Hindusthan College of Engineering and Technology

(AUTONOMOUS)

Accredited with "A" Grade by NAAC

(ISO 9001::2006 Certified instituion approved and affiliated to Anna University,Chennai)

Pollachi Road,Othakalmandapam,Coimbatore-641032

MBA

DEPARTMENT OF MANAGEMENT SCIENCES

PRAJAYA'17

PRAJAYA'17

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HINDUSTHAN COLLEGE OF ENGINEERING AND TECHNOLOGY

(AN AUTONOMOUS INSTITUTION)

HINDUSTHANGARDENS, OTHAKKALMANDAPAM,

COIMBATORE-641032

PRINCIPAL’S DESK

“Success comes to those who work hard and stays with those, who don’t rest on the laurels of the past”. To me the very purpose of quality education is character building. students are malleable, who can be shaped into persons of excellence. As responsible faculties we have to be exemplary to our students if we want them to be assets to the society and the nation.

2016 has been a happening and fulfilling year as our recreated vision. Mission become a living document. One quality objective of our vision mission was to create research minded youngsters. who would find solution to the world’s problem through research and development.

True education is that which teaches one to learn, unlearn and relearn, so as to become fine human being and contribute positively to the society. We aim to not just impart knowledge among the students, but also to inculcate in them-wisdom,compassion and humanitarian spirit. We aim to provide quality education and character development of our students.

On this occasion I’m also proud to present our annual college magazine consisting of various articles representing the ideas and interest of our students.

Our mission is to continue to do what we have always done. Develop this institution and the students with integrity and values; also to give our students the best opportunities and the best all-round education. Our vision is to produce conscientious, smart and confident citizens of India who will go out into the world and make us proud! “education makes people easy to lead .but difficult to drive easy to govern but impossible to enslave”

I wish you all success.

-Dr.T.Kannadasam

Principal HICET

HOD'S DESK – MASTER OF BUSINESS ADMINISTRATION

I am glad to see the Department of Management Sciences having completed eleven years of its existence and am in the twelfth year, we have been awarded the autonomous status by AICTE and Anna University in July 2016.

We are continuing to grow with a committed vision to develop students in leadership capabilities and business oriented learning for success in managerial or entrepreneurial ventures with social responsibility.

In our campus students are expected to have an enriching and life-turning experience which will enable them to reach new heights in their professional life. We foster sharpening of skills and enhancement of knowledge base in our students through various extra-curricular, co-curricular and curricular activities.

With very congenial and professional environment our faculty team makes substantial contribution to the academia through quality teaching, seminars, conferences, etc

I appreciate all the faculty members and student friends for taking part in all the programs and activities in the academic year 2016 – 2017.

I also wish our outgoing MBA students the very best in their career and to make significant contributions to the industry in the course of their career.

I wish you all success.

Dr.K.Samuvel

Head of the Department

CONTENT

Top 10 CEO in The World

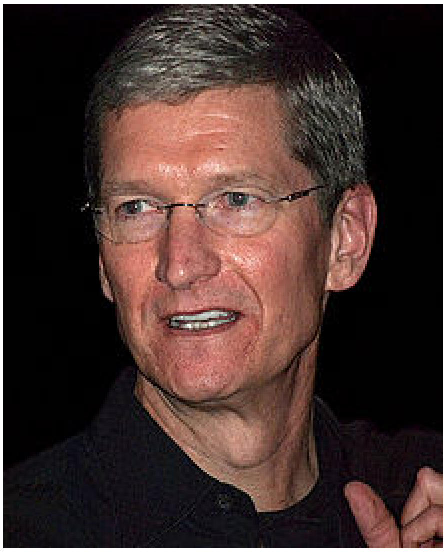
1. Jeff Bezos

Jeff Bezos born **Jeffrey Preston Jorgensen**; January 12, 1964) is an American engineer, technology and retail entrepreneur, investor and philanthropist who is best known as the founder, chairman, and chief executive officer of Amazon.com, which is the world's largest online shopping retailer. The company began as an Internet merchant of books and expanded to a wide variety of products and services, most recently video streaming and audio streaming. Amazon.com is currently the world's largest Internet sales company on the World Wide Web as well as being the world's largest provider of cloud infrastructure services, through its Amazon Web Services arm.

2. Warren Buffett

Warren Edward Buffett (born August 30, 1930) is an American business magnate, investor, and philanthropist. He is considered by some to be one of the most successful investors in the world, and as of March 2017 is the second wealthiest person in the United States with a total net worth of $78.7 billion

3. Tim Cook



Timothy Donald "**Tim**" **Cook** (born November 1, 1960) is an American business executive, industrial engineer and developer. Cook is the current and seventh Chief Executive Officer of Apple Inc., previously serving as the company's Chief Operating Officer, under its founder Steve Jobs

4. Mark Zuckerberg

Mark Elliot Zuckerberg (born May 14, 1984) is an American computer programmer and Internet entrepreneur. He is the chairman, chief executive officer, and co-founder of Face book. His net worth is estimated to be US$58.6 billion as of March 2017, ranking him the fifth richest person in the world

5. Larry Page

Lawrence "Larry" Edward Page (born March 26, 1973) is an American computer scientist and Internet entrepreneur who co-founded Google with Sergey Brin.

Page is the chief executive officer (CEO) of Google's parent company, Alphabet Inc. After stepping aside as Google CEO in August 2001 in favour of Eric Schmidt, he re-assumed the role in April 2011. He announced his intention to step aside a second time in July 2015 to become CEO of Alphabet, under which Google's assets would be reorganized. Under Page, Alphabet is seeking to deliver major advancements in a variety of industries

6. Satya Nadella

Satya Narayana Nadella (born 19 August 1967) is an Indian American business executive. He is the current chief executive officer(CEO) of Microsoft. He was appointed as CEO on 4 February 2014, succeeding Steve Ballmer. Before becoming CEO of Microsoft, he was Executive Vice President of Microsoft's cloud and enterprise group, responsible for building and running the company's computing platforms, developer tools and cloud computing services.

7. Mark Parker

Mark Parker (born 21 October 1955) is the Chief Executive Officer of Nike, Inc., he was named the third CEO of the company in 2006. Parker joined Nike in 1979 as a footwear designer based in its R&D facility in Exeter, New Hampshire. He became Division Vice President in charge of development in 1987, Corporate Vice President in 1989, General Manager in 1993, and Vice President of Global Footwear in 1998.Prior to becoming vice president of Nike, he served as co-president (with Charlie Denson) of the Nike brand beginning in March 2001

8. Bob Iger

Robert Allen "**Bob**" **Iger** (born February 10, 1951) is an American businessman and the chairman and chief executive officer (CEO) of The Walt Disney Company Before Disney, Iger served as the president of ABC Television from 1994 to 1995 and the president and chief operating officer (COO) of Capital Cities/ABC, Inc. from 1995 until Disney's acquisition of the company in 1996. He was named president and COO of Disney in 2000, and later succeeded Michael Eisner as CEO in 2005, after a successful effort by Roy E. Disney to shake-up the management of the company. As part of his yearly compensation, Iger earned $44.9 million in 2015

9. Larry Ellison

Lawrence Joseph "**Larry**" **Ellison** (born August 17, 1944) is an American businessman, entrepreneur, and philanthropist who is co-founder of Oracle Corporation and was CEO from its founding until September 2014. He is the executive chairman and chief technology officer of Oracle. As of February 2017, he was listed by *Forbes* magazine as the fifth-wealthiest person in America and as the seventh-wealthiest in the world, with a fortune of $55 billion

10. Marc Benioff

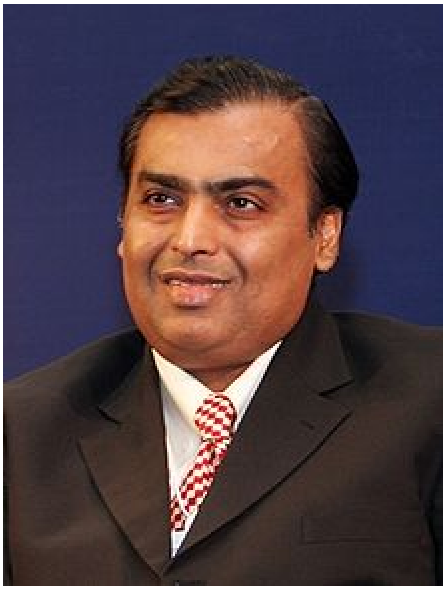
Marc Russell Benioff (born September 25, 1964) is an American internet entrepreneur, author and philanthropist. He is the founder, chairman and CEO of Salesforce, a large enterprise cloud computing company. As of March 2016, he owns approximately $3 billion worth of Salesforce shares. Benioff started Salesforce in March 1999 in a rented San Francisco apartment and defined its mission in a marketing statement as “The End of Software”

-Aswathi.S

I-MBA

Top 10 CEO in INDIA

1. Mukesh Ambani



Mukesh Dhirubhai Ambani (born 19 April 1957) is an Indian business magnate who is the chairman, managing director and largest shareholder of Reliance Industries Limited (RIL), a Fortune Global 500 company and India's second-most valuable company bymarket value. He holds a 44.7% stake in the company. RIL deals mainly in refining, petrochemicals, and in the oil and gas sectors. Reliance Retail Ltd., another subsidiary, is the largest retailer in India

2. Natarajan Chandrasekaran

Natarajan Chandrasekaran (born 1963) is the chairman of Tata Sons. Chandrasekaran took over as the CEO of Tata Consultancy Services (TCS) on November 6, 2009 prior to which he was COO and executive director of TCS.Born in 1963, Chandra is one of the youngest CEOs within the Tata Group. In January 2017, he was selected to become the next chairman ofTata Sons. He assumed chairmanship on 21 February 2017 and soon after was announced the chairman of Tata Motors

3. Sunil Mittal

Sunil Bharti Mittal (born 23 October 1957) is an Indian entrepreneur, philanthropist and the Founder & Chairman of Bharti Enterprises, which has diversified interests in telecom, insurance, real estate, malls, hospitality, agri and food besides other ventures.Bharti Airtel, the group's flagship company is the world's third largest and India's largest telecom company with operations in 18 countries across Asia and Africa with a customer base of over 350 million. Bharti Airtel clocked revenues of over USD 14.75 billion in FY2016. He is listed as the 8th Richest person in India by Forbes with a Net worth of $7 Billion

4. Anand Mahindra

Anand Mahindra (born 1 May 1955) is the chairman and managing director of Mahindra Group. His grandfather JC Mahindra co-founded the company in Mumbai, India. Founded as a steel trading company, the Group today has a presence in multiple sectors from agribusiness to aerospace. It is considered to be one of the most reputed Indian industrial houses with market leadership in many business verticals including utility vehicles, tractors (world's largest tractor company by volume), after market (India's largest multi-brand pre-owned car company), finance (largest rural NBFC in India), Holidays (India's largest vacation ownership company) and IT (top 5 IT service provider)

5. Shantanu Narayen

Shantanu Narayen (born 27 May 1963) is an Indian American business executive and the CEO ofAdobe Systems. Prior to this, he was the president and chief operating officer since 2005. He is also the president of the board of the Adobe Foundation.

6. Sundar Pichai

Pichai Sundararajan (born 12 July 1972), also known as **Sundar Pichai**, is an Indian American business executive.

Pichai is the chief executive officer (CEO) of Google Inc. Formerly the Product Chief of Google, Pichai's current role was announced on 10 August 2015, as part of the restructuring process that made Alphabet Inc. into Google's parent company, and he assumed the position on 2 October 2015

7. Azim Premji

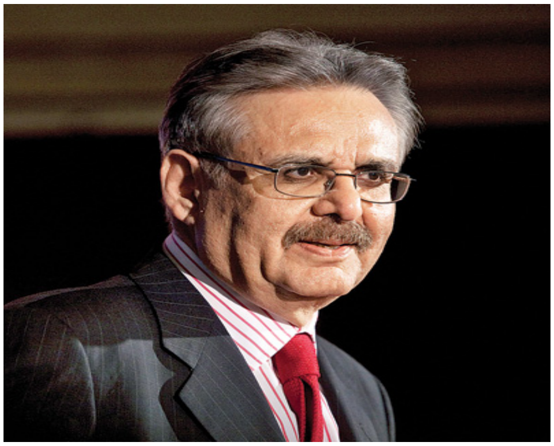
Azim Hashim Premji (born 24 July 1945) is an Indian business tycoon, investor, and philanthropist, who is the chairman of Wipro Limited. He is informally known as the Czar of the Indian IT Industry. He was responsible for guiding Wipro through four decades of diversification and growth to finally emerge as one of the global leaders in the software industry. In 2010, he was voted among the 20 most powerful men in the world by Asiaweek. He has twice been listed among the 100 most influential people by TIME Magazine, once in 2004 and more recently in 2011. Premji owns 73% percent of Wipro and also owns a private equity fund, PremjiInvest, which manages his $2 billion worth of personal portfolio.

8. Indra Nooyi

Indra Krishnamurthy Nooyi (born 28 October 1955) is an Indian American business executive and the current Chairpersonand Chief Executive Officer of PepsiCo, the second largest food and beverage business in the world by net revenue.

She has consistently ranked among the World's 100 Most Powerful Women. In 2014, she was ranked at #13 on the list of Forbes World's 100 most powerful women,and was ranked the 82nd most powerful woman on the Fortune list in 2016.

9. Yogesh Chander Deveshwar



Yogesh Chander Deveshwar was born on 4 February 1947 in Lahore, British India.[1] He received his Bachelor of Technology Degree in Mechanical Engineering from the Indian Institute of Technology, Delhi in 1968. Y C Deveshwar joined ITC Limited in 1968. He was appointed as a director on the board of the company in 1984 and became the Chief Executive and Chairman of the Board in 1996.

10. Kalanithi Maran

Kalanithi Murasoli Maran (born 1964) is an Indian media baron who is the chairman and managing director of Sun Group. He owns television channels, newspapers, weeklies, FM radio stations, DTH services and a movie production house. He also held a major share in the Indian airline Spice Jet from 2010 to 2015.

-Krishna.T.S

I-MBA

Online Marketing Trends That Will Dominate 2017

2016 was an amazing year for online marketing, but the industry never slows down. We haven't quite hit the end of the year, but it's time to start thinking about how the industry's going to change in 2017—and how you can prepare accordingly.

Marketing is a field dominated by those with the foresight to plan ahead, anticipate changes, and jump on trends before your competitors do, so take note of these trends to come and prepare for them. You don't have to use all of them, but you should be aware of their existence if you want to continue being competitive in your industry.

1. Ushered in by Pokémon Go, We'll See the True Rise of Augmented Reality.

Few people would have predicted that Pokémon Go would have taken off as radically as it did, earning $10 million a day in new revenue during its peak. Enthusiasm for it has largely died down, but the app has had two main effects on the online marketing community; one, it's shown that users are ready for augmented reality (AR) experiences, and two, it's given marketers a taste of the earning potential here. You can expect to see more brands coming out with AR games, AR ads, and attempts to capitalize on AR apps that already exist.

2. Live Video Streaming Will Fully Take Off.

Social media users are beginning to demand more in-the-moment content, giving them a vicarious view into a world (or event) they'd previously been unable to access. Thanks to faster Internet and the ubiquity of mobile devices, live video has become something of a trend on its own, with more and more apps and platforms giving some kind of "live streaming" functionality; even this year's first Presidential debate was streamed live, drawing millions of viewers in. Live video has been on an upward streak for the last few years, but I believe 2017 will be the year when it fully takes off, utilized by more brands and more individuals than ever.

3. Data Visualization Tools Will Greatly Expand, As Will The Need for Data Visualization.

As marketers, data is our lifeblood. We need quantitative information to tell us who's buying what, when, why, and what messaging is most effective for them. But even data analysts frequently have problems understanding exactly what the data is saying; our brains weren't made to process vast amounts of raw numerical data this way. Now, technology is finally catching up to the "interpretation" part of data analysis; there are dozens of data visualization tools on the market already, but in 2017, every business is going to want to start using them – the ones who don't will be left at a significant disadvantage. The technology will be more sophisticated, and data analysis needs will be greater than ever.

4. Native Advertising Will Explode in Popularity.

Yes, native advertising is one of the oldest trends on this list. It's been used for years by brands looking for an easy way to get natural-looking visibility. But native advertising is on an upward swing; as consumers continue to condemn or ignore most forms of conventional advertising, native advertising becomes a sneakier (yet effective) way to get those consumers' attentions. We may also see newer, more improved forms of native advertising offered by major publishers, or brands who have previously opted not to offer this method of advertising.

5. Brands Will Increasingly Target Niche Markets Out of Necessity.

Online marketing is becoming more crowded; though the number of available consumers has remained more or less steady, millions of new businesses have flooded into the space for a piece of the pie. This is especially true in the content and social media marketing spaces. One of the best solutions for this is to target a more specific niche, appealing to a narrower range of demographics with a more specific topic. As a result, we're bound to see more companies opting for more targeted, almost personal-level content and campaigns.

6. We'll See the Rise of 'Immersive Experience' Content Marketing.

Users are also craving more immersive experiences, giving them the feeling that they're doing more than staring at a phone or laptop screen. Augmented reality (AR) and virtual reality (VR) are two technologies driving this mentality forward (and I've already mentioned AR), but don't forget other ways of providing this immersive experience. You can offer 360 videos to make your users feel like they're living in a moment, or host live webinars and workshops to get people to engage with you. The key is to provide some level of interaction in a way that makes people feel like they're a part of something bigger.

7. 'Dense Content' Will Become Essential to Cut Through the Content Noise.

Attention spans have fallen to goldfish-like levels, and we're only going to grow more impatient and demanding as technology progresses. The potentially infinite scrolls of social media newsfeeds and endless streams of content from almost every brand and individual we follow have forced us to filter out the majority of messages we see as white noise. We skim articles. We skip posts. We share articles after only reading the headline. In response, more marketers are going to learn that dense content is key, making every line and every word count.

I project these trends based on the current information I have, including last year's trends, the introduction of new technologies, and how I see and hear marketers talking about the year to come. Instead of diving headlong into them, research them carefully, and either strategize how to include them in your marketing campaigns—or compensate for them once they start circulating.

-DEVI.R

II-MBA

A Different Perspective to Growth After Demonetization

In every ideal democracy, the government of the day will always take steps and measures which are necessary for the welfare of state. Therefore, the decisions of the government are generally for the public good, but the means and the mode used for their implementation determines the nature of policy. It is expected that the demonetization decision is only one of the several of a steps of a larger economic measure which the government is trying to implement. However, when it comes to eradicating black money, the decision needs to be supported by taking additional steps like imposing stringent tax laws and action against benami properties and more emphasis on cashless transactions. Only then it will have the desired impact.

The PM justifying the move of demonetization said that they took the decision not for some short term windfall gain but for long term structural transformation, Digital transaction should not be viewed only short term substitute to help through the period of cash shortage. There is also a need to comprehensively relook and reform political funding.

Good news is that the RBI has increased the cash withdrawls limits from ATMs and current accounts. Customers can withdraw Rs 10,000 per day from ATMs against Rs 4,500 earlier. Current account holders can take out Rs 1 Lakh a week against Rs 50,000 earlier. A consolation is that the cashless transactions have risen 90% and barter system has started being a way of doing business.

“The radical move to invalidate high denomination notes, in which the black economy primarily transacts, is a daring step. Around 80% of the currency in higher denominations has now been deposited back into bank accounts. Since individual deposits will now be matched with their tax returns and unaccounted money will be taxed, this will yield a windfall for the government, permitting large increase in public expenditure. Demonetization will result in an impressive switch into digital transaction”, the noted economist Mr. Jagdish Bhagwati says.

Post demonetization Rs 25 billion were deposited in cash in dormant bank accounts and Rs 16 billion in the accounts of co- operative banks. More than Rs 2 Lakh were deposited in cash in over 60 lakh bank accounts. More than Rs 10.7 billion cash was deposited in different bank accounts in North eastern states. Rs 3 to 4 lakh Crore of evaded income was deposited in banks and repayment of nearly Rs 80,000 Crore of loans was done post demonetization. The I-T Department and the ED is looking into the source of all such money.

Bad news is that most of the ATMs have no money. Several countrymen had to come out of houses, abandon the work and business and queue up banks and ATMs to claim their own money. One third trucks are at a standstill, the Bollywood film industry is hit by 35%. People are waiting for rate reduction. Farmers, fishing and construction industry are facing difficulties.

Daily wage earners and tourism are facing the wrath of this move. Many unlikely places were raided by the I. T. Departments. Even at a conservative estimate, the I. T. Department needs to seek explanation of at least a million people which in itself is a mammoth task and with the present machinery, the task seems impossible.

Critics view this as a “monumental management failure and organized loot.” They allege that this move will adversely impact GDP, agriculture, small businesses, informal sector and it will have a crippling effect on expatriates. Shortage of cash has added woes to emergencies like marriages, hospitalization and NRIs are facing issues as their foreign remittances are not getting realized.

While the mudslinging is going on, IMF has come out with some new projections and cut India’s growth estimates by 2016- 17 to 6.6 % from the earlier 7.6 % due the impact of the government’s move to scrap high value currency. India’s growth forecast for the current and next fiscal year will fall by 1% and 0.4% respectively, which may be because of temporary negative consumption shock induced by cash shortages and payment disruptions. RBI and economists have cut India’s growth estimates from 7.6% to 7.1%. However, this estimate does not take in to account, the impact of demonetization. China may overtake India as the fastest growing economy of the world. It is expected that this move will increase tax- GDP which is at 16.6% as compared to China at 19.4%.

Some say that such a push should have happened over a period of few years rather than through shock treatment. It is just a matter of time before fake notes enter the scene again in a major way. Mr. Raghuram Rajan put his point across by stating “black money hoarders find ways to divide their hoard into many small pieces. There are ways around demonetization. It is not easy to flush out black money”. The GST roll- out has now been postponed to July 1st 2017 due to this major event.

ASSOCHAM reiterating the same point says that demonetization may wipe out the present stock of black money held in cash from the economy but cannot eliminate the ill- gotten wealth converted into assets such as gold and real estate. Further reforms like lowering stamp duty, electronic registration of real Estates are needed. Given the resource constraints with the tax authorities, carrying out an exercise for identification of laundered money may be a herculean task. White money used to purchase something becomes black if the shopkeeper does not pay sales tax. Ironically, several of our laws are badly drafted and framed, leaving scope for official discretion.

SBI Chief Arundhati Bhattacharya is optimistic enough to say that the situation arising out of demonetization will become totally normal by the end of February. Moody’s- the credit rating agency expects the government to renew its commitment to increase capital spending and address the short term impact of demonetization. However, it cautions that there is a very limited room to reduce fiscal deficit to 3% in FY 18.

Other options to curb this issue could have been-

i. Only 1% of India’s population pays taxes and therefore, more officers can be trained to identify the reasons and curbing tax evasions, eliminating loopholes and strider punishment for defaulters can be looked into.

ii. 90% of the transactions are in cash and perhaps extra charges can be levied on all cash transactions.

iii. It would be better to introduce stricter regulations in share markets, benami accounts, overseas accounts, gold and real estate and transport markets to check black money.

In the words of the Noble laureate Dr. Sen- “Good policies sometimes cause pain but whatever causes pain- no matter how intense- is not necessarily a good policy.”

-Mary Immaculate Navila

I-MBA

This technology is helping firms in speeding up HR functions :

Some chatbots can help with employee performance reviews and recognition, and engagement while other applications can simplify the recruitment process through AI.

NEW DELHI | BENGALURU: A senior manager at lnMobi recently received a popup alert on his computer screen to "catch up" with Ruchi, the company's newest recruit.

The mechanism, which sought to ensure that the employee could get immediate access to him, is being increasingly used by companies to help human resources managers speed up some routine functions.

The technology being used is a chatbot, a computer programme designed to simulate conversation with human users, especially over the Internet.

HR companies casually refer to this as a friend who chats with you and helps you with tasks such as booking a flight ticket, reminding you to punch in for your attendance, sending a note to your newly joined team member or even training you for the next job interview. Besides InMobi, which plans to roll out this function across the company by April, Yes Bank is looking to introduce it by the end of the year. With this, employees can get quick information on compensation breakup, leave, policies and benefits, as well as ask questions that can be answered immediately.

The next step will be for Yes Bank to develop this into a mobile-led application for employees to access anywhere.

"This will reduce the pressure on HR teams as employees can get the information they require without having to personally go to someone for it," said Ritesh Pai, country head of digital banking at Yes Bank.

Some chatbots can help with employee performance reviews and recognition, and engagement while other applications can simplify the recruitment process through artificial intelligence or even help manage complete on-boarding flow for the new hires through a bot interaction.

"HR chatbots are more like an automated virtual assistant that helps offices and businesses automate critical time-consuming tasks, thus saving them huge money and leading to greater time efficiency," said Siddharth Shekhawat, co-founder of Engazify, which has developed such a bot.

BankBazaar, which has been using chatbots in its main business for a few months, is now looking to extend it to its employees so that they can raise questions and concerns straight to a chatbot instead instead of the HR team.

The company wants to resolve issues as quickly as possible, thereby minimising the 24-hour window of query solving.

"We will test this chatbot with a few employees before rolling it out company-wide towards the end of March," said Sriram Vaidhyanathan, chief human resources officer at BankBazaar. This kind of a bot will help HR functions quickly gain scale for a number of routine tasks.

"It will help us collate scores of manager assessments, for instance, on a monthly or quarterly basis and the managers can see by their scores what percentage of people are satisfied or dissatisfied with them," said Kevin Freitas, HR leader at InMobi.

Hyphen, a company that also designs chatbots, is in the early stages of deploying its bots in companies such as InMobi.

"This will help in real-time management of employees and that will be the next big thing in HR. In the modern workplace, listening to employees once a year just wouldn’t be enough," said Ranjit Jose, co-founder of the real-time employee engagement solution for co-workers to share their opinions.

This will unlock for HR managers easy access to a range of information and empower them. The next step is for chatbots to integrate with apps and that will enable an even wider application.

PeopleStrong’s Pankaj Bansal said the company is prototyping its bot, which will take care of transaction-related work in HR. It will include any logging of information using a paper and pen by an HR manager and replace it with a chatbot.

In India, Bansal said, the number of organised workers using HR functions will increase to 100 million in the next three years from 30 million at present. By 2020, he said, 30 million Indians will be using chatbots.

BankBazaar is already seeing the benefits of using chatbots. The company has seen a massive improvement in efficiency of managers and speedy resolution of HR-related queries and concerns without making a huge investment, executives said.

-Revathi.S
II-MBA

The National Health Policy 2017: Explained

The parliament in its meeting on 15 March 2017, approved the National Health Policy, 2017.

The main purpose of the National Health Policy 2017 is to achieve the highest possible level of well-being and good health in India. The ways which are formulated by this policy to achieve its desirable objectives are promotive and preventive health care orientation in all developmental policies. The Policy also aspires to achieve universal access to good quality health care services without anyone having to face financial hardship as a consequence.

Background

The formulation of The National Health Policy, 2017 was adopted after stakeholder consultations. On the basis of that, the Government of India formulated the Draft National Health Policy and put it in public domain on 30th December 2014. Thereafter the Draft National Health Policy was further fine-tuned by detailed consultations with the stakeholders and State Governments.

The draft received the approval of the Central Council for Health & Family Welfare, the apex policy- making body, in its Twelfth Conference held on 27th February 2016.

In India, the last health policy was formulated in 2002. Since then there have been many socio-economic and epidemiological changes which necessitated the formulation of a New National Health Policy to address the current and emerging challenges.

Key Factors of the National Health Policy 2017

1.The first aim of the National Health Policy, 2017, is to clarify, inform, strengthen, and prioritize the role of the Government in forming health systems in all its dimensions-organization, investment in health, and financing of healthcare services, promotion of good health and prevention of diseases through access to technologies, cross- sectoral action, developing human resources, building the knowledge base required for better health, encouraging medical pluralism, financial protection strategies, and regulation and for health.

2. The new National Health Policy focuses on strengthening and reorienting the Public Health Institutions across the country, so as to provide universal access to diagnostics, free drugs, and other essential healthcare.

3. The Policy aims to reach everyone in the country in a comprehensive integrated way to move towards wellness. It aims at delivering quality health care services and achieving universal health coverage for all at an affordable cost.

4. The NHP, 2017 looks at problems and solutions comprehensively with the private sector as strategic partners. It aims to promote quality of care and focuses on emerging diseases and investment in promotive and preventive healthcare. It addresses health security and make in India for drugs and devices.

5. The NHP, 2017 advocates a positive and proactive engagement with the private sector for critical gap filling towards achieving national goals. It envisages private sector collaboration for capacity building, strategic purchasing, awareness generation, skill development programs, disaster management, and developing sustainable networks for a community to strengthen mental health services. The policy also offers financial and non-incentives for encouraging the private sector participation.

6. In order to provide financial protection and access at secondary and tertiary care levels, the policy proposes free diagnostics, free drugs, and free emergency care services in all public hospitals.

7. The NHP, 2017 advocates increasing public health expenditure to 2.5% of the GDP in a time bound manner. The Policy envisages providing the larger package of assured comprehensive primary health care through the Health and Wellness Centers'.

This policy recommends the important change from very selective to comprehensive primary health care package which includes palliative care, geriatric health care, and rehabilitative care services. The policy advocates allocating two-thirds or more of resources to primary care followed by secondary and tertiary care. The policy envisages to provide at the district level most of the secondary care which is currently provided at a medical college hospital.

8.The NHP, 2017 allocates specific quantitative targets aimed at reduction of disease incidence /prevalence. It seeks to strengthen the health and surveillance system and establish registries for diseases of public health importance, by 2020.

9. The policy affirms the commitment to pre-emptive care to achieve highest levels of child and adolescent health. The policy foresees school health programs as a major focus area as also health and hygiene being made a part of the school curriculum.

-DhanaLakshmi.B

I-MBA

The myth of the ethical consumer – do ethics matter in purchase behaviour?

Marketing ethics and social responsibility are inherently controversial, and years of research continue to present conflicts and challenges for marketers on the value of a socially responsible approach to marketing activities.consumers care about ethical behaviour, and investigates the effect of good and bad ethical conduct on consumer purchase behaviour.marketers might encourage consumers to engage in positive purchase behaviour in favour of ethical marketing.

Controversial issues

The effect of ethical/unethical marketing activity on the purchase behaviour of consumers. One would like to think that being a "good company" would attract consumers to your products, while unethical behaviour would see customers boycotting the products of the offender. Unfortunately, it is neither as simple nor as straightforward. Indeed there are reasons to believe that there may be very little commercial reward in terms of consumer purchasing to be gained by behaving as an ethical marketer.

Social responsibility in marketing

Social responsibility in marketing covers a diverse range of issues such as consumerism, environmentalism, regulation, political and social marketing. Given the tremendous responsibility marketing has in gathering and transforming resources into products.marketers such as Beardshaw and Palfreman (1990) present marketing as an "ethically neutral system or management tool serving an unequivocal market good".Fineman (1999) states that the act of purchase and exchange is what interests marketers; it is an end in itself, remote from its "relationship to others' interests or concerns – like privacy, pollution or resource scarcity". Thus marketing becomes unhinged from "its imperial position in contributing to the apparent good life" and becomes guilty of contributing to the destructive and wasteful side of consumerist society (Fineman, 1999). This conflict within marketing has given rise to scholarly debate surrounding societal marketing and marketing ethics, and the rise of the activist school of marketing, representing empirical research and conceptual thinking related to societal marketing issues, in particular consumer welfare and consumer satisfaction.

Important issue

Kotler (1972) was a key founder of the societal marketing movement, who recognised that what consumers' desire may not necessarily be good for them (e.g. tobacco), and although marketers may create a happy customer in the short term, in the long run both consumer and society may suffer as a direct result of the marketer's actions in "satisfying" the consumer.many marketers consider social responsibility and societal marketing to be an important issue within the marketing field, but how does the actual consumer view these matters?

No definitive answer

Despite the work in the field over the last 30 to 40 years, there is still no definitive answer to the question of what exactly is the social responsibility of marketing. One of the reasons for this may lie in the difficulty of deciding which stakeholder interests should take priority, and who should make the final decision if conflict exists between those stakeholder interests.The current debate over pharmaceutical drug pricing has engaged national government and drug marketers in litigation in the South African courts (Haddow, 2001; BBC, 2001). Arguments are being made by governments, and organisations such as Oxfam and Médecin Sans Frontières on ethical grounds to allow cheaper access for consumers of drugs such as AZT; pharmaceutical firms defend their pricing policies based on the consideration of other stakeholders such as shareholders, employees and the wider community who can only benefit from new product developments if high economic returns are made from existing drugs. How do we decide who is the “most important” stakeholder in a situation such as this? The stakeholder aspect of societal marketing is a complicating factor for those trying to achieve clear ethical judgements. Often it is difficult to make a consistent ethical judgement that achieves equal “good” or avoids harming all stakeholder interests.

Establishment of guidelines

Rather than be defeated by the continued lack of answers to the many questions which continue to be posed by the challenges of social responsibility, there are many marketers who seek to establish acceptable ethical guidelines and practice, and disseminate that within the industry. Legislation hasplayed a part in raising consumer expectations of marketing behaviour, and regulation has also helped move us from the “*caveat emptor*” position of the 1960s to a more socially responsible era in marketing. There are signs that ethics are no longer languishing on the fringes of marketing activity.Ethical business behavior, marketing ethics/societal marketing are key tracks at marketing conferences, as well as being priority topics for research. For the marketing profession it is clear that social responsibility in marketing has moved to centre stage as marketing moves into the new millennium.

Buyer side under-researched

Despite the amount of attention given to marketing ethics in recent years, the buyer side of the exchange process remains under-researched. Although consumers are key stakeholders in the marketing exchange process, there has been little research attention focused on understanding the ethics of consumers, and the buyer behaviour attached to them. Smith (1995) argues that we are now living in the “ethics era”, whereby society’s expectations of marketers have changed and we face challenges to basic marketing assumptions.

Consumer sophistication

According to some marketing scholars, this is in part driven by the fact that consumers are better informed, more educated and awareness is greater of consumer rights and product requirements at least in Western society . However, possessing "consumer sophistication" is no guarantee that consumers actually participate in wise or ethical buying practices . There is a difference between sophisticated consumer characteristics and sophisticated consumer behaviour, a distinction not always recognised in the marketing ethics literature. It is not enough to possess the prerequisite knowledge and ability to make efficient consumer decisions, one must also act according to that knowledge.There are those committed ethical consumers who do seek out environmentally-friendly products, and boycott those firms perceived as being unethical. For them, information guides ethical purchasing behaviour. Other consumers possess the same amount of information in terms of ethical and unethical marketing conduct, but this does not lead them to boycott offenders, nor reward ethical firms.

Ethical manner

Marketers are encouraged to behave in an ethical manner because information about a firm's ethical behaviours is thought to influence product sales and consumers' image of the company. Although it seems obvious that consumers hold more positive attitudes towards companies that behave than companies which behave unethically, this information may be combined in complex ways. According to research, information about ethical and unethical actions has an asymmetrical influence on attitudes, such that vices detract from attitudes more than virtues enhance them. Thus, one might expect consumers to punish unethical behaviour, but not necessarily reward ethical behaviour. It has been suggested that many people believe there is a respo, but do not automatically believe that others have a right to be helped . Ethically minded consumers, therefore, need not consistently buy ethically.

Conflicting research

Past research suggests that negative information influences consumer attitudes more than does positive information. If this is so, one might expect that consumers' aware of information on a firm's unethical behaviour should boycott their products, while knowing about a firm's ethical behaviour would not necessarily persuade a consumer to buy their products. There is conflicting research to date on the proclivities of consumers to support or reject the ethical and unethical conduct of marketing firms.Creyer and Ross (1997) also found that a company's level of ethical behaviour is an important consideration during the purchase decision; in the USA consumers expect ethical behaviour from companies and they were willing to pay higher prices and reward ethical behaviour. Creyer and Ross (1997) did discover that consumers would still buy products from unethical firms, but only at a lower price – the cost of poor ethics.

Attitude-behaviour gap

Although consumers had socially responsible attitudes, only 20 per cent had actually purchased something in the last year because the product was associated with a good cause. What seems to be emerging is that although consumers express willingness to make ethical purchases linked to good reputation, the reality is that social responsibility is not the most dominant criteria in the their purchase decision.consumers are interested in ethical behaviour beyond those issues that directly impact on them, and would be more discriminating in their purchases if they were given more information about ethically and socially responsible activities. Although consumers had not been actively linking their purchases with social responsibility, there was interest in the link. It was also found that consumers were more likely to support positive actions than punish unethical actions; boycotting was unlikely if the product was one they relied on. consumers will not reward ethical behaviour, although they are likely to punish unethical behaviour.

-Archana Devi.S

II-MBA

Bankruptcy Code in the Indian Financial System

Recently the government has passed a historic bill: Insolvency and Bankruptcy Code (IBC) to amend and consolidate existing law on bankruptcy, and to create a unified legal framework. Before discussing the details of IBC and analysing its impact, first we must examine the current scenario of NPA across banks and the different loan recovery processes, in order to build the ground for the bankruptcy code.

The banking system is a crucial pillar for the economic growth and prosperity of any country. This fact was clearly evident during the Global Financial Crisis when every major world economy and their banking system had collapsed. But the Indian banking system had successfully sailed through the stormy waters of GFC and emerged as a strong entity. However, recently, this robustness has been probed due to the rise in NPAs. Many loan recovery processes like SICA, Lok Adalat, DRT, SARFAESI Act have been implemented by the Indian government and regulators, but none of them have proved to be efficient enough to handle this situation. Consequently, the banks are running in huge losse

Loan Recovery Processes

The Government initiated taking actions towards the increasing problem of NPA in the 1980s. The first major step taken was Sick Industrial Companies Act (SICA) which aimed at timely detection of sick companies and required quick action for either revival or liquidation. However, SICA had several drawbacks. Firstly, any firm was regarded sick only after its net worth had eroded by at least 50%. This worked against the foremost objective of quick detection. All these processes required in the involvement of a legal intermediary such as people's court, DRT for resolution. The government realized the need for prompt recovery and presented the SARFAESI Act. The SARFAESI Act allowed banks to take possession of the defaulter's assets and sell them to recover the debt. As the court's intervention in this process was eliminated, the process could be accelerated. The SARFAESI Act also overcame the issue of debtor fraudulently using SICA as a mode to prevent/ delay repayments to creditors. The Insolvency and Bankruptcy Code(IBC) involves the Insolvency Resolution Process(IRP) which can be initiated by any creditor, that is, a financial firm or an operational creditor like non-financial firm or an employee when an individual or a firm default on their credit contracts. During IRP, creditors asses the viability of defaulter's business, whether it can be rescued and revived or it should be liquidated immediately. The request for IRP is initiated by the National Company Law Tribunal (NCLT) which appoints Resolution Professionals to administer IRP.

During IRP, Resolution Professionals take over the management of the firm and operate the business as a going concern under the broad direction of a Committee of Creditors. This involves taking decision-related to bringing fresh finance in the business by investing bids for commercial contracts to keep the business running. This is a unique aspect as in the countries like U.S., China, the power remains in the hands of only defaulter's management while bankruptcy professionals oversee business so as to avoid asset stripping.

Speedy Resolution

The most crucial aspect of IRP is its definite time limit 180 days to make a consensus on the business viability. If in 180 days, 75% majority of Committee of Creditors do not approve a resolution plan, then the debtor is declared bankrupt. Also in certain cases, NCLT could also provide extended 90 days' period on the request of Committee of Creditors.

This speedy resolution is helpful in two ways. Firstly, it prevents decline in the value of the underlying assets. Secondly, it incentivizes creditors to make a rational decision on whether to revive or liquidate the business, since, on liquidation, creditors usually wouldn't be able to recover the complete amount. On the case of liquidation, bankruptcy code also gives the lucidity about the priority of claims by different category of creditors over the liquidated assets.

Conclusion

The enactment of Insolvency and Bankruptcy Code (IBC) is one of the major milestones in the Indian financial system. But its effective implementation is the biggest challenge owing to requirement of judicial infrastructure, dearth of qualified Resolutions Professionals, the lack of data privacy and authenticity about the present and past financial situations of the debtors and creditors, and the synchronisation between bankruptcy code and other existing laws such as SICA, Companies Act, SARFAESI act etc.

Currently, India ranks 136 out of 189 countries in the World Bank's index on the ease of resolving insolvencies. The Bankruptcy Code has its own flaws but it will certainly improve India's current ranking. The vital point is not to hinder the current economic activity in terms of borrowing like a leveraging firm without a reduction in risk taking, the share of borrowing from NBFC, unsecured borrowing in total debt etc. because the very purpose if the bankruptcy code is to bring efficiency in the system.

Now time will show whether Bankruptcy Code is effective enough or not but we must admit that is far better and robust than the existing bankruptcy laws which are neither effective in time to recovery nor in terms of amount recovered.

-Jansi Priya.A

I-MBA

The year 2017 belongs to HR data experts :

Analytics can answer questions you might have thought previously impossible. Predictive analytics not only leads to the source of the breakdown, but also provides forward-looking insights that illustrate how an issue or employee may evolve.

Human resources departments around the world will experience profound shifts during the next few years, and it's all being driven by a single factor -- data.

Just as data and the insights it provides has changed many areas of business, it will change the way organisations recruit and manage their staff. The potential benefits for those who get it right are massive.

As we enter 2017 with the knowledge that HR must be able to show credible data relating to factors such as productivity, engagement, and performance.

Let's check out three critical elements that will feature in your journey as HR Data Ninja:

Data-driven recruitment and management

Rather than using job descriptions, HR departments will increasingly focus their recruitment activity on staff profiles. These profiles will be based on high-performing people already within the organisation. What qualifications do they have? What experience do they bring? What personality traits do they possess?

A new data-driven approach will be taken for staff management too. Rather than promoting people on personal intuition or pressure from managers, decisions will be based on data gathered about their actual performance. Who has consistently met sales forecasts? Who has suggested productivity changes? Who is outperforming?

Such data will be constantly gathered and used to ensure decisions are based on solid evidence rather than intuition or personal opinion.

Looking into the crystal ball: Predictive analytics take charge for performance management

Ultimately, businesses want more productive employees. In an age where every dollar is important, raising employees' productivity allows you to get more output for the same investment to drive your business forward.

In order to really utilize their employees' best skills, businesses will look at their workers' behavior more closely. Are they engaged? Are they happy? What interests them to stay involved within the company? We will see that cloud-based systems will take talent and succession-planning data, to help predict and make intelligent next-role recommendations and connect employees with mentors to help prepare them for that particular role.

Analytics can answer questions you might have thought previously impossible. Predictive analytics not only leads to the source of the breakdown, but also provides forward-looking insights that illustrate how an issue or employee may evolve.

Scouting the players: Businesses will get in the competitor game by identifying with consumers

In 2017, chief human resource officers (CHROs) will recognize that modern, intuitive application user interfaces and consumer friendly applications matter more than ever in the year ahead. While you can put a price on the cost it takes to integrate user experience into your solutions, the value gained from providing a simple, intuitive interface is unquantifiable. This is why many CHROs are looking for ways to create quality experiences that will delight instead of frustrate employees.

Digital solutions are your gateway to collecting and analysing quality data. So, through the information gleaned from your digital HCM software, businesses will be able to determine how to best align talent strategies to business objectives and remain a top competitor in the workplace.

2017 is going to be an exciting, change-filled year. Through embracing the opportunities of data and analytics, the HR department of 2017 and beyond will become an even more vital resource for successful organisations. Here's to 2017, Data Ninjas!

-Robin Raju Daniel

II-MBA

The Universal Immunization Program: Facts and Impacts

The Universal Immunization Program (U.I.P.) in India is one of the largest in the world in terms of the number of beneficiaries, quantities of vaccine used, the geographical spread, the number of Immunization session organized, and diversity of areas covered.

Background

The Universal Immunization Program in India seeks to provide the complete series of primary vaccination with OPV, DPT, BCG before reaching the age of one year.

Earlier this program was adopted in 1978 with the lunching of EPI to increase the Immunization coverage in infancy to 80%. After it, Universal Immunization program was launched in 1985 in a phased manner. The measles vaccine was added in 1985 and in 1990 Vitamin A supplementation was added to the program. Due to similar programs Small pox was eliminated in 1975 from Indian soil. And with the help of UIP polio was eliminated in 2014 and maternal and neonatal sstetanus (MNT) was eliminated in August 2015.

Under UIP, the government launched 'Mission Indra Dhanush' to make immunization a public health priority, in December 2014. The target of Indra Dhanush was to fully immunize 90% of India's 26 million children born each year, till the age of five.

After it, four new vaccines have been added, including a vaccine against polio, PCV vaccine, rotavirus vaccine against diarrhoea, the pneumococcal vaccine against pneumonia, and rubella against measles.

What are the Vaccines?

In 2014, the Indian government announced the decision to introduce four new vaccines as part of India's Universal Immunization Programme (UIP). These vaccines are introduced against polio (injectable), rotavirus, rubella and an adult vaccine against Japanese encephalitis.

Before this, in 2011, a vaccine against Haemophilus influenza type B (Hib) was introduced as part of the pentavalent vaccine to contain tetanus, diphtheria, hepatitis B, pertussis, and Hib.

The India Newborn Action Plan (INAP) was launched in September 2014. The purpose of this program is to reduce preventable stillbirths, newborn deaths. Apart from it, this plan aims to attain single digit neonatal mortality and stillbirth rate by 2030. In India, the current rate is

38/1,000 live births. To achieve this feat, the government has shown commitment to introduce more vaccines than it has in the last 30 years of the UIP.

Here is the description of 4 vaccines which are introduced by the government to achieve universal immunity in India.

1. The Pneumococcal conjugate vaccine

In India, singularly, bacterial pneumonias kill more children under the age of five than any other disease. The world's highest numbers of deaths which are caused by Streptococcus pneumoniae, happen in India. This bacteria is most commonly associated with pneumonias. There are around 5-6 lakh cases of severe episodes of pneumococcal pneumonia and 95,000-1,05,000 deaths which happen in India annually. A safe and effective vaccine for pneumococcus pneumonia is available.

2. The Human Papillomavirus (HPV) vaccine

One of the top three cancers affecting women in the world is cervical cancer. Worldwide, every fourth new case is an Indian. In India, it is estimated that there are around 1.32 lakh new cases every year and about 75,000 deaths reported. Two strains of HPV-16 and -18 are responsible for almost 80 to 85 per cent of cervical cancers. And the preventive vaccines are available and are given to adolescents between 9-13 years

3. Influenza Vaccine

Now, it is well known that the immunization of the mothers during pregnancy against vaccine-preventable diseases has the potential to improve health outcomes in mothers and their children. This is very effective way to eliminate MNT. Clinical trials have shown that influenza vaccination during pregnancy can prevent influenza disease in pregnant women and their newborn children for the first six months of life without any indication of harm to the recipients or their children.

The World Health Organisation Strategic Advisory Group of Experts on Immunization (SAGE) has recommended that pregnant women should be made priority of having influenza vaccine receipt.

In India, a large number of deaths were reported during the H1N1 outbreak from 2009 onwards. Infection in pregnant women led to deaths in their third trimester. The Maharashtra government has introduced seasonal flu vaccine for high-risk groups including pregnant women. Season flu vaccine, which includes the pandemic H1N1 strain, is a priority vaccine for use in high-risk groups in India including pregnant women.

4. The cholera vaccine

Cholera remains an important cause of morbidity and mortality in India. In India, for the prevention and control of cholera an oral vaccine which is produced and licensed in India is available. It is estimated that there are about 7-8 lakh cases of Cholera occur every year resulting in about 20,000-24,000 deaths. There are about 400-500 million people are at risk.

-Aarthy.A

I-MBA

Top 10 Trends Driving The Future Of Marketing

Marketers are constantly looking into the future, trying to predict the next big trend, be it for their brands or their clients. Naturally, marketers are preoccupied with questions like: What is the next big campaign? How can we turn our client into the "next big thing"? What is the next hot trend going to be in retail? Etc.

1. Mobile is going to become the center of marketing. From cell phones to smartphones, tablets to wearable gadgets, the evolution of mobile devices is one of the prime factors influencing the marketing world. As the focus is shifting to smaller screens, brands will be able to strike up a more personalized relationship with their customers by leveraging the power of mobile.

2. Transparency will dictate brand-customer relationships. Currently, customers are seeking more engagement from brands. This trend will continue with customers becoming more demanding in their expectation of transparency. Genuine brands – the ones that "walk the talk" and create real value – will be rewarded. This means brands that still haven't made their customer dealings transparent are headed to a future of doom.

3. The need for good content will not slow down. Ever. Content, particularly visual content, will rule the roost in the online marketing world, evolving into various forms and disrupting the conventional marketing models. Moreover, the speed at which a brand can create amazing content will play a part in their success.

4. User-generated content will be the new hit. The power of user-generated content will surpass branded content as brands begin to relinquish control of their own brands' marketing to their customers. From online reviews, to social media posts and blogs, this means there will be a strong need for brands to create a positive impact in their consumers' minds. In response to this model of content production, content co-creation between brands and consumers will become a popular trend.

5. Social will become the next Internet. Social will become an integral part of the "broader marketing discipline." As its impact grows stronger, most brands will fully transition their marketing efforts to social channels. As such, social has the full potential to become not just one of the channels but *the* channel.

6. Brands will own their audience. By cultivating brand community and entering into direct conversations with their customers, brands will begin to own their audience in a way that will create loyalists and brand advocates. In the future of marketing, branding and marketing efforts will have their seeds rooted in what customers are talking about. The customers' responses and feelings toward the brand will dictate future campaigns. Essentially, if the customers are happy, they'll gladly wear the marketer's hat and do what is needed to bring their favorite brand in focus.

7. Brands solely-focused on Millennials will go out of relevance. Brands will need to understand that the millennials are not a niche "youth" segment but a generation of people who will ultimately give way to a newer generation. Therefore, millennial-focused brands will have to change their game to stay relevant.

8. Good brands will behave like product companies and not like service companies. While service companies aim to create a happy customer and look forward to a contract renewal, product companies thrive on innovation. So, for brands of the future, customer satisfaction and retention will not be enough. They will need to innovate more efficiently to create more value for their customers. However, great service will NEVER go out of style.

9. Personalized, data-driven marketing will become more refined. There is a difference between data-driven marketing and intrusive marketing. While the former is based on relationship-building, the latter is nothing but old-school push marketing wrapped in a new cover. The difference between these two formats will become even more prominent in future. Marketers who focus on relationship building will be rewarded, while intruders will be shut out.

10. More accurate metrics will surface. What most brands do in the name of measuring marketing success is look at hollow "vanity" metrics such as likes, shares, or tweets. Even in terms of data mining, we are still developing more sophisticated means to capture the right data. Many ideas are hypothesized, but few are practical. The future will witness the rise of better analytical tools to help marketers gauge the success of their campaigns.

-Rajan.P

II-MBA

Govt of India Bans Rs500 & Rs1000 Notes to Fight Black Money - Impact and Analysis

The Govt of India has banned the use of currency notes of Rs500 and Rs1000 denomination with immediate effect from midnight 9th November 2016. This is seen as a strong move by the Govt in order to curb the use of black money, which has been an issue since a very long time in India.

The move by the govt to ban 500 and 1000 rupee notes is being seen as a big step in the process of curbing corruption and black money. The announcement to such effect came after the Banks had closed their branches and most of them filled the ATMs. This left no scope for people to exchange their 500 and 1000 rupee notes for the smaller denominations.

The Government would be issuing new Rs2000 and Rs500 notes.

The seriousness of the govt to end the black money menace can be seen by the fact that the prime minister himself made this announcement.

How curbing the notes can help curb the black money?

Let us analyse how the govt looks at this move to end the black money problem. Historically it has been seen that black money circulates in denominations of 1000 and 500. This is because it is easier to carry large amount of money in such denominations. So, whosoever has these notes which are not accounted for, will not be able to use them from 9.11.16 onwards. Thus, how much ever "money" the person has, it is of no economic use. He can use it during winters to warm himself, but certainly not for any exchange transaction purpose.

The govt has given a timeline to exchange this money at Bank counters for new series. But, the person going for exchange has to provide his identity etc. Thus, the govt becomes aware about everyone exchanging the money. Moreover, there has been a limit to the amount that can be exchanged per day. Thus, its almost impossible to convert all the black money to white money.

This step will certainly cause a lot of inconvenience to innocent public at large. Therefore, the govt has allowed to use these old notes at hospitals, railways etc for a limited period of time.

What to do with existing Rs500 and Rs1000 notes:

1. Deposit old notes of Rs 500 and 1000 in banks or post offices between November 10 and December 30, 2016.

2. Those who are unable to, can exchange notes till March 31, 2017 at specified RBI offices after furnishing proper declaration.

3. There will be an initial limit of Rs 10,000 per day and Rs 20,000 per week on withdrawal of money. This limit is to be increased soon.

4. ATM withdrawal limit of Rs 2000 per day per card initially and this will be later raised to Rs 4000 per day

5. Exchange of old notes for cash upto a limit of Rs 4000 possible at any bank or post office by producing valid ID proof.

6. Rs500, Rs 1000 notes will be accepted at hospitals, drug stores till November 12.

7. Arrangements have been made at airports so that travellers entering/leaving the country are not inconvenienced.

8. No restriction on non-cash payments including transactions by cheques, demand drafts, electronic fund transfers, debit and credit cards.

The laying down of the guidelines on a short notice and with immediate effect has sent ripple across the length and breadth of the country. From wealthy businessmen to a vendor to a taxi-walla, this would impact each and every Indian citizen. However, only time will tell how effective this method would be in curbing the black money from coming into circulation. As of now, this is a master stroke by the Govt which has caught everyone by surprise.

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-Sathish Kumar.M

I-MBA

Indian Army to re-orient HR policy considering societal changes :

NEW DELHI: Battling rising complaints relating to service matters from its personnel, the army has decided to reorient its human resource policy considering "rapid" societal changes.

At a six-day annual commanders' conference, the top brass of the army deliberated on a broad range of issues including grievances relating to salary, promotions and anguish among some jawans over the Sahayak system, and it was decided to address them while taking a more pragmatic approach.

The top commanders also carried out a detailed analysis of India's internal and external security threats and decided to push for modernisation of the force. They also pitched for a tri-service doctrine to deal with major security challenges.

The commanders' conference is a very important platform for the army as decisions are taken at the congregation through a collegiate system comprising commanders and senior officers.

"During the deliberations, important issues having HR policy ramifications have been discussed. There is an impetus to evolve a more pragmatic HR plan.

"The core values of the army though haven't changed; rapid societal changes and discernible impact of socio- economic aspirations on the army have been a focus area of the conference," the army said in a statement, giving gist of deliberations at the conference which concluded yesterday.

In the recent months, a number of videos had surfaced where some army jawans were seen voicing their anger over the Sahayak system.

On promotion of its personnel, which is another sticky issue, the conference felt that the "highly pyramidal structure" in the army results in over 50 per cent of the workforce not being promoted despite being highly competent.

"The conference deliberated measures to enhance transparency and inclusiveness leading to greater equability," the army said.

Army Chief General Bipin Rawat, during the deliberations, called for a more "participative" form of policy formulation to address HR issues and senior officials said branches of the army headquarters concerned have accordingly been directed to initiate wide-ranging interactions on it.
In his address at the valedictory session, General Rawat stressed the need to work in a collaborative manner for maintaining combat effectiveness of the army and sought greater focus on enhancing air defence and aviation capabilities.

"It has been decided to give heft to the modernisation plan of the army," the army statement said.
It said Gen Rawat expressed confidence at the way the army has been adapting itself to the "dynamic" internal and external operational environment while stressing the need for sustained and holistic modernisation of the force.

India's security challenges including the situation in Jammu and Kashmir were discussed at length at the conference.

"He added that there is a need for sustained and holistic modernisation of the army wherein combat and manoeuvre arms, air defence and aviation are on high priority," the army said.
It said a comprehensive plan to speed up land acquisition for infrastructure development has been decided to be addressed through state governments.

The conference was also addressed by Chief of Air Staff B S Dhanoa and Chief of Naval Staff Admiral Sunil Lanba and they laid emphasis on evolving a joint operational philosophy to deal with various security challenges.

"During the deliberation a session was dedicated to discussion with the Ministry of Defence to evolve a more wholesome action plan on administrative and modernisation issues," the Army said.
It said the proposals to make Short Service Officers entry scheme more popular, streamlining the intake pattern, employment of women officers and grant of Honorary ranks to Junior Commissioned Officers and Non Commissioned Officers have been deliberated with positive roadmaps.

-Lavanya.R

II-MBA

Human Resource Development puts plan for common engineering entrance exam on hold :

NEW DELHI :The Human Resource Development (HRD) Ministry has put on hold a move for a single entrance test for engineering courses across the country till states reach a consensus.

The All India Council of Technical Education (AICTE), the regulator for technical education in the country, had announced in March that a national-level common entrance examination for engineering colleges would be conducted from the next academic year in 2018.

But with the move being opposed by the West Bengal and Tamil Nadu governments, the HRD ministry felt that the states had to be first taken on board.

"It is important to have consensus on the introduction of a common exam. So the plan has been put on hold for now," an official who did not wish to be named said.

"The common counselling provisions also need to be discussed with the states," the official said, referring to a move to introduce uniform counselling methods across India.

Taking a cue from the National Eligibility-cum-Entrance Test (NEET) for medical and dental colleges introduced last year, the HRD Ministry had initiated the move for a common test for admission to engineering courses.

The Central Board of Secondary Education conducts the Joint Entrance Examination-Mains for admission to engineering courses. Over 11 lakhs students appear for the exam every year.

A number of states conduct their own tests, while some colleges grant admission based on marks. Several private colleges also have their own entrance examinations.

There are over 3,300 approved engineering colleges in the country affiliated to universities, with an annual enrolment of around 16 lakhs students.

-Vijila.K

I-MBA

13 Marketing Trends For 2017 That B2B Marketers Need To Understand

In 2017, B2B marketers will continue to deal with tangible growth and marketing ROI pressures. Below are 13 primary B2B marketing trends that deserve your time and attention and will help you address the challenges, opportunities, and complexities you'll undoubtedly be presented with this year.

#1: Customer Experience Balance

Probably the most impactful B2B marketing trend in 2017 will be a tighter focus on improving the customer experience while driving growth. Strive to use a balanced approach to building customer loyalty. Instead of focusing solely on "customer-centric" methods based on your customers' lifetime value, offset it with "customer-focused" techniques that enable you to provide relevant experiences across all touch points and concentrate on what your customers value most. Symmetry between those two approaches will result in higher revenue combined with stronger customer loyalty.

#2: Executive Branding

Over the past decade, the Internet, mobility, and social media have upended traditional "command and control" marketing. The pendulum has shifted dramatically to individuals—individuals as buyers and individuals as the voices of their companies. As a result, traditional company branding and digital marketing efforts are no longer sufficient. Especially in B2B environments, executive branding is now considered a necessity.

Grant Wickes, an executive branding specialist, says, "Senior executives must create and develop their personal brand. Buyers want to know the 'why' and trust the leaders behind the companies they do business with. Some companies have adapted to this evolution, but many have not. And executives are most guilty of not embracing this new paradigm. Some feel there is no need, but 2017 will mark a watershed year for executive branding."

#3: Artificial Intelligence/Machine Learning

The integration of artificial intelligence and machine learning into B2B marketing playbooks will continue to increase this year. In late 2016, Forrester Research predicted that "AI will provide business users with access to powerful insights before they are available to them."

How?

Through the use of cognitive interfaces in complex systems, advanced analytics, and machine learning technology. Many vendors are already embedding components of cognitive computing capabilities into their solutions. This isn't just technology for technology's sake. AI will drive faster business decisions in marketing, e-commerce, product management, and other areas of the business by helping close the gap from insights to action."

#4: Visual Content Marketing

According to Hub Spot, B2C marketers still place more emphasis on the importance of visual content in their marketing portfolios, but B2B marketers are catching up quickly. The primary driver is the desire to make content more engaging, compelling, and shareable than just the written word. The most common forms of visual content that will be used in 2017 will be video (including 360-degree video), infographics, and images in blogs and social media posts.

#5: Influence Marketing

Influence marketing isn't new, but it will begin to mature in 2017. Warren Whitlock, a noted influence marketing pro, says, "Everyone has influence. Influence marketing is the practice of finding the people who are already influencing your market. They will welcome your help to serve their audience better and reward you with reputation and trusted leads."

Following the trend set by their B2C brethren, B2B marketers will continue partnering with influencers but will focus more on social channels like LinkedIn, Twitter, YouTube, etc. This year also will mark the rise of micro-influencers in the B2B space, which typically have fewer followers and less reach than their mainstream counterparts, but they also tend to be a lot more focused on one specific topic.

#6: Native Advertising

Native advertising refers to material in an online publication which resembles editorial content but is paid for by an advertiser and intends to promote the advertiser's products or services. A viable alternative to traditional banner and interstitial advertising, native advertising is blurring the lines between advertising and content and will continue its upward growth curve in 2017.

It's much less intrusive, can provide educational benefits for the reader, is more likely to be shared, and can be very cost effective for the advertiser. A number of leading B2B companies have figured out how to successfully leverage native advertising, including IBM, Teradata, Delux, Dell, and Intel.

#7: Agile Marketing

Every marketer says he or she wants to work smarter, not harder, right? Well, agile marketing is all about working smarter—and much more quickly. Originally developed by software engineers and now a hot trend in the marketing space, the goal of the agile process is to enable you to get the right things done at the right time.

The folks at Velocidi say that for most B2B organizations, “embracing agile marketing means letting go of traditional barriers between departments and adopting a far more collaborative approach, both within the organization and with clients. Although adjusting corporate culture to accommodate an agile model can be challenging, its benefits extend far beyond sales."

#8: Experiential Marketing

Instead of just sending a marketing message to a prospect, experiential marketing creates an opportunity for your customers and prospects to truly experience your brand, whether in a virtual setting or in person. As this trend grows in the consumer world, more and more B2B buyers will begin to expect the same from their suppliers.

Spend some time educating yourself about the latest experiential marketing strategies and techniques, and give some thought as to how you could integrate them into the interactions with your customers and prospects at trade shows, on their cell phones, etc., so they can “touch,” “taste,” and “feel” your brand. You might also want to consider how experiential marketing could be used within your own organization for engaging, educating, and energizing your employees.

#9: Social Media

In 2016, 39% of marketers reported significant ROI generated from social media marketing, contrasted with only 9% in 2015. While this data implies that challenges still exist, year-over-year increases show that B2B marketers are becoming more successful at converting social media activities into sales leads, and ultimately, revenue. Paul Slack, developer of the “social media tactical wheel,” agrees.

Paul is a firm believer in the role that social media will play in the B2B arena again in 2017. He says, “Social media is your marketing and sales teams’ best friend when it comes to opportunities to grab face time with tough-to-access people and to keep the referral pipeline well oiled. Those who are best at leveraging the tools and navigating the online culture have learned to optimize relationships within their communities to reach clients they never would have landed without their participation.”

#10: Mobile Marketing

Back in mid-2014, we reached the official tipping point concerning access to websites. At that time, mobile devices officially overtook desktops as the preferred method of viewing and downloading content on the web. By the 4th quarter of 2016, 50% of all B2B companies had implemented a responsive design for their websites, according to Gorilla Group. (Responsive design allows a website to be more easily viewed on smartphones, tablets, and notebooks.) That was almost double the percentage of sites with responsive design in 2015 (26%). That trend will undoubtedly continue in 2017, as more and more B2B marketers realize the necessity of deploying mobile-friendly sites.

#11: Next-Gen Automation

A number of studies conducted by Aberdeen Group, Ovum, Marketing Sherpa, and others have revealed that the adoption of marketing automation technologies continues to be one of the fastest growing marketing trends today. The next generation of marketing automation tools are now being used by all sizes and types of B2B organizations to accomplish a variety of objectives, such as driving e-commerce revenue, generating and nurturing leads, accumulating customer intelligence, managing cross-channel campaigns, and account-based marketing, among many others.

According to Forrester Research, 58% of the top-performing companies where marketing contributes more than half of the sales pipeline have adopted marketing automation.

#12: Alignment and Collaboration

Although the need seems obvious, most B2B organizations still aren't willing—or don't know how—to align their marketing and sales efforts. You can argue that customer experience should be added to the equation as well, so that all three functions are marching to the same drummer. That approach will help tear down the inherent silos that exist in most organizations and will encourage everyone to turn their focus to the customer.

Also, experiment with incorporating shared goals in your compensation programs for your marketing, sales, and customer service teams. It's amazing what financial incentives can do to change behavior when it comes to alignment and collaboration.

#13: Outsourced Marketing Executives

In an age where digital and social tools are all the rage, B2B companies in the SMB space are more frustrated than ever because they're not getting what they want. B2B marketing firms are frustrated as well, as their clients sometimes paint complex—and often conflicting—pictures of what they want. Outsourced CMO Eddie Reeves says, "The businesses that will be successful as this confusion grows will be those which proactively build into their structure, function, and culture an overt bias towards multidisciplinary execution.

By bringing to bear seasoned professionals from outside their own organizations who offer deep levels of proven expertise across a wide expanse of sectors and industries, they can more quickly and efficiently realize significant, profitable growth."

@steveolenski is a writer who drinks too much coffee and knows a thing or two about marketing.

-KarthiKeyan.R

II-MBA

Global Monetary System- Evolution and Policies

In the global scenario, there is no country which is independent or which does not affect the economy of the other countries or which is not affected by the economies of other countries. This fact makes it imperative that there should be an effective global monetary system. The global monetary system is designed with mutual consensus of the countries to promote free international transactions. The main task of the global monetary system is to provide adequate liquidity, smooth and transparent adjustment of global transaction and to build confidence in the monetary system.

In the 19th century, London had a great influence on global monetary system. Bank of England was considered as the supreme authority. But the time took a grand turn and today America has a dominant position in the global monetary system.

Most of the monetary systems have been the result of accident rather than a planned design. The old gold standard in 19th century was developed in Britain during industrialization phase. This system worked as the lubrication for international trade. The exchange rates were decided among the countries and there was smooth flow of goods among different economies. This system had a very big lacuna. The free flow of capital made the currencies very much vulnerable. But due to the government support to the gold system, it survived for many decades. The gold standard of the 19th century collapsed in 1930s. The Bretton Woods system of fixed exchange rates failed in 1970s, to be replaced by a freewheeling system of floating currencies and mobile capital. The support was mainly due to the influence of the working people on the political leaders. However the gold standard system lost its significance in 1930 thanks to the depression and the global chaos. After the First World War, the countries started controlling the capital flows and printed a lot of money to make payments for the wars. The reserves of gold started becoming unbalanced. America, in order to control Wall Street movements, didn’t expand its money supply at the cost of increase in price. Under the pressure of depression, the system was affected badly. By the end of year 1936, the gold standard was collapsed.

At Bretton Woods conference in 1944, there was a major transformation in global monetary system. The countries reached on a consensus to fix the value of their currencies in terms of dollar which was further pegged into gold. The countries laid down the foundation of IMF which was designed to take care of economies which were in crises situation. The World Bank was assigned the responsibility to take care of financial need of the poor countries. GATT (General Agreement on Tariffs and Trade) was also developed to promote global trade talks. The developing countries found no reason to resist against the system. It was believed that the fixed exchange rate system would help in solving the problem of inflation and promote monetary discipline among the countries. But the countries which had high debts could not keep up with the system. Some countries like China were not in the condition to accept this system. Whenever America planned to increase the interest rates, it hurt the exports badly. After the Asian financial crisis of 1997-98, the situation became worse. The confidence in the fixed exchange rate system was lost. In 1967, Britain was forced to devalue its currency. Late in 1970s, the Bretton Woods system of fixed exchange rate collapsed.

After the Asian crises, the countries agreed that they should allow their currencies float freely in the international market. At that time, most of the countries had built high gold reserves and were focusing on balancing their current accounts. But this system has its own disadvantages. Free capital flows can lead to uncertainty and create chaos. Floating exchange rate system remained unpopular in the global monetary system. Instead of flexible exchange system, the countries prefer managed exchange rates. China is very much reluctant to abandon the system of managed floats.

History has proved multiple times that a global monetary system survives with support from political environment in the world economies. There have been dramatic changes in the global monetary system thanks to the volatility in the political environment.

America plays an important role in today's global monetary system. America also feels that it has a great privilege in the global monetary system due its ability to make international trade transactions in its own currency freely. It is assumed that the recovery in American economy would help the other economies also. It would help the emerging economies by boosting their exports. During 2007-08 crises, the Eurodollar market was in a fix. The fed had to provide liquidity by lending to the foreign banks which made available the dollars to various foreign banks. The situation was calmed by their mere presence. As the economies are getting bigger, their use of dollars is also increasing significantly. The crisis situation in 2007-08 clearly proves that the U.S. economy collapse can badly affect the entire global monetary system.

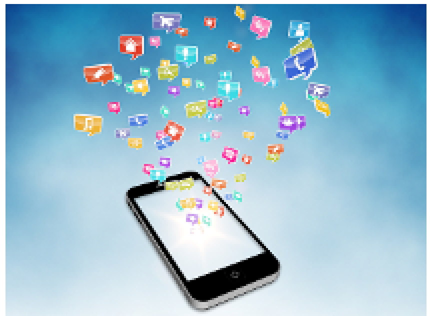
The current global monetary system suffers from three main problems. The first and foremost problem is to reduce the imbalances in the economies. There are a lot of countries which are struggling with their current account deficits while some other have huge current account surplus. If the countries with deficit in their current accounts decrease their imports to manage the situation, it will affect the world output. If these countries devalue their currencies to boost exports, it will result in loss to other countries. For example the recent devaluation of currency by China affected the neighboring countries very badly. The second problem is related to the gross capital flows in the global market. The third problem is the position and influence of America and more specifically dollar in the global monetary system. The other currencies like Euro, Yen, and Yuan etc. have failed miserably in the global market. Dollar is at the dominant position which gives a privilege to America over other countries. The Fed makes its policy in favor of America even at the cost of other countries. Those countries which peg their currencies to dollar have to follow Fed policies. The big global investment banks, generally having their headquarters in America, go according to the Wall Street rhythm.

There is a lot of uncertainty in the global markets today. The exchange rates fluctuate unpredictably with no linkage to any macroeconomic concept. Each country is setting its monetary policy in favor of its economy without taking much care of other economies. Think of how bad those workers feel when they manufacture good quality products and are not able to sell it in global markets owing to the exchange rate fluctuations. How much longer will we continue such a scenario? We have to find ways to correct such a situation. The currencies should not be used as a tool to compete with the other economies. Money is meant to serve the purpose of exchange rather than serving the selfish interest of government policies. But the efforts of a few countries would not be suffice to handle the current situation. All the countries should act in their moral capacity and help in the implementation of a fair and transparent global monetary system.

-Karthick.M.S

I-MBA

Motilal Oswal Financial Services takes HR processes digital :



"Technology has become business itself and hence it is imperative to transform processes through the use of digital and technology while driving the business," said Motilal Oswal.

MUMBAI: Motilal Oswal Financial ServicesBSE -1.99 % is doing a complete revamp of its human resource processes through the use of digital and technology.

This includes a mobile app which enables employees to mark their attendance through cell phones by switching on their location or apply for leave or regularise attendance; using digital to move to a paperless office; introducing virtual learning classroom for staff; and using hiring analytics for improve candidate experience.

Technology has become business itself and hence it is imperative to transform processes through the use of digital and technology while driving the business," said Motilal Oswal, chairman and managing director, Motilal Oswal Financial Services.

"Our employees often used to be disgruntled about the attendance procedure and used to be stuck in the early morning queues outside the lift. So we launched a mobile app which enables our employees to mark their attendance via their cell phones by switching on their location," said Sudhir Dhar, director HR at Motilal Oswal. The app also allows them to wish their colleagues on their birthdays or anniversaries, apply for leave and regularise their attendance.

-SIVA.K

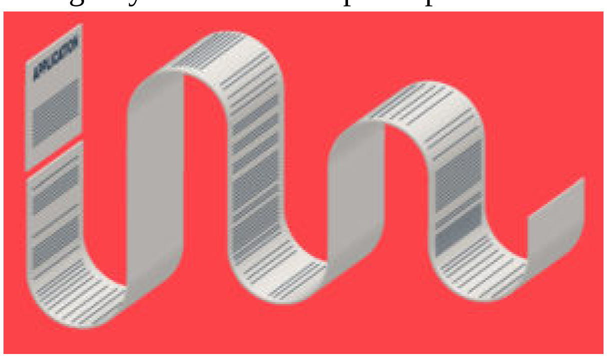
II-MBA

The Top 10 Blogs of 2016 :

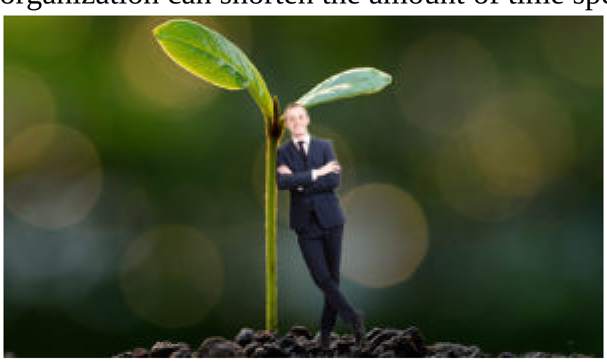
As 2017 begins, it's a great time to reflect on the popular topics and trends of 2016. Each year, DATIS provides leaders in the Health and Human Services industry with original content that focuses on leadership, finance, technology, and workforce management. This content enables our readers to stay on top of industry trends and share best practices.

Explore the top 10 DATIS blogs of 2016 below:

10. The Drive Towards Digital – New technological advances in the workplace are transforming organizations in terms of their systems, processes, and people. Discover what strategies you will need to put in place in order to keep pace with the evolution of the industry.



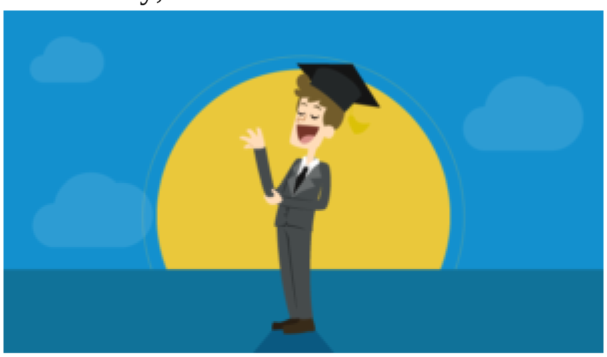
9. Cutting Time: Three Ways to Shorten the Hiring Process – Many organizations will agree that improvements can be made to their hiring process. Learn about three distinct ways that your organization can shorten the amount of time spent on hiring, without sacrificing quality.



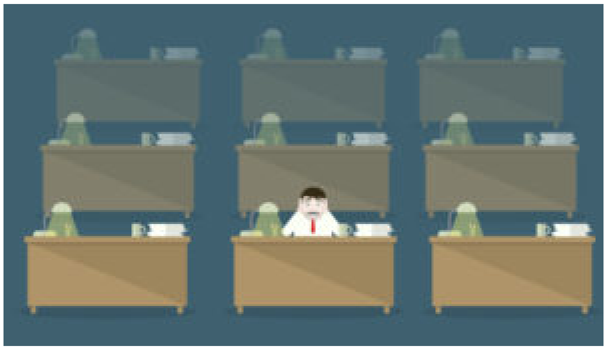
8. [Retaining Your Team with Career Development] – Have you noticed that employee retention is becoming increasingly difficult? Learn how you can retain your team more effectively by leveraging career development initiatives.

7. [The Pros of Pay for Performance] – Do you have an incentive program in place to ensure that your employees are engaged and performing to their full ability? Discover how to use pay for performance to improve productivity, recruitment, and retention.

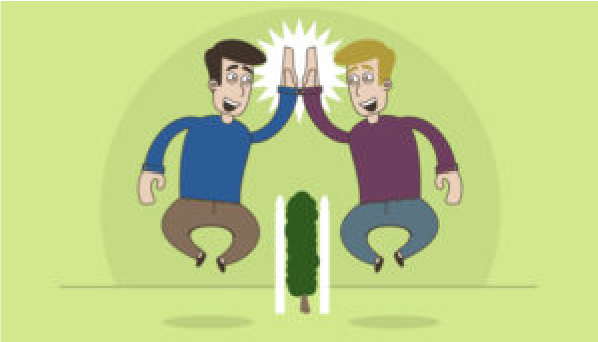
6. [How Productive is Overtime?] – On average, employees in the United States are working 47 hours per week. These additional hours are viewed as a necessity to accomplish the tasks at hand, but could the tasks get accomplished in 40 hours without having to endure unexpected, and unnecessary, labor costs?



5. [The Dawn of the CLO] – There's a new chief in town and they specialize in making sure your employees are consistently learning and developing professionally. Learn more about the increasingly popular position that is the Chief Learning Officer and discover how this position can make a difference for your organization.

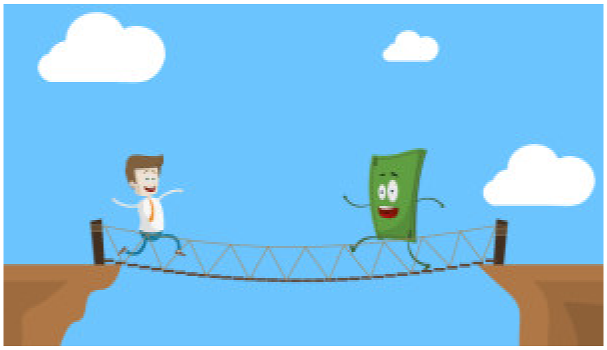


4. [Mending the Gap: Overcoming Understaffing] – Between high turnover rates and early retirement, keeping a fully staffed Human Services organization is becoming increasingly difficult. Follow the three strategies identified in this article to maintain proper staffing levels and continue to provide a high quality of care.



3. [The Neighborhood Approach to Improving Employee Relations] – Working as a collaborative team within an organization has proven to be key for effectively driving results. Implement the four facets of the neighborhood approach in order to build a positive workplace culture where employees feel at home.

2. [4 Workforce Management Changes to Expect in 2017] – While there are many uncertainties about what 2017 may bring for businesses, there are some workforce management changes we can expect. Learn about the top 4 challenges that you may face this year.



1. HR vs. Finance: Why Can't We Be Friends? – A grueling and long-fought rivalry takes place everyday at your organization; HR vs Finance. Learn how you can bridge the gap between these two departments and enable them to work together to drive positive, measurable business outcomes.

Thank you for a fantastic year of sharing industry insights and best practices. We look forward to providing you with more top blogs in 2017 that can enable help your organization continue on the path to innovation and growth. Stay up to date in 2017 by signing up for our Monthly Thought Leadership Newsletter and receiving one of our top blogs each month.

This DATIS Blog was written by Carlos Lozano, DATIS, on January 3rd, 2017 and may not be re-posted without permission.

-Sujitha.G

I-MBA

8 New Marketing Books You Have to Read (Before your Competition)

Leaders are readers. If you want to have any level of success in your digital marketing efforts, you should be constantly reading great books so you can learn from people who are already successful.

The best leaders consume more information than anyone else. They then take that information, digest it and then use it to help themselves and others.

Here are 8 new marketing books you should be reading right now. All are quickly climbing the charts on Amazon.com and have stellar reviews.

1. **Digital Influencer, A Guide to Achieving Influencer Status Online**

"Too often, people believe that influencers are born, not made, and that we can't learn how to do what they do. Wrong!"

With those words, **John Lincoln** dispels the popular mythology about digital influencers in the book: ***Digital Influencer, A Guide to Achieving Influencer Status Online*.**

If you'd like to become someone who's widely recognized as an expert in your domain and offers advice that's routinely sought by peers in your space, pick up this book and become a digital influencer.

2. **"Top of Mind: Use Content to Unleash Your Influence and Engage Those Who Matter To You"**

The core goal of marketing is to stay top of mind with your audience, ensuring people are naturally drawn to you — and your company — at just the right time. John Hall succeeds in taking the everyday term "top of mind" and authoring a book that truly inspires readers to build better business relationships, as well as grow platforms that engage audiences.

"Top of Mind: Use Content to Unleash Your Influence and Engage Those Who Matter To You" is an easy, fun read that will help you build trust with audiences and differentiate your company as an industry leader.

3. **Hug Your Haters: How to Embrace Complaints and Keep Your Customers**

If you've been in business for any length of time, then you know that part of being in business is dealing with haters. If you want to be successful, you're going to have to learn how to deal with those haters. That's the subject of Jay Baer's book ***Hug Your Haters: How to Embrace Complaints and Keep Your Customers*.**

Specifically, Baer identifies two types of haters: “onstage” haters and “offstage” haters. Then explains what motivates them and how to deal with each type. It’s a great read if you’re interested in practicing outstanding customer service.

4. **#AskGaryVee: One Entrepreneur's Take on Leadership, Social Media, and Self-Awareness**

It’s 2016. Are you really surprised that a great book has a title that starts with a hashtag?

#AskGaryVee: One Entrepreneur's Take on Leadership, Social Media, and Self-Awarenessdispenses a portfolio of advice about marketing, social media, and entrepreneurship from best-selling author Gary Vaynerchuk. Like many contemporary books, the content is gleaned from the author’s podcasts.

5. **The Conversion Code: Capture Internet Leads, Create Quality Appointments, Close More Sales**

If you’re struggling to convert curious visitors into paying customers, then it’s time to read***The Conversion Code: Capture Internet Leads, Create Quality Appointments, Close More Sales*** by Chris Smith.

It’s a recent release, so you know that the information in it is timely. It’s packed with helpful advice about digital marketing that’s certain to be a benefit to anyone interested in earning money online.

Also, it’s endorsed by Internet marketing guru Neil Patel. ‘Nuff said.

6. **How to Get a Meeting with Anyone: The Untapped Selling Power of Contact Marketing**

Even though it’s the 21st century and your emphasis is on digital marketing, you should never believe that so-called “old school” marketing tactics are obsolete. You still need to know how to network in person, make cold calls, and close deals over lunch.

You also need to know how to meet key decision makers in your target market. To that end, you should read ***How toGet a Meeting with Anyone: The Untapped Selling Power of Contact Marketing*** by Stu Heinecke.

7. **Social Media Made Me Rich: Here's How It Can do the Same for You**

You’re probably in business, at least in part, because you’d like to get rich. If that’s the case, then it’s a good idea to read about how other people got rich in business.

Matthew Loop’s***Social Media Made Me Rich: Here's How It Can do the Same for You***is a first-hand account of how one person became independently wealthy by using the social media platforms that you're already familiar with. If you're limited on resources, the book also offers helpful advice about how to grow your sales without spending any money.

8. **Contagious: Why Things Catch On**

In ***Contagious: Why Things Catch On*****,** Wharton Professor Jonah Berger explains how you can generate some much sought-after buzz about your product or service.

Berger starts with the premise that advertising isn't the most effective marketing channel because people buy based on what their friends tell them as opposed to what they see, read, or hear in advertisements.

If want to generate content that goes viral or create some free word-of-mouth advertisement for what you're offering, Berger offers six principles that you can apply to your marketing efforts. It's a great read that combines academic research with down-to-earth case studies.

-Anjuna Ramesh.V.K

II-MBA

Governance of Bank Boards in India

Banks are vital institutions in a society and they significantly contribute to the development of an economy through facilitation of business operations. They facilitate development of saving plans and are instruments of the government’s monetary strategy among others. They act as a stethoscope to analyse the economy of country. Considering the huge importance of this sector and in specific the role played by Public Sector banks (PSB) in nation building the, Reserve Bank of India (RBI) had set up a “Committee to Review Governance of Boards of Banks in India” under the chairmanship of Mr.P.J.Nayak (Former Chairman and CEO, Axis Bank, and Former Country Head, Morgan Stanley India, Mumbai).

Background

PSB act as an important means for credit enhancing and financial inclusion. PSB were created as an instrument for financing strategically important sectors in which the private sector will be unwilling to invest. They account for about 70% of assets in the banking system. Recently due to global slowdown and sluggish growth of the Indian Economy the PSB are facing menace of Non-Performing Asset. This has brought to light the governance structure of the PSB and their functioning. They are subjected to colossal government interference which makes them fearful of making a commercially viable decision. Some of their decisions may not be commercially and professional aimed towards profit maximization. They also face multiple regulating bodies such as RBI, Finance Ministry, CBI and Central Vigilance Commission. Also the remuneration packages of PSB chiefs are very less as compared to their private banks counterparts. It is in this context that the RBI had set up this committee. Recently the committee submitted its report which revolves around the bank boards.

Image: Wikimedia

Recommendations

The committee found that the bank board selection process is highly compromised upon thus leading to weak governance. It also holds reservations about the ability of boards to steer the economy from the present difficulties faced by PBS.

The report holds the view that the central government should shed the duty of bank governance and should repeal Bank Nationalization Act together with the State Bank of India Act. All banks should be incorporated in Companies Act. After incorporating all the banks, a Bank Investment Company (BIC) should be constituted to which all shareholdings of government will be transferred. BIC should be assured of its autonomy from government interference. CEO of BIC should be a professional banker and should be appointed by search process. Along with this, all the directors should preferable be independent and well experiences in investments.

RBI should be the sole regulator of all banks and the government should not give any regulatory instructions which are applicable to public sector banks only as it amounts to discrimination. This will also bring uniformity in all banks and bring them at par.

As for the process of appointments to bank boards, in the long run the BIC should be doing this and in future should transfer most of its powers to bank boards. The minimum tenure of chairman should be five years minimum. Also younger people with successful track record should be groomed foe senior management roles in future.

The report contemplates that the government holdings in banks should fall below 50 per cent. In that scenario though government will be dominant shareholder, a competitive environment would be created along with increase in professional decision making. With government shareholding below 50 per cent the banks will be free from external regulations of CVC, Right to Information Act and from government constraints on employee compensation.

A partner or employee of auditor or firm should not be director in another bank because she has access to client information and can hamper sound decision making. Also the independence of auditors and directors should be maintained.

In and out, the report calls for revamping the bank boards and indirect privatization through dilution of shareholding by governments. This call of privatization has been a subject matter of lot of debate.

Upshot of report

It should be taken in consideration that though acceptable from profit making point of view, today we are in a welfare state, where development is more important than growth. If the recommendations are implemented for solely commercial consideration, the government won't be able to fulfil its development objective and Inclusive Development. Also the profit maximization skills of the private sector will be huge impediment for the inclusive growth agenda of government.

The regulation and vigilance exercised on PSB though CVC and RTI act should be taken positively and should be seen as instruments in accountability. Given the quantum of public money PSB holds, accountability is second to nothing. Also global evidence proves that private bank boards are no better and some of the biggest financial crises have been triggered by their dysfunctional behaviour.

The idea of forming BIC is itself fragile as it will give a bunch of board members a significant control over PSB thus putting whole lot of PSB's in jeopardy in case of their inability.

Considering the radical suggestions made by the report and its long term impact, there is no doubt that the report will need a lot of political will to implement. The employees' unions are much against this move of indirect privatization. It would be prudent move on part of government to analyse the long term implication of these recommendations and move forward with caution. The impact, positive or negative, is going to be huge."

This article has been authored by Swaraj Chhallani from The Institute of Chartered Accountants of India

-Neithal Elanthentral.V

I-MBA

HR is a strategic partner to business: Survey :

36% of the HR leaders felt that excessive focus on transactional activities and limited bandwidth were the major reasons of HR not being aligned with business.
BANGALORE: It's important to have a close alignment between the Human Resources and business for any place to write their success story.

A recent survey on HR transformation in the IT sector, conducted by Randstad Technologies unveiled interesting findings regarding 'business-aligned HR'.

According to the survey results, while 56% of the HR leaders from the IT sector in India said that their department was aligned with their organization's vision and strategy, 29% thought that they own a place at the table and are accorded the status of 'strategic partners'.

36% of the HR leaders felt that excessive focus on transactional activities and limited bandwidth were the major reasons of HR not being aligned with business. Presenting the survey insights, Moorthy K Uppaluri, MD& CEO, Randstad India said, "The IT sector is a significant contributor to the GDP. It continues to be a critical driver for the knowledge-driven Indian economy."
Other findings from the survey 28% of the survey respondents mentioned that alignment of people plan with business requirement should be the main focus area, followed by short, medium and long term business planning. 18% believe that employee engagement is also a key factor to succeed in this . For HR to play the role of an effective business partner in any organization, they need to have a thorough understanding of the core business areas, feels 22% of the HR leaders who participated in the survey.

A majority of the respondents agreed that talent analytics will play a critical role in sourcing and retaining talent in the next 5-10 years, followed by flexible working options to attract increasingly mobile talent and increasing automation that will shift the talent needed in an organization to highly skilled roles.

-Vigneshwaran.R

II-MBA

25 Marketing Influencers To Watch In 2017

1. Grant Cardone is popular on virtually every social media platform and has one of the most die-hard followings on the planet. On top of being one of the biggest influencers out there he's also a 7-time bestselling author and a $500M real estate tycoon.

2. Neil Patel is a *NYT* bestselling author and entrepreneur who has was recognized as a top 100 entrepreneur under the age of 30 by President Obama. Patel is the co-founder of Crazy Egg, Hello Bar and KISSmetrics.

3. John Rampton is a serial entrepreneur, connector, and and the founder of Due.com. Rampton has hailed as No. 3 of the Top 50 Global Online Influencers and one of the Top 10 Most Influential PPC Experts in the World for 3 years running.

4. Chris Stoikos is best known for his hilarious viral videos, which generated 130M views and $10.5M in sales in the past year alone as part of his venture Dollar Beard Club. Stoikos has also appeared on NBC's *Shark Tank* and generated millions in revenue for various product launches.

5. Ann Handley has been named by *Forbes* as the Most Influential Woman in Social Media and one of the Top 20 Women Bloggers. She is the chief content officer of MarketingProfs, and her book *Everybody Writes* is a *WSJ* bestseller.

6. Branden Hampton is the king of social media, having built over 33M followers across Instagram, Twitter and Facebook. He's also the CEO of the social media marketing company One Penny Ad Agency and co-author of *How to Set Up Your Business for Under $1000*.

7. Brian D. Evans is an Inc 500 entrepreneur and the founder and CEO of Influencive, an online publication read by millions of young entrepreneurs. His company, BDE Ventures, was the 25th fastest growing advertising and marketing agency in America.

8. Nathan Allen Pirtle is a prolific social media specialist responsible for worldwide trends. He's worked with high profile clients like Nicki Minaj, MTV, and VH1. Each month he reaches over 100M between his Twitter following and client list.

9. Mari Smith, hailed by *Forbes* as a Top 10 Social Media Influencer, is a leading expert in Facebook marketing, an author of two books, and a speaker who has shared the stage with Richard Branson, the Dalai Lama, and Tony Robbins.

10. Leonard Kim is a personal branding expert whose content has been read over 10 million times and he has amassed a social-media following of well over 250k people. Kim is also the managing partner of InfluenceTree.

11. Deep Patel is a serial entrepreneur, and the bestselling author of *A Paperboy's Fable*. Patel has spoken in front of Fortune 500 CEOs, worked on viral Kickstarter campaigns, and consulted top-tier brands about marketing to Millennials.

12. Pat Flynn is an entrepreneur, blogger, speaker and podcaster best known for his website Smart Passive Income. SPI has one of the most dedicated podcast fan bases in the world with millions of monthly listeners.

13. Amy Vernon is an internationally renowned social media strategist, rated by *Mashable* as one of the top social media mavens to follow. She is also an established blogger, consultant and speaker known for her critiques of the social marketing space.

14. Jason Stone is known by almost 2M people around the world as @Millionaire_Mentor on Instagram. Stone has successfully launched multiple 6 and 7 figure Instagram platforms and is the founder of Local Door Coupons, Gentlemens Mafia and Millionaire Mentor.

15. Jon Youshaei is the founder of Every Vowel, a cartoon series with over 400k readers. Youshaei has also worked with Eric Schmidt, Adam Grant and Neil Strauss to market their bestselling books, and today is a Google marketing manager.

16. Chirag Kulkarni is the cofounder and CEO of Taco, a marketing agency that has represented companies like Dairy Queen, Infibeam, and Policy Bazaar. Kulkarni is also a speaker and contributor to *Fortune* and *Entrepreneur*.

17. Kimra Luna, a master at building personal brands and creating massive online communities. In just a few short years this 30-year-old mom of three went from being on welfare to founding a multi-million dollar brand through her product Be True *Brand You*.

18. Nicolas Cole is an author, speaker and entrepreneur with work published in *Time*, *Forbes*, *Fortune*, and *Business Insider*. In the past year, Cole's writing has accumulated over 20M views.

19. Dave Kerpen is the founder and CEO of Likeable Local, a social media software company. He's been featured on CNBC, ABC, and CBS. Kerpen is also the *NYT* bestselling author of *Likeable Social Media*.

20. John Hall is the cofounder and CEO of Influence & Co, a content marketing firm that has served the Fortune 500. Hall is also a worldwide speaker and contributor to *Forbes*, *Inc*, and *HBR*.

21. Pam Moore is the CEO and founder of Marketing Nutz, a full-service social media, digital marketing and experiential branding agency that serves a range of clientele from solo entrepreneurs to Fortune 50 brands.

22. Connor Blakley, though only 17 years old, is one of the country's most successful Millennial marketing strategists. Blakley cofounded*YouthLogix*, named the No. 1 youth marketing blog to follow in 2016 by *Inc.*

23. Aaron Orendorff is the founder and CEO of iconiContent, a content strategy agency with clients like Shopify and Intuit. Orendorff is behind some of the most successful posts at niche sites like *Copyblogger*, *Unbounce*, *Content Marketing Institute* and *Social Media Examiner*.

24. Josh Steimle Josh Steimle is the CEO and founder of MWI, a digital marketing agency he started in 1999 as a college student. He also trains executives and entrepreneurs on how to become influencers and thought leaders in their space.

25. Angie Schottmuller is is an inbound marketing thought leader who specializes in using tools and content optimized for search, social media and conversion. She has lead marketing teams for brands like Home Depot and Nestlé.

-Karthiga.M

I-MBA

Importance of Corporate Governance- Finance Perspective

Importance of Corporate Governance is studied from a finance perspective through this article. In the light of the growing number of scams, accounting scandals, massaging of books, misuse and misappropriation of public money, the importance of Corporate Governance can't be overstressed. Formation and proper functioning of Corporate Governance body abiding by international rules and regulations has become of quintessential importance today as survival and success in global market can be ensured only via foreign investment, foreign customers: simply in a word by going global.

Corporate Governance is the way a corporation polices itself. It intends to increase the accountability, transparency and efficiency of the management and advocates adoption of consumer and environment friendly business practices. It encompasses the board of directors and various stakeholders namely Employees, Investors, Customers, Suppliers, Creditors and its goals broadly include (1) Keeping the interest of stakeholders in mind, (2) Treating Shareholders equally (3) Ensuring Transparency & Ethical Behaviours (4) Lowering Risk & (5) Safeguarding the public image of the company. We begin by discussing a few infamous events that eventually led to Corporate Governance taking the centre stage and thereby forever altering the dynamics in which businesses work.

Image: pixabay

The Enron Corporate Issue

Enron Corporation was an Energy, Commodity and Service Company based in Houston, Texas, USA. In the year 2000, Enron employed 61,000, operated in over 40 countries, and reported revenues of $101 billion, and was ranked seventh among Fortune 500 that year. Enron grew from revenues of $20 billion in 1997 to $100 billion in 2000 with a tenfold increase in profit of $979 million in 2000. Enron, however, was involved in a series of fake transactions with dubious limited partnerships, called Special Purpose Entities (SPEs), and created by accounting loopholes and poor financial reporting that led to its filing for bankruptcy in June 2001. In October 2001 Enron was suspected of a massive financial statement fraud; Chairman Kenneth Lay, former President Jeffrey Skilling, and former Chief Financial Officer Andrew Fastow, were accused of shielding debt from public view, and overstating revenues and earnings, thus giving the impression of rapid profit growth.

Enron’s corporate ethics failure represents the biggest business bankruptcy ever. In the end, those misplaced morals killed the company while it injured all of those who had gone along for the ride. A lot of people suffered, not the least were the shareholders and pensioners who lost it all.

The Case of Satyam Computer Services Ltd.

Satyam Computer Services, Ltd. was a rising star in the Indian outsourced information technology services industry. The company was formed on June 24, 1987 in Hyderabad, India by B. Ramalinga Raju. The firm began with twenty employees and grew rapidly as a global business. Satyam proposed on December 16, 2008 that it would spread risk by diversifying into the infrastructure and real estate business by acquiring two family-run firms: a) a listed Maytas Infra Ltd where the Raju’s brothers had a stake of 35%, and b) an unlisted Maytas Properties Ltd where the family ownership was about 36%. The spontaneous and immediate uproar of Satyam investors against the proposal led the board to call it off in 2009. Very shortly, Satyam shares plunged 55% in trading on the NYSE. Subsequently, B. Ramalinga Raju, Satyam Chairman, revealed that, especially in the wake of the dot.com bubble bust and subsequent loss of IT business from several Fortune 500 companies, the company had been reporting inflated profits, understating debts, and doctoring other financial parameters to fight its market share erosion vis a vis domestic competitors. The case of Satyam is an example of negligence of fiduciary duties, total collapse of ethical standards and lack of social responsibilities. This led to the closure of the company and job-loss to thousands of employees and money-loss to several groups of internal and external stakeholders. It has demonstrated that even highly credible, qualified, and educated persons are no insurance for corporate governance, that they are no watchdogs of the minority shareholders whose interests they are supposed to serve.

Inappropriate Accounting Case of Toshiba

A latest addition to high profile Corporate Governance scandals in Japan after Olympus case in 2011 came to limelight on July 20, 2015 where a third party investigative report talked about a systematic overstatement of operating profits of $1.2 Billion over the past six years. The industry response to this scandal in the multinational conglomerate goes like this: “The biggest problem in Japanese corporate governance is companies' rigid respect for hierarchy and that one should never go over his boss's head or he will suffer retaliation," "This keeps bad news from rising."

Aggressive profit targets were set and fraudulent accounting methods were extensively misused to keep the books balanced. The audit committee failed to function with sufficient independence and at the outbreak of the news of this inappropriate accounting scandal all the honchos resigned. It seems Toshiba's move to adopt American Style corporate governance culture based on modified "Hybrid" board Committee system and build an effective independent Corporate Governance body via leveraging the "Best of both worlds" failed miserably.

Corporate governance is a key target of Prime Minister Shinzo Abe's effort to boost Japan's long-flagging economy and Industry Stalwarts are voting for more diversity in Corporate Governance in Japan and are advocating for more focus on board functioning than its structure.

Nevertheless there is a brighter side as put forward by Karou Kamisaka, an independent financial information consultant of Japan Economic Pulse- "Non-Japanese investors are taking a rational view of the Toshiba scandal, indicating that they see the resignation of top figures at the company possibly opening the way to firmer corporate governance,".

Conclusion:

At the outbreak of the massive accounting scandal at Toshiba Shinya Tsujimoto, Chief Operating Officer of Nippon Life Global Investors, the asset management unit of the insurance giant said "I don't think the Corporate Governance Code and the Stewardship code can remove Toshiba-type problems perfectly", "But the government might continue to focus on corporate governance and the momentum might be accelerated". The legal framework to ensure the independence of the audit committee needs to be tightened globally.

Proper Corporate Governance Code, proper functioning of the same & sensible business steps of top management overall can hinder such fall outs from happening in the future.

-Sekar.J

I-MBA

Troubled times? Not for HR startups :

in 2016, $16 million has been invested in HR startups.

BENGALURU: While funding in the HR-tech startup space plateaued this year after seeing its biggest peak in 2015, entrepreneurial and investor sentiment in the space has remained unscathed. As many as 65 new HRtech startups have emerged in India so far this year, according to startup research platform Tracxn.

The figure, however, is dwarfed by last year's activity, which saw 235 new HR-tech startups spring up. Last year, $49 million was invested in the sector in over 31rounds. This year, only about $16 million has been invested in the space, according to Tracxn.

The startups that took home most of this capital were Greytip ($5 million), Aasaanjobs ($5 million), Sheroes ($2 million), Better Place ($1 million) and Niyo Solutions ($1 million). While this year's numbers may seem dull compared to the highs of 2015, investor sentiment around the HR space remains strong, according to Sairee Chahal, CEO, Sheroes. The jobs and career platform for women raised money last month from Lumis Partners and HR Fund, which is one of the few HR-focused funds in the world.

"While there was an overall slowdown, it allowed investors to look outside the hot sectors like ecommerce," Chahal said. "They (Lumis Partners and HR Fund) have increased their pace by investing in Sheroes and Knolskape, and are bullish on further investments in the space. There are also others who raised funds including Greytip, Zwayam, FeetApart, Happy2Refer." Abig boost to investor sentiment in the HR sector was the IPO of recruiting company Teamlease earlier this year. "The IPO raised the sesentiment in HR investing," Chahal said.

The promise in the HR startup space in the country was further consolidated by recruitment firm Kelly Services India, which rolled out aventure capital fund mainly for HR startups last month. Kelly introduced the Temp Innovation Fund along with its joint venture partner Temp Holdings, a Japanese HR company, in India, its third country after Japan and the US. "The HR industry is going through its own disruption.

Technology is becoming a big disruptor in the industry and most breakthroughs have come from the smaller companies," Kamal Karanth, managing director, Kelly Services India, had told ETat the time. "We felt it is important to nurture these companies at the startup phase. We hope to fund 20-25 companies in the next three years," he said.

-Priya Dharshini.M

II-MBA

7 Important Hacks For Effective Social Media Marketing

In recent years, social media marketing has quickly become one of the most powerful strategies to attract traffic, engage audiences, and drive sales. According to Social Media Examiner, 92% of marketers say they have increased exposure through social media, and 80% see positive results for traffic.

That said, an effective social media marketing strategy needs to have some key elements if you really want to scale and make the most of it. Here are seven important hacks to keep in mind.

1. Curate content

Social media marketing isn’t all about promoting your own content. In order to really grow your audience and become an authority in your niche, you’ll need to share a wide variety of content that interests your followers.

Finding and sharing this content can be a huge time-suck, unless you use content curation tools. Feedly, for example, is a feed aggregator you can use to do this. It helps you find relevant content feeds based on keywords, and keeps them all in one place. Then you can easily view and share to your social profiles right in the app.

2. Tag influencers

You’re never going to achieve viral growth with your social media marketing strategy unless you enlist the help of influencers. Influencers are other individuals in your niche (not your competitors) who have a big social following of their own.

Target influencers with your marketing strategy to encourage them to share your content with their social audience. The easiest way to do this is by tagging them in your posts. Here’s an example tweet: "@influencer Thought your audience would be interested in this new post [LINK]"

You can also reach out to influencers via direct message or email asking them to share your content.

3. Schedule your posts

Use a social media marketing tool to schedule your posts to go out at optimum times. Buffer is my personal favorite but Hootsuite is another great alternative to try. Social media automation tools will create unique, trackable links for your social posts and monitor engagement of your shares and posts. Then you can use this data to identify your best traffic sources and improve your strategy.

4. Leverage current events

People turn to social media to interact with businesses, but they also use it to get the latest news and information. You can really grow your following if you integrate the two.

Keep track of trending hashtags that you see on Twitter. Take the opportunity to use them in your own social posts. This helps you join bigger conversations on the social platform outside of your own following.

You can also use Facebook Trending Topics or Google Trends for a similar purpose. Trending topics on Google Trends can help you brainstorm content that's relevant to current events and can garner more buzz on social media.ComiConverse for instance jumps on trending hashtags related to movies and games to boost engagement.

5. Use IFTTT

Sharing your content across social platforms and keeping your profiles up-to-date can be a huge time-suck. But a tool like IFTTT (If This, Then That) can save you a ton of time in that area.

IFTTT helps you create a series of conditional tasks to speed up your social media marketing. For example, you can create an IFTTT recipe so that when you share a post on Instagram, it will automatically share it to Twitter as well, or when you update your Facebook profile photo, it will automatically change your Twitter photo too.

6. Create contests

Contests are a great way to encourage engagement and grow your following on social media. Here are a few examples of social contests you can put on:

- **Vote contest** - Ask your followers their opinion on an image, video, or other set of media. Recovery Guidance did this and took it a step further, asking users to like their page to enter the contest and vote.
- **Sweepstakes** - Set up a landing page on your site where visitors can enter to win a giveaway. Make social sharing and following a requirement for entry.
- **Photo contest** - Ask followers to submit their photo doing something related to your niche. Ask them to use a branded hashtag to enter to win. If you're looking for inspiration, take a page out of the playbook of Joshua W. Glotzer and Credit Glory, two brands in eccentric niches, who use this tactics to grow their Facebook following.

7. Follow strategically

Part of your strategy is attracting a large group of interested followers, but you don't have to wait around for them to follow you. Be proactive about building the quality audience you want by following strategically. Look for people who are interested in or talk about topics related to your niche all the time.

This is easy to do on Twitter with a tool like ManageFlitter. It helps you search for twitter users who are using specific hashtags or keywords in their tweets to show their interests. Follow them in bulk on a regular basis to encourage them to join your audience as well.

These seven hacks are just a few of the many ways you can supercharge your social media marketing strategy. Use each and you’ll be well on your way to building a strategy that drives engagement, broadens reach, and brings ROI.

-Abdul Kader.R

I-MBA

The Five Types of Signage No Retailer Should Be Without

Even as advertising and marketing increasingly goes digital, some things may always be analog, like signage for your business. And physical signage is arguably even more important than a website, since it can help integrated marketers connect with people who may not have even considered your business.

These are the five essential signs that can help you show, tell and sell.

1. **Outdoor Signage**

This includes marquee signs and anything else that drives foot traffic, such as awnings, sidewalk signs, “store hours” signs, and even those people who stand outside of businesses and twirl directional signs. Speaking of sign spinners, did you know there’s actually a sign twirling school and even a yearly spinning competition?

2. **Informational Signage**

Informational signage gives direction or information, such as where the restrooms or cash wrap is, or how many items are allowed in the fitting room. These signs effectively help customers navigate through your store and shopping experience.

Menus and menu boards are a whole other story and an exact science unto themselves.

3. **Persuasive Signs**

These signs can be used to draw attention to certain items or promotions to “persuade” your customer to purchase. They can include shelf-talkers, merchandise hang-tags, point-of-purchase displays, and anything else that points out specific merchandise or a promotion. Persuasive signs can create a higher perceived value, increase brand awareness, and even drive better sales.

4. **ADA Signage**

Signs that inform disabled patrons of your accommodations create an inclusive environment– and, depending on which state you’re in, they may be required. Learn specific guidelines here.

5. **Mats**

You need them around your store for comfort, safety, and cleanliness; why not add a marketing message? Mat messaging should be simple and uncluttered, perhaps even no more than a logo or a few words.

And while you're looking down, consider floor graphics, a hybrid of mats and informational and persuasive signage. These novel, colorful graphics focus consumers' attention and may even boost sales by up to 30%.

Don't Forget Your Branding

When you're creating any of these signs, remember to follow best practices:

- Stay within your brand guidelines for colors, fonts, layout, and imagery
- Be clear about your message
- Use type big enough that it can be read from an appropriate distance without squinting
- Use a specific call to action

-Aswini.M

II-MBA

Green Finance - Climate Friendly Investments

Green Finance is the financial investment done for sustainable development projects. It includes investment in environmental products and policies for the development of a sustainable economy. Although there has not been fixed definition for the term. So, there has been a proposal for the definition of the term. Green Finance comprises financing of green investment be it preparatory cost or capital cost. It also includes financing of public green policies and green financial system.

Green Investment includes investment for climate change mitigation, elimination of green house gas emission, biodiversity protection, sanitation, Pollution control, investment in renewable energies, energy efficiency. Green Investment is critical as it requires significant financial resources and large-scale investments to adverse the climatic change and brings sustainable development. Investments in renewable resources like solar energy, wind energy, tidal energy have long term benefits but are expensive. According to the International Energy Agency, world need to invest $13.5 trillion of funds in low carbon energy solutions by 2035 to reduce emissions.

Image: pixabay

Green bond is an investment solution which provides interest on investment. Around $5 billion of Green bonds have been issued by World Bank and other multilateral lenders. But this is just a stepping stone to the overall fund required by the green economy. These funds need to offer significant returns to motivate investors to purchase green bond. Tumbling price of solar and wind energy suggests that might be a reality soon.

Green Investments are different from traditional investments in a way that underlying business is involved in improving the environment.

It has been aligned to the strategic goal and operations of many companies as it is considered as the next big thing. In 2010, around $243 billion was invested in green technology which was double the amount invested in 2006. This has increased to $391 billion in 2014 which is around 18% growth over the previous year. China has been largest investor with jump of around 30%.

It’s a challenging task to create market-based and radical solutions which could address environmental problems like climate change, pollution, and deforestation etc. at the same time satisfy customers.

Not just start-ups or social entrepreneurs are trying to tap the market of green finance but also there are heavy weights like General electric, which has invested power generation through wind energy.

Recently London launches new green initiative as it wants to achieve status of climate finance capital. It wants to become global hub for green finance.

United Nation Framework convention on climate change

UNFCC foresees that both the developed and developing nations have different capabilities to fund for the Green economy and sustainable development. So, the developed country should provide financial assistance to the developing countries for implementing the convention. Hence, a financial mechanism has been established which provides funds to developing countries for sustainable development.

Also, Green Climate Fund (GCF) has been designated as an operating entity of the aforementioned financial mechanism. This Financial mechanism helps in deciding funds to be allocated for policies concerning climate change, Sustainable development, technologies for low carbon emissions and any other which satisfies eligibility criteria as per GCF. This is also in accordance with Kyoto protocol.

Last month, in December, a summit was organized in Paris known as UN Climate Change Conference or CoP21. In the conference, whole world committed to step forward and take concrete and radical steps to create a framework for low carbon emission and establishment of green economy. This is the need of the hour if want to ensure long term economic and global security. There was a commitment to restrict the global temperature rise within 2 degrees. For this an estimated investment of $53 trillion will be required in infrastructure, new technologies and innovation. For this requirement of Green Finance is must.

Lots of countries and companies see it as an opportunity and want to tap it before any other does. Here are the few cases and examples mentioned below:

China as a hub for Green Finance:

China has been one of the fastest growing countries with around 7%-8% of growth rate for last few decades. China has been more of a manufacturing country. Industry pollution has become the major challenge that the country was facing in the race for economic growth. There has been huge pressure on the government of China to revamp its strategy and focus more on sustainable development. Recently China has issued official rules for the use of 'Green Bond'. This will help country to acquire required capital in its effort to become green economy. China needs injection of $330billion to finance climate solution.

China has recently established a green task force to develop a robust framework. It will help the country align sustainable outcomes into its domestic capital market development. Significant organizations like People's Bank of China, the National Development and Reform Commission are working toward issuing new definitions, clarity and guidance regarding green financing to help this market grow.

Also, Agricultural Bank of china has issued a $1 billion green bond funds in London which has been the first ever green bond issued by a Chinese bank.

New York Green Bank Initiative:

This is a state-sponsored investment green bank under the control of PSC (public service commission). Being a state-sponsored bank provides it the benefits of autonomy as it doesn't have any stakeholders. It has freedom of charging sub-market interest rate and offer longer duration for repayment to make the loans commercially viable. NYGB will help technologies to achieve lower cost of capital.

United Kingdom to become Climate Finance Capital: As mentioned earlier, UK wants to establish itself as a hub for Green Finance. This is an exciting time of expansion for green economy and the green bond market. The market size has tripled in size between just one year time span i.e. 2012 to 2013. The growth has been same subsequent year as well and hence by 2014, $ 42 billion of green bonds were issued. London is the third largest bond market in the world which accounts for 9% of total global issuance out of which 21% of the issuances, in 2014 were in non- sterling currencies.

The great work has been done by bodies like The International Capital Market Association and Climate bond initiative to accredit green bonds. The London Stock Exchange has also included green bond segment on its market. There is a huge investor appetite for the new asset class i.e green bond. There is an imminent need of definitions, standards, accountability and transparency. This cannot be done without the global cooperation.

UK has established a Green Finance Study Group which is being co-chaired by the People's Bank of China and UK's Bank of England.

India's efforts for global finance: India is also looking how it can grow its own green finance market. Recently, Prime Minister Narendra Modi has made lots of ambitious pledges on renewable energy products and services. The securities regulators are in process of finalizing its official green bond requirements. Green bonds are seen as a valuable tool for meeting India's pledges for green finance at CoP21. Now we need international collaboration and coordination to make the most out of these valuable efforts.

It’s a strategic opportunity for the whole world, be it countries or companies or even an individual. This is an opportunity to overcome the climate challenges and invest in sustainable development and green economy.

-Pranesh.R

I-MBA

HR lags behind in addressing employee concerns: TimesJobs :

While 65% employees rated their HR as 'Good' to 'Excellent' in handling process related issues - another problem is revealed in the poor handling of people-related matters by HR.

NEW DELHI: Addressing people-related concerns as a key area where HR lags behind, considerably reveals a new study. The study by TimesJobs state that immediate attention is required in that area along with the improved time management in acting on employee concerns.

The study states that while organisational structures and employee attitudes have undergone a paradigm shift, the HR function has been slow to adapt to this change.

"Most HR functions are still structured for an industrial economy rather than a people economy. For most businesses the biggest value lies in the people of the organisation rather than machines or patents. To deal with this new generation of employees, HR leaders need to make concerted efforts to improve their employee engagements, HRM practices, policies and procedures in order to bridge the perceptual gap revealed in this study." says Nilanjan Roy, head of strategy, Times Business Solutions.

Inaccessible HR

The majority of employees say they do not have good access to HR for advice and assistance. 60% employees say they face problems in finding and obtaining access to right person in HR department to get their problems addressed. In addition, 15% a further say that their problems are never resolved!

In most cases, when there is a resolution, 45% employees state that it takes their HR over a month, 30% state it takes at least a week and only 10% state that it takes 2-3 days.

HR plagued by poor response time

The majority of employees (55%) blame the poor turn-around-time of HR on insufficient skills in the department. Employees say getting HR information is more difficult because of lack of sufficient skills of the HR staff. Another 45% blame it on the lack of enough HR staff and resources in the department.

About 65% employees feel that their HR function can do better as they don't make sincere attempts to resolve their issues.

Poor People Orientation

While 65% employees rated their HR as 'Good' to 'Excellent' in handling process related issues - another problem is revealed in the poor handling of people-related matters by HR. Nearly 60% employees say their HR department fares poorly in acting on and managing people-related issues reported to them.

However, while timeliness and approachability are the biggest concerns and aspects where employees think the HR department needs immediate attention. Nearly 30% employees rate the interactions with their HR department as good, 52% rate it as satisfactory and only 18% rate it as poor. HR is also highly rated in the area of recruitment and placement with 90% giving a good or excellent rating in sourcing, screening, recruiting candidates, induction of staff and payroll management.
The quality of HR services in their organisation is rated as poor by 55% employees, since 60% employees are not promptly informed about important changes in HR rules or policies, 70% are not satisfied with the rewards and recognition policy of their HR. Only 30% employees says they get the training necessary to do their job effectively and 40% would like to recommend their company to others basis the current HR policies while 60% will not recommend it.
There is nothing worse than having unhappy employees for any organisation. While there are many factors that can trigger employee dissatisfaction - a disconnect with HR is a critical one that must be addressed urgently.

-Aswathi

II-MBA

Social Customer Care Is The New Marketing

Just three weeks ago, approximately 4,000 people made their way to the San Diego convention center to attend Social Media Marketing World. Marketers from all over the world were there to learn about the latest ways social media can make money for their companies. The goal is to leverage these social channels into a marketing strategy that creates brand awareness, sells more products and services and gets the brand closer to its customer community.

Several years ago the idea was bantered about that customer service was the new marketing. Delivering an amazing customer experience gets customers to come back as well as refer their friends, colleagues and family members. Word-of-mouth marketing is one of the most, if not *the* most powerful brand strategies, and customer service is the way to get customers talking.

Bringing this concept into the present, it can be said that social customer care is the latest and greatest version of this “new marketing.” Handling customer service over social channels like Facebook, Twitter, etc., is a way to amplify your customer service story. Jay Baer, in his excellent book *Hug Your Haters*, said it best when he declared that social media makes customer service a spectator sport. When a customer posts a comment, good or bad, the world can see it. They can also see how the company responds – if the company responds at all.

This was the second year that the conference featured an entire track on social customer care. A big thank you goes to Dan Gingiss and Daniel Lemin for this year’s amazing lineup, which featured speakers and expert panels from major brands. (For a recap of this year’s social care track.)

For those brands that have already embraced social media as a powerful customer service channel, I applaud you. For those that haven’t, here is a crash course on getting started. (Even those that already have might find an idea or two that is useful.)

1. Get social. Your company probably has a presence on the major channels, but are you using those channels for customer service and support purposes? If not, it’s decision time – and that decision should be to move forward with a formal social care strategy.

2. Be on the channels your customers are using. When I’m asked which channel a company should be on to support its customers, I simply respond by asking: What channels are your customers using? That’s a good place to start.

3. Invest in software that monitors every mention of your brand on the Internet. There are a number of excellent software programs that will track mentions, comments, reviews, etc. Some are even free. You need to know when people are talking about you.

4. Respond to every comment or mention. One of the biggest social media mistakes a company can make is to ignore social posts, comments and reviews. There is a reason they call this social media. It’s social, and that means others are watching to see how you respond to comments, especially complaints. All comments should be acknowledged.

5. Respond quickly. If not responding to a social post is one of the biggest social care mistakes, then not responding quickly is a close second. Surveys indicate that companies are taking days to respond. If you're in the social care game to win, then do it right. Don't wait hours or days to respond. Respond within minutes.

6. Avoid canned responses. Be authentic. A robotic or canned response may work initially, but over time people will see the pattern and pick up on the insincerity of the response. So, make it personal. Don't just copy and paste messages. People are watching and making judgements about your brand based on the way you respond.

7. Be proactive and engage with your community. Don't just react to social comments from customers. Put out your own valuable posts. Not promotional posts, but good information with value to your customer community. YouTube is an excellent way to post content such as answers to frequently asked questions, cool and unique ways customers are using your products and much more. While some view this as content marketing, others (including me) see it as a valuable part of the customer experience.

Social care is more than customer service. It's marketing. And, it's inexpensive compared to other marketing strategies. One of your best assets are customers who are willing to evangelize your brand. So, engage with them. Get social with them. Respond to their comments, complaints and questions. Make the conversations public and show the world that you are the brand to do business with.

Shep Hyken is a customer service and experience expert, award winning keynote speaker and New York Times and Wall Street Journal bestselling author

-Akshay John.J

I-MBA

Indian Economy - A Star Performer

A star performer, a safe zone in a volatile global climate and a robust economy. These are some of the phrases used to describe the Indian economy of late. Finance Minister Arun Jaitley said that Indian economy has emerged as one of the fastest growing economies in the world. GDP grew at 7.3 percent in 2014-15 compared to 6.9 per cent growth in 2013-14.

Contrastingly; the world economy has been stumbling. It is weak, risky and troublesome. The global financial markets have been volatile, corporate sector in poor health due to low demand and falling prices. In such a scenario, India appears a sigh of relief to investors, or so it is said.

Reports are abundant about India being the only good performer among the emerging economies, about India growing faster than China for second year in a row. The cut in policy rates and favourable economic environment have worked in our favour, stimulating fast paced growth and consumption. Everything seems so sweet and hunky dory.

Image: pixabay

But it’s time we talk about the elephant in the room. Is the situation really so rosy as it is been painted? Is India really the knight in the shining armour? Contemplating on this thought, I began researching more. This time I came across strikingly contrasting facts and figures which seem to suggest that probably all this is craft of some of our politicians. Not surprisingly I realized that shining India is still merely a figment of imagination.

Despite tall claims by Prime Minister Modi and his team, Indian economy is not a perfectly good shape. What we have seen till now have been mostly hollow promises with meagre progress. Serious changes are yet to take place. While I do not undermine their efforts to motivate the youth and inspire them through all the mighty talks, I detest the lack of ground work.

Make in India has been reduced to a mere slogan. All the pompous official visits of our beloved Prime Minister to the foreign lands look like planned excursions, the meetings, façade. The focus seems to have blurred. Nobody is talking about Skill India anymore. The political army is busy infighting. In all this, what gets lost is the real purpose. We were supposed to be fighting for the passage of land acquisition bill, for GST bill. Call it aggression or a fancy of the opposition, GST is forgotten, Land Acquisition is lost and the entire attention is now diverted to proving their might to the country and more importantly to each other.

Arun Jaitley has tried unfailingly to talk up the Indian economy, to bring in the investors through multiple measures. However, the results are still poor. A clear testament of this fact is falling of net exports. But then, we are too clever to pass the buck to the slow global demand and growth. However, what one fails to see behind this veil is the slow actual progress country seems to be making. And this is when the world is working in tandem to make sure situation is ripe for us to move beyond state of inertia. The low global oil prices, slow growing Chinese economy, stable home government, and controlled inflation are some of the factors shouting in the face. Despite all, economy is in turbulence, affecting by weak synergies between political parties and stuck in a logjam. The much hyped and debated effort to increase FDI has now proved to be a double edged sword. Instead of an increase in manufacturing, as originally anticipated, it has contributed to increase in imports. Thus, a weak global demand has hit us in ways more than one. Our exports have declined and imports have jumped up, thus further bolstering the deficit. In such a face, job creation assumes prime importance. However, a look at the statistics is startling. In April-June 2014, new jobs created in eight major sectors of the economy were only 1.82 lakh. In the next quarter, job creation dropped to 1.2 lakh. After that, in the following quarter, job creation slumped to 64,000 jobs. By April-June 2015, new job creation contracted to only 43,000.

The economists and analysts continue to try to make some sense of the economy, but to no avail. To talk about actual movement, we have come a long way. We have seem coal and mine auction, bankruptcy laws, Digital India, Skill India, Swatch Bharat, Make in India, Smart City, Startup India and innumerable other such initiatives. All of them gained momentum and garnered their share of limelight. However, the light dies down soon enough. Only till the initial opposition and the infights were the topics hot in the parliament. As soon as approved, we see no work in progress or visible improvements. The economy still remains where it was.

If there is a real urge to change the status quo, it can only be done through changes at the ground level. Government will have to move beyond mere words and show some action. Since infrastructure has been deemed as a road to better future, spending on roads and railways have to be increased. We'll have to move beyond popularising Digital India, Smart Cities and Make in India. Real allocation in the budget needs to be done to reaffirm commitment. If the present statistics are to believe around 15% of Indian population is living in 0.24% area of Indian geography contributing to about 60% of country's GDP. This is possibly contributed by the urban areas and mostly through the smart cities, putting back the emphasis on the smart city concept.

Another focus of attention should be skill development. In times of high unemployment and stable yet high inflationary levels, it becomes highly imperative to provide employment opportunities for the rising youth population. Given that 60% of India's population is below 30 years of age and 50% is below 25 years of age, time is ripe to use this to advantage. There is a rising population looking for jobs. This has to be complimented with good quality education, skill development and employment opportunities. Enough emphasis cannot be laid to focus on this sector.

In my opinion, creating successful employment is a two-step process. One, manpower has to be empowered by efficient training. There is a lack of good quality teachers, most government school are lacking adequate infrastructure, their pay structure is not appealing leading to lack of motivated workforce. While the situation has improved a bit in urban areas with the flourishing of private sector, it is abominable in the rural areas. Dire need is to provide sufficient opportunities and attract attention to such budding centres of excellence. Next step in the two step process is to allow the creation of employment. FDI and ease of doing business are a step towards the same. Only when the land can be acquired peacefully and regulations are completed hastily can businesses be motivated to work in India. However, it is a sad reality that most businesses that are initially enthusiastic about working in India, are turned away and demotivated seeing the sheer length of process and time it takes to start. Start-up India is a welcome initiative and must be encouraged.

At the same time, living in the globalized economy, we cannot expect to function in isolation. The effects of mere speculation of fed hike were experienced in the forms of investors pulling their money out of India. Thus, an upcoming fed hike has to be kept in mind while implementing all major policies. Therefore, it becomes overbearing on us to look at major world players, including the now stable European economy and steadily growing US economy, weak Chinese economy. At the time, what came as a saviour were the stable inflationary levels since the last year. RBI decreasing the interest rates by 125 basis points in the previous year was a welcoming sign to the investors in India and abroad. We now have enough room and foreign currency reserves to deal with unforeseen circumstances. However, at this juncture, role of state banks to pass on the benefit to the customers gains significance. Enough room has to be given to banks to take care of bad debts and stressed assets. There needs to be a total makeover of the public sector banks in terms of their functioning. Getting youth and energetic staff, new updated equipment and better technology will be a start. The idea is to build strength into the system and grow along with the growth, rather than being a laggard. Shining faintly or brightly, there is still scope for real change and we hope to see action beyond hollow promises.

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II-MBA

Summary of HR Management Trends 2017:

Technology and demographic developments are some common trends. General trends along with recruitment, performance management, talent management. The important points in the latest trends are the HR system, HR function, HR analytics, and tools.

Some insights to look upon for the HR Management Trends year 2017 are:

1. **Alteration in the rules of Overtime:**

The rule is proposed to raise the minimum level of salary for the white collar exemptions. Which could result in currently working 4.6 million exempt employees losing their exemption instantly. Rest of the 500,000 to one million exempt employees working currently could lose their status of exempt in the next ten years. This is due to the automatic increase in the threshold level of the salary.

2. **Increment in the utilization of data and analytic tools:**

In the present the crucial factor of managing and recognizing the competitive situations related to business lifecycle is able with the collection, processing and analyzing of big data. To gain the increasing competitive edge the companies must use analytics to gain data-driven insights into the workforce trends and engage to achieve refine recruitment, performance incentives, and compensation to arrange the evolving interests and goals of the employees. At this instant data can be pulled from a firm's HR tech systems. Predictive algorithms are used and applied to make decisions to hire and manage the workforce. With this, the productivity could be increased and turnover could be decreased which is seen as a big win.

The greater focus on a significant tech trend is at the master data hr management trends. The analytics have seen a tremendous growth in the last few years but the master data management was not present. With being aware of analytics power the companies have also understood the need for standardization of data. Data cannot be rolled up and analytics cannot be performed if everyone does things differently.

3. **Requirement of integrated workforce management system:**

For establishments with or more than 50 full time or equivalent employees an Act has transformed which was once an annual enrollment event into the process of reporting and tracking the extensive data on a monthly basis. To meet the terms of the law various workers in Finance, Tax, Legal, IT and HR who didn't share data may now need to incorporate to help avoid expensive penalties. It will be a challenge to gather the required data from the multiple systems. Owing to this it will become more significant that a business considers an integrated management solution for human capital. Changing the tech support models in the HR organization would be a great help.

The HR could take it to greater level with the support of IT and Tech support. Employers still use separate payroll, benefits administration and HR systems for management and applicant tracking which might be appropriate for some organization but there is some disadvantages and integration seems difficult. The employers are choosing single system for several work. Moving to single vendor who could provide all areas of HR technology solution in a single integration.

4. **Priority- Engagement of the employee:**

Gradually most of the firms are focusing on driving better performance by improving the engagement of the employee. According to the research by Gallup the establishment's success financially such as profitability, productivity and customer engagement is strongly connected to employee engagement which leads to essential outcome from business. The midsized companies require revenue, growth and innovation to thrive which could be derived from the engaged employees. According to a study, the larger midsized companies with 150 to 999 employees quoted three talent related reasons to find out the decline in the growth. Out of which 23 percent were the disengaged employees, 18 percent were employees unable to attract qualified talent and 17 percent were the employee unable to retain key talent.

Organizations big concern in the last few years is to find and keep the great talent. Employees with the ability to perform with technology would help in development of the workforce. Organizations look for methods to engage different employee demographics due to shifting workforces. Engaged employee with knowledge of Technology could be a great help. Integrated systems to stand-alone systems there are various solutions available to match the requirements of the talent in a company.

5. More Millennial:

While much of the workforce in the organization consists of the retiring generation Z on the other end the growth of millennial workforce is indicated. According to a research approximately, half of the global workforce would be Millennia's by 20202. While in some companies, the majority is already millennial. The organization that wants to hold and attract fresh talent would have to recruit the unit of digital natives. As this generation is a tech trend it is also important to ensure that their journey right from the hiring phase to on-boarding is supported on social and mobile platforms.

6. Merging of Business:

As for the HR trend of the year the Merging of the business would continue and the situation will continue to stay challenging for most of the industries. More and more challenges will be raising for the organization with Generation y on one hand and affectivity and effectiveness of the HR paired with analytics on the other hand. Becoming the most attractive employer for the future workforce would not be easy.

7. Remaking performance reviews:

The hr management trends performance review is to better understanding of changes that needs to be done to improve the ability to perform. The most trending topic is remaking performance reviews which include dropping rate of performance several companies have already implemented this tactic. Some are directing it in their firm. While few are abolishing individual bonus. Many of the companies in some time have done interesting things to improve their performance.

8. Development in the human side of the business:

In the present vibrant business setting most organization have the ability to flourish but are instead struggling since they don't tap into their complete potential or empower people. The success was driven by structure, process and encouraging employees to function like a machine. These approach needs to be changed the success in the future would need the industry to work more on the human side of the business. People have evolved to deal with uncertainty by the means of cooperation, collaboration and utilizing the conflicts in a productive manner. It is essential that business encourages their employee to grow mindsets equipped towards conversation, connection and experimentation. Curiosity is a must, we need to question constantly whether we are performing things simply as that is how it has been done always and acquire new perspective to recognize potential better solutions.

The clarity of role and accountability is maintained with the help of various departments and reporting lines. Apart from it, they also create artificial obstacles that block progress. Consolidating people into silos with similar skills and function supports the pattern that is needed to solve simple as well as complex problems. However, it discourages them from working with people from other department or separate from business. It does not inspire to have any kind of conversation that would help to solve the major issues that are faced currently. The perspective of viewing fear and failure needs to be redefined by the businesses. Most of us allow fear to control us. One could eliminate it by taking back the control and looking behind the curtains created by our fear that is enacted by ourselves. With more integration, fewer silos and risks success becomes quite easy.

9. Cloud remains in the projection:

Human Resource Management moving to the cloud is hardly new concept. However, it is still in its early stage of adaptation. Almost every major HR software dealer is offering or planning to offer its solution in the cloud form. Cloud computing provides faster updates, increased flexibility, innovation and decrease in the cost. The HR managers could be in relief who deal with the expense of upgrading the system each year and downtime. As it will now be done by the vendor automatically. Oracle, ADP, Workday, SAP, Ultimate Software and Info are included in the Core HR solutions on the cloud along with other solutions.

10. Going Mobile:

The using of the mobile app within Human Resource Management is still in its initial stage. However with the appearance of more cloud-based apps and SaaS approach, things are changing. The Millennial employees have great expectancy in this area. The growing use of mobile apps will ease the administrative burden on HR and will considerably develop the usage of self-service. People involved with digital means apply for jobs through the help of mobile devices. To attract the talents from Generation X the employer needs to offer hiring and valuable information for mobile devices. Vendors are stepping up with attractive interfaces and mobile games and improving the ease of use. More vendors will be witnessed taking out their system from the mobile version of their system to mobile apps because apps tend easy navigation, provide more functionality and are visually attractive. The Mobile apps are advantageous despite it apps pose major data privacy issues for eg: local laws can put serious restrictions on using mobile apps for employee data.

Understanding the working environment and contributing to the success of the organization is the main role of the HR Management Trends professional. Following the latest trends of the Human Resource management will help the organization to thrive amongst other competitive industries. Apart from following the trend, it is vital that significant changes in the method of Human resource management are modified from time to time. The modern up to date techniques will not only be beneficial but also will be less stressful. It aids in selecting the talented workforce for the business. Simply by following the significant HR Management Trends would help the organization to maintain their hold in the industry.

-UBAID.T.M

I-MBA

Sustainable Investing- The New Buzzword in World Markets

Wouldn’t you invest in attractively priced companies with promising returns? What if, they also let you do your share for saving the world? Now, that’s an offer you just cannot resist. 2015 saw several mainstream investment firms putting their money on “sustainable investing,” also known as SRI (socially responsible investing) and ESG (environment, social, and corporate governance).

Wall street is joining the bandwagon, with BlackRock Inc. and Goldman Sachs Group Inc. launching sustainable bond exchange-traded funds. BlackRock currently manages more than $200bn of assets across ESG screened nd impact funds, globally. The BlackRock Impact U.S. Equity Fund (BIRAX) fund has attracted $20 million in assets. Goldman Sachs has brought Imprint Capital Advisors, an asset-management firm creating portfolios for clients aligning their interests on environmental, social and governance isses with the bonds issued.

Image: pixabay

Why does it matter now?

The importance of sustainability is increasing globally. Beijing issued its first ever red-alert from pollution in 2015. Back home, Delhi had to implement the odd even plan to tackle its pollution issue. With emerging economies suffering from poor emissions standards, climate issues and clean water scarcity, the stage was set in 2015, to have sustainable investing come to the limelight. The corporates are listening. The way institutions approach environmental and social issues are changing for good.

Investing for a cause does not mean a compromise on returns. In 2015, A study by Morgan Stanley on sustainable investment performance showed that sustainability shows more or less the same perfomance results as traditional investments. Ofentimes, the returns has exceeded that of comaparble traditional investments. For th study, around 10,228 open ended mutual funds and aroud 2000 SMA's (Separately Managed Accounts) were reviewed.

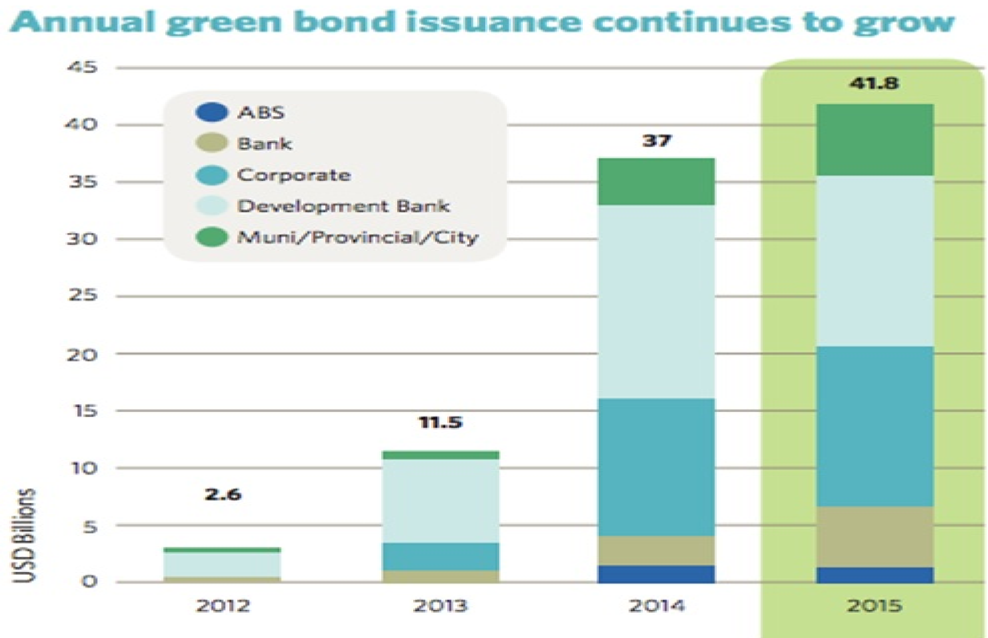
Deutsche Bank (DB) in it's 2013 paper observed that firms with higher ratings for ESG exibit financial outperformance consistently.

With an increased demand from client side to invest in sustainable bonds, firms are inventing new financial products and services. Several "Sustainable" and ESG rating agencies have come up with ratings for investors to fully access the level to which sustainable fixed income bonds offered fullfills it's promises. Rating agencies like Vigeo, EIRIS, MSCI, Sustainalytics, Oekum have emerged offering company ratings based on ESG ratings irrespective of the company structure. Sustainable Accounting Standards Board (SASB) provides a viable mean for verification of information provided in accounts and audits. All this has ensured transparency and credibility to sustainable investing schemes.

Green Bonds

Aligning the demand for sustainable investments with the investor's appetite for fixed income securities, Green bonds have emerged as a viable form of socially responsible investing.

Green bonds were first introduced during 2007-08. The proceeds were exclusively used to fund climate and otherwise environmentally friendly projects. It has now evolved from a niche market segment to a mainstream product segment. Investments have gone up till $1billion.



Source: Climate Bonds Initiative (2016)

More recently, India has entered the market with Yes Bank and Exim Bank issuing green bonds. Yes Bank raised ₹1000 crore from insurance companies, pension funds, mutual fund houses and foreign portfolio investors by issuing green bonds. The fund will be used for solar, wind and biomass projects. EXIM Bank raised about $500 million from international investors. CLP India- a power company raised about ₹600 crore for its wind business.

Who invests in Green bonds?

- **Asset managers**
- **Pension funds**
- **Insurance companies**
- **Bank.Corporate Treasuries**
- **HNI's (High net worth Individuals)**

India and other emerging market economies are a perfet marketplace for greenbonds. An estimated $200 billion needs to be raised to build up India's renewable energy capacity. It is true for most of emerging markets.

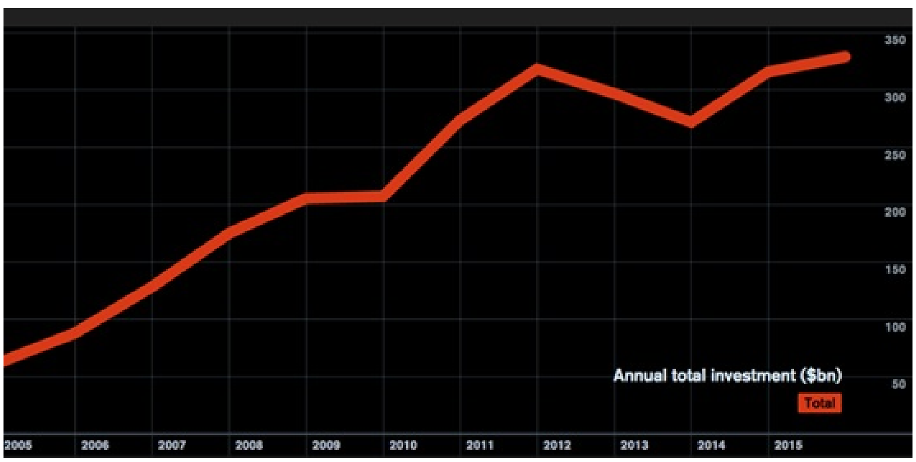
On its green bond Yes Bank offered sub-9 per cent rates, while CLP offered 9.15 per cent. This is lower than usual project lending rates of 12-14 per cent. This would also mean the yield is a little less in terms of green bonds. On its green bond Yes Bank offered sub-9 per cent rates, while CLP offered 9.15 per cent. This is lower than usual project lending rates of 12-14 per cent.

However, with the 41.8 billion grrenbond industry is expected to grow further in 2016. 7 new countries, viz, Brazil, Denmark, India, Estonia, hing kong, Latvia and Mexico joined the green bond market in 2015. With increased demand, the green bonds market is set to give favourable terms and better price for the issuer, as compared to a regular bond from the same issuer.

Emerging Trends in Energy Sector

With the investments rising, the energy sector worldwide witnessed several reforms in 2015. The growing popularity of green bonds are just indicators of this change. 121 gigawatts capacity was added in 2015 in terms of renewables, with an estimated investment of 329 billion globally (source: Bloomberg new energy finance). China emerged as the champion of renewables, bypassing Europe. Emerging markets outspent the rich countries for the first time in annual investment in clean energy. More than half of the total investments were estimated to come from emerging markets alone.

The rise of clean energy investments:



Source: Bloomberg labs

China dominated in investments with a whopping 17% increase in clean energy investments. Mexico, Chile, Morocco and South Africa closely followed.

Majority of the investments go to solar and wind projects.

What makes 2015 special is the rise in clean energy investments despite the oil prices trending in phenomenal low prices (oil prices plunged 67% in the last 18 months). Traditional energy sources like coal, oil and natural gas prices declined significantly in 2015, owing to global slowdown in world economies. However, this was no deterrent to rising clean energy investments, highlighting the improving cost effectiveness in clean energy projects. This means more megawatts for the same price. The two fields remain unaffected majorly because, oil and other traditional sources are mainly used in auto and aviation sectors as fuel, while renewable energy methods, notably solar and wind are used in electricity generation. It is easy to envisage a world where all these energy sources co-exist with oil becoming scarce and renewables becoming profitable with advanced technology.

Further good news comes in from US lawmakers, who are planning to extend the tax credits for solar and wind for another 5 years. This move will potentially add 20 gigawatts of solar power to US economy alone. Wind power is estimated to contribute 19 gigawatts over the same period. The combined extension has the potential to spur more than $73 billion in investments.

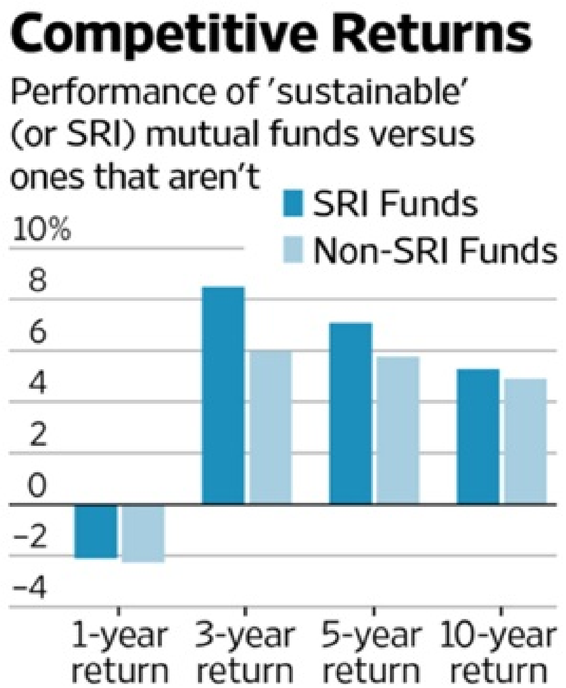
Basic research and development of clean energy technology also witnessed significant growth, with patents soaring to an all time high. 20 countries, which constituted 80% of R&D in clean energy agreed to double their annual spending on these projects. The shift in cleaner energy is underway, bolstered by investments from various firms and governments.

Looking at the market trends in energy sectors, it can be safely inferred that the year ahead will see many more players entering the sustainable investments arena.

Risks and Mitigants

The researches conducted by Morgan Stanley Institute of sustainable Investment have helped dispel several myths regarding ESG's. Most importantly, they concluded that the investing in sustainability has often met, and exceeded the performance of comparable traditional investments. They also found a positive relationship between corporate investment in sustainability, stock price and performance of a firm.

However, several challenges remain. For one, it is not clear what makes an investment "sustainable". For one, as of now, companies aren't required to disclose the associated risk with ESG's. An audit system needs to be in place, which can assess what companies are reporting as "sustainable".



Secondly, The flotation and ongoing costs associated with a green bond could be much higher than that of a regular bond. The bonds are mostly long term fixed income securities, implying less liquidity in the market.

Finally, Lack of a standard definition also means there can be disputes as to which bonds are green and which are not. This provides an ongoing reputational risk, just as issuing a green bond might greatly increase the reputation of the firm. Keeping this in mind, In India, SEBI has proposed to call for additional disclosures in green bonds detailing where the funds are being deployed. This is a welcome move.

Though plunging oil prices could be a potential risk, as detailed in this article, green bonds continued to flourish despite new lows in oil prices.

The rising trend in sustainable investments and green bonds are here to stay. As the market grows, more investment products are likely to surface, providing more liquidity to this sector. The markets today are giving more importance to green bonds reporting, to increase the amount of data available for the investor. This will bring in transparency to the market and rope in more firms in the future. Sustainable investing is the sector to look out for in 2016.

-Arikesh.I

I-MBA

4 HR Tech Trends That Will Dominate 2017:

Last year we saw some insane new leaps in the technology world, including the new "king" of smartphones, a computer that can learn (kind of) like a human, and even exploding tablets.

The workplace experienced a similar leap, particularly in human resources—in fact, Capterra caught a number of 2016 HR trends early, including gamification in recruiting, candidate experience, and real-time feedback systems.

Now we're back, intending to call the most important HR tech trends again this year.

As Gartner can tell you, trends will always have ups and downs, yet they also have a certain level of predictability. Using research from Gartner and from my own observations, these are the four HR tech trends you should expect to see over the course of 2017.

1. Ongoing Performance Reviews

What's happening?

We've known for a while that performance reviews work better when they occur more frequently. 2017 is the year we stop beating around the bush and finally let performance reviews become a regular, not-so-scary part of talent management life. More and more companies are finally starting to adopt the ongoing model of employee management.

And that's a beautiful thing, because it makes for higher successes in your bottom line, and generates better performance, since errors are caught quickly and good work is consistently praised. Also, Millennials love it, which is great news if you're angling for new talent.

So you should…

Start with a performance appraisal software. Once that's set up, you'll have a comprehensive, easy way to keep track of your employees and keep up with how they're doing.

If your style is more traditional, consider Saba Cloud, which is an ongoing performance review software that features graphical tracking and in-app goal setting templates, which is not so different from the programs you might use for a less frequent performance reviews.

If you're more of a gamification sort of person, check out our list of free gamified performance appraisal tools. Free *and* gamified because the more good things, the better.

Once you have tracking setup, you can use it to gather enough information for weekly or monthly check-ins. These informal meetings should be painless—see how your employees are doing, make note of trends you're seeing, and make the small adjustments that prevent bigger issues down the line. It's easy, you just need to get started.

2. Predictive People Analytics

What's happening?

How do you know who to hire? How do you know what your employees want in the workplace? How do you predict how a new update or change in your workplace is going to go over? Enter people analytics.

If your workplace predicts its staff's behavior, thoughts, and desires correctly, you will be able to anticipate how to effectively implement company-wide large and small changes with employee buy-in.

So you should…

Start by asking your colleagues questions. A *lot* of questions. You can accomplish this easily in-house with some simple survey software. You don't need the fanciest program out there. Just look for a program that has hefty enough reporting that you'll be able to visualize upcoming trends. Consider graphical reporting features, if you're a visual thinker.

A few graphical survey softwares include SmartSurvey, which offers robust graphical reporting, the heavily graphic based GetFeedback, and the QuestionPro, which can deliver your reporting in an infographic.

3. Social Media Takes Over Hiring

What's happening?

You probably already use social media somewhere in your hiring process—many companies rely on Twitter, Facebook, and/or Google Plus to scout out potential hires for a cold-call, to advertise an open position, or to check out applicants personal lives (though I wish you wouldn't). The rise of this HR tech trend matches the rise of social media as a whole, and it's only ever going to get bigger.

So you should…

Start by giving up on complaining how much LinkedIn has become like Facebook. While irritating, accept it as another casualty of social media's ubiquity. Then embrace social media as a platform to use. Learn the best times of day to post, study what kinds of post work best. If you take a basic copy of your job advertisement and change and tweak it for each social media platform, you'll be in better shape than many of your competitors.

4. Continuous Learning Goes All Digital

What's happening?

Many fields, like architecture, engineering, and construction, demand constant HR updates as information changes, updates, and improves. In Ye Olden Dayes, you could expect to sit in a classroom or listen to tapes to gain this new information. You might have to attend lectures and take tests involving pencils and paper.

Positively barbaric.

That's all going away completely in 2017. Everything is, perhaps unsurprisingly, digital now, including lessons, quizzes, and certifications. Even onboarding is going digital with systems like BambooHR, Zenefits, and ApplicantStack entering the market, and I predict that by the end of 2017, everything you need to learn on the job you'll find on your phone or computer.

So you should…

Go digital.

This is one of those times when the first step is the hardest one. Taking all of your training and making the switch to digital is going to be a bear. I won't lie about that. But it's completely worth it for the easy employee tracking, the accessibility, the save on paper… it all stacks up to one of the best choices you can make for your business.

Look into learning management for software that allows you to fit everything your employees need to learn into easily managed and tracked system, like Moodle or Edmodo, the most popular choices on the market today. You can also check out my other blog if you want more information on how to find a system that works for you. The sooner you have one, the sooner you can jump on this trend.

What HR Tech Trends Are You Expecting For 2017?

Naturally, you shouldn't leave it all up to me. If there's a new feature or change you want to see in your workplace in the new year, now is the perfect time to make it happen yourself. Trends happen because people want them to, so don't be afraid to start a few yourself. Do you think my predictions are on point or a total jab in the dark? What do you foresee in the coming year? Tell me all about it in the comments.

5 Mistakes Are Why Your Online Marketing Is Failing

Our Internet marketing agency has been around since 1997, and over the course of time we've heard it all and seen it all when it comes to assessing failed marketing campaigns. I polled our sales and account management teams, and arrived at a very strong consensus that the five items that follow are by far the most common reasons why online marketing fails.

1. No Clearly Defined Goals

"Our competitors are on Facebook, so we need to be, too" is not a reason to launch a social media campaign. Neither is a vague interest in increasing website traffic or getting more leads. A clearly defined goal sounds something like this: "We want to increase SEO-generated validated website leads by 20% over the next 18 months." A goal like this is specific, time-sensitive, measureable and meaningful.

2. Emphasizing the Wrong Metrics

Just because a goal is measurable doesn't mean it's meaningful. Organizations get tripped up by gearing their campaigns to improve the wrong data. Most common culprits:

- **Rankings.** In SEO, rankings used to mean a lot. Now they mean very little, because every Google search engine user sees different results. Also, if you rank well for a term that nobody searches for, you're wasting your money.

- **Traffic.** Getting more traffic to your website is not necessarily going to generate more leads or revenue. It has to be the *right* traffic, and your website has to do a great job of impressing prospects and motivating them to contact you. If your website does a poor job of selling your wares, increased traffic can do more harm than good by turning off potential customers!

3. No Systematic Campaign Testing

The worst day of any Internet marketing campaign is the first day. Only by testing various campaign elements—content, offers, images, keywords, etc.—does a campaign become more productive and efficient. But testing cannot be whimsical; it must be methodical and properly executed. If a company uses poor testing methods, it's rearranging deck chairs on the Titanic. If a company doesn't test at all, and puts the campaign on autopilot, a crash landing is inevitable.

4. Under-budgeting

Failing to adequately budget campaigns is probably the most common of these five pitfalls. I've written about under-budgeting frequently, including here and here. The temptation to get something for nothing is always alluring; in addition, many companies don't fully appreciate the complexity and scope of an online campaign with even a modest goal.

5. Not Testing New Types of Campaigns

Successful companies are always on the lookout for better ideas. This spirit must drive online marketing efforts: If a company gets in a rut with, say, email marketing and SEO, it may never realize PPC or social media is a more cost-efficient and effective means of driving leads and revenue. Smart companies don't merely dabble in new marketing methods; they instead systematically budget, deploy resources, and evaluate results.

How does your company score? If you've avoided all of these errors, you are definitely on the right track. If you're guilty on all counts, at least now you have a game plan for making major improvements. And finally, if you are doing 3/5 or 4/5 properly, then you may be only a few small tweaks away from terrific success.

-Abdul Lathief.A

I-MBA

Impact of GST on Indian Economy

Much has been already said about the implementation of the Goods and Services Tax (GST) in India and its possible implications on the status quo. This article is an attempt at evaluating the economic impact of redesigning the existing tax structure and moving on to GST that looks to replace all indirect taxes with a single tax rate as a means to simplifying the tax levying process for the Indian government. The central idea behind GST is to shift the tax mix from income based to consumption based.

The present structure of taxation entails the levy of a number of indirect taxes on businesses and individuals. These include the following:

(i) Central Excise Duty

(ii) Service Tax

(iii) Sales Tax

(iv) Value Added Tax

(v) Securities Transaction Tax

A number of problems arise in this, primarily that of double taxation on the producers and manufacturers and the consequent tax evasion techniques employed by them to escape paying out hefty amounts of their profits to the government. The result: A considerable decline in the tax revenues for the government and a less-than-optimal production of goods in an economy.

A GST tax, however, stands to eliminate the above through a single tax aimed at establishing a national market. Approximately 140 countries around the globe already have a GST tax structure that ranges anywhere between 15 per cent – 20 per cent, and are deriving benefits from it, at government, corporate as well as consumer level. It will involve taxation in three forms:

(i) CGST: Applicable for inter-state sale of goods and provision of services

(ii) SGST: This form would be applicable for intra-state sale of goods

(iii) IGST: The centre would levy IGST which would be the sum of CGST and SGST on all inter-state transactions of taxable goods and services with appropriate provisions for consignment or stock transfer of goods and services, in case applicable.

Transaction	New System	Old System	Comments
Sale within the state	SGST and CGST	VAT & Excise/Service Tax	Under the new system, a transaction of sale within the state shall have two taxes, SGST – which goes to the State, and CGST which goes to the Centre
Sale outside the state	IGST	CST & Excise/Service Tax	Under the new system, a transaction of sale from one state to another shall have only one type of tax, the IGST – which goes to the centre

A comparison of existing tax system and GST

A very important implication of GST is that it would reduce tax burden on producers and foster growth through more production. Manufacturing is a costly business under the current taxation system where a producer has to pay taxes not only on raw material procurement, but also on the final receipts from sale of goods. This double taxation prevents manufacturers from producing to their optimum capacity and retards growth. GST, on the other hand, would take care of this problem by providing tax credit to the manufacturer. Basically, the tax already paid by him will be deducted from his final sale tax receipts and he would only have to pay the difference, i.e. for the value added to the product by him. Also, due to absence of tax credits applicability for interstate transactions, a manufacturer producing in one state has to pay taxes on sale of those goods in other states as well. This adds to their cost and leads to lower productivity. The various tax barriers such as check posts and toll plazas lead to a lot of wastage for perishable items being transported, a loss that translated into major costs through higher need of buffer stocks and warehousing costs as well. A single taxation system could eliminate this roadblock for them.

A single taxation on producers would also translate into a lower final selling price for the consumer. Currently, for a customer, the tax burden of goods in anywhere between 25-30 per cent while GST proposes a tax rate of 18 per cent in the first year of implementation and would be brought down over the second year and in later years. The consumer would not only be able to purchase more goods with the same amount of money, he would also look to buy more, thereby spurring market demand. Also, there will be more transparency in the system as the customers would know exactly how much taxes they are being charged and on what base.

GST would add to government revenues by widening the tax base. Until now, services had been exempted from taxes. GST, however, brings them under the purview of taxation as well. This would eliminate tax evasion by corporations that escape taxes by bundling their goods along with services or whose products fall on the borderline of a good and a service, such as software products. Also, GST provides credits for the taxes paid by producers earlier in the goods/services chain. This would encourage these producers to buy raw material from different registered dealers. This would bring in more and more vendors and suppliers under the purview of taxation and reduce the ambiguity of the existing unorganised sector. According to the National Council of Applied Economic Research study conducted in 2009, the GST could provide gains in India's GDP in a range of 0.9 to 1.7 per cent over the years starting from its implementation, assuming the revenue-neutral rate to be anywhere in the range of 6.2 and 9.4 per cent. The revenue neutral rate is the net difference in the overall collection of centre and states (the idea is that if implemented, GST could lead to tax revenue losses in some states. In such a situation, the central government would be compensating them for the same for the next 5 years). Additionally, GST is also expected to exclude state excise on alcohol and tobacco from its purview. This implies that a large revenue source still rests with the state government to generate cash flows from.

Current Macroeconomic Indicators of India

Indicator	Value
GDP	$2,067bn
GDP Growth Rate	4.1%
Inflation Rate	5.4%
Balance of Trade	-$10.8bn
Current Account	-$1.3bn
Exports	$22.3bn
Imports	$33.1bn
Government Spending	INR 2,366bn
Government Revenues	INR 888bn
Industrial Production Index	2.7%

Source: Trading Economics

GST also removes the custom duties applicable on exports. This has major implications for the Indian economy: making exports tax-free would spur trade for our economy. Our competitiveness in foreign markets would increase on account of lower cost of transaction while the imports will be taxed same as domestic goods and services. If we look at the simple aggregate demand equation of macroeconomic theory:

AD = C+ I + G + (X-M)

Where AD = Aggregate demand in the economy

C = Consumption demand in an economy

I = Investment demand in an economy

G =Government's spending on goods in an economy

X = Exports by a nation

M = Imports by a nation

On account of GST, the exports and imports are expected to increase by 3.2 – 6.3 per cent and 2.4 – 4.7 per cent respectively (source: aforementioned NCAER report). This would add to the aggregate demand for goods in our economy. With unutilized capacity existent in India, this would foster growth by encouraging production.

The concept of GST is more streamlined towards a longer – term perspective but does involve some short – term challenges which will have to be overcome, such as that of the administrative costs that would have to be borne in coming up with an administrative system for GST and for working out the transitional agreements. Additionally, the tax proposal still faces opposition from states who are unwilling to give up control on their tax revenue sources. Given the different tax structure prevalent in all states, the negotiations over GST seem to hit a roadblock every time over the transition of the local tax system so as to integrate it with a national one. However, once implemented, the system holds great promise in terms of bolstering growth for the India economy while bringing it more in line with the tax system followed internationally.

-Monisha.K

I-MBA

7 More Fascinating Employee Engagement Trends For 2017 :

It's no surprise that employee engagement numbers have been abysmal for the last few years (and if that *is* a surprise, you need to read our blog more often.) According to Gallup, engaged employees comprise only around 30% of the workforce. No wonder this post on 2016 engagement trends was so popular.

Until engagement numbers dramatically increase, we are going to continue presenting these trends. By the looks of things, this will be a long term project. Here is what the experts are saying we can expect for employee engagement in 2017:

1) Employee Engagement Will Grow…Slowly

In their latest State of the American Workplace Report, Gallup shares that over 33% of the workforce is engaged. While this may seem like a negative (and it is), these numbers are still an improvement over recent years. In 2013, engagement for the US workforce was under 30%. A ten percent rise in just three years is very encouraging.

So why the rise in engagement? Is it a shift in performance management strategy, or advances in HR technology? Gallup feels that shifts in engagement depend on "factors related to an organization's performance management and human capital strategies". Other employment trends like unemployment and underemployment have an impact, so the current robust job market might be having a positive psychological impact on employees.

Note: If you don't have the time to unpack Gallup's full 2016 report, 34Strong has created this series of blog posts to help you digest the key learnings.

2) Performance Management Technology 2.0

In their latest report, *Predictions for 2017: Everything Is Becoming Digital,* Bersin by Deloitte is focused on how technology continues to change our lives and workplaces. The ubiquity of mobile devices means that we are always on, sending and receiving messages and accessing seemingly infinite media platforms 24 hours a day.

Technology alone cannot make people more engaged.

This tech revolution is also permeating the world of HR. Performance management has been gradually moving away from a focus on annual reviews, to real time feedback platforms. Over the past few years we have seen giants like Adobe, GE, and Microsoft make these transformations and that trend will likely continue. It is uncertain whether the annual review will disappear altogether, but it will at the very least be augmented by more regular communication between employees and managers.

In the coming year, more software companies will emerge that provide performance reviews, 360 degree feedback, pulse surveys, and OKR tracking (objectives and key results). Companies that know success is created by helping their employees succeed will be adopting these technologies.

3) Data Focused Management and HR

While we're on the topic of technology, let's talk about people analytics. This often takes the form of software platforms where employees are asked metrics-based questions. Productivity (performance relative to stated goals and objectives within a specified time frame) will now be measured and catalogued.

People analytics ranks among the top ten human capital trends this year.

Managers and other company leaders will review this data via dashboards. They can see at-a-glance performance numbers company-wide, and drill down to analyze teams and individual contributors. According to *Human Resources Today*, people analytics ranks among the top ten human capital trends this year:

In 2017, predictive talent models will help HR departments recruit and promote the right individuals into the right jobs.

This trend is especially helpful for larger teams, where managers and executives need to understand trends and aggregated data for hundreds or thousands of employees. Rich analytics and charts provide information on morale, performance and productivity to gain a deeper understanding of performance at all levels in an organization.

Technology is only half of the equation, and the question remains as to how it will impact engagement. Data viewed through a vacuum can be used to pressure employees to meet weekly goals and quarterly objectives, which can increase stress and actually lower employee engagement. But when this data is used to inform growth-oriented, mentorship conversations between employees and managers, engagement will likely improve.

4) Organizational De-structure

Based on their latest Human Capital Trends study of over 7,000 companies worldwide, Deloitte found that the vast majority of companies (92%) don't think that they are organized correctly.1

Many are shifting away from a top-down hierarchical structure to more horizontal or lattice type structures. The former exists to create individual teams for scalable efficiency, but today's markets are not optimized for those factors since rapid innovation has increased the speed and quantity of competition. You can scale a department via a hierarchical structure and then have your entire product offering supplanted by a crafty competitor.

Emphasis will shift from authority, hierarchy, and team individuation to allowing teams to work together in more dynamic ways. (We already see how there is crossover on sales and marketing teams where using testimonial language from customer advocates in marketing collateral helps sales teams to bring in new customers).

These shifts will impact employee engagement in a positive way by allowing people to be more effective at what they do and by seeing the impacts of their contributions. We know from studies in behavioral economics that people are motivated by seeing their contributions, which in turn increases job satisfaction and morale.

5) Human Performance Strategy Will Change

Bersin and his team predict a massive shift where basically every leader in every business will have to be focused on employee wellness. In the report referenced above, they share extensive data on how productivity and engagement has slowed, while the amount of hours worked has increased and vacation time taken has decreased.

Likewise, author and productivity expert, Tony Schwartz, has written extensively on the topic of employee burnout. In this post, he categorized employee engagement as a negative:

[T]oo often, it refers to employees who get to work early, stay late and remain connected at night and on weekends. That's a recipe for burnout, not enduring high performance2.

Bersin states the current strategy is to rethink the overwork problem by moving HR into a new role as "consultant in human performance". Instead of managing performance review processes, employee onboarding, and health & wellness programs, HR must focus holistically on how they can help people and teams perform better.

Are your people getting the support and coaching they need to do their best?

This reframe could easily transform the world of work from one where the inquiry is, *how can I get the most out of my people?* The new questions include: A*re people engaging in healthy habits? Are they getting enough rest? Are they supported and coached to do their best?*

6) More Recognition Programs

Gordon Tredgold, founder and CEO of *Leadership Principles,* shares that recognition is the key to employee engagement. That's a bold claim that he backs up with Gallup research:

Two-thirds of employees, who said they hadn't received any recognition in the last seven days, were twice as likely to say they would leave the company as the other workers when asked.2

Of course how recognition is delivered impacts how it is received. Is it specifically tied to work performed, or a baseless platitude designed to keep employees happy? How frequently is it given? Is it shared publicly across the team to amplify the impact? Is it accompanied by a tangible reward?

According to The Society for Human Resource Management, recognition ranks in the top 10 factors influencing employee job satisfaction. And according to PWC, how recognition is given *does* matter. 41% of millennials prefer to be rewarded or recognized for their work at least monthly, if not more frequently. Companies like Blueboard, O.C. Tanner, and our very own High Five feature allow for creative and frequent employee recognition and rewards.

7) Performance, Culture, & Engagement – Together!

Our CEO, David Hassell, has written at length about the importance of building strong company cultures, how to foster employee engagement, and how to manage employee performance.

Last year, David shared how organizations have historically thought of those three critical factors as separate and distinct. In the coming year, as performance management becomes more of a holistic practice, managers will consider them together:

The interplay of building culture, fostering high employees engagement, and focusing on performance management (namely vision, strategy, objectives, alignment and execution), is in essence an ecosystem that must be focused on as a whole in order to ultimately achieve high performance.

Consider the tactical, psychological and philosophical aspects of management all coming together. Tactics like data-focused management will work in concert with a focus on employee psychology to increase engagement, along with an emphasis on the philosophy of the cultural vision and core company values.

Why does employee engagement persist as a focal point for performance management experts and HR leaders? Because it is directly linked to other factors that matter to every business owner. According to Gallup, engaged teams show dramatically less employee turnover and absenteeism, 17% higher productivity, and 21% greater profitability.

For the coming year and beyond, technology will continue to permeate every aspect of our collective existence, both personally and professionally. But tech alone cannot make people more engaged (and in many cases it can be more of a distraction than a benefit). No, it will be the managers, human resource professionals and business leaders who have the greatest impact throughout an employee's lifecycle. They must ultimately make the people-centric decisions to create work environments where people are naturally inspired to bring their best every day.

-Sangara Lingam.C

I-MBA

Black Money- Stain on the Indian Economy

Money is a channel of transaction in any civilized societies all over the world. It is available today in the present world in two forms- apparent and hidden. The apparent form is legalised money by law and person holding it can used as per his preference and it is open for taxation, while hidden money usually referred as black money is illegalised money and the person holding it can used it as per his preference but is not open for taxation as there is no record of this black money available with the government.

When people generally think of black money they consider it as evaded, unaccepted money or illegally acquired assets or wealth made through accepting bribes and other acts which are morally depraved. But it is not limited to this only; it can be in any form like shares, bonds, real estate, shops, plot, cars, gold, silver etc. According to Global financial integrity (GFI), Russia is at the pinnacle with black money around 8 lakh crore, followed by China while India ranks third with 6 lakh crore in terms of total amount of black money moving out of country for year 2012. While as per 2014 GFI's annual report on illicit financial flow, the cumulative illicit outflow from developing country for the last decade from year 2003 to 2012 stands at around 430 lakh crore. In these ten years, the illicit money which has moved out of India is around 28 lakh crore which positioned it at fourth place and accounts for nearly 10 percent of total black money of developing countries, after china with 82 lakh crore, Russia with 64 lakh crore and Mexico with around 34 lakh crore

If we consider the present scenario of India, the purchasing power of rupees has dropped considerably, in other words there is all around price rise. Many factors are responsible for this, black money can be considered as one of the factors. Black money does this by creating a parallel economy, which directly helps the growth of massive personal taxation, in terms of different taxes. Now, if we consider a business then what usually the businessman do that they never show there actually earning, they either maintain a false record of their earning or do not maintain any record, as a result actual tax is never paid by them, which helps them to fill their own pocket and as a time passes so much money gets accumulated with them that it is impossible for them to show where the money has come or what is source of money. This money is the black money.

While shopping we never realise what is the consequence of not asking bill to the shopkeeper which results in thousands of crores of money of sales tax being unpaid by shopkeeper merely due to absence of bill receipt. To avoid this government has introduced Value added tax (VAT) where the sellers are taxed for the value added. But still the dealers' shows much less sales what actually is, thereby resulting in black money. While exporting it is believed that on an average of 20 percent the bill is inflated by dealers. This 20 percent share directly comes into the account of the dealers on which he pays no tax which together amounts for hundreds of crores of rupees every year. The other means of black money is illegal trading which includes smuggling of precious stones, gold, silver, brown sugar, narcotics and other valuable goods. The cost of these commodities are usually very high in domestic as well as international market and the dealing are illegal, hence it comes under black money category and all these smuggling are carried out or handled by international rackets. And usually this type of trading is carried out at borders despite having tight border securities.

In India, politicians which are popularly known for corruption have an assets worth crores of rupees of black money which is much more than there known income. These politicians while in power collect money mainly from big businessman for allotment of petrol pump, license for doing particular business like liquor shop, setting up SEZ etc. Cases are pending in courts against them due to these illegal activities but this yields no results and they move as free and respected person in the society, still aware of what illegal activities they are involved in. If we talk about the executive class which includes bureaucrats and other class of people out of which many of them are involved in illegal activities like bribery etc., also comes under the category of black money holder.

Black money is illegally acquired money whose sole purpose is saving tax. The government due to this every year loses around thousands of crores of rupees which can be used in any project or development which can benefit society as well as people. This black money can be used by the government to build new hospitals, schools, college which can lead to the development of the country. India being a democratic country which upholds the values of fairness and quality, such favouritism and pick and choose for bribery and gratification is against the principle of democracy

As a consequence, government of India is trying to bring back the black money and also dig out the names of the person who are involved in such heinous act. The supreme court of India (SC) has appointed special investigation team (SIT) to act as watch dog and monitor investigation in relation to black money, and this body would directly report to SC. This SIT team is trying hard to bring back Black money, but there are many hindrances in the path sometimes there are opposition from the government, sometimes the person holding the account is a renowned person and many other. So only Future can tell what will be the result, India will be able to bring back the black money or not until then we can just hope for the best.

-Divya Dineshan

I-MBA

Engage blog: top 10 HR blogs of 2016:

How fast time flies! Can you believe it's already 2017? Every time a new year rolls around, I like to reflect on the previous year. For Achievers and the Engage Blog, 2016 was extremely eventful. For starters, Achievers' Customer Experience (ACE) 2016 was a huge hit, with amazing keynote speakers, including famous journalist Joan Lunden and CNN commentator Mel Robbins. From the 50 Most Engaged Workplaces Awards Gala to a stellar lineup of speaking sessions, ACE 2016 brought together a Who's Who of top performers and thought leaders in the HR and employee engagement space. If you weren't able to make our biggest event of the year last year, no worries. We have the sizzle reel right here for you to watch! Stay tuned, registration for ACE 2017 in New Orleans opens in just a few short months.

Here on the Engage Blog, readers enjoyed a wide variety of HR topics in 2016. Trending topics ranged from employee turnover and talent management challenges to top company perks and thought leadership on the hot topic of employee engagement. To recap the hottest HR themes from last year, we've compiled our top 10 blogs of 2016. A must-read for HR pros – and employee-focused management of all stripes.

1) **30 Fun, Fresh Ideas for Employee Appreciation Day – Or Week!** Do you know when Employee Appreciation Day is? Officially, it's the first Friday in March. But because we love employees so much, we celebrate them that whole week! Regardless of whether you celebrate it for a day or a week, it's the perfect time to show your employees some love. To help you celebrate in style, we shared a list of fun ideas to help spread employee appreciation across your entire organization – including how to enhance wellness perks and boost employee recognition.
2) **4 Ideas For Celebrating Employee Anniversaries** Show your employees how much you value their work and dedication by celebrating employee anniversaries. By observing major milestones, you are demonstrating employee appreciation and encouraging employee recognition. Yearly work anniversaries are no longer limited to just a mug with a "Congrats on Your 1-Year!" sticker on it. Discover new and refreshing ideas for celebrating employee anniversaries.

3) **Top 5 Best Company Mission Statements**
Does your company mission statement resonate with you? Company mission statements are meant to align an organization's employees to a clear, primary purpose. If your company mission statement lacks luster, your organization as a whole might suffer. Find inspiration for your company mission statement by checking out our top five list.

4) **3 Biggest Talent Management Challenges for 2016**
Did you know only 39 percent of employees are "very satisfied" with their jobs? Why is this and what can you do about it? Sometimes employee dissatisfaction starts with management. It goes back to that famous saying, "Employees leave managers, not companies." It's a manager's responsibility to help employees love their jobs. Discover three major talent management challenges and how to address each.

5) **4 Signs An Employee Is About to Quit**
Employee retention is vital to maintaining company morale and reducing high turnover costs. It's been estimated that employee attrition can cost six to nine months' worth of a departing worker's salary. Learn how to retain great talent by understanding why employees quit and monitoring for signs that they may be planning to leave.

6) **5 Keys: How to Become an Inspirational Leader**
Don't settle for average leadership. Learn how to motivate your team and become an inspirational leader. Marci Peters, Achievers' Director of Customer Service, shares insight from her 20+ year career in customer experience and reveals five keys to unlocking the inspirational leader within.

7) **Top 3 HR Trends for 2016**
What were the top three HR trends from 2016? At the start of 2016, we said it would be the increased use of data analysis, revamped performance management processes, and a shift in employee learning and development opportunities. Were we right? Rediscover the top HR trends we believed would carry forward into 2017.

8) **Characteristics of a Good Manager: What Can and Can't Be Taught**
Good managers can make all the difference for a business and its employees. Can someone be taught to become a good manager, or is it something you're born with? We share what we believe are some of the inherent qualities that contribute to making a great leader, along with characteristics that can be taught.

9) **The Best New Employee Engagement Ideas for 2016**
Engaged employees perform 20 percent better than others. Start boosting employee engagement with new approaches in the workplace, including gamification, weekly open “office hours” for employee feedback, and tools to empower brand ambassadors. Access our list of employee engagement ideas to help motivate employees to reach their highest potential.

10) **Which Company Perks Attract the Best Talent?**
Who doesn’t like a list of the best company perks? Top notch benefits and perks can be an essential hiring tool and serve as your company’s competitive edge to stand out from the rest. From paid time off to wellness programs, we reveal which company perks attract the best talent.

11) As we enter the New Year, let’s remember that great customer experiences start with a great employee experience. And it shows up in the bottom line too! According to Gallup, companies with highly engaged workforces *outperform their peers by 147% in earnings per share*. Start by focusing on employee happiness, and you’ll soon see a positive ripple effect across your entire business.

Happy Employees = Happy Customers = Stronger Business Results

Here at Achievers, we want to take this opportunity to say “Thank you!” to our readers. We appreciate you taking the time to read and share the articles we put a lot of thought and love into creating, and we look forward to bringing you more great HR content on the Engage Blog in 2017. Keep a lookout for new guest blogs from top HR influencers and powerful insights surrounding employee engagement, leadership, work culture, rewards and recognition, recruiting and hiring, employee retention, HR technology, and more. Cheers to 2017!

-Athira.E.V

I-MBA

The Top 10 Proven Ways To Boost Employee Job Satisfaction:

What matters most to your employees?

That was the question we posed last year in this blog post based on The Society for Human Resource Management's 2012 Employee Job Satisfaction and Engagement Report. We were shocked to learn that topping the list of factors contributing to job satisfaction were (1) communication between employees and senior management, and (2) relationships with immediate supervisors.

Better relationships and communication with leadership are right up there with benefits and compensation!? Yep! Today's employees want some very basic things – to be treated like people and acknowledged as valuable members of the organization. And according to this year's SHRM Report, the results are even more astounding.

The New Workplace

SHRM's study of 600 US employees conducted in November 2014, found these 10 factors topped the list of those that influence overall employee satisfaction and engagement in the workplace:

1) Respectful treatment of all employees at all levels

2) Trust between employees and senior management

3) Benefits overall

4) Compensation/pay overall

5) Job security

Want to discover how your employees really feel about their work? Click here.

6) Relationship with immediate supervisor

7) Opportunities to use skills and abilities in your work

8) Immediate supervisor's respect for employee ideas

9) Organization's financial stability

10) Management's recognition of employee job performance

Compensation, benefits, job security, and financial stability come as no surprise. What is surprising is that respectful, trusting relationships are even more highly valued than paychecks and dental plans.

How can managers create more respectful, trusting relationships with employees?

CLICK TO TWEET

Let's unpack several of these factors which, taken together, indicate a shift in the American Workplace. Managers need to start asking themselves (if they aren't already), How can I create more respectful, trusting relationships and recognize employees for the great work they do?

R.E.S.P.E.C.T.

It's not just for Aretha Franklin.

The word is based on Latin and means to look back upon. In other words employees want to be seen and recognized, not just be treated like a cog in the machine or worse.

In the dying command and control paradigm, employees are viewed as assets and are intentionally or subconsciously seen as less than whole. Managers demand performance or information so that they can make decisions that influence business growth. But how often do they thank those individuals for their contributions, or empower them to make the decisions themselves?

Employees want to be recognized, not just be treated like a cog in the machine or worse.

CLICK TO TWEET

The wording and weight of this factor is significant. 72% of respondents value respect for "all employees at all levels". Employees expect to be treated with respect and demand to see leaders treat everyone at the organization that way.

The impact of poorly treating any employee, is felt by all. These types of behaviors create toxic environments where nobody feels safe. It’s like going out with someone for the first time who is extremely nice to you but rude to the waiter. This behavior sets off red flags about who the person really is and begs the question, How long will it be before I am treated poorly?

Some managers may think that compensation and benefits rank high enough on the list that employees will put up with disrespect and distrust as long as they have their basic needs met. Take note that job security is sitting at #5, way below “trust” and “respect”. A company’s best and brightest could be willing to leave if they are disrespected or if the work environment is unhealthy.

The impact of poorly treating any employee, is felt by all. These types of behaviors create toxic environments where nobody feels safe.

The Speed of Trust

According to the SHRM study, organizations that lack trust between their employees and upper management often develop adverse working conditions. If management does not support its workers, suspicion may arise, resulting in a less than productive workforce. Apprehensive employees may feel the need to withhold information or use other tactics to gain leverage.

People who participate in relationships which lack trust are always on edge. Communication is stifled and bottlenecks can form. Managers are unable to gather information on what is really going on. Before long a stressful environment is created that drains employee energy, and is a leading factor in decisions to leave the company.

Conversely, trusting relationships are a boon for everyone. Stephen M. R. Covey explains in his book, The Speed of Trust, that the speed at which people grow their business is directly proportionate to the time that they invest in creating trusting relationships: High trust is a dividend; when it goes up you’ll find that everything happens faster & cost goes down. It’s that predictable.

Leaders set the example by always being open and honest and infusing transparency into all aspects and all levels of the business. They can even share their own goals, progress, and failures to create a culture of open communication. Then employees feel emboldened to take risks, knowing that those risks will either pay-off or result in respectful and constructive criticism.

The speed at which people grow a business is proportionate to the time invested in creating trust.

CLICK TO TWEET

Immediate Supervisors

HR has its place in terms of handling paperwork and benefits, or providing guidance to managers in the areas of people and performance management. Ultimately it is the immediate supervisors themselves who need to own these relationships. Two of the top ten factors on the list involve supervisors directly – employees want solid relationship with managers and want to be respected for their creative and innovative thinking.

When employees feel these strong bonds of trust, they will share issues openly instead of sweeping them under the rug. And when leaders create safe environments, employees will be far more likely to generate innovative ideas more often.

A proven method is for managers to have regular constructive discussions where they solicit employees to share their challenges, achievements, and ideas. Managers who have regular conversations with employees can more easily provide feedback on performance. Over time, a communication rhythm will develop where employees know they can turn to their managers for anything. When employees feel these strong bonds of trust, they will share issues openly instead of sweeping them under the rug.

And when leaders create safe environments, employees will be far more likely to generate innovative ideas more often. According to SHRM, appreciation for employees' ideas is also significant to workers' sense of belonging. Furthermore, those directly working on the day-today challenges of the job may generate the most effective ideas.

Recognizing Performance

SHRM collaborated with the National Center for the Middle Market, to investigate HR professionals' opinions of their organizations' performance management systems. In comparison with other business issues, the majority of HR professionals reported performance management was a top priority. Yet only 2% of HR professionals deemed their organization's performance management system worthy of an A rating!

15Five's Guide To Creating High Performing Teams responds to this deficit in performance management:

People are driven by extrinsic motivators like recognition and compensation, or the intrinsic achievement of mastery. Managers who openly acknowledge employees for who they are becoming, empower them to do their best work and encourage them to step into expertise or leadership roles.

When managers highlight the strengths of people at a company, those people are far more engaged, productive and creative. There are clear and measurable positive impacts to the bottom line.

Yet the highest level of personal fulfillment is attained when people become something better. That's when your employees' focused work has led to a position of mastery, and you're telling your employee that, beyond having performed well on a task or having increased revenue, you see this transformation in him or her.

When managers highlight people's strengths, those people are far more productive and creative.

-Karthick.M.S

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Anna university Rank Holders 2014-2016

D.PARVATHAVARTHINI

13th RANK

P.ANUSUYA

42th RANK