

The mountains are the last place where
man can feel truly wild

– By Yash Dodia BBA Sem– 1, UWSB





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FROM THE DEAN'S DESK

– By Dr. Deependra Sharma, Prof & Dean–UWSB

It gives me immense pleasure to present the first issue of our newsletter before you at the beginning of the New Year 2021 christened as the YEAR OF HOPE. On behalf of the entire UWSB, I wish that this year brings lots of accomplishments, peace and health to each one of us and also our Karnavati University scales new heights.

The entire team at UWSB strives really hard to transform our young students into the business leaders. We work relentlessly to help the students identify their true potential and then walk side by side with them to ensure that the desired goal is accomplished. They are told that to be effective executives they need not be like stereotypical leaders. Harry Truman, one of the most successful leaders in the USA is a perfect example of a successful leader without charisma. Rather, successful business leaders vary in their characteristics, from being extrovert to being reclusive, from being relaxed to being authoritative or from being liberal to being parsimonious. But, there is one thing common in all i.e. their EFFECTIVENESS in their respective works.

Now, comes a million dollar question- what does it take to be an effective executive?

According to Peter Drucker, effective executives follow several practices that enable them to acquire the knowledge they need, convert this knowledge into effective action and make the whole organization feel responsible and accountable.

In this edition, I will speak about one such practice and it is an act of getting the 'knowledge' required by an executive about the work to be done. Accordingly, she enquires "what is required to be done?" Here, as an executive, it is not important "what you want to do?" but asking –what needs to be done. This needs to be addressed with lots of seriousness as it is a very crucial practice. Not knowing what needs to be done will make even the ablest executive ineffectual. For example, Jack Welch wanted the overseas expansion of GE when he joined as CEO but he realized that the need of

the hour was to get rid of GE businesses that can never not be number one or number two in their industries. He was able to identify it because he followed the practice of asking what was required to be done and not what one wanted to do.

The answer to "What needs to be done?" mostly every time carries more than one urgent task. But an effective executive does not 'fragment' herself. She focuses on one task at a time (if at all possible) and at maximum she may take two tasks at a time. I believe that handling more than two tasks at a time will make an executive ineffective. Hence, after identifying 'what' needs to be done, an effective executive sets her priorities and then follows them religiously.

Interestingly, any effective executive after the completion of the original most urgent task, reorganises the priorities rather focusing on to number two task from the initial list. She asks, "What must be done NOW?" and surprisingly, this generally leads to new and different priorities. Also, to be a successful executive, she should ask herself about two or three tasks that she herself is best fit to perform and then concentrate on them while delegating remaining tasks to others.

Next question that an effective executive throws at herself is asking-"Is it the right thing for the organisation?" She does not enquire if it is right for the owners, the share value, the employees, or the officials. Although asking all such questions is not a guarantee of the correct decision. Even the most brilliant executive is just a human being and thus prone to err and preconceptions. But failing to ask such questions is a sure recipe for taking the wrong decision.

So don't shy away from asking questions!

STAR STUDENT OF THE MONTH — DECEMBER 2020

– By Shweta Pathak, PGDM Semester 2, UWSB

Many students have taken to clicking pictures during the lockdown and even turning it into a hobby; very few nurture the hobby further. Our star student from PGDM Semester 1, Shweta Pathak has nurtured one such dream from her teenage years and has come a long way to excel it. We asked her a few questions that could inspire other students to follow their dreams in similar fashion.

1. Describe the memories of the very first photograph you clicked.

I clicked my first photo when I was 16 years old and was attracted towards flowers in my garden. Their beauty attracted my attention and the calmness; the feeling was very beautiful.

2. Do you plan to take photography as a choice of career?

Yes, I am planning to pursue my career in photography if I get any chance in future. I am working on some projects I enjoy and of course maintaining my social media pages with some of my work.

3. What do you usually enjoy clicking away the most?

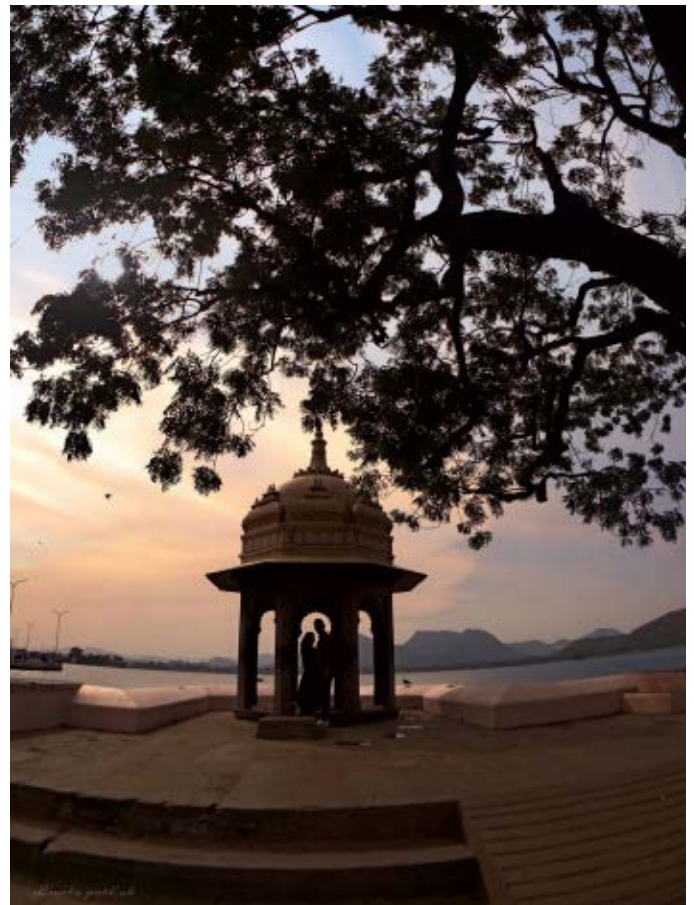
I usually enjoy clicking Landscape and Architectural images the most.

4. What camera do you use? What camera will you suggest for the beginners or enthusiasts?

I usually use my mobile camera, Honor 6x. I would suggest beginners and enthusiasts explore their passion for photography with their high resolution phones first and then go for a costly camera... till then they can develop their skills using whatever cameras they have.

5. Which one is your favorite photograph till date and why?

Water splash is my favorite photograph because in that photo I used manual mode for the first time. Before that I used to click in auto mode only.



6. Have you won any photography competition or got featured? Shared the details.

I haven't participated in any photography competition yet but got featured on many Instagram pages such as @Imperial.rajasthan , @india.beats ,@bhaarat.chitra , @clickersindia , @hindustanblog @chittorblog , @instaudaipur , @Apna._jainpur, @yesindia , @indianedition.co @thechittorgarh

7. Does photography calm you? How has it helped you grow as a person till date?

Yes, photography helps me in dealing with stress and boosting up my mood. Photography is what I love to do the most, it makes me think creatively and work productively as well as develop practices such as patience and focus. Photography gives me a vision to see everything differently in a more beautiful way.

8. What would you suggest to students at KU who want to improve photography skills? Some tricks or tips?

I suggest, they practice more and more to improve their skills and also to come out of their comfort zone and try to explore more of our beautiful mother nature. Also not to rush towards investing in costly cameras in the very start but to focus on composition and framing of photographs. Take some time to visualise the view, feel it then try to click in different angles.

9. How do you keep updating your art? Do you attend workshops or watch videos for it?

I used to explore various Instagram photography pages and get various ideas through those pages and try those tricks and tips in my ways. I don't attend any workshops but used to see Youtube videos sometimes.

10. What apps would you suggest to amateur photographers?

LightroomCC, Snapseed, Picsart



HOBBY SHARE

– By Vivek Ahir, BBA, Semester 4, UWSB



CHALLENGES FOR INDIA INC TO BOUNCE BACK AND MAKE PROFIT

– By Dr. Tushar Panigrahi, Associate Professor, UWSB

Indian Economy had witnessed a sudden 23.9 percent shrinkage in the first quarter of the financial year 2020-21. It certainly poses problems with pessimism around the corporate world which is very hard to believe that the Indian economy would bounce back within the next two years. The same happened as not surprisingly, the books of almost all companies were splashed deep in red when the first quarter result was declared.

After the complete washout in the first three months of the fiscal, expectations ran low for the second quarter. As the lockdown was lifted in stages across the country, companies faced significant supply-side challenges in restarting their operations. Demand outlook wasn't rosy either. Hit by job loss and pay cut, consumer confidence was at its lowest — especially in the urban centres. This had a direct bearing on demand which was, understandably, slow to pick-up. But when the companies announced their Q2 results, they surprised everyone

Analysis of 3,827 listed companies by this newspaper revealed that revenues grew by 37 per cent in Q2 vis-a-vis Q1 (on a sequential basis) and on a year-on-year basis it declined by just 6.7 per cent. Nothing surprising here. As the economy opened up, demand returned and the topline recovered. What stumped analysts and others tracking corporate performance was the profit number. It jumped by 470 per cent sequentially and 39 per cent on a year-on-year basis. This shows the government's efforts and the financial stimulus has resulted in the revival of the corporates. It looks like the Indian economy revived faster than expected in the second quarter with the step-by-step unlocking of the economy.

Left with an uncertain demand outlook and low capacity utilisation levels, companies attacked what was in their control — costs. Aggregate operating profit rose by as much as 42 per cent in Q2 compared to the earlier quarter as operating mar-

gins improved by three per cent. This came about due to lower raw material cost, aided by fall in global commodity prices. Significant savings in power, fuel and freight costs were also achieved as the companies rationalised their output and distribution.

For instance, cement players saved a lot on freight by moving their goods by rail (yes, rakes were available) rather than by road. Advertising expenses were also trimmed and in some cases, slashed. FMCG and telecom companies cut advertising spend by three per cent and seven per cent respectively.

Fixed cost was not spared either. Rents were renegotiated and salary cuts were implemented across the board. Many companies even retrenched people in large numbers.

That apart, India Inc also benefited from a lower interest rate regime. The sharp cut in repo rate by the RBI in a bid to stimulate economic recovery meant that the cost of debt fell by 7.5 per cent. Nevertheless, companies still chose to de-leverage their balance sheet.

With a capacity utilisation averaging 59 per cent and little scope for expansion in the next couple of years, many companies have chosen to repay their debt. Good news is that this is not restricted to just



financially strong companies. According to a Credit Suisse report, debt levels of stressed companies (those that have incurred loss in the last couple of quarters or have an interest coverage of less than one) have declined by 37 per cent from ₹23.8 lakh crore in June 2020 to ₹15 lakh crore in September 2020.

Difficult to replicate

A commendable performance indeed by India Inc in Q2. But this defensive strategy of cutting costs has its limitation and companies will find it extremely difficult to repeat that performance in Q3. While scope for further cost cut is minimal, some of the gains may well get reversed. Global commodity prices have started to firm up and, in many cases, are exceeding the pre-Covid levels. This should push up the raw material costs for most manufacturers. That apart, employee costs will also rise as salary cuts affected earlier have been restored. As truck utilisation level improved, freight rates started moving up. Fuel prices too are inching up.

On the revenue front, Covid-19 has set the volumes back by many years for the industry. Take the case of the automotive sector. Its volumes in FY21 are expected to be around the same level as FY10. Other sectors may not be this bad but their absolute volume recovery to pre-Covid levels will take time.

So if India Inc wants to see some real growth, it needs to get aggressive. It should shed its reticence and take risk. It should not wait for ideal conditions to emerge for investing in growth.

The US-China trade war and the re-alignment of global manufacturing capacities that it has triggered is a good place to start. Indian companies should, keeping aside its challenges in the domestic market, move quickly to grab that opportunity. Many companies, across sectors, are already seeing an increase in RFQs (request for quotations) and even orders from global players who were hitherto sourcing from China.

Companies that see an opportunity here should take the plunge. The government, on its part, has already reduced the corporate tax rate to 17.01 per cent from the earlier 34 per cent for new manufacturing companies incorporated after October 2019. This levels the playing field to a large extent. The production-linked incentive scheme launched by the government for 13 sectors involving an outlay of almost ₹2 lakh crore can be used by companies to focus on backward integration and strengthening of their supply chain. This applies to pesticide, pharma, electronic and white goods manufacturers who import a lot of their supplies. Textile companies can make use of this scheme to shore up their competencies when it comes to man-made fibre textiles — an area India is traditionally weak.

Acquisitions route

Companies can also look at acquisitions. Covid-19 has been harsh on smaller and medium-sized players when compared to bigger players. This opens up opportunities for acquisitions both within India and abroad. While it is true that overseas acquisitions in recent years have not exactly worked well for Indian companies, that should not hold them back for targeted takeovers that give them access to specific technologies or markets. India cannot become a global manufacturing hub without the industry taking risk. The window of opportunity that has manifested now will not remain open for ever. If India Inc does not move fast now and remains content cutting costs, the country would end up missing the global manufacturing bus yet again.



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