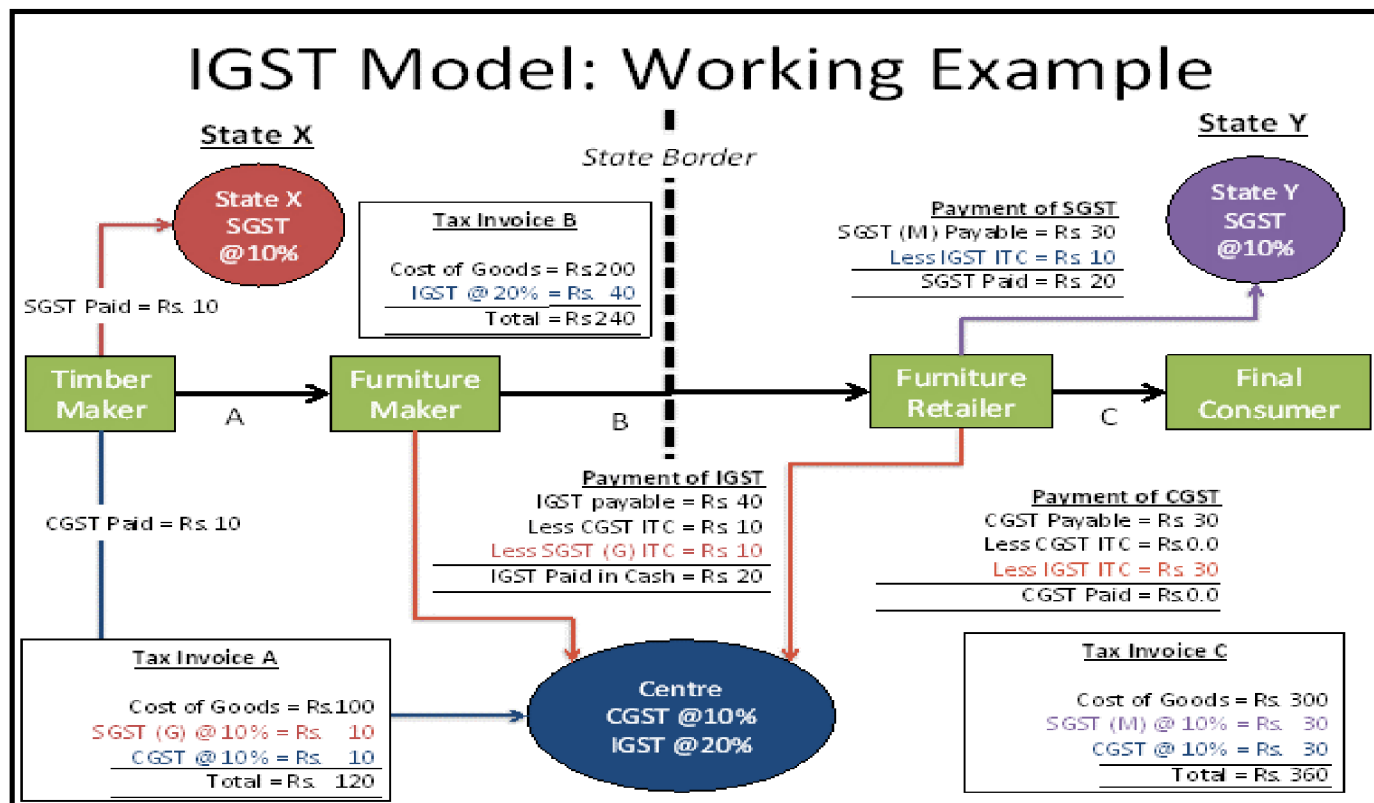
SGST would be available for discharging the SGST liability on the output at each stage.

No cross utilization of credit would be permitted, except interstate supply of goods & services under the IGST model.

In case of interstate transaction the Centre would levy and collect the integrated goods & service taxes (IGST) on interstate supplies of goods & services under Article 269A(1) of the constitution, the IGST would be equal SGST+CGST

The IGST mechanism has been designed to ensure seamless flow of input tax credit from one state to another. The interstate seller would pay IGST on the sale of his goods & services to Central Government after adjusting credit of IGST, CGST and SGST on its purchase. (In that order)

Following is diagrammatic representation of the working of IGST model for interstate transaction:-



Tax Rates in GST:

1. The Goods and Services Tax (GST) Council's resolve to minimize rate shocks will result in reduction in the nominal tax rates for a vast majority of goods. Half of the items in the Consumer Price Index (CPI) basket will be exempt from GST and another tenth will be taxed at the lowest rate of 5%. The balance CPI goods would come under either of the two standard rates of 12% or 18%, rather than the highest rate of 28%

With a view to keeping inflation under check, essential items including food, which presently constitute roughly half of the consumer inflation basket, will be taxed at zero rate.

The lowest rate of 5% would be for common use items while there would be two standard rates of 12% and 18% under the Goods and Services Tax (GST) regime targeted to be rolled out

from April 1, 2017.

Luxury cars, tobacco and aerated drinks would also be levied with an additional cess on top of the highest tax rate.

The collection from this cess as well as that of the clean energy cess would create a revenue pool which would be used for compensating states for any loss of revenue during the first five years of implementation of GST.

Registration procedure under GST:-

Existing Dealers:-

1. Existing VAT / Central Excise / Service tax payers will not have to apply afresh for registration under GST.

New Dealers:-

1. Single application form to be filled online, the registration no. will be PAN based and will serve

the purpose for Centre and state.

2. There is verified application to both tax authorities
3. Each dealer is to be given a unique ID "GSTIN"
4. Deemed approval within Three Days
5. Post registration verification is in risk based cases only.

"As per Section 22 of the CGST / SGST Act 2017, every supplier (including his agent) who makes a taxable supply i.e. supply of goods and / or services which are liable to tax under GST law, and his **aggregate turn over in a financial year exceeds the threshold limit of twenty lakh rupees shall be liable to register himself in the State or the Union territory from where he makes the taxable supply.**"

Indian INX (The International Exchange)

Mr. Krishna Sai Jayanthi
PGDM 3, UBS Student



1. The International Exchange (INX) intends to provide an electronic trading platform that facilitates domestic companies to raise capital in foreign currencies by issuing foreign currency denominated bonds and to trade in such securities. BSE International Exchange at Gujarat International Finance Tec (GIFT) city is expected begin operations from January 14, 2017. It will provide a platform to trade on equity, commodity, currency & interest rate derivatives for Indian & foreign investors. The Exchange would deal with both Indian and International products & derivatives.
2. For the same, BSE has formed 2 wholly owned subsidiaries,
 - a. International Clearing Exchange
 - b. International Exchange
3. T7 trading platform, which is the fastest system in the world, will be installed by the exchange. Network connectivity at the BSE INX is

being provided by TATA Communications, Bharti Airtel, ICICI Bank, Yes Bank, Kotak Mahindra Bank & IndusInd Bank would be functioning as clearing banks for the exchange.

4. The International Exchange will develop an electronic platform for facilitating trading, clearing & settlement of securities, commodities, interest rates, currencies, other classes of assets & derivatives by investors, subject to necessary approval by the GIFT SEZ – IFSC.
5. (The GIFT city will be the first international finance services centre of India where there would be no levy of securities transaction tax, commodities transaction tax, stamp duty, service tax and income tax. Only MAT (minimum alternate tax) will be applicable.)
6. To rival BSE INX, National Stock Exchange is also looking to kick-start its own INX subsidiary
7. (Under the IFSC regime, any recognized domestic or foreign

stock exchange can set up a subsidiary in the financial services centre, provided they hold at least 51% stake in the venture.)

These international exchanges will offer a diversified portfolio of products & technology services at a cost which is far more competitive to Indian as well as Global exchanges like those in Singapore, London, and Dubai. This will help Indian start-ups to raise capital from foreign investors by getting listed on INX. The exchange would also provide companies incorporated outside India a platform to raise money in foreign currencies by listing their equity shares.

According to reports, the exchange in the first phase will only trade in derivative products and subsequently in 6-12 months' time (once the required infrastructure is put in place) shall offer depository receipts and bonds on the India INX platform.

Ref: www.indiainx.com

‘Mythology and Management’

Learning of management from Hindu Mythology

Abstract: The modern management principles have developed in the last century only. But if we understand and study Hindu mythology we find many events will prove that without principles of management this would have not taken place. This article makes an attempt to connect the dots between the principles of management and Philosophies and instances from Hindu mythology.

Mr. Gautam Roy CMBA 8, UBS Student



In the war of Mahabharata, Abhimanyu - the son of Arjun, clears six layers of 'Chakravyuh' and could not crack the seventh one. This was application of strategic planning. Here we observe the practice of Strategy existed centuries before the existence management principles and practice.

Mythology is the body of stories, symbols and rituals that interconnects the subjective truth of a certain culture. Different Hindu mythological books like Mahabharata, Ramayana, Bhagwat Geeta, some references of Veda etc. are studied as base.

Now let us discuss some of those principles are which actually make the link between mythology and management. The few principles are:

1. **Self-Management:**

If you want to manage or lead any group, you should be well managed. A self-managed person can better manage the One must be able to recognize and control his all senses. The elementary superiority comes in self-management is control over rage. Where, according to Indian mythology a person can control his rage is better than a person who performs Yagna (a form of meditation) for 100 years. While, Bhagwat Geeta says that a person

accomplish his duty with detachment and as an observer (Sakshibhav) is Karma Yogi. So according to western authors, management is focusing on others to get work done while Indian Mythology says that management begins from Inside.

2. **Planning, Strategies and Policies:**

In Vidur Niti Udyog Parva of epic Mahabharata, it is explained that any activity should begin with clear understanding of objective behind. To take any conclusion regarding any activity, input output ratio should be equated. For cordial key, there are four strategic selections in form of policies can be applied named Sama, Dama, Bheda and Danda. Policy of Sama = convincing, Dama = money, Bheda = dividing while Danda = punishment in any suitable form may be sometimes in form of paying more tax, courtroom, un-ethical in work environment.

3. **Scenarios of GITA in Business:**

Declining ethical observes in corporate world created a need of divine setting at workplace for showing a way wrong to right. Business manager in this age also aspects the same situation as faced by the prince Arjuna in the war of Mahabharata. Corporate

organisations also started various sessions and programme to teach their employees art of living and taking decisions in grave conditions. Organisations like Proctor and Gamble, Wipro started programs to make their employees spiritual. Thus, Hindus prehistoric scripture "The holy Gita" have a great significance in today and future and corporate world also recognized its need and working according to the principles for taking critical decisions.

Conclusion:

To conclude it can be say that to commence any group movement proper planning, organizing, staffing, communication and control means Management is essential. Whether its time of the primordial ethos of the world – Vedic Culture or time of Ramayan or its time of Mahabharata – Bhagwat Geeta, management was present, management is present and it will remain forever. Where, Bhagavad Gita imparts the instructions of commitment, self-development, leadership skills, fulfilling corporate social accountability and management principles. Gita attendants the managers in claim of managerial skills and performing their functions in a good way. Battle of Mahabharata is a moral example of effective and efficient management where Pandavas with inadequate resources conquest the war of Mahabharata.

Indian Youth

HEADING FOR A CAREER OR JOB

Mr. Sribhargava Gadepalli,
PGDM 3, UBS Student



Why do the youth in India have a habit of following others than finding their own hidden interests? The statistics shows it. There are 28 category of higher educational institutions as per Ministry of Human Resource Development but we are only ending up with picking only few like engineering, management, technical education.

1. Why do we have only thousands of engineering colleges?
2. Why are we lagging in another field of studies?
3. When will our way of thinking change?

There are 83 technical, 33 agriculture, 24 medical, 17 law and 10 veterinary universities in India. Maximum numbers of Students are enrolled in B.A. specialization followed by B.Com, B.Sc. and B.E qualification. At Undergraduate, level the highest number (34%) of students is enrolled in Arts followed by Engineering & Technology (19%), Commerce (14.5%) and Science (12%). At Ph.D. level, maximum number of students enrolled in Science stream followed by

Engineering & Technology. At Post Graduate level maximum students are enrolled in Management stream and Social Science comes at number two.

As the level of unemployment increasing day by day, I feel this is one of the key factors causing this problem. Take for example the following view by experts

“We require more than 70000 judges to clear pending cases.

Of some 900 sanctioned posts of judges in different high courts of the country, there are over 450 vacancies, which need to be filled up immediately.”

– Former CJI TS Thakur

“As per various reports coming in from the IT giant, it has been found that close to 6000 to 10,000 employees of Cognizant were terminated this year. This

amounts to 2.3% to 5% of their overall employee base globally.”

Infosys has "released" 8,000-9,000 employees in the past one year because of automation of lower-end jobs, the company's human resources head Krishnamurthy Shankar said.

Information technology being one of the largest industries where most of the fresh graduates are looking for. Even a graduate from mechanical, electrical & civil engineer is going to the I.T industry. Is it what for we are opting specializations?

Think of it!!

Find your hidden interests, chase your dreams. You will find a successful career not just a job for survival.

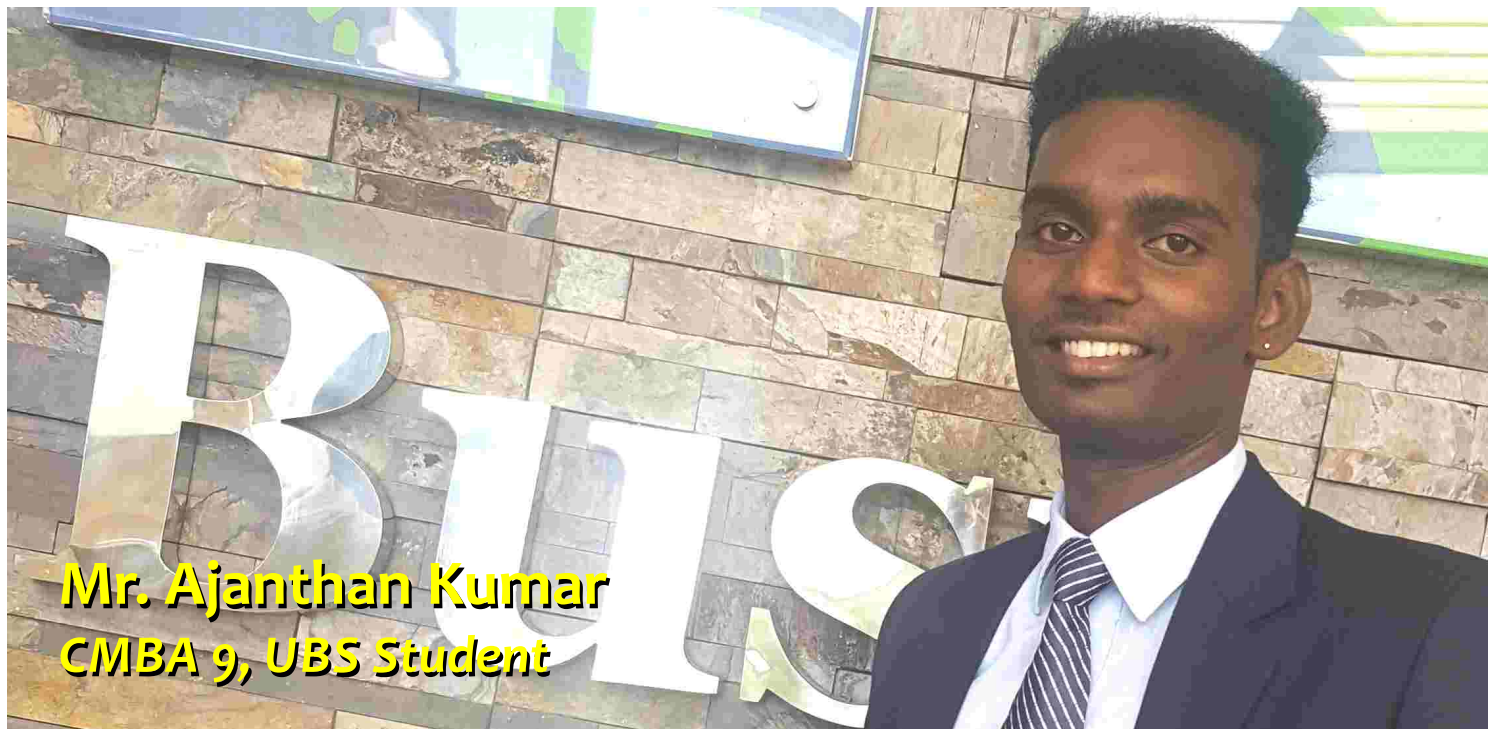
To quote Ralph Waldo Emerson'-

“Don't follow where the path may lead, go instead where there is no path and leave a trail”



My Achievements in Martial Arts

1. Basic Qualification: BE (Mechanical Engineering), Cardiff MBA + PGDM (Marketing)
2. Brief Background: Hometown - Chennai, Tamil. Internship done in KANTAR Millward Brown (worlds 3rd position market Research company) as market researcher
3. Books: Jonthan Sea Gull, Wings of fire, Ignited minds-Dr.A.P.J Abdul Kalam, 22 Immutable laws of Marketing, Blue Ocean Strategy, _marketing books.
4. My achievements



KARATE INSTRUCTOR IN THIRUVALLUR DISTRICT, TAMILNADU, AROUND 500 STUDENTS TRAINED BY ME AND APPEARED TO NATIONAL, STATE AND LOCAL ZONE MATCHES

I have started doing karate from my 3rd class i.e. 2003; my master is Mr. A. N. PREMANAND, who is well versed

in karate, judo, jujutsu, kobudo. From him I had learnt all the four martial arts and got black belt at 2010, I have started practicing teaching the students when I was in my 8th std and now am having my own school of teaching karate under my masters overview. I started doing referee when I was in 8th std in a local match. I was noticed by some of the seniors in

in the field who supported my growth. I learnt the referee rules and regulations from Mr. KEBIRAJ who is world class qualified referee in India.

From my master I got glance of judo. This I was fortunate to be trained by Mr. Rajagopal master, India's only Grand master in Judo. But due to severe injuries I left learning judo and focused only on karate.

S. No.	YEAR	ACHIEVEMENT	POSITION	CATEGORY
JUDO				
1	2008	XVIII TAMIL NADU Sub-JUNIOR /JUNIOR JUDO CHAMPIONSHIP	GOLD	below 50kg
2	2009	CHENNAI DISTRICT JUNIOR JUDO CHAMPIONSHIP 2008-09	GOLD	above 50kg
3	2010	XX TAMIL NADU SENIOR STATE JUDO CHAMPIONSHIP 2010-11	GOLD	above 60kg

KARATE-DO				
4	2016	2016 ALL INDIA KARATE ASSOCIATION	QUALIFIED AS GRADE B REFEREE	

5	2015	ALL INDIA KARATE ASSOCIATION	SELECTED AS GRADE B REFEREE	
6	2015	ALL INDIA KARATE CHAMPIONSHIP hosted by Gurukulam Sports	GOLD	black belt open category
7	2014	6th ALL INDIA OKINOWA UECCHI-RYU KARATE CHAMPIONSHIP hosted by Okinawa uechi-ryu karate –do association	GOLD	black belt above 18 yrs category
8	2013	ALL INDIA OPEN KARATE CHAMPIONSHIP 2013 hosted by GOSHI- RYU KARATE FEDERATION OF INDIA	GOLD	black belt open category
9	2011	1ST NATIONAL CHAMPIONSHIP ALL INDIA KARATE –DO AND KUBUDO PROMOTION FOUNDATION (Regd.) ,hosted by WORLD KARATE CO FEDERATION	GOLD	black belt men category
10	2010	ALL INDIA OPEN KARATE CHAMPIONSHIP 2010 hosted by GOSHI-RYU KARATE FEDERATION OF INDIA GOA STATE	GOLD	black belt open category
11	2009	28th all INDIA INVITATIONAL TOURNAMENT hosted by SHORIN-RYU SHORINKAN & KOBUDO ASSOCIATION OF INDIA (Regd.)	GOLD	color belt category
12	2005 - 08	TAMILNADU STATE KARATE TOURNAMENTS		color belt category

KABADI

13	2007 - 10	ZONAL MATCHES	WINNER	Senior level
14	2009 & 10	DISTRICT MATCHES	RUNNER UP	Super senior level

VOLLEYBALL

15	2008 & 09	DISTRICT MATCHES	RUNNER UP	Senior level
16	2010	ZONAL MATCHES	WINNER	Super senior level

ATHLETICS

17	2004 - 10	ALL THE MATRIC SCHOOL ZONAL MATCHES	GOLD	Junior & Senior level
18	2009	DISTRICT ATHLETICS MEET	GOLD	Senior level

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

Mr. Dinker Vaid

PGDM 2, UBS Student

1. Basic qualification: B.Tech (Electronics & Comm.)
MBA(HR & Marketing)
2. Brief Background information: Motivational Speaker, Corporate Trainer, have worked with T.I.M.E Institute, British Council and HDFC.
3. Useful/Inspiring Management Books
 1. Brain Rules
 2. Maverick
 3. 7 Habits of highly Effective People.
 4. As a Man Thinketh
 5. The man's Search for Meaning
 6. Think & Grow Rich



Mr. Shanmukha Akinapelli

PGDM 2, UBS Student

1. Basic qualification Grad: B. Com (general)
1. Useful / Inspiring Management Books
 1. The Negotiator.
 2. First, break all the rules by Marcus Buckingham.

Mr. Atul Gurav

PGDM 2, UBS Student

Brief Background Information: I am from Goa and I don't drink (Hard drinks)

Down to earth person and kind at heart. Easily approachable.

Inspiring Management Books:

1. Maverick -Ricardo Semler
2. Who moved my Cheese - Spencer Johnson
3. I moved your Cheese - Deepak Malhotra



Mr. Priyansh Arora

PGDM 3, UBS Student

1. Qualification - B.com
2. Born and brought up in Jalandhar, Punjab. Belong to a service class family. My father is a Central Government employee and my mother works in a Private organisation.
3. Useful/Inspiring Management Books-
 1. Who moved my cheese
 2. You can Win
 3. Rich Dad Poor Dad



Mr. Sahebjot Singh

CMBA 8, UBS Student

1. Basic Qualification: BBA (Sales/Marketing)
2. Brief Background: Hometown - Jalandhar, Punjab. Internship done in Airtel Payment Bank as Merchant Intern
3. Books:
 1. Made in America - Sam Walton
 2. 101 ways to reach next level - Robin Sharma,
 3. Playing it my way- (Sachin Tendulkar)

Cricket award received by MR. ANURAG THAKUR (BCCI, President) 2010

*sports oriented, extra curricular



Ms. Isha Dhyani

CMBA 8, UBS Student

1. Basic qualification:- MBA, Marketing + Btech(Automotive design engineering)
2. Brief Background information:- Engineer by passion, Marketer by choice and explorer for life.
3. Useful/Inspiring Management Books
 1. how to swim with sharks without being eaten by Harvey B. Mackay
 2. You can have it all by Mary Kash
 3. Blink - The Power of thinking without thinking by Malcolm Glad-well.

Passionate about blogging, writing, Meeting people, Extrovert by nature.



Ms. Komal Kedawat

PGDM 3, UBS Student

1. Basic Qualification – B. Com

2. Management Books:

1. Good to Great by Jim Collins
2. Who moved my cheese
3. If god was a banker
4. Freakonomics

3. I am from Pink city Jaipur. I have done my schooling from Maheshwari Girls School and graduation from Maharani College (Raj. Univ.). From class 11th I used to teach tuitions and I taught tuitions for 5 years. I was the captain and vice-captain in my school and from there I learnt how to work in a team and how to lead a team.

My father is a chemist and my mother is a homemaker. I am the elder one in my family. My dream is to fulfill my parent's all dreams. I want to give them all the happiness which they have sacrificed for providing me everything.

The one year I have spent in UBS had taught me many things. Different culture, different people, different mind-set and all under one roof. Now I know how to manage all the different things together along with studies. One year ahead and I know I am going to learn many more new things.



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