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# MANAGEMENT VISTA

MONTHLY E-NEWSLETTER– AMITY BUSINESS SCHOOL



## Management Thought



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## 4 COMMON CAUSES & SOLUTIONS FOR UNDERPERFORMING REMOTE EMPLOYEES

The trend toward remote work is unlikely to be reversed. But distance and virtual work limit what managers can see, especially when employees aren't meeting expectations. Minimal interactions and no drop-ins obscure why an employee isn't making expected progress. Managers need new ways to connect with underperforming employees and maintain productivity.

It's easy to assume that underperforming remote employees aren't working enough hours. But that is often, at most, only part of the reason in a remote environment. Bosses should consider other root causes and their remedies and discuss them with underperformers, including:

1. **Poor employee communication.** Some remote employees do great work but don't communicate their progress effectively. What was relatively visible in the office now relies on regular, well-articulated updates a skill, or habit, that many individuals lack. They're not underperforming; they're underreporting.

2. **Lack of structure.** Perhaps your employee lack's structure to work at home. Lax browsing habits, the proximity of the refrigerator, or sharing workspace with kids, partners and pets can undermine focus. Remote work requires observing clear boundaries between work and home. In the office, this discipline is externally imposed. At home, effective self-management is a learning curve for many.

3. **Lack of connection.** Some people blossom in office energy, but wilt at home without in-person connections. Creative juices that flow in spontaneous lunchtime or whiteboard brainstorming can dry up when working in isolation yielding boredom, stagnation, even depression.

4. **Crisis management.** During crises, such as the Covid-19 pandemic, people can undergo a grieving process, leaving them down and demotivated. Personal crises, such as working from home while providing care to a sick family member can have similar consequences.

Once managers discern the cause of underperformance, they can articulate the appropriate solutions (if, of course, the problem is the remote environment rather than a lack of effort or expertise). Employees don't have to wait for the boss to implement strategies like these; anyone can address the challenges unique to remote work and suggest these solutions to team members.

**Written by Sabina Nawaz**  
**Contributor Forbes**

**Microsoft-Telangana govt in talks to set up Rs 15,000 cr Data Centre****BusinessToday.In Jul 21, 2021**

Microsoft is in the final leg of talks with the Telangana government to set up a data Centre in the state with an overall investment of Rs 15,000 crore. The US tech giant has zeroed in on a patch of land near Hyderabad for building the facility. Microsoft's plan to set up the data Centre comes close on the heels of Brookfield Infrastructure planning to establish a joint venture to develop such facilities in India under the brand name BAM Digital Realty. Brookfield Infrastructure is a subsidiary of Canada's Brookfield, and NYSE-listed Digital Realty, the global provider of data centers'. "In the information technology (IT) space, Telangana is already seeing some major investments. Microsoft is establishing its data centre here, and it may come out with a public announcement soon," a source told Business Standard. Meanwhile, a spokesperson for Microsoft did not comment on the development. In 2019, Microsoft and Reliance Jio had inked a deal for a long-term alliance for establishing cloud data centres in India. Microsoft, as part of the deal, was to bring in its cloud computing service Azure Cloud on Jio's network, targeting small businesses looking to move to cloud technology infrastructure. Besides Microsoft, other international players of the likes of Google and Amazon Web Services are strengthening their presence in the data centre segment in the country.

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**UDAN scheme: Only 47% of total routes functioning****BusinessToday.In Jul 20, 2021**

The government's regional connectivity scheme UDAN has witnessed a slow progress of implementation, as not even 50 per cent of the route have been operationalized and the second wave of the pandemic, which started from mid of March 2021, may impact it further going forward, according to a report. Rating agency ICRA in its report on Tuesday said that there is likely to be a further delay of two years in achieving the target of operationalizing as many as 100 unserved and underserved airports and starting at least 1,000 RCS routes by 2024.

Aimed at enhancing regional connectivity through fiscal support and infrastructure development, the maiden flight under the Ude Desh Ka Aam Nagrik (UDAN) scheme was flagged off by Prime Minister Narendra Modi from Shimla for Delhi on April 27, 2017. As on May 31, only 47 per cent of total routes and 39 per cent of airports (unserved and underserved) have been operationalized under UDAN, according to ICRA. The number of new RCS routes which started operations increased at a healthy pace and stood at 102 and 120 routes in FY2019 and FY2020 respectively, but have declined to 77 new routes in FY2021 due to the COVID-19 pandemic, ICRA said.

Also, during FY2018 - FY2021, a total of Rs 3,350 crore have been incurred by the central government towards the UDAN scheme and the budgeted outlay for FY2022 is Rs 1,130 crore, according to ICRA. The Civil Aviation Ministry has set a target of operationalizing as many as 1,00 unserved and underserved airports and starting at least 1,000 RCS routes by 2024, ICRA said, adding that of these, as many as 52 unserved and underserved airports and 357 routes are operationalized as on May 31. The ratings agency also said that to improvise the RCS network and achieve its target, the Airports Authority of India (AAI) has launched UDAN 4.1 as a special bidding round under UDAN 4.0 in March this year to award 392 routes.

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**IPO-bound LIC books record Rs 10,000 cr stock market profit****BusinessToday.In Jul 16, 2021**

IPO-bound Life Insurance Corporation of India (LIC) booked record stock market profit of more than Rs 10,000 crore during the April-June period this year. The state-run insurer is the biggest domestic investor in Indian markets, purchasing shares worth Rs 94,000 crore in FY21 to hit a total stock market investment of Rs 8 lakh crore at the end of the fiscal year. "Being a contrarian investor, LIC has the advantage of booking profits from shares that were bought many years back when there was hardly any other insurer. This is possibly the highest June-quarter profit," a source told the Mint, adding that LIC sold shares worth around Rs 20,000 crore in the first quarter of FY22, making a profit of over Rs 10,000 crore.

In the quarter ended June 30, when the second wave of the COVID-19 pandemic ravaged India with daily new case count surpassing 4 lakh at one point, markets soared over 6%, helping LIC book huge profits. The Centre is also expected to benefit from the record profit-booking and help it draw more investors to the state-owned insurer's mega-IPO in the works.

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## Mastercard on your debit or credit card? There's nothing to worry

**BusinessToday.In Jul 14, 2021**

The Reserve Bank of India (RBI) on Wednesday barred Mastercard from onboarding new domestic customers. The ban will come into effect from July 22, and will be effective on debit, credit as well as prepaid cards offered by the company. Here's everything you want to know about the order:

### Why did RBI restrict Mastercard?

Mastercard is a Payment System Operator authorized to operate a card network in the country under the Payment and Settlement Systems Act, 2007 (PSS Act). Through a circular dated April 6, 2018, RBI had directed all system providers to ensure that within a period of six months the entire data -- full end-to-end transaction details/ information collected/ carried/ processed as part of the message/ payment instruction -- relating to payment systems operated by them was stored in a system only in India. Besides, all system providers were also required to report compliance to RBI and submit a board-approved system audit report conducted by a CERT-In empaneled auditor within the specified timelines.

However, Mastercard Asia/ Pacific Pte Ltd (Mastercard) was found to be in violation of these guidelines. "Notwithstanding lapse of considerable time and adequate opportunities being given, the entity has been found to be non-compliant with the directions on Storage of Payment System Data," the central bank said.

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## Alpha Corp to invest Rs 900 cr to complete 3 stalled projects of Earth Infrastructure

**BusinessToday.In Jul 11, 2021**

Gurugram-based realty firm Alpha Corp will invest around Rs 900 crore to complete three stalled projects of Earth Infrastructure that it acquired through insolvency process, a senior company official said. The three projects, comprising developable and saleable area of around 4.5 million sq ft, are located in Gurugram and Greater Noida. "We have acquired three projects of Earth Infrastructure which were stalled. Buyers have already paid around 70 per cent of their money but did not get their units," Alpha Corp CFO and Executive Director Santosh Agarwal told PTI. These projects were launched during 2010-12, but not completed in the stipulated time period. "As per our estimate, the total investment required to complete these projects is around Rs 900 crore," Agarwal said. Alpha Corp expects around Rs 300-350 crore collections from existing buyers, he said. "We will invest the remaining amount of around Rs 500 crore through mix of equity and debt to complete these projects over the next 4-5 years," Agarwal added.

Asked about financial viability of these projects, the CFO said the company estimates that around 30-40 per cent of the total 4.5 million sq ft saleable area should be unsold. "We expect realization of around Rs 1,100 crore from these projects including receivables from customers against sold units and sales value of unsold stocks," Agarwal said. Alpha Corp's team is currently compiling and verifying the data of sold and unsold units in these three projects. Agarwal said the works should start in these projects within 6-9 months, subject to approvals from various development authorities. Approximately 2,900 units are to be developed in these projects. Ananta by Alpha Corp (erstwhile Earth Copia) - Sector 112, Gurugram is a housing project launched in February 2011; Earth Sapphire Court, Greater Noida, is a commercial project launched in July 2010; and Earth Techone, located on Yamuna Expressway in Greater Noida, is a mixed use project launched in June 2012. Agarwal pointed out that the Gurugram project is only 30-40 per cent complete, while Greater Noida projects is 60-70 per cent complete. The project on Yamuna Expressway is only 20-30 per cent complete.

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## HCL Tech bags IT modernization deal from The Mosaic Company

**BusinessToday.In Jul 10, 2021**

IT company HCL Technologies on Friday announced the signing of a five-year global agreement to provide digital transformation and managed services to US-based The Mosaic Company. As part of the agreement, HCL will manage and transform Mosaic's global application and infrastructure environments to enhance the company's agility and ability to drive growth in the marketplace, the company said in a statement.

HCL will deploy a scaled agile delivery model across North America and South America to deliver process-led services across applications, infrastructure, and business analytics environments. "As a partner and key enabler, Mosaic will rely on HCL Technologies to use its services to drive its strategic priorities, including functional collaboration and efficiency," Ajay Bahl, Executive Vice President for HCL America, said in a statement.

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**India's software service industry may be worth \$1 tn by 2030, employ 5 lakh****BusinessToday.In Jul 08, 2021**

India's software-as-a-Service (SaaS) industry could potentially be valued at \$1 trillion and create around 5 lakh new jobs by 2030 as businesses across the globe expedite digitization and automation, according to a report by SaasBoomi, a community of industry founders and builders, alongside consultancy McKinsey & Co and the country's software industry trade group, Nasscom. The report titled 'Shaping India's SaaS Landscape', published on Wednesday evaluates that Indian SaaS companies can increase revenues to \$50-\$70 billion by the end of the decade, Bloomberg reported. There are over a thousand funded startups and 10 unicorns in India's SaaS sector, generating approximately \$3 billion in annual subscription revenues, according to the report, which projected that the number of unicorns could increase 10-fold by 2030, touching \$1 trillion valuation.

The SaaS industry, which presently employs 40,000 workers, could grab as much as 6% of the international market, which is pegged to be worth \$1.3 trillion by the end of the decade, the report further stated. After around four decades of the rise of India's IT services industry, tech entrepreneurs have established thousands of startups that provide niche software solutions, varying from billing to customer support, as a subscription service through the cloud. Several companies, such as Chargebee Inc., have gone global, while some, like Freshworks Inc., are on course to public share offerings. However, several startups are faced with challenges in obtaining capital during their initial stages and attracting skilled talent to grow. The industry may need to increase funding at three to four times the present level to get to its potential over the next 10 years, the report added. Notwithstanding the challenges, "India has an exciting opportunity to propel itself on to the world stage as a SaaS force to be reckoned with," Manav Garg, founder and chief executive officer of Eka Software Solutions and a founder partner of SaasBoomi, said in a press release.

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**JLR retail sales up 68% in Apr-Jun; expects chip shortage to worsen in Sept quarter****BusinessToday.In Jul 06, 2021**

Jaguar Land Rover (JLR), owned by Tata Motors, on Tuesday reported a 68.1 per cent increase in its retail sales at 1,24,537 units in April-June quarter, and warned that the global chip supply shortage is likely to worsen in the September quarter. JLR said its retail sales were higher year-on-year in every key region including in the UK (186.9 per cent), Europe (124 per cent), overseas (71 per cent), North America (50.5 per cent) and China (14 per cent). Higher retail sales reflect the continuing recovery in demand from the COVID-19 pandemic, particularly compared to a year ago, the company said. Sales in the year-ago quarter were hit by the outbreak of the pandemic and the resultant lockdowns across the world.

The carmaker, however, said that wholesales were lower in April-June than demand would have permitted due to semiconductor supply issues affecting the global auto industry. While wholesales at 84,442 units in the quarter were up 72.6 per cent year-on-year, they were about 30,000 units lower than otherwise would have been planned as a result of semiconductor supply constraints and the impacts of COVID-19, JLR said in a release. On the issue of chip shortage, JLR said the situation is dynamic and difficult to forecast. "Based on recent input from suppliers, we now expect chip supply shortages in the second quarter ended 30 September 2021 to be greater than in the first quarter, potentially resulting in wholesale volumes about 50 per cent lower than planned, although we are continuing to work to mitigate this. We expect the situation will start to improve in the second half of our financial year," it said.

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**Air India flyer seeks damages after data leak of 4.5 mn passengers****BusinessToday.In Jul 05, 2021**

An Air India flyer has sought damages from the airline after the recent leak of personal data of 4.5 million passengers including hers and her husband's. A legal notice was sent to Air India management on Sunday by Ritika Handoo in which she said that the airline informed her about the breach on June 1, her lawyer said. Terming the breach as a violation of her "right to be forgotten and informational autonomy", she sought a compensation of Rs 30 lakh. Air India's passenger service system provider SITA faced a sophisticated cyberattack in February this year leading to the leak of personal data of 4.5 million passengers which included passengers of the national carrier -- from across the world, the email sent by the carrier said.

The breach involved personal data registered between August 26, 2011 and February 20, 2021, with details that included name, date of birth, contact information, passport information, ticket information, Star Alliance and Air India frequent flyer data (but no passwords data were affected) as well as credit cards data.

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**NTPC, ONGC plans to boost development of offshore wind energy in India****BusinessToday.In Jul 04, 2021**

State-run power giant NTPC and upstream oil firm ONGC have planned to boost the development of offshore wind energy in India, which is blessed with a coastline of about 7,600 km surrounded by water on three sides and has good prospects of harnessing this clean source. Earlier in May last year, NTPC and ONGC had signed a memorandum of understanding (MoU) to accelerate their footprint in the renewable energy space. As per the MoU, NTPC and ONGC will explore the setting up of offshore wind and other renewable energy projects in India and overseas. The pact also provided that they shall also explore opportunities in the fields of sustainability, storage, E-mobility and ESG (Environmental, Social and Governance) compliant projects.

Now, the MoU assumes significance in view of, almost doubling the target of renewable energy capacity addition to 60GW by 2032 by NTPC last month. Moreover, NTPC has also shown its intention to bring an initial public offer of its arm NTPC Renewable Energy Ltd to raise funds for achieving 60 GW clean energy capacity by 2032 which requires about Rs 2.5 lakh crore investment. A senior official said that NTPC as well as ONGC want to boost the offshore wind energy capacity in the country which is more efficient than the onshore wind turbines. The official further said that the onshore wind turbine efficiency is up to 25 per cent while offshore windmills can be 50 to 60 per cent efficient and this is relevant in view of limited land resources in the country and also safety aspects.

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**Vodafone Idea in talks for fund raise, says floor price 'best' fix for pricing issues****BusinessToday.In Jul 03, 2021**

Cash-strapped Vodafone Idea (VIL) on Friday said it is in active talks with potential investors for fund raising, and asserted that 'floor price' remains the "best and most preferred" fix for industry's woes arising from tariff-related issues. VIL confirmed that it has approached government to extend moratorium on spectrum instalments. The company highlighted that sector's biggest pain point comes from pricing issues, and conceded that tariff hike is "absolutely" essential to revive the sector, which is under stress. Speaking at analyst call post Q4 earnings announcement, Ravinder Takkar, CEO of Vodafone Idea said, "On fund raising, we are currently in active discussion with potential investors." Takkar did not give a firm timeline for fund raising - which has been significantly delayed - but emphasized that the company is fully engaged with investors and "interest" continues. Shrugging-off queries on whether VIL had an alternate plan ready if it was unable to raise funds, Takkar insisted, "I don't think there is any reason to start creating Plan B because funding is not happening. We are confident that funding will take place in the coming weeks."

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**Toyconomy: Educational toymaker PlayShifu to double manufacturing capacity to 20,000 units per month****BusinessToday.In Jul 01, 2021**

The fun, knowledge-building toy company for children, PlayShifu is ramping up its manufacturing in India. Currently offering two product lines in India, PlayShifu is planning to double its manufacturing capacity in the country from the current 10,000 units per month to 20,000 units per month. The manufacturing expansion plans are followed by the \$17 million series B funding PlayShifu raised earlier this year. Besides meeting local demand, PlayShifu's India manufacturing unit is already exporting to international markets, including the US, UK, Canada, Japan and certain regions in the EU. With this ramp-up in manufacturing, the brand aims to contribute to the 'Toyconomy' of the nation, which is in line with the push from the Modi government.

"We take pride in being an Indian early learning toy brand that not only manufactures in India but is winning hearts across 35+ international markets and growing. To take the initiative further and to contribute to the government push for Toyconomy in the nation, we are planning to scale up the manufacturing of our existing product lines in India. Adding to it, we are also planning to introduce Tacto into the Indian market later this year," says Dinesh Advani - Co-founder, PlayShifu. The Orboot globes were introduced in the Indian market in 2017, and have since been manufactured here in India and exported to meet international demand. The toy, when used with the compatible app using AR, superimposes countries and popular cities, with a graphical representation of the regions along with visuals depicting cultures, monuments, animals, weather, and more. There is also a dinosaur version of the globe where dinosaurs come alive in 3D, on scanning the globe with the app. It includes games with 500+ incredible facts about interacting with the walking-talking dinosaurs.

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## EFFECTIVE STUDY TIPS FOR STUDENTS

- 1. Take good notes** Taking good notes involves dating each entry and keeping notes for different classes separate from each other. In addition, write down anything your instructor writes on the board. If the instructor took the time to write it out, he or she considers it important. If possible, try to take your notes in outline form. The organization of ideas is as important as the content of those ideas, especially when it comes to learning exam material.
- 2. Review your notes every day** Spend 30 minutes each evening going over notes from each class. Research shows that reviewing new material within 24 hours after hearing it increases your retention of that material significantly. In addition, reviewing material before the next class period allows you to identify points of confusion which will prepare you to ask the questions you need to ask before the next class.
- 3. Alternate study locations** Alternating study spaces is a more effective way to retain information. Although you may have a favorite spot to study, research suggests that it is better to change locations. Memory is influenced by location, so changing your study locale increases the likelihood of remembering what you learned.
- 4. Get enough sleep** Sleep is essential when it comes to **effective study habits**. When you're tired, you think more slowly and tend not to retain as much information. If you want to get the most out of your study sessions, make sure you get enough sleep.
- 5. Use flash cards** Writing notes and definitions more than once will help imprint information in your memory. Write down important facts for a test and quiz yourself each day until you have mastered the material. Flash cards are convenient because they allow you to condense material and eliminate irrelevant information, allowing you to focus on only the most important details.
- 6. Join a study group** When working through a difficult problem set or assignment, a study group can prove very valuable. Dividing the work amongst your peers is also an effective method for reducing your workload and ensuring that you understand the material.
- 7. Don't immerse yourself in subject matter** Contrary to popular belief, immersing yourself in a subject for long periods of time is less effective when it comes to memory retention than switching between topics. Take a break from each topic after 30 minutes and move on to another topic. You can come back to the topic after you have spent some time studying other topics. When you do revisit the topic, you will feel refreshed and ready to pick up where you left off.
- 8. Don't wait until the night before an exam to study** Waiting until the night before an exam to study can lead to cramming which is not an effective studying technique. Cramming before an exam will increase the feeling of desperation which can lead to test anxiety. Instead, jot down a few ideas or facts that you want to have fresh in your mind when you begin the exam. Read through your list a few times when you get up in the morning and just before you take the exam, then put it away. This kind of memory reinforcement not only improves your performance on the test, it also improves your long-term memory of the material.

All the Best!

**Dr. Chetna Mahaur**  
**Assistant Professor**  
**Amity Business School**

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## GLOBAL KNOWLEDGE SERIES

As a part of Global Knowledge Series, First global lecture was organized on 23rd July 2021 by Amity University Madhya Pradesh, Gwalior. Distinguished Speaker for the event was Prof. Andrew Karl Delios Vice Dean and Professor of Strategy and Policy National University of Singapore. The aim and objective of the series is to invite globally acclaimed academicians and thinkers to share their knowledge and words of wisdom with the students and faculty members and at the same time develop synergy between AUMP and the best universities of the world. With this perspective in mind, to invite academicians from across the globe, Global Knowledge Series was organized.

The event was conducted under the guidance of by Prof.(Dr) Anil Vashisht (Dy Pro VC & Director ABS). Event coordinators were Mr. Naresh Kedia and Mr. Harendra Singh, Faculty, Amity University Madhya Pradesh

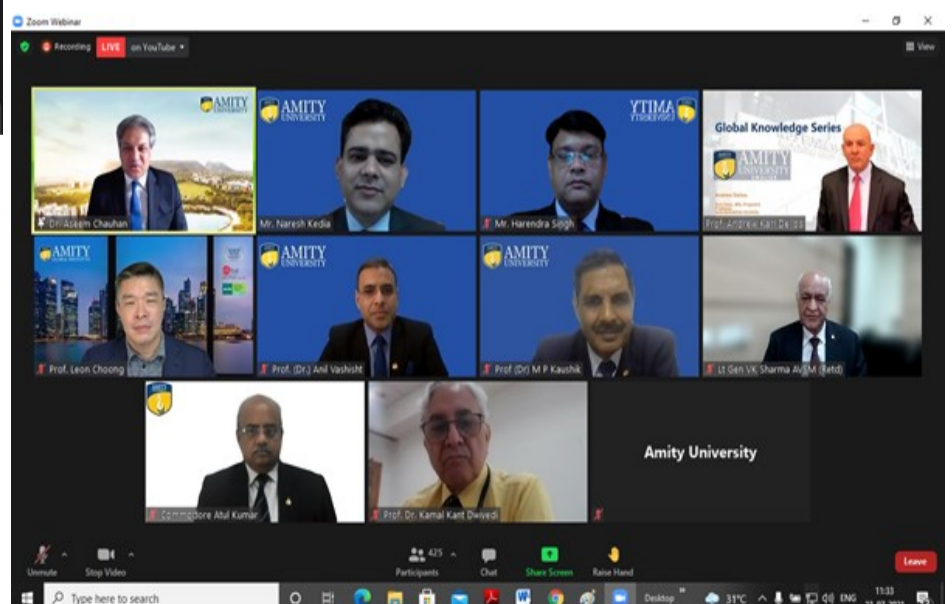
The event was graced by Hon'ble Chairman and Chancellor, Amity University Dr. Aseem Chauhan, Hon'ble Vice Chancellor, Amity University, Madhya Pradesh, Lt Gen VK Sharma, AVSM (Retd), Hon'ble Regional CEO(ASEAN), Amity Education Group, Prof. Leon Choong, Senior Vice-President, Ritnand Balved Education Foundation, Prof. Dr. Kamal Kant Dwivedi, Pro - Vice Chancellor, Amity University Madhya Pradesh, Prof (Dr) M P Kaushik, Commodore Atul Kumar Konkanthakar, NM, VSM (Retd), OSD to Hon'ble Chancellor & Deputy Pro Vice Chancellor and Director, International Af-fair, Amity University Madhya Pradesh, Prof. (Dr.) Anil Vashisht.

**'Take Homes' for the Guests and the Attendees in the form of knowledge, facts, information. Were-**

- 1- The session covered all the aspects of the challenges that they will face post COVID 19 pandemics. It gave the audience as exposure to how we can prepare ourselves in a better way.
- 2- Tolerance and resilience will be the key. All the organization and countries must be tolerant to the changes, and they must adapt the new technologies.
- 3- The students were highly benefitted in terms of learning and understanding from the presentation of guest with the latest issues and trends in the global world.
- 4- The expenditure in research and development must be increased by all countries to cop-up with the scenario.

The students were highly enriched, and we shall continue organizing such events in future as well.

### Event at a Glance:





**Jay Makhijani (BBA 2018-21 Batch)**

I am a graduate in BBA- focused on Finance from Amity University Madhya Pradesh and very proud to be a part of this prestigious university. I am passionate about creating impactful journeys and creating sustainable models for the upliftment of the communities with the help of relevant and dynamic educational background.

I brought in the Enactus chapter of the Amity University of Madhya Pradesh and was involved from team building to the president of it. Under where I have worked on projects like on waste management and where our flagship project was to stop use of single use plastic and provide a substitute for it, which came out to be bamboo straws being other substitutes in the environment. I have been a participant of a program conducted by the entrepreneurship development institute of India and completed its 100 hours successfully.

Have interned with Muskaan dreams foundation which works on bridging the digital gap in government schools. Having interned with Pratham which is one of the prominent NGOs of our nation and Pratham is an innovative learning organization created to improve the quality of education in India where Pratham focuses on high-quality, low-cost, and replicable interventions to address gaps in the education system.

Having said of diverse journey, recently selected as Impact scholar at global governance initiative (GGI) and also attended 10 hours liberal arts master class at GGI, did e-policy course which is conducted by center for civil society (CCS) and did research boot camp conducted by project up partnered by UNESCO. And attended the design thinking workshop conducted by Lufthansa impact week in Delhi and recently have been accepted as a delegate for HPAIR21 and for local coordinator program with student for liberty (SFL) south Asia.

Post under graduation I decided to know more on developing sector / social causes. So, I decided to take on my journey through fellowship where I came across to know about Gandhi fellowship whose curriculum excited me more and after highly competitive application process I was selected for the fellowship.

My motive or goal being a young enthusiast towards the developing sector is consulting to analyze the demanding reflections on issues of fundamental and enduring importance faced by the society today and how can we bridge the gap through entrepreneurial actions and can become leaders for tomorrow.

<b>Critical Path Method (CPM)</b>	CPM is an algorithm particularly used for scheduling project activities. It is used to determine the step-by-step sequence of activities, which in turn determines the total time of the project. These activities must be completed according to this set sequence to achieve the project goals.
<b>Project Manager</b>	The person responsible for handling every aspect of a project from the day it starts till it closes is called a project manager. The responsibilities of a project manager typically entail powerful planning, smart resource utilization, and managing the scope of the project.
<b>Collaboration</b>	The process of actively involving each team member in project activities is called collaboration. The whole concept demands the development of an interconnected network through which individuals exchange information and monitor the project performance.
<b>Agile Project Management</b>	Agile project management is an iterative and incremental approach to delivering projects. The approach focuses on breaking down the project into small cycles, known as 'iterations.' These iterations are then prioritized in terms of urgency or importance. There are multiple frameworks associated with agile implementation, Scrum being one of the most popular ones.
<b>Waterfall Model</b>	Waterfall model is a traditional project management approach to the project lifecycle. The model works in a similar pattern like a 'waterfall'. The project development takes place systematically, from one phase to another in a downward fashion. Each phase has to be completed before moving on to the next phase and there is no overlapping of the phases, making it difficult to make any amendments.
<b>Project Budget</b>	Project budget is a formally approved document featuring a comprehensive list of financial resources, including project expenses, required to complete a project.
<b>Project Stakeholder</b>	Any individual that has a direct or indirect interest in a project is known as a project stakeholder. They usually affect or are affected by the project decisions being taken over the course of the project lifecycle. A stakeholder can be anyone from the project team, executives, sponsors, customers, or the end-users.
<b>Project Portfolio Management</b>	Project portfolio management (PPM) involves collective management of a series of projects to achieve organizational goals. It allows the teams to visualize the big picture of all projects and maximize the return on investment.

**Test Your Knowledge**

# 1072

**ANSWERS: 1071**

**ANSWERS-**

- 1 . Overall and strategic planning is done by the
  - A. Top management
  - B. Middle level management
  - C. Supervisory level management
  - D. None of these
2. Consider the following statements : - Planning involves
  - A. Choice among alternative courses of action
  - B. Forecasting
  - C. Both (a) and (b)
  - D. Decision only by production manager
- 3 . If a general manager asks the sales manager to recruit some salesman on his behalf, it is an instance of
  - A. Division of authority
  - B. Delegation of authority
  - C. Delegation of responsibility
  - D. Decentralization of authority
- 4 . An organization structure is effective if it enables individuals to contribute to the objectives of the enterprise. This is known as
  - A. Scalar principle
  - B. Principle of unity of objectives
  - C. Principle of functional definition
  - D. None of the above
- 5 . While delegating, a superior delegates
  - A. Only authority
  - B. Authority and responsibility
  - C. Authority, responsibility and accountability
  - D. Authority and responsibility but not accountability

1. B
2. C
3. D
4. B
5. C

## FALGUNI NAYAR: - THE FOUNDER & CEO OF NYKAA



Falguni Nayar is the Founder and CEO of the Nykaa E-commerce business. The company is located in Mumbai which sells multi-brand Beauty and wellness products online. As per Forbes, Today the Nykaa has more than 46 stores across the country. In April 2015, Falguni started a physical beauty product store at the T3 terminal (Indira Gandhi International Airport). According to Nykaa.com, the company has stored more than 1500 Genuine brand and provide free shipping. Falguni claimed that Nykaa has faster emerged as India's biggest omnichannel beauty destination with more than millions of satisfied customers across the county.

She was born in Mumbai Maharashtra and did schooling from The New Era School. After schooling, she graduated in commerce stream and got a master's degree from IIM Ahmedabad. After completing an MBA, she started working as an investment banker at Kotak Mahindra Capital Co. Falguni have worked at Kotak for 18 years. Nearly completing a couple of decades helping businessmen, she decided to start a business. In 2017, Business Today titled Nykaa's founder and CEO Falguni Nayar that she is one of the most influenced women. In at same year, she received the "Woman Ahead" award by Economic Times. Since 2014, Femina has been a partner with Nykaa. Femina has presented beauty Awards for beauty products, the voting has been counted from Nykaa customers and Fermina's readers.

### FEEDBACK AND SUGGESTION FORM

Kindly give your feedback and suggestions in the space provided:-

NAME:

CONTACT No:

FEEDBACK:

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SUGGESTIONS:

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