



# PROFESSIONAL WOMEN FORUM MEMBERSHIP 2019

**INDIVIDUAL MEMBERSHIP**  
Membership Fee - ₹3540/-

Including Initiation  
fee ₹500/- & GST @ 18%

**REGISTER  
TODAY**

## BENEFITS

- 1 50% discount on Women Leadership Conclave scheduled on Saturday, September 21, 2019.
- 2 Free IMA evening programs
- 3 Discount on Club House at IMA International Management Conclave.
- 4 One complimentary workshop during the year.

For more details  
**Ms. Abhya Yadav - 8889996138**  
ima@imaindore.com | www.imaindore.com

For private circulation only

# INDORE MANAGER

VOLUME XXVIII | ISSUE 2 | MAY-JUNE 2019  
THE BI - MONTHLY MANAGEMENT MAGAZINE

PRICE ₹50

ISSN 2278-7852



## Happiness Quotient

Take a moment to ask yourself, which happiness are you seeking? We're all too busy, and driven to turn down opportunities to constantly feel happy. A healthy emotional dimension will allow us to be self-assured, confident and understand others' emotions. A gentle reminder to self, a little throwback to the past achievements can work wonders in bringing back the happiness at the workplace. In this issue of Indore Manager, let's understand how a conscious effort can boost our Happiness Quotient from within, and exude happiness around us.



Editorial Message

Enter the cyberspace and you will find that arguably there are more quotes on happiness than on any other concept. You will find Mahatma Gandhi saying “Happiness is when what you think, what you say, and what you do are in harmony”, The Dalai Lama XIV saying “Happiness is not something ready-made. It comes from your own actions”, and Abraham Lincoln saying “Folks are usually about as happy as they make their minds up to be”. However, then you will also find Ernest Hemingway saying “Happiness in intelligent people is the rarest thing I know”. Yes, this subjective, relative and even elusive concept of Happiness is 'in and on' everyone's mind. And with work occupying a major chunk of one's life and mind-shelf, this concept had to enter the domain of profession. Thus you see multiple approaches like Martin Seligman's 'positive psychology' and Mihaly Csikszentmihalyi's 'flow' navigating us through the workplace apparatus towards this ultimate goal of life. To give you more to think & discuss on this theme, we bring to you this issue of Indore Manager on the theme 'Happiness Quotient'. We hope you will enjoy what it offers.

Editorial Team  
Indore Manager



President’s Message

Happiness begets happiness.  
All our actions since the time we are born are directed towards just one thing - Happiness.  
The ultimate goal of life is to be happy and it all depends on how much one values this aspect at every stage one is passing through. "Happiness Quotient" is not the result of a single factor but an effective and objective balance of Emotional, Social, Physical, Intellectual, Occupational, Environmental & Spiritual Happiness.  
The Indore Manager in your hand has been splashed with articles, insights & anecdotes on being happy and beyond. It will demystify how to prioritize happiness through inner conscious effort with overflowing happiness around us.  
It gives me immense pleasure to share that Indore Management Association is the prestigious Winner in "Best LMA - Category III for 2018-2019" of AIMA's Best LMA Award Contest. My heartiest congratulations to all the members, IMA Team and to each and every person associated with Indore Management Association.  
This year IMA has taken another unprecedented initiative of the Women Leadership Conclave. The conclave is scheduled to be held on Saturday, September 21, 2019 and will provide an opportunity to interact with the women achievers from all walks of life. I request you all to please block your diary.  
I hope all readers give their inputs in creating a more dynamic Indore Manager. Kindly drop in your suggestions in the journey of excellence.  
Wish you happy reading ...

Sincerely yours  
**Akhilesh Rath**  
President IMA  
Managing Director  
Savitt Universal Ltd.

Editorial Board & Team IMA

**Associate Editor**  
Dr. Sandeep Atre  
  
**Joint Editor**  
CA. Navin Khandelwal  
  
**Editorial Board**  
Ms. Chani Trivedi  
Prof. Siddhartha K. Rastogi  
Mr. Rakesh Jain  
Mr. Ashwin Palshikar

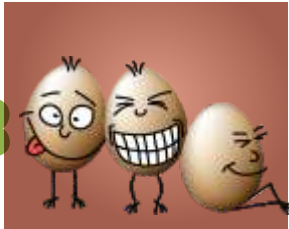
**IMA Secretariat**  
Mr. Jagwant Singh Mangat  
Ms. Harshita Tiwari  
Mr. Jaykant Pandey  
Ms. Kratika Jain  
Ms. Abhya Yadav  
Mr. Prakash Mehra  
Mr. Devilal Purohit

**Designed by**  
VB&A  
  
**Join us on**     
**Twitter:**  
<https://twitter.com/IMAIndore>  
**Facebook:**  
<https://www.facebook.com/groups/imaindore/>  
**Instagram:**  
[https://instagram.com/ima\\_conclave/](https://instagram.com/ima_conclave/)

**Indore Management Association**  
Jall Auditorium, 56/1, South Tukoganj,  
Indore - 452 001.  
(T) +91-731-2512544-45, 4069545.  
(F) +91-731-2528680  
(E) mail@imaindore.com  
(W) www.imaindore.com



Happiness lies within us.



Fuel your happiness: three things happy people do



Destination Happiness @ Life Looking back on Nostalgic Journey



MEASURING HAPPINESS - FROM COUNTRIES TO CORPORATIONS



Raise Performance Bar for Yourself



How businesses can tackle the problem of poor communication



SUFFERING FROM ANXIETY? LEARN TO SIT PROPERLY!



Don't do Social Media Marketing, IF-

YES, I would like to subscribe to the Indore Manager.

Enclosed is Cheque/DD No.       Dated        
Bank Drawn \_\_\_\_\_

Please write your name and address on the reverse of the Cheque/DD. Demand Draft should be payable at Indore favouring "Indore Management Association" for ₹500 for 6 issues.

Name \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Pin        
Phone \_\_\_\_\_ Email \_\_\_\_\_

Please fill this order form and mail it with your remittance to Indore Management Association.



It's broadly accepted now that we do our best at work when we are happy. It sounds simple but happiness comes in many forms. It's as individual as you are and is significantly influenced by the culture that shaped you.

Happiness is a state of well-being. It often gets used synonymously with feeling positive but we know there are a lot of discrete, nuance positive emotions. For example, there's pride, passion, interest and joy. Happiness is used as sort of a gestalt, an aggregate of where we're at in life.

In the workplace, what makes each individual happy is different. Do you want to be peaceful and calm at work and to have stability and security? Or are you a person that needs novelty and constant curiosity? Do you need to have something that you feel good about and recognized?

Happiness is also more than identifying these motivators, for these can change at different times. So as well as the 'what makes me happy?' there's a 'when am I happy?' question to answer. The 'when' is influenced by what else is going on in people's lives. They could be really happy at work but not at home or unhappy at work and content at home. Overall, it's whether the positive experiences outweigh the negative feelings that will define when we are happy.

## MAKING PROGRESS ON OUR

# HOW TO BE HAPPIER AT WORK

## GOALS MAKES US HAPPY:

Research shows that happiness typically comes to those who are making progress toward or are achieving meaningful goals. We have life goals, family goals and work goals, and if we're making progress on any of those, then we're usually happy and if we're not, then we're not usually happy in that particular domain.

This can present a challenge for organizations. What usually makes goals meaningful is that they are challenging and serve a higher purpose. However, by definition, this means that such goals will be more difficult for employees to make progress on or achieve. Organizations must constantly balance enabling people to make stable progress on existing goals while challenging them with new goals in order to help provide favorable conditions for happiness at work.

Individuals must also be mindful of how they pursue happiness. Often people can get stuck pursuing happiness like they would pursue perfection. What can happen is that happiness becomes an outcome that is always on the other side of accomplishing the next goal, and therefore, happiness is rarely achieved. Because we're always adding new goals and pushing our goals to the next level, if we wait to be happy only when we accomplish our goals, we will miss out on many moments of happiness. Thus, pursuing happiness is a noble and worthwhile cause as long as you know it's the process of being happy that often matters more than hoping for a particular result to make you happy.

Recognizing this can give you back control over your happiness. You can define what that looks like for you and enjoy the process. Enjoy the winding path and ups and downs of your journey as opposed to just allowing your outcomes to drive your happiness for you. Everyone fundamentally can be happy. Instead of seeing unhappy periods as a bad thing, see it as part of the process.

## HOW ORGANIZATIONS CAN HELP PROMOTE HAPPINESS.

Of course, we're not always going to feel happy, we're not always going to make progress, and we're going to have failures. Individuals and organizations need to understand that a big part of happiness is recovery. Being happy isn't just about how long you can sustain happiness for, it's about how quickly you can recover and get back to a positive state after a setback.

This is something that organizations can help with. In creating space or capabilities for people to recover from negative experiences or setbacks, they promote a more resilient, and ultimately happier, workforce. Organizations with very supportive cultures that understand that humans have complex needs and emotions are better at creating that space and support. For example, some organizations develop high trust with employees and give them the flexibility to take off time when they are struggling. Others rely on supportive colleagues and leaders who help transform their co-workers' negative experiences into more positive, optimistic outlooks. However, many organizations fail at these recovery capabilities; essentially they want people to be happy but they don't want to have to work through problems and setbacks to do that.

The risk to organizations that don't recognize unhappiness as an inevitable part of the process can burnout its employees. In my research on emotion climates at work, I have found that teams with more open, supportive environments for sharing authentic feelings have greater viability and creativity because they work through negative experiences as opposed to avoiding or suppressing them, which the latter usually leads to more tension and aversive states.

Keep in mind that these recommendations aren't to suggest that organizations must attempt to fix peoples' lives and turn management into counseling; that's something that needs highly-skilled and trained facilitators. However, the middle ground and simple place to start is supporting people's workplace experiences and understanding how they are doing on an ongoing basis. If something's wrong, it could be a simple fix or a more systematic issue, but if you don't explore it, you don't know. It is helpful for leaders to understand the differing motivators and emotions of their employees.

Technology is also helping leaders and organizations to better understand their employees' internal experiences and states of mind. For example, a company called Butterfly helps companies track indicators of employees'

happiness and engagement at work. Weekly or monthly, they send out short questionnaires that identify important factors to workplace engagement, such as: How is your work/life balance? How's your role clarity? How is your opportunity to grow? The responses are anonymised and given to managers, who then use the information to follow up and address issues that surface. Such tools help create habits and routines for managers to check in with employees and provide a system and structure to address their concerns. Many good managers and leaders are very well-intentioned, but they often get so busy with their own responsibilities that they can forget to conduct simple check-ins with followers that are often critical to satisfying their needs.

## RECOGNIZING THE DIVERSITY OF HAPPINESS

Where we can also influence how we define happiness. Different countries can have different norms about what's expected in terms of emotions from each other. In the US, what people label happiness is often the high energy, positive emotions such as interest, excitement, passion, or optimism. Those who are calm and happy may even be regarded as being unenthusiastic. In other parts of the world, such as European countries and parts of Asia, people can prefer more calm and neutral pleasant states. Therefore, both country and organisation-specific values matter in defining one's happiness.

Given such differences, an important question comes into play here regarding emotional authenticity: what if we're just more open and accepting of people's differences in their emotions as opposed to shunning people who do not feel or express what is normally preferred? Research in this area, including some of my own, is starting to show that organizations and teams that adopt such authentic emotion climates can increase engagement by allowing people to be their authentic selves instead of requiring them to constantly manufacture fake emotions. Some scholars even go as far to argue that emotional authenticity is the more humane and just approach to managing emotions in the workplace, especially when compared to other management traditions that require employees to be happy and upbeat and to avoid or hide any negative feelings.

Instead of socializing people's happiness to the organisation, can we have organizations that are more open to the moulds of individuals' uniqueness, talents, personalities, and what makes them happy. It's certainly challenging, because that means more differences and these are more difficult to manage. But it also means potentially greater engagement and creativity, and those components of the workplace are really going to drive the future.

Author: **Michael Parke**, Assistant Professor of Organizational Behaviour

<https://www.london.edu/lbsr/how-to-be-happier-at-work>

"Those who let things happen usually lose to those who make things happen." - Dave Weinbaum

# Happiness lies within us.



We keep looking for happiness in materialistic things - a big house, fat income, high position, big car and exotic vacations. And even after having all these, you may remain unhappy. At the same time, a person with very meagre means, not even sure of next meals may be quite content and happy.

Actually, happiness is a function of the gap between your expectations and the degree of their fulfillment. The larger this gap, the more unhappy you are. So, in order to be happy, we must strive to be in charge of this gap. Manage your expectations in the range of your ability to achieve them.

Now, it is easier said than done. The expectations can be endless- from wife, parents, children, boss, customers, government, system, infrastructure, whatever. And above all, your own expectations. If things don't happen as you expect, you are unhappy.

The solution lies in managing self. Shrimad Bhagwat Geeta provides a simple answer - You must act, that is your duty and right, but

you have no right over its fruits, the outcome. If we can imbibe this truth, we are sure to be happy.

People tend to blame external environment for their unhappy state. Somebody undeserving promoted ahead of me, we lost the order because the competition played dirty, I could not clear CAT because I did not get good coaching etc. The list may be endless. But the truth lies in the realization that I am hundred percent responsible for whatever happens to me.

Being happy is a matter of practice and habit. The moment you get an unhappy feeling, count your blessings, count, what you have which many others don't have, and you will find several reasons to be happy. Make happiness your trademark. A permanent fixture on your personality.

It is possible.

**Mr. Prafulla Nilosey**  
Retd. V P H R ,  
L&T/Retd.CEO



We spend most of our waking hours at work - an average of 47 hours a week in the US. We're working for longer - half of us will work beyond their mid-sixties, according to a 2015 Gallup survey. Are we happy? Globally, 87% of employees are less than fully engaged, according to Gallup's 142-country study on the State of the Global Workplace.

If you employ or lead people, you want them to be happy too. A happy, engaged employee is a productive employee.

But the sad reality is that true, meaningful happiness often eludes us. Many modern workplaces exemplify this. At one retailer, the chief executive sometimes downs vodka shots with his interviewees. If you get in, on particular days, you can dress as your favourite animal. If you're still down in the dumps after donning your squirrel outfit for your KPI review, you can go see their full-time chief happiness officer.

Despite corporate efforts, most of us still don't like our jobs. Forced fun doesn't work. 'What work is activating our best selves.' What does that mean? Put simply, when you're at your best, you live up to your fullest potential. You're more resistant to stress and disease. You're better at creative problem-solving. You perform well under pressure and you have stronger relationships with your friends, families and co-workers. Of course, we're all different, and so is the potential we possess and work towards. Still, there are universal traits of happy people.

### They play to their strengths

If you're working more than 40 hours a week, work is better described as life. As I wrote in my book, *Alive at Work: The Neuroscience of Helping Your People Love What They Do*, a friend once told me, "Sure work sucks... that's why they call it work." But happy people have a habit of incorporating what they're good at and what's meaningful to them. People who feel they can play to their strengths at work are more energised, feel a greater sense of purpose, and are less likely to quit. To be clear, strengths-based work does not mean that you think you don't have weaknesses to work on. We can always improve, and it's wrong-headed to assume that your past successes will ensure future wins. In other words, happiness doesn't have to be a competency trap. The point is that some people focus on using their signature strengths a little bit every day, instead of placing limitations at the centre of their focus, which activates positive emotions and creates personal energy.

If playing to strengths works so well, why isn't it more common? The way we work today is largely based on a model that was invented alongside the industrial

revolution. When working in large organizations became more common than farming, management made jobs very standardized and well-defined. Employees were told exactly what to do and when and how to do it. This allowed for quick scaling up of the labour force, and control over the work process. Today, the demands on organizations are changing so fast that employees must be flexible in order to stay relevant. Employers need and expect constant innovation. The people at the top who write the job descriptions might not be the best people to write them anymore. The best people to craft roles - shape them, challenge them, reinvent them - are often employees themselves, because they are closest to the work.

A while ago when I was teaching a group of leaders I met Charles, whose story illustrates this point. A born salesman, he had quickly climbed the ladder and after only a few years had 20 people to manage. Despite tripling his salary, he hated the endless meetings and missed talking to customers. So Charles tried an experiment. Every week, without the intention of selling anything, he would go and talk to his customers - about trends, what was selling, what wasn't - with the sole purpose of just connecting with them. He learned two things. One: he found his tasks took on new meaning. For example, in product meetings, he could link the product to the experiences of the people he talked about it with. Two: he sold more. In this way, he made more sales simply by enriching his customer view. He was happier and work felt more meaningful because he played to one of his strengths: connecting with people.

### They continually experiment

Heard of the 10,000-hour success formula popularized by Malcolm Gladwell? It's the notion that 10,000 hours of focused practice will help you achieve world-class performance, in any field. Arguably - and as emerging research shows - 10,000 experiments may serve you better. In one interview, for example, Mark Zuckerberg said, "One of the things I'm most proud of that is really key to our success is this testing framework... At any given point in time, there isn't just one version of Facebook running. There are probably 10,000." Similarly, Jeff Bezos has suggested that Amazon's success is a function of how many experiments it does a year, a month, a week, a day.

Fear is kryptonite to experimentation - and to happiness. It's well known that fear narrows our attention and closes us to the broader environment. In times of crises we return to safe, old habits. A more promising track to experimenting, and to happiness, is to dial down fear and anxiety by activating positive emotions. This means that rather than inspiring fear, leaders should inspire

## Fuel your happiness:

# THREE THINGS HAPPY PEOPLE DO



creativity, innovation and higher engagement in their teams. They need to offer their people freedom to experiment, and label "mis-takes" as learnings rather than failures.

Experimentation is easier said than done when you're working for a corporate with tightly-wound processes. So what can you do to take control? Make it a habit to be curious. When you're curious you're more likely to step outside your comfort zone. You're more likely to push the boundaries and collaborate with others in new ways. Be open to ideas and changes. When you cherish other people's ideas as much as your own, you absorb a bank of information like osmosis that can be recombined in novel ways. Think about stress in terms of excitement and challenges, rather than anxiety and threats. Research shows that mentally framing change as a chance to try something new rather than a chance to spectacularly fail reaps better results.

### They explore playfully

We are set up to seek through evolution. Searching for information and resources is our basic fight for survival. Neuroscientist Jaak Panksepp was an authority on the science of emotions, and he focused on affective neuroscience: the neural mechanisms of emotion. He labelled the part of the brain that is responsible for mammal's insatiable curiosity the "seeking system". It creates our natural impulse to explore. When we follow these urges, our seeking system rewards us with a hit of dopamine - a neurotransmitter linked to motivation and pleasure - that makes us want to explore more and more.

Unless you're experiencing threat and anxiety, that is. Exploration and playfulness is inhibited by negative emotions such as fear in all species. What's more, the fear system is much harder to switch off than it is to switch on.

In order to encourage employees to be more curious, leaders need to create "sandboxes" - experimental safe zones - where employees can explore without anxiety.

This releases dopamine, activates positive emotions and creates intrinsic motivations, which are much more powerful than extrinsic motivations because they unleash creativity. As an employee, instead of working hard, say, for fear of losing your job (extrinsic), think about being fueled by your own enthusiasm and curiosity (intrinsic). Instead of being skeptical at the start, lean into exploration and push experiments further.

Unfortunately, millions of dissatisfied employees show up to work each day and leave their best ideas at home. Remember, they don't do this by choice. It's a rare university grad that signs up to a boring workplace where curiosity and playfulness are punished.

Curiosity leads to experiments, and experiments create action. Our brains like action. Dan Gilbert makes a salient point, garnered from robust research in his book *Stumbling on Happiness*. Broadly, we can learn from our mistakes, but we almost always regret inaction. Our brains are wired to make things look better in hindsight. Which would you regret more: going on holiday to a campsite with broken showers and a mosquito problem, or not going on holiday to the hostel on the beach that upgraded all their guests to a private chalet for the month of July? Gilbert tells us it's the latter. We're very good at explaining away unpleasant experiences to feel better. We tell ourselves that it didn't matter about washing every day with baby wipes, the experience added to the fun. But our brains have a hard time finding the positives from inaction. While most people believe that they will regret bad actions much more than bad inactions, the reverse is true. Many people are hesitant to try things we're unsure about, but when we do them, we usually see them positively, even if it didn't work out. Seize the day and remember how much you've learned from your mistakes.

By: Dan Cable and Anna Johnston, Leadership Creativity Psychology

<https://www.london.edu/lbsr/fuel-your-happiness-three-things-happy-people-do>



## Destination Happiness @ Life

# Looking back on Nostalgic Journey

It all started more than two decades back, when IMA invited me to get involved with learning interventions for them. The series of workshops started on the theme of "Shop Floor Excellence" for front liners and managers. In fact, this initiative was first of its kind in the country and everyone involved was gratified by the heartening response from member organizations so much so that in few years the number of participants almost touched a thousand. A "Center for Shop floor Excellence", was also instituted by IMA for building a learning fraternity. When the sessions started, the nuclear theme was Positive Thinking. It was well appreciated by those, who attended and there was a change in their behavior and attitude, when they went back to their workplaces.

In 2001, I started working for myself and on invitation, went to number of organizations. I felt great gratitude to participants, who accepted the concepts and imbibed it in their work life. However, this made me think as to what really is objective of human life and extended the horizon beyond positive thinking. Linkage of learning intervention with life made me reflect and realize that the sole objective of living is "Happiness", and so it is the central pursuit of everyone in all actions. This motivated me to refer to a lot of literature/books from all over the world and the reinforcement and learning was the source of Happiness becoming the nucleus of all the study and of

learning interventions too. My learning continues even today.

Many insights made the journey interesting and few of these were:

- Happiness, though is sought by all but perspective as to what is happiness varies.
- Happy Life necessitates Happy home. Happy workplace. Happy surroundings and for all these the starting point is Happy Self.
- Thinking positive, feeling positive and acting positive assists in the journey of Happy Life.

In 2007, a paper brought out on the basis of data received from 239 adults and 129 children using statistical tools brought out that:

Happiness in Life is a function of (Self Development X Relationships Building ) thereby meaning the happiness in life can be enhanced by working on self development (development of behavior, nature, habits, thinking and attitude) and also by building close and quality relationships too. These two factors work on each other too; if one is increased then it helps in increasing other too.

The findings were important milestones in my further journey of learning as it helped me frame value adding contents and their explanation by real life examples. The concepts were shared and tested with teenagers/ students/ adults/ seniors of all age groups and holding different positions, playing different roles in different sectors such as Public Sector, Private Sector, Government , Schools/ Institutions, Hospitals and even NGO's. The concepts were easy to practice but credit goes to all the motivated participants who practiced in different walks of their life effectively. Many of them are still in my contact and share their success stories.

However, my role changed gradually from corporate trainer to Life Coach & Youth Mentor & OD Practitioner. After 50 years of professional contribution, I am grateful that still am being invited by institutions & organizations and all these interventions are making me learn, which is validated, when shared with participants. Work Place Happiness is now an accepted norm by organizations but am happy that with IMA the journey was initiated by me two decades back, when it was not even talked of in this country. Looking back my heart is full of gratitude to friends, partners and participants & IMA, who made this



- Happiness is beyond smiling & laughing. It is positive energy that helps one to meet challenges of life.
- Being happy may look challenging. Start saying happy words, which is comparatively easier. For last two decades I say & write happy words and this does make me happy.
- Be in the company of happy & positive people.
- Happy people make everyone happy & vice-versa.
- Feeling good and being in good mood help us to be happy.

**"We all want to be happy. For being happy, we have to make everyone happy. For making everyone happy, we have to be happy."**

By: **Mr. S. Nand**  
Life Coach, Corporate Trainer & Youth Mentor,  
Motivational Speaker & People Process Facilitator,  
Center for Self Development HYDERABAD





# MEASURING HAPPINESS - FROM COUNTRIES TO CORPORATIONS

## WHY TO MEASURE HAPPINESS

Since Bhutan proposed to measure Gross National Happiness (GNH) only and dropping the Gross Domestic Product (GDP) or Gross National Product (GNP), the happiness indices have become a common buzzword. GDP and GNP have their origin in the beginning of the Second World War, when the nations were resource-starved and wanted to protect and ration the scarce resources. This single indicator has been considered to be a good proxy and determinant of development and well-being. The prime reason for such approach was that the difference between developed and developing countries in terms of income levels and development related factors (unemployment, poverty and education) did indicate towards such relationship. Also, GDP is easier to measure than more complex indices and GDP growth serves as a good indicator of the performance of the government.

However, in the past few decades, this unidimensional approach to well-being and development at the individual, regional and national level has been questioned by scholars and social scientists. The phrase Gross National Happiness was first coined by the 4th King of Bhutan, King Jigme Singye Wangchuck, in

1972. The concept implies that the notions of progress should give equal importance to non-economic aspects of well-being also. The famous Easterlin Paradox or Happiness-Income Paradox showed that subjective well-being (happiness) of individuals does not increase with increase in income.

In the wake of such critiques, UNDP's Human Development Report (1990) proposed a multi-dimensional measure of development and well-being i.e. Human Development Index (HDI). This covered three dimensions of well-being i.e. income, health and education. Though HDI was hailed as an improvement over GDP, it indicates more of developmental instruments than well-being of the populace.

Among the policymakers, this concern to improve the well-being (happiness) of its residents has led to a pursuit for improved, locally relevant, globally acceptable, and conceptually sound framework to measure the subjective well-being of the individuals. A few examples of such initiatives include Bhutan's approach to measure Gross National Happiness and UNDP's effort to develop a Global Happiness Index for countries across the globe.

In general, subjective well-being or happiness is defined

## UNDERSTANDING AND MEASURING HAPPINESS

as individual's cognitive and affective judgment of his or her life. It includes experiencing positive emotions, low level of negative mood states, and high level of life satisfaction. Hadley Cantril (a social psychologist in early-1960s) showed that factors affecting happiness are quite common across borders and cultures. Of the factors constituting happiness, material living conditions topped the list followed by family concerns such as relationships etc. The next on the priority was health (personal as well as family) and work related conditions, personal factors (self-discipline, honesty, emotional stability etc.). Interestingly macro and broad national and international issues were not on priority list but would indirectly affect the broader environmental factors.

There are two major indices to measure happiness that are used widely at an international scale. First is the underlying index for GNH, used by the government of Bhutan. It is a single number index developed from 33 indicators categorized under nine domains, which aim to emphasize different aspects of well-being and different ways of meeting these underlying human needs. These nine domains are:

- **Psychological well-being**
- **Health**
- **Education**
- **Time use**
- **Cultural diversity and resilience**
- **Good governance**
- **Community vitality**
- **Ecological diversity and resilience**
- **Living standards**

Second major index is the World Happiness Index. It is a survey of sample individuals to measure happiness that ranks 156 countries by how happy their citizens perceive themselves to be. Based on the survey, the World Happiness Report is published by the Sustainable Development Solutions Network.

## MEASURING HAPPINESS AT CORPORATIONS

Employee happiness goes by many names, like employee engagement or people management. However, in any case, what matters to the corporations is that the employee happiness directly affects their productivity. Therefore, it remains an important aspect of a firm's functioning. There are many way to measure employee happiness, ranging from very formal and expensive to very informal and easy ones.

For example, a large firm may choose to hire a happiness consultant firm such as <https://the-happiness-index.com/>. A more organic and smaller firm may copy NixonMcInnes, a social business consultancy company in London. They implemented a simple barometer of happiness by using 3 buckets and a couple of tennis balls. Each day before leaving the office the people would place a ball either in the happy bucket or the unhappy one, depending on their state of spirit. The next morning, someone would count them and share the data weekly with the entire staff. In between the two extremes, there are regular and formal surveys, which are widely available and can be conducted by the firm on any scale and frequency.

I hope this article contributed to your happiness quotient positively.

Review Article by **Ms. Aditi Banerjee**  
Bachelor of Engineering (3rd year) – Computer Science  
Shri Shankaracharya Technical Campus, Bhillai.



# IMA ACTIVITIES



## CENTER OF EXCELLENCE

Indore Management Association organized Centre of Excellence (COE), an interactive session on the topic "Achieve Your Goals in Adhyatmik Manner" on April 3, 2019 at IMA Meeting Room, Jall Auditorium, Indore. The Facilitator for the session was Acharya Shekhar Pandey - An Astrologer & Vastuvid.

## CENTER OF EXCELLENCE

Indore Management Association organized Centre of Excellence (COE), an interactive session on the topic "Strategic Thinking - An Essence of Management" on April 10, 2019 at IMA Meeting Room, Jall Auditorium, Indore. The Facilitator for the session was Prof. Swapnil Garg -Associate Professor (Strategic Management) at IIM, Indore.



## CENTER OF EXCELLENCE

Indore Management Association organized Centre of Excellence (COE), an interactive session on the topic "Creativity and Design Thinking for Entrepreneurship Development" on April 15, 2019 at IMA Meeting Room, Jall Auditorium, Indore. The Facilitator for the session was Dr. Poorva Dharkar - President at the Association of Women in Science, Bethesda chapter.



# IMA ACTIVITIES



## READER'S CLIQUE

Indore Management Association organized a book review session on the book "Difficulty of Being Good" for management professionals and students under the program IMA Reader's Clique. The program was organized on Friday, April 12, 2018 at IMA Meeting Room, Indore. The narrator for the session was CA B.P. Inani - Director, Swan Finance Ltd.

## HR FORUM

Indore Management Association organized HR Forum Meeting, on the topic "Managing Employee Behavior Problem". The program was organized on Wednesday, April 24, 2019 at the IMA Meeting Room, Jall Auditorium, Indore. The facilitator for the session was Mr. Rupak Aich - Founder of Rivita Hotels and Resorts - A Unit of Sparsh Magic.



## TRAINING@DOORSTEP

Indore Management Association organized Training@Doorstep workshop on the topic "Active Listening Skills" on Friday, May 10, 2019 at IMA Multimedia Hall, Jall Auditorium Campus, Indore. Faculty for this workshop was Mr. Prahlad Pandey (Corporate Trainer).





# IMA ACTIVITIES



## IN-HOUSE TRAINING



Indore Management Association organized in-house workshop on the topic "Leadership" on May 18, 2019 at Radisson Blu Hotel, Indore. The Facilitator for the session was Mr. Achal Rangaswamy, Corporate Trainer.

## OPEN FORUM PROGRAM

Indore Management Association organized a talk show by Mr. Chetan Bhagat, Management Guru and Author in association with Hello Hindustan on the topic "Don't Wait for Opportunities Create Them!". An initiative of Indore Literature Festival under #IndoreLitFest #LoveBooks Campaign on Tuesday, April 2, 2019 at 5:30 PM at Basketball Stadium, Indore.



## TRAINING@DOORSTEP



Indore Management Association organized Training@Doorstep workshop on the topic "Power of Persuasion and Negotiation" on Thursday, April 4, 2019 at Pratibha Syntex Ltd., Pithampur. Faculty for this workshop was Capt. Jaison Thomas (Corporate Trainer)

# IMA ACTIVITIES



## IN-HOUSE TRAINING



Indore Management Association organized in-house workshop on the topic "Excel Workshop" on Saturday, April 5-6, 2019 at Cummins Recon, Dewas. The Facilitator for the session was Mr. Sandeep Tahiramaney, Corporate Trainer.

## TRAINING@DOORSTEP

Indore Management Association organized Training@Doorstep workshop on the topic "Effective Interpersonal Communication for Managerial Growth" on Friday, April 19, 2019 at IMA Multimedia Hall, Jall Auditorium Campus, Indore. Faculty for this workshop is Ms. Monica Anand (Corporate Trainer).



## EXCLUSIVE SESSION



Indore Management Association in association with Indore Branch of CIRC of ICAI organized an Exclusive Talk on "Inner Engineering" by Brahmishi Guruvand Swami - Founder of Brahmishi Ashram on Saturday, April 20, 2019 at Golden Jubilee Auditorium, SGSITS College, Indore.



# IMA ACTIVITIES



## HR FORUM

Indore Management Association organized HR Forum Meeting on the topic "Employment Law" on Wednesday, May 8, 2019 at IMA Meeting Room, Jall Auditorium, Indore. The speaker for the session was Mr. Hitansh Sharma - Founder of Erudite Consulting.



## MANAGEMENT FILM SHOW

Indore Management Association organized a Management Film Show on the occasion of International Day of Families. It is observed to promote awareness of issues that affect families. Griha Pravesh - a cine classic by Basu Bhattacharya, starring Sanjeev Kumar and Sharmila Tagore - discusses one such issue which is even more relevant today. The film sensitively captures the changing dynamics of a couple in contexts of emotional connections outside marriage. The program was organized on Wednesday, May 15, 2019 at IMA Meeting Room, Jall Auditorium, Indore. The Moderator for the session was Dr. Sandeep Atre - Founder Director Socialigence & CH Edge Makers.



## MENTORING FROM CEOS

Indore Management Association with the support of Association of Industries, Dewas organized Mentoring from CEOs session on "Decision Maker's Dilemma" on March 19, 2019 at Association of Industries, Dewas. Facilitator for the session was Mr. Virendra Goel - Member, Board of Directors, IMA



# IMA ACTIVITIES

## RENDEZVOUS - AN EXCLUSIVE CEOS' DINNER MEET

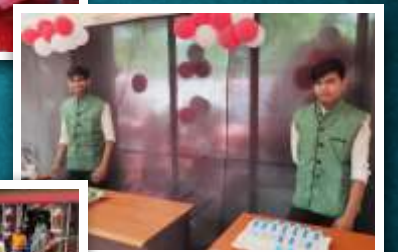
Indore Management Association organized Rendezvous - An Exclusive CEOs Meet with Dr. Rupinder Singh Sodhi - Managing Director, Gujarat Co-operative Milk Marketing Federation Ltd., (GCMMF) (AMUL) on the topic Dairy to the World Opportunity & Challenges on Friday, May 17, 2019 at Hotel Radisson Blu, Indore.



## POLLING BOOTH

Indore Management Association with kind support from Indore Municipal Corporation & Indore Development Authority organized state of the art polling booth for unique voting experience, at Indore Management Association, Jall Auditorium Indore, (polling booth no. 215) for the polling scheduled on May 19, 2019. The initiative was to increase the voter participation and to motivate voters through this joint effort of IMC & IDA. There were a number of facilities that were available to the voters:

- Two Air Conditioned Waiting Lounge
- Comfortable seating for voters
- Red Carpet
- RO Drinking water, Tea, Coffee, Butter Milk, Thandai & Biscuits
- Lockers & Safety Arrangements
- Medical desk with first aid, Sugar & Blood Pressure checking facility & Ambulance
- Children Play Zone
- Dedicated AC Feeding Room
- AC Polling booth for Staff Seating
- Selfie Point
- Special Arrangements for disabled people & senior citizens including Wheelchair, pickup & drop facility by Green Vehicles (Eco-Friendly)
- Instructions in English, Hindi and also in Braille.
- Ample Parking Space





# IMA ACTIVITIES

## START UP SYMPOSIUM



Indore Management Association organized IMA Start-up & SME Symposium on the theme "Multi-app-lying mantra: the 20-20 rule" on Saturday, June 1, 2019 at Hotel Radisson Blu, Indore.

The event began with the inauguration of YLC Indore Chapter by Mr. Vineet Agrawal, Managing Director, Transport Corporation of India Ltd. & National Chairman AIMAYLC.



# IMA ACTIVITIES

## LEARNING FROM LIFE OF LEGENDS.

Indore Management Association organized learning from life of legends for management professionals and students. The session featured the legend "Arjuna - One of the five Padavas" at IMA Meeting Room, Jall Sabhagrah, Indore. The facilitator for the session was Dr. P.N. Mishra - Director, School of Economics.



## CENTER OF EXCELLENCE

Indore Management Association organized Centre of Excellence (COE), an interactive session on the occasion of "Yoga Day" on the topic "Pranic Healing" on June 21, 2019 at IMA Meeting Room, Jall Auditorium, Indore. The Facilitator for the session was Ms. Shivani Hariharan - Head, Ochre Tree, Mumbai.



## A RENDEZVOUS - AN EXCLUSIVE CEOS' MEET

Indore Management Association organized Rendezvous - An Exclusive CEOs Meet with Colonel Rajyavardhan Singh Rathore - MP Lok Sabha and on Friday, June 21, 2019 at Hotel Radisson Blu, Indore. He addressed on the topic; It's all about the size of the fight left in you.





## IMA STUDENT CHAPTER



### CENTRE OF EXCELLENCE - IMA STUDENT CHAPTER



Indore Management Association - Student Chapter organized Centre of Excellence on topic - Expectations of Financial Industry from Students at Acropolis Institute of Management Study & Research, Indore on Tuesday, April 30, 2019. Speaker for the Session was Mr. Dhruv Mishra, Head - Training & Development at Indira Securities Pvt Ltd.

### CENTRE OF EXCELLENCE - IMA STUDENT CHAPTER

Indore Management Association - Student Chapter organized Centre of Excellence on topic - Startuppreneurs : Aspire, Innovate, Achieve for Students of Shri Atal Bihari Vajpayee Govt Arts & Commerce College, Indore on Wednesday, April 10, 2019. Speaker for the Session was Mr. Rakesh Jain 'Prakhar'.



## IMA STUDENT CHAPTER

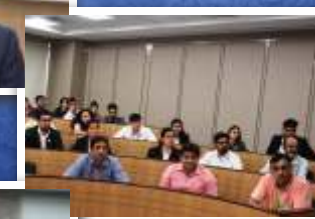
### IN-HOUSE TRAINING

Indore Management Association organized in-house workshop on the topic "MS Excel" on May 8-9, 2019 at Gabriel India Ltd., Dewas. The Facilitator for the session was Mr. Sandeep Tahlilramaney, Corporate Trainer.



### IMA STUDENT CHAPTER CENTRE OF EXCELLENCE - AWAKENING YOUNG MINDS

Indore Management Association - Student Chapter had organized Centre of Excellence Talk on Saturday, June 29, 2019 at SVKM's Narsee Monjee Institute of Management and Studies, Indore and the speaker for the session was Mr. Akhilesh Sengar.





# Raise Performance

# Bar for Yourself

Employees who stop investing in learning and enhancing their skills, or become complacent about their contribution to the workplace, run the risk of stagnating in their careers.

It is important to keep learning if you want to keep progressing to the next levels of professional capability.

## Stay Relevant

It is crucial to learn about new trends in your area of work, as the world is constantly evolving. "Invest time in reading the right books and journals, and attending seminars to learn best practices from the industry. This can have a tremendous impact on taking your performance to the next level," said Armaan Seth, head of human resources - Indian subcontinent, Philips India

## Work On Listening Skills

Listening is vital to being able to communicate effectively. "Gauge your listening skills, and work on them to get first-hand insights into your performance. This will lead to increased productivity with fewer mistakes, innovative growth and higher client satisfaction rates," said Sriram Vaidhyanathan, chief human resource officer at BankBazaar.

## Learn Everywhere

If you don't constantly soak up knowledge, you will slide down your career, said SV Nathan, chief talent officer at Deloitte India. "Spend time reading, and also learn from people around you. Attending conferences will also help you get some context. You can even use your mobile phone for micro learning," he said.

## Reduce Distractions

Modern workplaces are full of distractions, from smartphones to office gossip and politics. These can be detrimental when you are focusing on improving your performance. "Make your work the sole point of focus, to keep distance from such distractions," said Swapnil Kamat, CEO of Work Better Training.

For instance, you can set aside fixed times for checking your phone and email. Nathan said that it is important to have a sense of priority and to make a list of things to help you focus on getting closer to your goals.

## Seek Organisational Support

There are varied tools that you can request

from your company to help improve your performance at work. "You can find out about enrolling in some learning and development initiatives, or proactively seeking out projects that will help you work at a higher level than you currently do. This will give you the opportunity to prove your mettle," said Kamat.

Besides, Vaidhyanath said, you can ask for vendor-sponsored webinars, low-cost college courses or premium-priced industry certifications.

This article was published by The Economic Times on March 22, 2018, 11.47 PM

Writer : Brinda Dasgupta



How often do we hear or think that communication is a major issue within our business? We think that people don't "get" what we're trying to say, and that mis-readings and misunderstandings hold us back.

Neuro-Linguistic Programming (NLP) is the study of what creates Excellence, and better communication and understanding lie at its heart. By paying greater attention to exactly how we interact, we can achieve far better results as individuals and organizations.

Here are some techniques and ideas that you can apply to your daily communication. Firstly, four examples of what are called NLP "Pre-suppositions."

#### • Respect others' Map of the World

We can only live in our own head; our reality is made up of how we filter the millions of pieces of information that

bombard our senses every second. We filter by representing the external world to ourselves by way of our background, education, religion, traditions, values beliefs or previous experiences.

Everyone does the same and their "map of the world" may therefore be entirely different. Seek to appreciate and value how others view a situation and consider why that might be so.

#### • The Behaviour is not the Person

With this in mind, be prepared to separate the person from the behaviour: sometimes, behaviours that strike us as unusual or difficult are placed there by the subconscious to protect that person - from failure, from embarrassment or from revealing a lack of knowledge or confidence, perhaps.

# How businesses can tackle the problem of poor communication



In such situations, asking "You seem very annoyed by this; could you tell me what makes you annoyed?" will open communication, whereas "How dare you speak to me like this!" will not.

#### • The Meaning of a Message is the Response it Elicits

At some time, most of us have said: "I've told him a thousand times, and he still won't understand!" However, NLP asks you to look at this differently: if someone doesn't understand, perhaps you haven't explained it in a way he can grasp. Take that responsibility back, and you will be surprised by the results. You might use phrases such as "Can I check how comfortable you are with what I have just said?"

#### • People have all the Resources they Need

Coaching asks people to think for themselves, to come up with options to tackle an issue or achieve a goal. Whenever a client says "I can't think of any options" he almost invariably can! Give people that chance and awaken their creativity by allowing them to articulate anything that comes into their head. Indeed, it's sometimes the silly ideas that start a process that leads to a wonderful idea, so that idea should never be quashed by an over-hasty "That's ridiculous!" You might instead ask "What could you do to take this project forward? Name anything that occurs to you, and we can think it through afterwards."

Therefore, by "pre-supposing" how we might communicate better, we give ourselves and others a way of seeing and hearing things differently.

How can we affect changes such as those mentioned above?

Two key methods are Deeper Listening and Powerful Questions. Both can sometimes prove difficult, because we sometimes feel we need to be telling, explaining or instructing, demonstrating our ability and experience.

If, however, we choose to equate experience and seniority to our ability to bring out the strengths in others, the need to be instructing is replaced by the need to be coaching and encouraging your staff.

Listening at a deeper level is something we seldom do: most of the time, when someone is talking, we are thinking about our reply! Listening to understand better, and to help others understand themselves better, is a rare and powerful skill. We achieve this by:

- not trying to listen too hard; just be present, without distraction;

- reflecting back what we hear, to ensure we have heard correctly, using the other person's original words;
- asking for more information, so that the topic is clearer: "could you tell me more about this?"
- avoiding an interpreting of what we hear, either in words, sounds or gestures: "Oh - that's terrible!" is best avoided, for example;
- picking up key words and phrases that the other person uses: "You mentioned that this would be 'a disaster' for the company - what makes you think that?"
- noticing the feelings behind the words and invite the other person to explore them: "You sounded quite angry when you said that;"
- summarizing and gaining the other person's agreement: "May I summarize what I've heard, just to make sure we're on the same page? Tell me if anything is not right."

Our other major technique is Powerful Questions, questions that immediately open up new possibilities when asked well.

- "What?" and "How?" questions are always powerful: "What do you think this means?", "How would you respond?"
- "Why?" questions are best avoided: "Why?" always feels like an accusation, and often we simply don't know why we do things. If you want to establish someone's motive, you could ask: "What did you feel this action would gain?" for example.
- "Closed" questions can only elicit a "yes" or "no" answer and so are generally avoided, unless you want a very specific factual answer: "Have you finished the report?" for example.
- "Leading" questions should also be avoided, as they have the "right" answer embedded in them and so put the other person under pressure to agree with you: "Don't you feel that this would be an excellent solution?"
- You can use questions to explore an idea: the question "What else could you do?" invites a creative response. Often, someone has more to offer than might initially appear, so use questions to help him unravel those thoughts.

By: **Ed Peters**,  
UK Performance Coach and NLP Practitioner with GE Coaching



Mental health is a sensitive thing... When it comes to physical health, unless you have some kind of infection that comes from outside, the rest of the ailments are all coming from within us. What is coming from within you, is it your responsibility? If your body is creating an ailment from within, is it your responsibility to fix it?

Is it not true that any number of people who lie in bed like a potato till noon time are suffering from many ailments? They thought others are idiots who get up at 5 o'clock in the morning and run, swim, play, or do something else. They thought they were really enjoying life, just eating and sleeping. But after some time, it takes a toll on the system. Then they think it is someone's fortune to have good health, while they have ill health. No! Health is created from within. If an invasion happens from outside in the form of an infection, that is a different matter.

When it comes to mental health, it is far more sensitive to say this, but still - if what happens to your body is your responsibility, is what happens to your mind not your responsibility? There may be many contributing factors. Even physical ill health may be caused due to many factors. The same may be true with mental health too. But we need to separate sadness from psychological illnesses. You cannot go to your doctor and fix your sadness; he may also be sad.

If you are medically ill, they can fix you to some extent with medication, which is a continuous manipulation of chemistry. But the most sophisticated chemical factory is right here [in the human body]. Suppose your chemistry was in your hands, would you cause anxiety or ecstasy? Definitely, your choice would be ecstasy, the highest level of pleasantness.

The problem is just this - your chemistry is out of control, for whatever reason. There may be genetic patterns, there may be pathological reasons, there may be outside stimuli, many things. But still, is it not your fundamental responsibility to take charge of your physical and mental health? The moment you think it is not yours, stalemate - it is completely out of your hands. If you see that it is your responsibility, everything may not be fixed tomorrow morning, but you can start moving towards well-being.

This is very important - the responsibility of who you are, what you are, what you are not, must move to you. This is my fundamental mission: from religion to responsibility. Religion means responsibility is up there in heaven for everything that goes wrong in your life. The problem is you are on a round planet and the damn thing is spinning. Nowhere in the cosmos is it marked "This side up." If you don't even know which way is up, inevitably, you are looking up in the wrong direction.

How come something "up there" is responsible for what you are? It is time we take this responsibility - then we can do the best we can do. Will everyone on the planet be of the same level of physical and mental health? No, that will never happen. But are we doing the best we can about ourselves? That is most important. What we can do, must happen. If we do not do what we cannot do, there is no problem. But if we do not do what we can do, we are a disaster.

There are simple ways to bring balance to the system. There is chemistry; there are various glandular functions happening in the body. The simplest thing is you just learn to sit properly. Sit in such a way that the body does not need your muscular support, that it is so well balanced that if it sits, it simply sits. Just do this for a few hours a day, and you will see - you will feel much better. There are other more complex processes that you can do to come out of this problem. But at least try this much - geometrically, keep yourself in such a way that there is no stress in the system.

Initially, it looks like there is an effort, but once you sit like this, you see that without effort, without stressing any particular part, the body just stays there. Geometry is most important. This is true of anything physical in the universe - how efficiently something functions depends

on how well-structured it is, geometrically. Let's say an engine, for example. If you call something 'a really good engine', it means it is geometrically well-aligned; there is no friction. If you call a building well-designed, it means it is well-structured, geometrically.

It is similar with this body and with the entire cosmos. Right now, the planets are going around the Sun. Are they handled with steel cables or something? It is just the geometry. If the solar system goes off its geometric alignment, it is finished. Only because of perfection of geometry, it is working. Similarly with your body: On one level, the whole system of yoga is about getting your physical geometry aligned with the cosmic geometry, so that being here becomes absolutely effortless.

Whether you name it stress, anxiety, or whatever else - essentially, there is friction in the system. So it is important that first, the system is geometrically well-aligned, and next, it must be properly lubricated. There are ways to do this. Where there is geometrical perfection, there is no effort; there is no friction. That is what you have to bring into your system. Do not allow these small things to take over your life. One little anxiety bothering you all the time can limit and destroy the process of your life. This must be fixed as early as possible.

## SUFFERING FROM ANXIETY? **LEARN TO SIT PROPERLY!**

Source : <https://isha.sadhguru.org/us/en/wisdom/article/suffering-anxiety-sit-properly>

# Don't do Social Media Marketing,



If you can not keep up with the changing **'TREND(S)'** in social media and its various platforms. Before 3-4 years, companies didn't care much about their LinkedIn pages, and after that with increasing popularity of LinkedIn, every company started building up its page on LinkedIn and is actively involved since then. Same applies for Pinterest, .....Well, Do I need to say anything about popularity of Pinterest?! (If you don't know what I am talking about, you might wanna reconsider your social media strategy/efforts again!).

# IF-

It's not only about adopting new trends; SMM efforts should also keep the pace up with the changes (new features, changed appearances etc.) in existing Social Media.



If you don't know what do you want to **'ACCOMPLISH'** through your Social Media Marketing?! In other words, if you don't know what is the ultimate goal of your Social Media Marketing! Having clear understanding of your ultimate goal of SMM campaign; whether it's to increase Brand awareness or Introduction of new product/services or something else helps you to not get lost on different social media platforms! Blindly following SMM won't serve any purpose.



If you can not continuously provide one strong **'REASON'** to Engage Entertain the visitors/customers on your Facebook/LinkedIn/Twitter and other social media pages. There are pretty good chances that ones people like your company's pages on Facebook, LinkedIn etc. they may never come back again to check it out UNLESS you provide them one strong reason to visit the page! It could be anything like - games, contests, apps, challenges, quizzes etc. And, it doesn't necessarily have to be related to your business

(but if it is, nothing could be better than that!). Main focus should be that your target audience visits your company's social media pages quite often through that reason and because of that; you can keep the communication alive with the visitors.



If you don't have **'RESOURCE(S)'** (Like- Social media managers, executives, Dept.). It's not like you should have all of them but you should have at least some of them to devote to your social media strategy and if you are START UP or SMALL level business, you should have at least a single person devoting sufficient time to SMM activities. Message is; you should not treat your social media marketing as a side activity!



If you can not devote enough time to **'RESPOND'** to fans/customer's comments/queries on different social media platforms in 'timely manner'. A criticizing comment(s), if hangs there for some days before you respond/solve the query, can hurt your company's reputation!

\*Response should be in professional manner, whether it is for query or complaint!

'T.A.R.R.R.' (TREND, ACCOMPLISH, REASON, RESOURCE, RESPOND) are crucial factors for any social media campaign to succeed! Needless to say, success of any social media campaign depends on many other factors. This article is a reminder that 'Social Media Marketing', if done wrongly, can hurt the company as much as it can benefit! If execute correctly, SMM will result in forms of Brand Recognition, ROI, customer Database, etc. BUT in case of improper execution, not only it will end up missing the ultimate purpose, but it may also lead to 'ruined online image'!

With thanks from :  
**Mr. Rahul Pandey**  
Manager - Sales  
KredX

<https://raulviews.wordpress.com/category/about-author/>



## FINANCE SECTION

Sharing operational numbers of a PSU company. It will be an interesting read for people who are dug deep in capital markets and who invariably talk about value investing. It is also an eye opener on how Governments can be so short-sighted and will do everything that destroys the wealth of such enterprises.

INR in Crores	Mar'11	Mar'12	Mar'13	Mar'14	Mar'15	Mar'16	Mar'17	Mar'18	Mar'19
Net Sales	50229	62415	68302	68810	74120	78007	78411	85862	99546
PBDIT Margin %	36.53	37.17	39.28	36.23	32.25	31.61	22.65	16.58	13.99
PBT Margin %	32.87	33.93	36.56	33.24	29.11	27.48	18.42	12.49	27.24
ROCE %	18.35	20.32	20.68	18.93	16.71	17.51	20.12	14.54	31.52
ROE %	32.62	36.55	35.79	35.63	34.01	40.95	37.84	35.37	66.01
Debt/Equity (x)	0.04	0.03	0.02	0.00	0.01	0.03	0.12	0.08	0.08
Basic EPS	17.19	23.47	27.63	23.92	21.73	22.59	14.81	11.31	28.14

The above data are Audited numbers for the past 10 financial years of Coal India Limited. Show this to an Equity analyst and he will be keen to look at the company a bit closely. Give him a proposition that this company was available for an EV/EBIDTA in single digit (around 9x) at the start of the period (March'11) and if he still wishes, there is a window which allows him to invest at that price point even today. It might not be surprising that his eyes will glow with excitement. Make him further aware, that this company operates in an almost monopolistic situation, and I can bet this guy will jump of his chair to grab the stock.

Assuming his senses fall for the value (trap), let us see how his investment has grown over the years. To his utter dismay, he will find almost 40% of his wealth eroded. The table below details the yearly drop in EV/EBIDTA from 9.53 to 3.81 despite making excellent ROCE.

INR in Crores	Mar'11	Mar'12	Mar'13	Mar'14	Mar'15	Mar'16	Mar'17	Mar'18	Mar'19
Enterprise Value	174833	159898	134175	129693	176280	147719	153957	146398	117418
EV/EBIDTA (x)	9.53	6.89	5.01	5.19	7.37	5.99	8.67	10.29	3.81
Market Cap / Operating rev (x)	4.36	3.47	2.86	2.64	3.09	2.36	2.32	2.05	1.47
INR 100 investment @	100	91	77	74	101	84	88	85	67

@dividends not accounted for

The poor chap might be completely lost and wondering what hit him. An enterprise which has been consistently making profits from inception, generating high level ROCE for consecutive ten years, has doubled the sales in the past ten years and enjoys near monopolistic status has negative returns!!! How regressive that could be? What could have happened?

Well this is what has happened...

INR in Crores	Mar'11	Mar'12	Mar'13	Mar'14	Mar'15	Mar'16	Mar'17	Mar'18	Mar'19
Profit after tax	10867	14788	17356	15111	13726	14267	9281	7019	17462
Dividend (A)	2463	6316	8842	18317	13074	17307	12352	10242	8105
Dividend pay-out	% 22.66	42.71	50.94	121.21	95.25	121.31	133.11	145.89	46.41

Look at the numbers in the above table and notice that the company has been drained of cash flows year on year. A massive amount of Dividend-payout ratio, which at times has been ~150% of that year's profits. Even the aggregate outflow on account of Dividend in the mentioned period has been mind-blowing 90% of the cumulative profits of the same period.

Should we infer that the business doesn't need cash for expanding / innovating and growing that there is negative retention ratio? Has the company stopped growing? Do we therefore infer that it is folding? But don't the sales give a different direction. Should not such companies, which form the pillar of Indian Economy, be boosted with reserves so that our dependency on energy is secured? Should not the majority owner (the Govt of the day) be answerable? As to why this company is milked as if there is no tomorrow!!!

It all boils down to the myopic view, every other Govt has shown in milking such Navratnas. Just to window dress the Financial Budget announced year on year and to show the adherence on the fiscal deficit number (and more to get the pat of those financial experts immediately after the budget speech) the majority owners (The Government in this case) arm twists the PSU's for a dividend pay-out which is financially toxic for the enterprise. Add to the woes of the PSE – this financially obnoxious move comes along with the massive Dividend-tax that only increases with such largess. It is sometimes the later part which forces the Govt of the day to call for pay-out ratios as high as 150% of the profits.

Should companies be permitted to draw dividend more than profits of that particular year? Should the majority shareholders barge their decisions on minority, when the motive is ulterior to the interest of the enterprise? Let me help you with some numbers: - For every 100 Rupee that is declared as dividend the Government gets INR 20 as Dividend tax (haven't counted the surcharges etc). Which means to begin-with, there is only INR 80 to be distributed as against the original INR 100. Understand, that both, the Dividend and the Div-Tax go into the same

kitty, filling the Revenues of the Financial Budget which goes to reduce the fiscal deficit. The minority shareholders, sitting on 25% of holding lands up getting INR 20 out of that INR 100 declared as dividend – an unequal distribution. Ask every shareholder other than Govt – and they would want small or almost zero dividend. They would be happy seeing their Book value grow. But majority prevails. Where is SEBI in this whole scheme of things? Wasn't it created to take care of minority shareholders? Sick situation happening year on year.

If the above is not enough – try and work on the taxes which this PSU pays dues to such large dividend pay-outs. Only the Direct taxes counted which includes the Corporate taxes plus the Dividend Tax and you will be amazed to see that in those absurd years, it has reached 60% of that year's profits - Higher than few MNC's. Domestic companies taxed higher than foreign companies and we talk of sovereignty.

The consequence - slowly such great Navratna called "Coal India Limited", will become another "Air-India" or "BSNL" or "MTNL" or "HMT" - umpteen examples to see their fate. And surprisingly, the Government has been the biggest loser over long term in terms of Market Capital – but who is looking at Long term.

Let us raise our red flag on such short term moves by the Govt, or else it will be soon that we start paying our taxes (our hard-earned income) to support the losses of another sick PSU.

**Mr. B P Inani**  
Founder Director- Swan Finance Ltd.  
Co-Founder- Swan Angel Network

# GOVERNMENT – THE BIGGEST DESTRUCTOR OF NATIONAL WEALTH



**CENSURE**

To criticize strongly  
"SHAREHOLDERS  
CENSURED  
THE BANK FOR ITS  
EXTRAVAGANCE."

**CENSURE**

To ban parts of a book or film  
a person who does this  
"FILM CENSORS RATED  
THE MOVIE  
AS ADULTS ONLY."

**APPRAISE**

To assess.  
"THEY APPRAISE THE  
PAINTING AT £ 2,00,000."

**APPRISE**

To inform someone.  
"I THOUGHT IT RIGHT  
TO APPRISE CHRIS OF  
WHAT HAD HAPPENED."

**AFFECT**

To change or make a  
difference to.  
"LOW BATTERY WILL  
USUALLY AFFECT THE  
PERFORMANCE  
OF YOUR GADGETS."

**EFFECT**

A result; to bring about  
a result  
"GENTLE MUSIC  
CAN HAVE A  
SOOTHING EFFECT."

**MAKE**

Creation of a physical object,  
an action/reaction, a  
sound/speech or food.  
"GRANNY ALWAYS MAKES  
THE BEST  
CHOCOLATE CAKE."

**DO**

Jobs or activities, with  
"anything" or "something"; a  
generic action  
"LISA FORGOT TO DO  
HER LESSON PLAN."

**REFUSE**

To decline to accept/give;  
unwillingness.  
"SHE REFUSED TO  
ACCEPT IT."

**DENY**

Declaring untruth, disagreement  
to withhold or disown something,  
to reject or contradict.  
"MOST DENY THAT THE SKY IS ORANGE."

**SAY**

A verb usually used  
without an object,  
With an object + "to"  
"SHE KNEW WHAT TO  
SAY TO HER SISTER."

**TELL**

To inform or instruct  
"TELL THEM THAT THE STARS  
ARE OUT TONIGHT."

in most cases, these words are interchangeable.  
stay sounds a little less formal, e.g. stay there"

**STAY**

To continue to be,  
without changing.  
"HE STAYED HOME  
ALL DAY LONG."

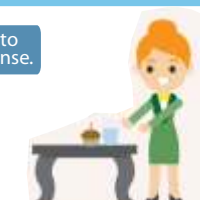
**REMAIN**

To continue to be, unchanged.  
"THOUGH THE TEAM LOST,  
FANS REMAIN LOYAL."

**SHALL**

1st person; I, we  
"I SHALL TAKE A WALK."

Traditionally, used to  
express the future tense.

**WILL**

2nd person; you, he, she,  
3rd person; they, it  
"SHE WILL TAKE THE GLASS OF  
WATER OFF THE TABLE."

! Will has replaced shall in almost all cases in American English.

**SHALL**

"HE SHALL DO THE DISHES  
BEFORE HE PLAYS  
VIDEO GAMES."

To emphasize conviction.

**WILL**

"I JUST BOUGHT A NEW  
DRESS; I WILL GO TO  
THAT DANCE IF I HAVE TO  
CRAWL THERE."

# 18 VERBS EVEN NATIVE SPEAKERS OFTEN CONFUSE



# 7

## Secrets of Advanced ENGLISH WRITING

### TIPS



## PRACTICE THE ART OF SENTENCE LENGTH

1

**Example:** ● 5 words ● Long ● Medium ● Short ● 1-2 words

This sentence has five words. Here are five more words. Five-word sentences are fine. But several together become monotonous. Listen to what is happening. The writing is getting boring. The sound of it drones. It's like a stuck record. The ear demands some variety.

Now listen. I vary the sentence length, and I create music. The writing sings. It has a pleasant rhythm, a lilt, a harmony. I use short sentences. And I use sentences of medium length. And sometimes when I am certain the reader is rested, I will engage him with a sentence of considerable length, a sentence that burns with energy and builds with all the impetus of a crescendo, the roll of the drums, the crash of the cymbals-sounds that say listen, to this, it is important.

so write with a combination of short, medium, and long sentence. Create a sound that pleases the reader's ear. Don't just write words. write music

—Gary Provost



## MAKE PRONOUNS CLEAR

2

**!** IMPORTANT: Any time you use words or ideas from someone else's work, be sure to cite that information correctly.

**i** TIP: Try out and bookmark [www.citationgenerator.com](http://www.citationgenerator.com) (Probably the best, free tool to create proper citations.)

When you “this theory” or “that point” or simply “it”, which theory or point or thing are you referring to? When you use “he” or “she” or “these critics,” will your reader have to pause to figure out who these people are?



✗ we removed all Tupperware from the kitchen and cleaned it.

✓ we removed and cleaned all Tupperware in the kitchen.



Mike told jim that he was mistaken.

Mike told jim, “I am mistaken.”



## AVOID REDUNDANCY

3

Redundant words and phrases make your sentences longer than they need to be. Do your best to avoid using them. Be concise!

### Examples:



Instead of 12 midnight  
try saying Midnight



Instead of 12 noon  
try saying Noon



Instead of a total of 14 birds  
try saying 14 birds



Instead of Biography of her life  
try saying Biography



Instead of Circle around  
try saying Circle



Instead of Each and every  
Try saying Each



Instead of End result  
Try saying Result



Instead of Exactly the same  
Try saying the same



Instead of Free gift  
Try saying gift



Instead of In spite of the fact that  
Try saying Although



Instead of In the event that  
Try saying If



Instead of One and the same  
Try saying The same



Instead of Period of four days  
Try saying Four days



Instead of Repeat again  
Try saying Repeat



Instead of Revert back  
Try saying Revert



Instead of Shorter/longer in length  
Try saying Shorter/longer



Instead of Summarize briefly  
Try saying Summarize



Instead of Close proximity  
try saying proximity



Instead of New innovations  
Try saying Innovations



## AVOID DANGLING MODIFIERS

4

Dangling, or misplaced, modifiers ambiguously modify a word. Eliminate misplaced modifiers by placing an adjective or adverb as close as possible to the word it modifies.

A dangling participle occurs when you order a sentence in a confusing way.

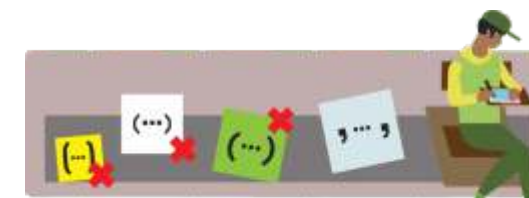
### For example:

“After rotting in the cellar for weeks, my brother brought up some oranges.”

This means your brother is a zombie who delivers fruit.

### Try instead:

“My brother brought up oranges that had been rotting in the cellar for weeks.”



## AVOID OVERUSING PARENTHESES

5

Parentheses are used to set off somewhat related matter. However, if the matter is closely related, opt for commas instead of parentheses.

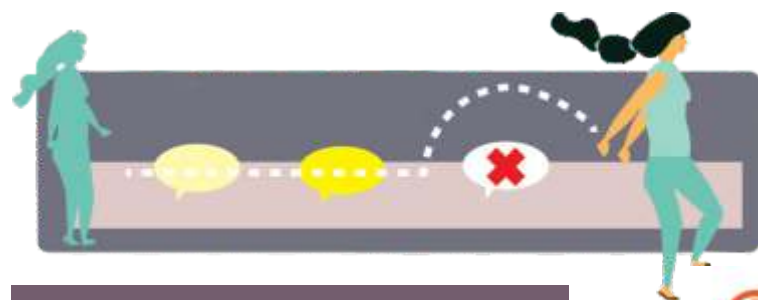
“George Washington (the first president of the United States) gave his farewell address in 1796.”

In this sentence, the parentheses are surrounding additional information about George Washington.

For a more formal writing style, use commas instead of brackets:

“George Washington, the first president of the United States, gave his farewell address in 1796.”

Parentheses can be helpful. Use them when you need to, but can't overdo them. your reader will thank you.



## 6 AVOID WEAK WORDS

Words and phrases that don't add to the overall meaning of your writing are mere clutter. Strengthen your writing by cutting those weak words and phrases.

Examples:

the words	The Reasons	The Options
Really	Vague	Delete
Things	Not specific	Define
believe	Not confident	Remove
Was/Is/Are/Am	Passive voice	Use active voice
very	Unnecessary	Replace



## Parallel construction

The repetition of a particular grammatical construction is often referred to as parallel construction.

## 7 USE PARALLEL CONSTRUCTION

Here's a sentence without parallel construction:

✗ "Rereading my first draft, I notice it's trite, repetitive, and with no thesis."

Here's the same sentence rewritten with parallel construction:

✓ "Rereading my first draft, I notice that it is trite, is repetitive, and has no thesis."

or you could say:

✓ "...it is trite, repetitive, and lacking in a thesis."

In the two examples with parallel construction, you could take out any of the words in the list and still have the sentence make sense.

Another example:

✓ "I am neither angry nor excited: The resort contains courts, swimming pools, and a snack bar."

In these two sentences, all the items in the predicate exhibit parallel construction.



# WHEN IT COMES TO STUDYING ABROAD, SELECT THE AWARD WINNING VIEC.

Amit and Neena Modi, the Directors of the award winning VIEC, have themselves studied and worked abroad, in Australia. They have years of experience in foreign education which comes in handy when you want to study abroad. Right from counseling & guidance, to Visa, travel and accommodation, VIEC is the best bet for all your foreign education needs. Choose VIEC, choose the very best.



- Winners of the Bhaskar Eminence Award for Best Foreign Education Consultants for year 2018-19 and 2019 - 20.
- Winner of ZEE M.P CG Award for Foreign Education Consultant for year 2018-19.

## VIEC Features & Services:

- Complete preparations for- GRE, GMAT, IELTS, SAT, PSAT, TOEFL, PTE
- Counselling • University short-listing • End-to-end admission process
- Visa • Pre departure • Forex • Travel and accommodation
- Alumni network support

## Countries covered:

- Australia • Canada • UK • Ireland
- France • New Zealand • Dubai
- Malaysia • Singapore • USA

AN OPTIONS GROUP VENTURE dedicated to education & careers



Visit VIEC Indore Today.



K.K. Bapna Arcade, 203-204, 7/1, Race Course Road, Zanjeerwala Square, Indore.

Call: 0731 403 5165, 99777 99993