



Volume VII Issue 03

December 2020

MANAGEMENT VISTA

MONTHLY E-NEWSLETTER– AMITY BUSINESS SCHOOL



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THERE IS NO EASY WAY FROM THE EARTH TO THE STARS.*Non est ad astra mollis e terris via.***- Seneca**

One of my generation's teachers just died. Or did he? He probably still lives a little in each of us. A little in every ISRO launch, in every Indian research paper, in every science textbook, on every blackboard. A little in every Indian nuclear missile too.

Dr. APJ Abdul Kalam is still alive. Our generation will pass on a little of APJ Abdul Kalam to the next, and they to the next, and it will go on. Don't worry Dr Kalam, if you've taught us right, you are close to immortal. Who said you can't live forever? As long as a generation remembers your message, the idea of you is alive and smiling. And what a message it was. Unlike many, his own life was his message. A message that valued inspiration with intellect, purpose with process, humility with hunger. He was always from the future. When, as kids, most of us were living in the year 2000, he was already living in 2020. He was a regular Prometheus for many kids, travelling into the future and bringing back ideas, projects, goals and a coherent positive vision for the country and its citizens. And he was a master at defining his target audience. He knew the right age to make an imprint into minds and plant the much needed values of my generation. He knew it was no use motivating people closer to his age, he knew how people are set in their ways after a certain age. He therefore focused all his energy towards the seeds, and not the trees. Like inception, I'd like to think he basically hacked our minds and implanted some very basic but powerful ideas that unfortunately no one else bothered to do. On his death, I now understand how much he has affected our value system, which was unknown to many of us while he was alive.

As an adult, I now know that he was an accomplished scientist and project manager who changed the geopolitical context of our country. I now know that he led the project to develop India's first indigenous Satellite Launch Vehicle, an integral part of India's space program today that allows us to launch our own and third party communication and defense satellites into space. That he led India's ballistic missile program, persuaded the Government to classify and not reveal to the public the true nature and funds allotted to these projects, for the sake of national security. That he was instrumental in the development of the Agni and Prithvi missiles. That he was the chief coordinator of the Pokhran II nuclear tests. That he wore army uniforms during these test days to maintain secrecy of the impending nuclear test yields and their geopolitical implications, even concealing the same from the Indian army until a public announcement from the Indian government.

That he was a passionate low cost inventor, co developing rural low cost laptops and coronary stents. Even that many of his projects overran costs and time, and a few outright failed their goals. But that many of India's critical Prithvi and Agni nuclear missile projects owe their success to those early failures. India's defense technology ambitions in the seventies and eighties owe him a great debt. Without him, we would simply not have had the confidence and audacity to simultaneously take strides in indigenous development of so many variants of defense programs hitherto unheard of in the country. I knew none of that as a boy, and I still found much of what he said, made sense to my little mind. That was the beauty and simplicity of his communication. He was definitely a deeply structured thinker, probably a profound technical mind, probably an astute defense project manager, and yet his communication never betrayed the seriousness and utter criticality of his pursuits. He spoke to kids, like a kid. Like being an actual rocket scientist was not rocket science at all. Like it was simple, fun, like playing in a park. Like it was so easy, that anyone, even we, could do it. Interestingly, after my school years, I felt I had outgrown Dr. Kalam and his message. Over the years, and after he completed his Presidential term, I kept less track of what he was up to, and what he was pursuing.

I now realize he probably wanted it that way. He had already moved on to inspiring the next generation of kids, knowing that what he had taught kids like me would emerge, and trigger in us responses, at the right times in our lives. When I heard of his death, the memories of him as President and so many others were accompanied by many memories of my own childhood. I was reminded of the science exhibitions, the quiz competitions, even my board exams. I realized I used to study really hard partly because he had taught us kids that it was important, that it was a way for us to build our minds, careers and eventually our country. Over the years, we forget why we did what we did as kids, why we chose the subjects we chose to study well or what motivated us to choose the life paths we chose. His death has reminded me that he was always somewhere in the background in those years, sometimes on TV, sometimes on the radio, sometimes in the news, egging on young directionless kids like me to be good, to be better.

They say in space, genius is not inventing and writing with a gravity-defying ink pen. Genius is writing with a pencil. He was that pencil. Simple, to the point and direct to the point of being disarming. Indian kids who were born after 2000 are just 15 or younger today, and most will easily live to 2070 or more. In other words, this unassuming man with a distinctly funny hairstyle has knowingly embedded his values into the minds of millions of young Indians who will live well into the next 50 years. If there's an example of future proofing your message, this is one of the best. He taught us that power and peace can coexist, that weakness was not a matter of pride, but a status quo to be challenged and overcome. That the Indian mind was no less than the American or Australian or European one, that dignity came not with destitution, but with a defense policy and with nuclear deterrence. That to earn the right to build missiles that protect your country with nuclear warheads that can strike deep into enemy territory, you do not have to be rich or have influence in the right places or be born in Mumbai or Delhi or Bangalore. You can be born in a village in Tamil Nadu, sell newspapers as a kid to support your education, and still grow up to have your thumb on the country's nuclear button.

That all you need is hard work, determination, and the spirit to dream beyond your immediate reality. He was not a top down motivator who simply spoke about these things without having direct experience of them. At each stage of his life, he had to think beyond his immediate reality and have the audacity to overcome his immediate situation.

Since he was used to doing it so many times for himself, he eventually realized he could do that for his country's and citizens' ambitions too. For Indian kids in a generation which had no real living role models in the sciences, in research, in innovation and definitely not in nuclear technology and defense, he filled a very important gap. He was arguably the most publicly known Indian scientist of my generation, nuclear or otherwise. Ironically, we enjoy largely peaceful borders because we are a coherent nuclear power. He truly believed in the maxim that India should 'talk softly and carry a big stick'. He was, and always will be, one of the most iconic products to be Made in India. And everything made after him, owes a little to this tiny genius from Rameswaram, who taught us that Taking is good, but Making is better.

Written by Samridh Kapoor

Luxor joins the hygiene bandwagon; launches sanitisation products

ET Bureau: Last Updated: Dec 01, 2020, 01:45 PM IST

Writing instruments maker Luxor on Tuesday announced its foray in the home and hygiene segment by launching Luxor Nano, which it claimed was a range of nanotechnology-based sanitising products to protect the home, skin and gadgets against bacteria and viruses. "The company plans to increase its presence in this specific segment given rising demand fuelled by the Covid pandemic," Luxor said in a statement. Luxor Group executive director Pooja Jain Gupta said in the statement: "Nanotechnology offers enormous benefits in terms of safety and stability; we see this technology as a game changer in the health and hygiene sector." Globally, nanotechnology is gaining prominence across product categories since it's recognised as a high-efficacy product. Luxor, which debuted in India in 1963, claims a share of 15% of India's writing instrument market. As many as 9,700 products and variants entered the Indian fast moving consumer goods market between April-September this year, the highest ever spree of new product launches, 35% higher than a year-ago period, data by market research firm Nielsen said. Almost all the launches have been in the space of health, hygiene and immunity-boosting.

Hatsun Agro to expand retail footprint with HAP Daily; crosses 3,000 outlets

ET Bureau: Last Updated: Dec 02, 2020, 02:23 PM IST

Private sector dairy company Hatsun Agro Product (HAP) said on Wednesday it has reached a retail milestone of 3,000 outlets, which it said made it the first Indian private sector dairy company to open these many outlets in the organised format. A statement by Hatsun said the milestone makes it the largest private dairy retail player in the industry. HAP Daily, the retail arm of Hatsun Agro, sells milk, milk products and ice-creams under the Arun brand at convenience stores. In addition to its ice-cream range, HAP Daily outlets will retail other dairy products such as milk, curd, paneer, milk-based beverages, yoghurt shakes and ghee in various markets, a statement by the company said. "HAP" Daily outlets will also supply products to retail outlets within the vicinity, increasing ease of availability of products and expanding brand reach," the statement said.

Trust, empathy as important as profits: Nestle India chairman Suresh Narayanan

ET Bureau: Last Updated: Dec 03, 2020, 09:00 PM IST

Companies need to focus on trust and empathy as much as on profits and driving growth, packaged foods company Nestle NSE 1.07 % chairman Suresh Narayanan said at a CII HR Conclave on Thursday. "Leadership, specially in these trying times, is about trusting the self; it is only with high performing cultures that one creates a high performing company," he said. Narayanan said companies need to interweave culture into an organisation based on purpose, people, partnership and profits to deliver optimum results. Nestle India, which makes Maggi noodles and KitKat chocolate, announced return to double digit growth for the September quarter and has committed fresh investments of Rs 2,600 crore over the next three to four years.

Nokia starts production of next generation 5G equipment in India

PTI :Last Updated: Dec 08, 2020, 11:30 AM IST

Telecom gear maker Nokia on Tuesday said it has started production of 5G equipment in India and the equipment are being shipped to countries that are in advanced stages of deploying the next generation technology. The roll out of 5G services in India is dependent on spectrum auction as telecom operators need suitable wireless frequencies to start 5G in the country. "From being the first to manufacture 5G NR in India to producing mMIMO, it demonstrates our innovative manufacturing capabilities and our belief in India's skill and talent to produce the best-in-class equipment. This will enable us to support Indian Operators as they prepare to launch 5G," Nokia Senior Vice President and Head of India Market Sanjay Malik said in a statement. Nokia was the first to manufacture the 5G New Radio in India, and it is now producing the cutting-edge Nokia Air Scale massive Multiple Input Multiple Output (mMIMO) solution, the company said.

Bharat Biotech seeks DCGI nod for Covaxin use

ET Bureau: Last Updated: Dec 08, 2020, 06:33 AM IST

Hyderabad based Bharat Biotech on Monday applied for Emergency Use Authorisation (EUA) for its potential Covid vaccine, Covaxin, which is being developed with the Indian Council of Medical Research (ICMR). "After Pfizer NSE -0.18 % and Serum Institute of India, Bharat Biotech has also applied to the drug regulator for market authorisation approval now," sources confirmed ET. Covaxin is a fully indigenously developed COVID-19 vaccine, with the largest Phase 3 clinical trials conducted in India, on 26,000 subjects across 25 sites. Covaxin is based on a two dose schedule and its efficacy is determined 14 days post the second dosage. "If all goes well, the company is expected to launch it by February," sources further said.

Samsung announces its new brand vision for Indian market

ET Bureau: Last Updated: Dec 09, 2020, 02:06 PM IST

India's largest consumer electronics company, Samsung on Wednesday announced its new brand vision for the Indian market -- #Powering Digital India -- which includes a new local R&D strategy with special focus on the local start-up community and initiatives in manufacturing. In a media release, the Korean giant said the new vision was unveiled with Samsung completing 25 years in the country.

Ken Kang, president & CEO at Samsung Southwest Asia, said the new vision #Powering Digital India sets the course for India's future growth in which Samsung will continue to be its strongest partner. "Samsung is committed to work with the government of India and various state governments to realize their vision of nation building, digital inclusion, digital empowerment and bridging of the digital divide through multiple initiatives in manufacturing, R&D, creation of jobs and entrepreneurship, responsible citizenship and transformational innovations," he said. As part of the new vision, Samsung will launch a youth-centric citizenship program which will involve engineering students and academia from across the country and will help create a stronger innovation ecosystem in the country. The company said it will soon unveil the contours of the program.

Wistron factory violence: Apple needs to enforce supplier code of conduct in India, say analysts

ET Bureau: Last Updated: Dec 14, 2020, 07:47 PM IST

The Wistron factory violence issue will force Apple to strictly enforce supplier code of conduct in India as it brings more suppliers to India as part of its China plus strategy, analysts said. They added that the violence at the Wistron factory has put a blemish on Apple, which is a marquee brand for the Indian government.

"It puts a blemish on India as a long term ease of doing business and welcome destination for global brands. It is a matter of concern for Apple as well," Navkendar Singh, research director at IDC told ET. On Saturday, a section of workers vandalised the Taiwanese iPhone supplier's plant in Kolar, Karnataka, following an alleged dispute over wages paid by third-party contractors. Police have detained more than 100 people over this, which led to the destruction of assembly lines. Wistron Info comm. Manufacturing (India) has reportedly estimated the total loss due to the violence on Saturday at Rs 437.70 crore.

Have an opportunity to promote India's wellness centres, Ayush hospitals globally post COVID

ET Bureau: Last Updated: Dec 14, 2020, 10:40 PM IST

Post the Covid 19 pandemic, the tourism ministry is planning to position India globally as the wellness and Ayurveda hub, with tourism minister Prahlaad Patel pushing for the listing of all such centres in a systematic manner so that they can be widely publicised. The matter was discussed in the meeting of the National Medical and Wellness Tourism Board which was held on Monday. Post Covid, we have an opportunity to promote Yoga, Ayurveda, the board members have also recommended that we should have separate hubs for Ayurveda and Allopathy, so that tourists are clear about their choices," he said. "We have said that we should also have an authentic list of all our wellness centres and Ayush Hospitals so that we can properly publicise them. This will also help foreign tourists," he added. He also said that India has 34 hospitals which are accredited by the Joint Commission International (JCI) and 578 under the National Accreditation Board for Hospitals & Healthcare Providers (NABH).

Yes Bank could face significant asset quality stress in coming quarters

ET Bureau: Last Updated: Dec 16, 2020, 03:18 PM IST

Private lender Yes Bank NSE -5.00 % could face near term asset quality issues as the pandemic continues to ravage a large part of the formal and informal economy. A report issued by Macquarie Capital which recently met the Yes Bank management, states that the lender could see stress in its exposure to the real estate and hotel industry. There is going to be a substantial increase in stress in the next 2 quarters as they have large exposure to the real estate and hotel industry where there are likely to be defaults," said Suresh Ganapathy, associate director, Macquarie Capital. Despite the asset quality stress the management claimed that they had front loaded provisions and don't see substantial dip in capital ratios.

Maharashtra: Covid-19 included in health insurance for government employees

PTI: Updated: Dec 17, 2020, 23:12 IST

Covid-19 has been included in the list of diseases covered under the Maharashtra government's health insurance for its employees. The announcement was made by health minister Rajesh Tope on Thursday. The state today decided to provide medical cover for its employees if they catch Covid 19," he said. Immediate relatives of government employee also benefit by the scheme related to heart and lungs (which the scheme covers).

However, now it has decided to include Covid-19 (specifically) which primarily affects the lungs," Tope said.

Working to link hospitals with foreign insurance firms to boost medical tourism: Minister

PTI: Last Updated: Dec 20, 2020, 05:19 PM IST

The government is planning to form a working group to explore the possibilities of linking Indian hospitals, wellness centres and Ayurveda clinics with foreign insurance firms to boost medical tourism in the country, Tourism Minister Prahlad Patel has said.

He said the aim is to ensure that foreign nationals seeking medical treatment in India can arrive here with their own insurance which would be recognised by all health centres here."We will form a working group to explore the possibilities to enrol foreign insurance firms with Indian health centres so that people can use these for treatment here. So, when they arrive, they have their insurance in place.

This will be especially helpful for those arriving from Iraq or Southeast Asian countries," the minister told in an interview. Officials also said the ministry has recommended that foreign tourists visiting India may be offered attractively priced COVID-19 insurance covers as part of the ministry's plans to revive the sector post the corona virus crisis.

The working group will provide us a model on which our system can be based. We are also in discussions with domestic insurance companies as well as the departments concerned here," Patel said. Officials said the ministry is studying insurance policies introduced by Singapore and other countries.

Covid-19 expanded biotech scope: Biocon Chief

ET Bureau: Last Updated: Dec 21, 2020, 06:47 AM IST

Biocon NSE -0.06 % executive chairperson Kiran Mazumdar-Shaw said the Covid-19 pandemic has created many opportunities for the biotech industry and that she expects the National Bio-Entrepreneurship Competition (NBEC) to come up with great ideas in biotech, bio-medtech and other related areas."This year has seen a surge in the number of bio-IT, bio-medtech companies and biotech companies. This is the most sought-after sector and many venture funds are looking to invest in,"

HDFC, ICICI Bank, SBI, among top-10 lenders in 2020; Google Pay, PhonePe top wallets

PTI: Last Updated: Dec 21, 2020, 10:31 PM IST

HDFC, ICICI Bank, SBI, Yes Bank, PNB and HSBC Bank emerged as the top-10 banks in 2020, while Google Pay and PhonePe were the top wallets among the customers, according to a report. The BFSI (banking, financial services and insurance) Movers and Shakers 2020 report by Wizikey talks about the top-100 banks in India and emerging BFSI models such as wallets and UPI, Neobanks, non-banking financial companies (NBFCs), small finance banks and payments banks.

"In a locked down world, Google Pay emerged as the number one mover and shaker, followed by Phone Pe." The three banks that transformed themselves almost overnight to serve the Indian consumer and have also trumped their newer counterparts including Axis and Kotak Mahindra Bank in both quantity and quality of news are ICICI, HDFC, and SBI, it said. WhatsApp launched its payment services but it stayed behind other players, while neo banks was another category that witnessed a lot of buzz in the year riding the trend, owing to the digitisation that has been under progress for years.

Kotak Fund, Arcil, 4 others among bidders for Reliance Home Finance

By Joel Rebello ET Bureau Last Updated: Dec 21, 2020, 08:01 AM IST

Kotak Special Situations Fund (KSS), Asset Reconstruction Company (India) Ltd (Arcil) and Acre ARC are among six bidders that have expressed interest to buy the debt-laden Reliance Home Finance NSE 4.08 % (RHFL), multiple people familiar with the process told ET. Lenders led by Bank of Baroda NSE -6.81 % (BoB) are seeking buyers for the debt-laden company through an inter-creditor agreement outside the Insolvency and Bankruptcy Code (IBC).

For hospitality and tourism sector, 2021 is all about survival, recovery

PTI: Last Updated: Dec 21, 2020, 04:10 PM IST

As the uninvited guest corona virus pandemic checked in, India's hospitality and tourism sector suffered three quarters of economic wipe-out estimated to be up to Rs 15 lakh crore, and the industry is desperately looking forward to government support to survive and recover in 2021. With business coming almost to a standstill, the travel and tourism industry players want the government to provide targeted support to the sector till vaccine-based confidence comes, to help them meet their operating costs and retain jobs.

Although the black swan event shook the very foundation of this vibrant and bustling sector, the players are putting up a brave front, optimistic to regain the "lost vibrancy in the latter half of 2021" and are banking on 'revenge travel' once the health crisis is controlled to help the sector recover. "This was the worst three quarters ever for the tourism industry over a century and this is expected to play out till another two quarters till vaccine is deployed across all source and destination markets," Federation of Associations in Indian Tourism and Hospitality (FAITH) Chairman Nakul Anand told.

E-commerce props up paper-packaging fortunes: CRISIL Ratings

ET Bureau: Last Updated: Dec 22, 2020, 11:12 AM IST

A revival in demand, led by increased off take from e-commerce channels, will support a rebound for paper-packaging entities this fiscal, offsetting the impact of pandemic-induced disruptions in the first quarter, according to CRISIL. And despite a 200 basis points (bps) blow to operating margin, credit profiles will be stable on the back of strong capital structure, said the rating agency that studied 50 companies, which account for about 37% of the industry's revenue. Sales volume had wilted after the lockdown as demand from key end-user industries such as ready-made garments, industrial components, consumer durables and exports weakened. However, demand rebounded as heightened safety and hygiene consciousness forced consumers to increase use of e-commerce channel for deliveries. Therefore, on-year basis, demand for paper packaging is seen unchanged at 9 million metric tonne this fiscal. "Given the increase in input costs, average operating margin is expected to shrink 200 bps on-year to 12-12.5% this fiscal. However, it is good to see companies working to raise margins by improving their product mix, especially in categories such as FMCG and e-commerce," said Mohit Makhija, Director, CRISIL Ratings.

DIGITAL DIMENSION – A BOON TO THE STUDENTS FROM THE PANDEMIC

We have been passing through a phase which has been unprecedented not only in our lives but also in the lives of our parents. It is a tragedy which has impacted the life of every human being on this earth no matter whichever country he belongs to. As the society is not egalitarian anywhere in the world, so the pinch of this pandemic has been felt by different sections of the society in different proportions and as the pandemic has manifested itself in multifaceted form, different sections have felt its influence in multifaceted ways, be it in economic form, social form, emotional form or psychological form. The maximum pain has definitely been suffered by them who have lost some near and dear ones in this pandemic. Next are those who could not get proper medical attention due to various lock-down measures and yes, the next are those who lost their livelihood and had to return to their places of origin. These were the impacts which were quite visible and reported on mass media on a great scale but there are other areas as well where the impact of this pandemic is very huge and not very visible in the short term, but their repercussions are to be felt in long term. One such area is education. If the education is not available to the present generation for a long time, it may hamper their intellectual growth.

Many of us are very lucky that we have access to education even in such troubled time. Though many of the students may feel that there are many difficulties in the present online education system such as long hours of exposure to the electronic devices, load of assignments and exams etc. but this is also required to be appreciated by us that we are lucky enough to have luxury of such facility which is not available to the millions of the students in the rural areas in India and it may hamper their intellectual growth.

What the present online education requires is the right time management by the students and proper utilization of the resources. Online education has not added any new academic burden rather it has just replaced the physical system of education for avoiding the spread of the disease. So a student is required to attend all the online academic activities by not being a victim of the physical dimension. Rather it should enjoy this new mode of education and help the teaching fraternity in exploring its various benefits, both the short term as well as the long term.

The students should consider that they have the opportunity to save their commutation time which they may use in various other value added activities like exercise, sports or just pursuing some hobby or some other social activity. The online education has made a student very comfortable with the online tools which can help them in finding online entrepreneurship opportunities because we must not forget that Amazon and Flipcart are the online ventures and many of the new startups are getting established virtually. So becoming habitual of online tools, the students have got exposure to a new dimension which is digital dimension of the real world functioning. They have experienced this digital dimension when actual lock-downs and social distancing have become new norms. The understanding of the digital dimension is going to help the students whether they may take up jobs in future or start their own ventures. So the students must be excited and innovative in taking the maximum advantage of this digital dimension.

Wishing you happy Learning!

Dr Vivek Gupta
Assistant Professor
Amity Business School

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|---|--|
| Action learning | A learner-driven, continuous learning process where learning revolves around the need to find solutions to real problems. |
| Active learning | The process of learning new knowledge, skills and behaviors through taking specific actions or performing specific tasks. |
| Activities of daily living (ADL) | The personal care activities which are essential to an individual's everyday living, including eating, bathing, grooming, dressing, mobility and toileting. |
| Adjunct program | A supplemental training tool that applies programming principles to existing instructional modules, materials, texts, manuals, etc., that are designed to direct the learner to specific areas within the module. |
| Adult learner | Individuals, who are beyond postsecondary education age, are employed on a full- or part-time basis and are enrolled in a formal or informal educational program. |
| Adverse action | Any act by an employer those results in an individual or group of individuals being deprived of equal employment opportunities. |
| Adverse impact | A substantially different rate of selection in hiring, promotion or other employment decision that works to the disadvantage of a race, sex or ethnic group. |
| Adverse selection | An employer's selection practices or policies that result in discriminatory or unfavorable treatment toward an individual or individuals who are members of a protected group. |
| Advisory committee | A group or panel of internal or external members with no decision- making authority, assembled to identify and discuss specific issues and make recommendations. |
| Affected class | Groups of employees, former employees or applicants who have experienced and/or continue to experience the loss of employment opportunities or benefits due to discriminatory practices or policies of the employer. |

Test Your Knowledge

1065

ANSWERS: 1064

ANSWERS-

Q1. Overall and strategic planning is done by the

- A. Top Management
- B. Middle Level
- C. Supervisory Level
- D. None of These

1. D

Q2. Consider the following statements : - Planning involves

- A. Choice among alternative courses of action
- B. Forecasting
- C. Both (a) and (b)
- D. Decision only by production manager

2. A

3. C

4. D

5. C

Q3. If a general manager asks the sales manager to recruit some salesman on his behalf, it is an instance of

- A. Division of authority
- B. Delegation of authority
- C. Delegation of responsibility
- D. Decentralization of authority

Q4. An organization structure is effective if it enables individuals to contribute to the objectives of the enterprise. This is known as

- A. Scalar principle
- B. Principle of unity of objectives
- C. Principle of functional definition
- D. None of the above

Q5. While delegating, a superior delegates

- A. Only authority
- B. Authority and responsibility
- C. Authority, responsibility and accountability
- D. Authority and responsibility but not accountability

TRISHNEET ARORA– FOUNDER & CEO OF TAC SECURITY SOLUTIONS



At the age of 25, Trishneet Arora (Young Indian Entrepreneur) is an author, a self-described friendly hacker and the founder and CEO of cyber security startup TAC Security Solutions. The India-based company performs Vulnerability Assessment and Penetration Testing for corporate identifying weaknesses in their cyber security.

He has received funding from angel investor Vijay Kedia and support from former VP of IBM, William May. In 2017, Arora was listed among the 50 Most Influential Young Indians by GQ Magazine, while August 25, 2017 was proclaimed “Trishneet Arora Day”, by the Mayor of Santa Fe, New Mexico.

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