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IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PROFESSIONALS



*Happy
New
2021*

*Wish you the best of joy
and happiness, have a
rocking New Year!*

Greetings from **IMPACT**



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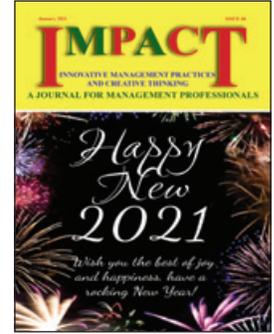
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Dear Readers,

New Year comes with new beginning, with excitement and hope for the next 365 days. At the beginning of a new year, our hearts are filled with joy and our minds are filled with plans and dreams.

At this time, we are all heading to the future. That optimism and motivation is presented in a lot of New Year quotes and wishes. Wishes are full of words of encouragement, determination and positive vibes. Thus, they provide a great way to enhance your New Year's Resolution and motivate yourself to achieve all your goals.

The spirit of New Year is realization of possibilities. On this occasion, suddenly we feel like having all the power to make things happen. That feeling is exactly what can design and kick start our plan. And it will also carry us through obstacles that will come along the way. That is why New Year brings both an inspiration and a motivation.

We all get the exact same 365 days. The only difference is what we do with them?

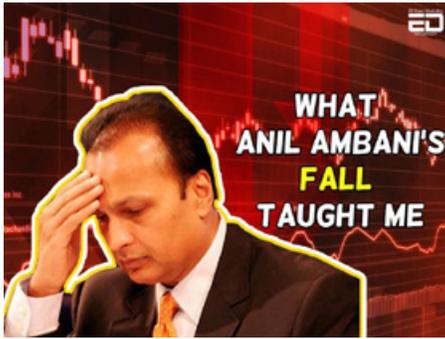
New Year comes with new 365 days to spend. New Year comes to every person, this amount of time is the same to everyone. But why are there successful people who achieve many great things and the others who seem to stay still?

Well, the answer lies in our decision to spend our 365 days. Gather your dreams, sketch your plan and work for it, you will receive a year of success and happiness.

IMPACT Team Wishes The Distinguished Authors and Readers of IMPACT A Glorious 2021.

Editorial Team

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Why did Anil Ambani fail ?

Who is Anil Ambani? Everyone knows this answer and probably everyone also knows why he failed in business. During these Covid times, social distancing has made it difficult to have face to face chats and discussions. However, the other day I had the opportunity to talk an old friend for long time regarding the present issues discussed on all media channels. Somewhere we ended up talking about the Ambanis and why one brother flourished and the other failed. This brought me to write this article based on my discussions and a little research.

Well to start with let me refresh our memories about the Ambani family. Dhirubhai Ambani, the Indian business tycoon started the Reliance

Organisation. He died in 2002. He founded the Reliance Capital, Reliance Infrastructure, Reliance Power and Reliance Industries. There was a scrimmage for assets between his two sons Mukesh and Anil Ambani. The first signs of discord showed up in 2005 when the media without taking names started reporting about a possible split in the family. Their mother, Kokilaben stepped in and made them sign a peace pact, supported by well respected external negotiators. As per the agreement the Petrochemicals business under Reliance Industries was given to Mukesh the elder son while the Telecom business which was nurtured by Mukesh so far, was given to Anil, the younger son. They were also made to sign a 'no compete' agreement where they had to agree that they both will steer clear of

अब ये रहेगा
RCOM का नया
BUSINESS

3.5 लाख+ views

FinnovationZ

RELIANCE

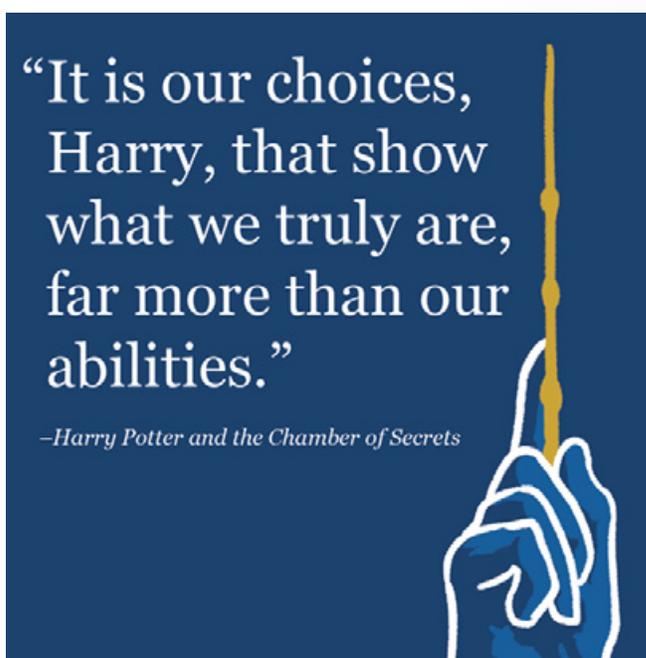
each other's business. In May 2010 this clause was scrapped.

This was a brief history of how the Ambani Empire got divided. The discussion at hand is about... Why Anil failed? So to cut the narrative short I will get to the point of answering what the facts are and what I think why Anil failed. We must remember that in the circumstances that Anil took over there were a lot of comparisons drawn between both the brothers and their way of handling the business and also expanding the business. I have explained the reasons of why Anil failed in very simple terms:-

1. Ambani family is a conservative family and Anil started as a rebel by marrying a controversial film star in 1980's.
2. Anil took the CDMA communication with outdated technology. So he showed wrong preferences.
3. He washed dirty linen in public so to say. He cried foul and went to newspapers to tell about the practices followed by Reliance of which he was a partner. He could have tried out closed door negotiation.
4. He could not sustain the family telecom business and went into heavy debts.
5. Anil did not keep a close watch on his business and strategies and lacked the art of execution of these strategies.
6. His political leanings to one party were made so open that he left other parties upset and angry.
7. Anil was very good in financial planning and fund generation while his man management was very poor.
8. He lacked clarity of vision to invest his money and predict the future of his business in order to turn it into profits.
9. Anil wanted to try different things at a time and did not attract the right kind of people to run these ventures.
10. He allowed becoming the punching bag with his silence on the 2G scam and could not stop it.



11. Anil got business that needed a lot of cash investment and without cash backing from the parent company; it failed in the competitive market.
12. He borrowed huge amounts from banks and I read that his investments in shadow companies did not pay off.
13. He was flamboyant and led an extremely flashy lifestyle.
14. It is said he also defrauded common people who invested in his insurance and telecom business.
15. He was deeply attracted to the Glamour business and had close ties with celebrity names.



RELIANCE Communications



16. His decision making was speculative which made his investors and banks that he borrowed from, bleed. For example he invested millions of rupees in Steven Spielberg's sinking company DreamWorks and made huge losses.

17. He had a trader's mindset and it is said he has not produced any entrepreneurial ideas.

The latest news says "The latest trigger for RCom's troubles was the failure of a potential deal Anil struck to sell the telecom assets to Mukesh's Reliance Jio for Rs 18,000 crore. The deal collapsed

after the Department of Telecommunications insisted that Jio accept RCom's arrears too, which Jio was unwilling to do. Mar 15, 2019 ""

Ref: <https://www.indiatoday.in/magazine/the-big-story/story/20190325-the-fall-of-a-billionaire-1477813-2019-03-15>

In conclusion, I would like to quote from Harry Potter.... . IT'S not OUR Abilities BUT our CHOICES that MAKES us what we are. Anil's choices made what he is today.



Mrs. Sandhya Rao

Is an independent Senior Innovation Consultant, holding a Master's in Psychology from Punjab University, Graduation from Government College for Women, Chandigarh with Economics, Psychology and English (Honours), Schooling from Carmel Convent, Chandigarh.



Affinity between Rajaji and Kamaraj



10th December happens to be Rajaji's birthday. My memory goes back to the year 1971 when he and the Congress (O) leader were close to each other. In fact, during the beginning of the year 1971, on the advice of Rajaji, I had gone to Kerala (Ranni), to campaign for a Cong (O) candidate - Mr. Stephen. The meetings were organised by Baby Joseph who presently runs the Rajaji Foundation. Such was the closeness of Rajaji and Kamaraj in those days.



On 10 th December, in the year 1971, I had arranged a function for Rajaji's birthday in Hotel Woodlands. When I told Rajaji about the function, he was furious. "Why did you do this without my knowledge? What is the great importance of a birthday. Everyone one has to be born on some day. Please cancel the function," Rajaji said. I quietly replied "Sir, but there is a small problem. The Cong (O) leader, Kamaraj has agreed to attend the function." Rajaji was taken aback. He said, "alright, alright, you then go ahead with your programme. Do not waste your time on me. I will be there on time. You go to Kamaraj's house and bring him to the function". During the event, both the leaders, became so sentimental when they spoke, that our eyes became moist. I always cherish this event in my mind.

On his next birthday, 10th December 1972, Rajaji was bed ridden. He passed away on Christmas evening at 5.40 pm as the sun set. We were all at the bed side.

Dr.H.V. Hande

*Former Health Minister of
Government of Tamilnadu.
Founder & Director of
Hande Hospital.*



Success Strategy – Say ‘Yes’ to What Matters Most only

Most of us would agree that as an entrepreneur, time and energy are in constant demand. If we’re not careful, too many “Yeses” to distractions and invitations—like coffee with no precise purpose—will sabotage our creative and productive output. If only we know what and how to decline, it would save lots of our time and energy.

Few Strategies are listed below to know How to Say ,“YES “ only to Most Important matters :

1. Run every opportunity through a litmus test.

Many of us think that ambition meant leaving no stone unturned, no potential client, contact, or lead untapped., whereas we would have learned through experience that

- We have limited bandwidth—burnout is a real, crippling reality.

- Maintaining a balance of work, relationships, sports, and spiritual practice is not only healthy but also results in higher quality work.
- Playing the long game and looking at the big picture is a better strategy than making decisions in the moment—which often come from a fear-based notion of missed opportunity.

I would suggest that we run every opportunity, request, meeting, or invite through a litmus test: Will this move the needle forward in my career? Is it a way to be of service? Does it meaningfully nurture me mentally and emotionally? Is it reciprocal for someone who’s done something for me?

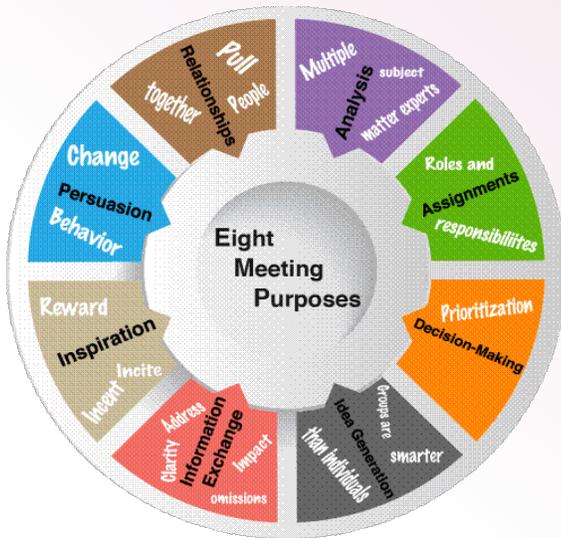
If it doesn’t fall into one of those categories, better to pass on and be available & fully present for an opportunity that does.

2. Only say ‘Yes’ to meetings with a clear and precise purpose.

Don’t be afraid to say “No;” It’s especially important to have an assistant who’s a gatekeeper of your time. A great assistant knows your schedule, priorities, and availability better than you.

One of the secret to not disappointing people is to have a great support team. I rarely schedule a meeting I don’t want to take. My assistant gets





as much information about the invitation or opportunity as possible, researching the person or company before presenting it to me, so we can respond accordingly.

3. Clone yourself to deliver value.

Here’s the paradox: Precise questions elicit thoughtful answers. However, most inbound requests are vague because people need your help with clarity; although you can help, answering every request is logistically unscalable.

If you get an unfocused request or general inquiry, it is better to respond with extreme specificity to create clarity. Instead of saying “No,” refer people to a resource that answers similar general questions.

4. Hire a ‘Director of No.’

Having a clear understanding of your priorities—and a calendar reflecting them—makes saying “No” easy, even if you experience difficulty saying it. An open calendar is dangerous; it should be filled with your most important tasks. It’s hard to say “Yes” when you don’t have any free time.

If you can’t say “NO” then hire someone to keep your time and tasks protected from the trivial pursuits of others.

Two of the most important things are: one, “No” is a complete sentence and doesn’t need explaining, and two, when you say “Yes” to something, you’re declining something else.

5. Lock in your calendar, unplug, and work in uninterrupted blocks.

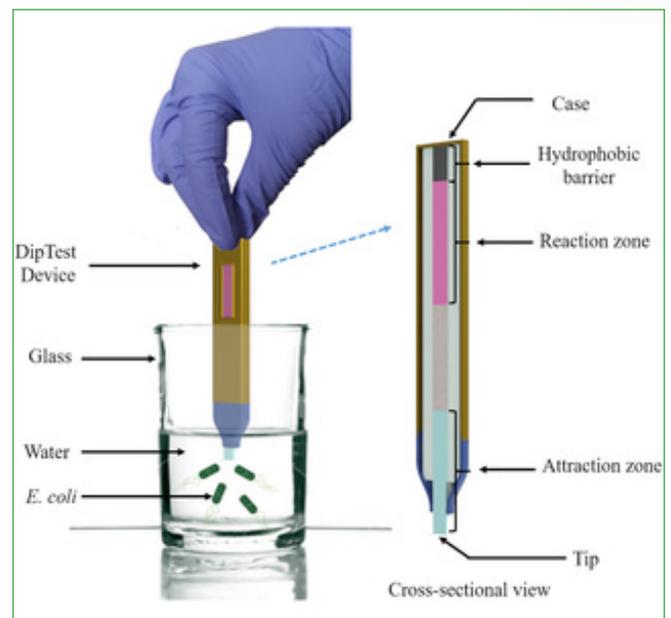
Creating value and building a business only comes from focused attention and discipline. Although you could miss delightful social time, saying “No” to invites and distractions enables to say “Yes” to extraordinary success.

6. Practice turning people down.

The best way to get better at anything is practice! Start practicing these responses right now:

- “No, thank you.”
- “No, not at this time.”
- “No, I can’t.”
- “I’m unavailable.”
- “No, not interested.”
- “No.”

Decide now what you’re willing to give up by saying “Yes”—productivity, money, family time, or exercise? Don’t wait until you’re asked. Say “No” to





anything not adding value to your life or business. Rid yourself of the disease to please!

Also, be direct. Don't say, "I'll think about it," if you're not interested. Although we want to be agreeable and liked, as entrepreneurs, what we want most is to build our businesses. To succeed, you must surrender the illusion that you can make time for everything. You can't. Say "No" to distractions; say "Yes" to your artistry.

7. Decide quickly.

Asking for something is hard. Maybe it's someone's time, money, or opinion. I've been on both sides,

so appreciate the effort when someone reaches out. Always help someone when you can. If you can't, the best thing you can do for everyone is to give a quick answer.

The root of business success is the fundamental ability to say "Yes" to what's most important and "No" to anything else and it would be easier for us by implementing above .

Syed Fazlullah Khan

Certified Project Manager (IPMA C) and MRICS with over 3 decades of qualitative experience in the Construction Industry. Formerly he was working with ETA Properties & Investments Pvt.Ltd., Chennai as Head – Projects. Presently, he is a Project Management Consultant for many Projects.



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Collaborative Teamwork – The Way To Success In Business

It is the long history of humankind (and animal kind, too) that those who learned to collaborate and improvise most effectively have prevailed. – *Charles Darwin*

Collaboration means ‘to work with another person or group in order to achieve or do something’. That sounds very simple. But then when you think back what business is all about, it basically comes down to individuals working together to achieve a defined and common business purpose.

Why is it important for organizations to work together?

When you have many groups with different views, resources, and skills applying their intelligence and strength to solve a problem together, the results can be like the work of superheroes.

7 Reasons Why Collaboration is Important

1. Collaboration helps to solve problem;
2. Brings people (and organizations) closer together;

3. Helps people learn from each other;
4. Opens up new channels for communication;
5. Boosts morale across the organization;
6. Leads to higher retention rates;
7. Makes employees more efficient workers.

The common ways organizations can work together are: Networking, Coordination, Cooperation, Collaboration and Multi-sector collaboration.

There is a functional difference between cooperation and collaboration. In Cooperation, people have Independent goals with agreements not to interfere with each other. In Coordination, the actions of users are directed by a coordinator to achieve a common goal. Collaboration is the process of shared creation; collectively creating something

Teamwork VS Collaboration	
Teamwork	Collaboration
Members work towards a common goal	Members work towards a common goal
Their actions are independent but committed to a goal Teamwork requires leadership to provide vision, guidance, and to resolve conflicts	Their actions are interdependent and demand sharing Collaboration requires equal partnership and members need to resolve conflicts on their own
It's effective over short term	It's sustainable over the long term
Key element = control	Key element = trust

Differences between Team work and Collaboration

TEAMWORK

- ❖ Has a defined and same goal
- ❖ Is itself affected by collaboration
- ❖ Rarely happens without collaboration
- ❖ Can be considered a form of collaboration

COLLABORATION

- ❖ May have different goals in mind
- ❖ Affects and enhances team work
- ❖ Can take place whether or not professionals consider themselves to be part of a team

new that could not have been created by the individual users. Distinctly, unlike communication, it is not about exchanging information. It is about using information to create something new. Unlike coordination, collaboration seeks divergent insight and spontaneity, not structural harmony. And unlike cooperation, collaboration thrives on differences and requires the sparks of dissent.

Organizations must be able to excel at working together while giving their employees the tools to foster better communication and access to information. The more the workplace becomes connected by open offices, distributed teams, and

remote technology to get things done, the more that effective collaboration becomes a critical skill in an organization. Those organisations that excel at collaboration tend to innovate better and respond to market conditions faster.

In order to bring in an effective collaboration, the leaders need to understand the purpose of the collaboration. People on the team need to know why they are needed. That means helping them understand why the particular project exists, what it means to the company, and how they can help achieve a positive outcome. When each team member understands the purpose and



goals associated with their team, they can more effectively visualize what they can offer related to that purpose.

Secondly, it is necessary to define roles for the team. Every person on the team contributes specific strengths to the department and company. Collaborating means bringing these strengths to the forefront to make something better than someone could do alone. This works best when each contributor knows how he or she is needed. It's the job of the project or team leader to make these roles clear at the beginning; some team members might need a gentle reminder that collaborating is the default setting for the company. Some people may work faster and do their best work alone, it's ok, but there are other parts of work where working together is crucial. Set that expectation and people will get behind it.

Real collaboration relies on the fact that, collectively, we are all better than when we're working alone. 'Unity is strength...when there is teamwork and collaboration, wonderful things can be achieved', says the American poet Mattie Stepanek. Part of what makes people so interesting is the fact that



we are all different. We have different personalities, strengths, weaknesses, perspectives and ideas. When we identify what people are good at, we can set them up for success by pairing them with appropriate tasks and roles that suit their strengths. 'Emotion is a key component of collaboration, since individual use emotional cues to help regulate group activity' (Van Kleef,2009).





Further, the organisation has to encourage a creative environment. Brainstorming is one of the most frequent and important parts of work projects, so it's essential to know how to be creative together. We all know there is no one way to solve a problem. Hiring intellectually diverse talent helps you tackle individual problems in a holistic, comprehensive way. Using a team with diverging cognitive perspectives provides a more thorough approach to achieving well-rounded, effective problem-solving solutions.

Building a strong desire among the team members for cohesion is as important as effective solutions.



It's often easier for managers to make quick decisions based on their experiences. But being collaborative means setting the quick trigger aside from time to time and involving all team members in some of the bigger, critical decisions during your huddles and team meetings.

We frequently get lost in the day in and day out cadence of getting things done. While this is happening, teams need time to get to know one another, to discover each other's strengths and weaknesses, to build trust, and develop a common vision for the work to be done. Because we're all different, it's worth it to invest in an appropriate interest level in what makes everyone in the collaborative group tick. This can be done formally, like taking a personality test and discussing it informally like spending sometime during team lunches. This knowledge and camaraderie helps us to learn how to best interact when things at work require teamwork.

Trust is what basically builds confidence among our team members that they will do what they say they will do, so we don't have to worry about it. Without



it, collaboration can't truly happen. Suspicious and cynical employees are disinclined to collaborate. It is common to see that many corporate leaders still don't trust employees with the kind of open communication that is the foundation of informed collaboration. Leaders can easily differentiate true collaborators are honest when they need an extra hand or some extra time to finish a task. They also come to the quick aid when someone else needs to solve a problem.

Harvard Business Review reports: Collaboration is taking over the workplace. As business becomes increasingly global and cross-functional, silos are breaking down, connectivity is increasing, and teamwork is seen as a key to organizational success.

'According to data we have collected over the past two decades, the time spent by managers and employees in collaborative activities has ballooned by 50% or more'.

In short, collaborative teamwork helps an employee to achieve development of higher-level thinking, oral communication, self management, and leadership skills, besides promoting efficient member to member interaction in his / her team. It is therefore an effective way to bring success in any (business) organisation.

Dr. S. Jeyachandran

He is basically a Concrete Technologist turned into a Construction Management professional by experience. He has had over 4 decades of experience in selling, Quality Control of Construction Materials, teaching in various institutes. Presently Vice President in Marutham Group, Chennai..



Readers are requested to send their management related questions.

IMPACT will get replies from management experts.

**Send your questions to:
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When will I get my Vaccine?

Now the buzzword has become the Vaccine- it is no more the Corona Virus. When will I get my Vaccine is the question that is in the mind of everyone.

Different reports come from different sources:

- In India, the Serum Institute at Pune in conjunction with Astra Zeneca and Oxford University of the UK, is bringing out the vaccine- Covishield- and supplying to the Government of India by February 2021 and then for the Public from April 2021.

According to Mr Adar Poonawala, Director of the Institute says that by 2024, all Indians will get inoculated. The price of the vaccine will be Rs 250 for the Government to be used for all health workers, Police, Airport staff and all other front personnel numbering a crore of people. For the other Public, the cost will be Rs 1000. The vaccine can be stored under normal fridge conditions. A Study has revealed that this vaccine is encouraging for the elder age groups from 56 to 69 and above 70 without creating much side effects.

- India is the largest buyer of the Covid



SII COVID-19 Vaccines – Deals 2020



Deal Date	Partner Company	Deal Type	Description
04-Jun-2020	AstraZeneca	Licensing Agreement	AstraZeneca Plc. has reached a licensing agreement with Serum Institute of India (SII), to supply one billion doses of the COVID-19 vaccine for low and middle-income countries, with a commitment to provide 400 million before the end of 2020
13-Feb-2020	Codagenix	Partnership	Codagenix, Inc. announced a collaboration with the Serum Institute of India, to rapidly co-develop a live-attenuated vaccine against the emergent coronavirus.

Source: GlobalData Pharma Intelligence Center

vaccine in the world- 1.6 billion doses which will cover 800 million people, roughly 60% of our population. This may be enough a herd mentality- a form of indirect protection from infectious diseases that occur when



a sufficient percentage of a population has become immune to an infection.

- This 1.6 billion doses consist of 500 million from AstraZeneca and the Oxford University vaccine, 1 million from the US Company Novavax, and 100 million of the Sputnik V from Russia’s Ganaleya Research Institute.
- The first 500 million doses will go to 250 million people in the group that consists of frontline workers, military, police, healthcare workers, security agencies etc. This also includes elderly people of age 65 and above and patients with co-morbidities.
- Pharma Giant Pfizer’s vaccine is 95% effective but it has to be stored under Minus

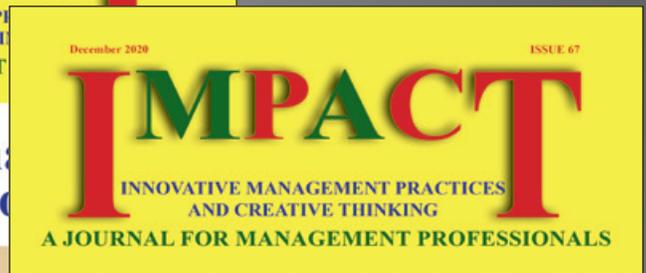
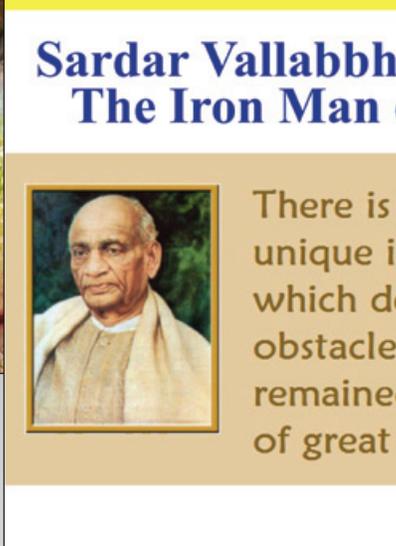


70 degrees and has to be used within 5 days. This vaccine has to be given in two doses with a month time period in between. Does India have all these storage facilities? BioNTech is partnering Pfizer in this venture. The vaccine is likely to be distributed from December in the USA. The cost is between 25 to 37 USD per dose.

- Moderna Inc's vaccine is also around 90% effective.
- Sputnik V vaccine is from Russia. It is already received at Hyderabad.
- Bharat Biotech is manufacturing the vaccine- Covaxin- mostly for Indians.
- The Chief of the World Health Organization- WHO- has opined that the vaccine can be maximum 70% efficient and hence that alone is not enough. The public should build their body immunity to fight the Pandemic.
- The Indian Naturopathy doctors advocate methods like drinking hot water, taking hot steam, gargling hot water with salt and personal cleanliness for fighting the Virus.
- One video shows the people in China drinking hot tea, herbal tea, inhaling hot steam and cleaning hands often and the corona leaving the human body within four days. They don't believe in any vaccine. But another report says that one million Chinese people have been already given a vaccine.
- One country threatens that they need 8000 Freighter planes- 747s- to move 8 billion covid vaccines to the needy nations. Will any Airlines help in this regard?
- A new concept called the Herd Immunity will be achieved through a combination



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Dr.M.G.Bhaskar, Sri Anandham Apartments, No.1A, Jai Nagar, Second Street,
Arumbakkam, Chennai - 600106.



- A California Study claims that the immunity against the Covid by the vaccine will last only for 8 months. Then what is to be done? Should we go another dose?

What next?

With all the above reports and opinions, the uppermost question for every person is When will my turn will come.

of vaccine development, effect of previous vaccinations like the BCG Vaccine and body immunity.

- Don't rush for a vaccine- who knows by June/ September most Indians would have developed a herd immunity! However, don't forget to wear masks, observe cleanliness and social distancing.
- Now a moral dilemma has arisen for the Government of India as to whom to accord priority to give the vaccine after the Health workers. Will it be Senior citizens, politicians, children or the youth? Who is more important to live? Or whom we can afford to lose? Is it the Senior Citizen or the middle aged family man? If a Government can decide as to who can leave this world earlier, then what is the role of the God Almighty!
- While talking about the distribution of vaccine, the Honorable Prime Minister of India says that there may be side effects of vaccine and the Government would only go by Science in finalizing the vaccine for the country.
- Mr Seth Berkley the CEO of Gavi the Vaccine Alliance says that 92 low and middle income economies will be covered initially for the distribution of the vaccine. Does India come under these countries?

But who will give the answer to this million dollar question?

Are we simply whistling in the dark?

Only God can respond to this because if an invisible virus can shake the world, then the invisible Supreme Power can SAVE this world too!

Let us continue our fight against this pandemic with that confidence and courage.

This too shall pass.

Let us all hope for a happier Corona free new year-2021.

R. Venugopal

Mr. Venugopal has served in LIC of India from 1968 to 2006 for 38 years and retired as an Executive Director.

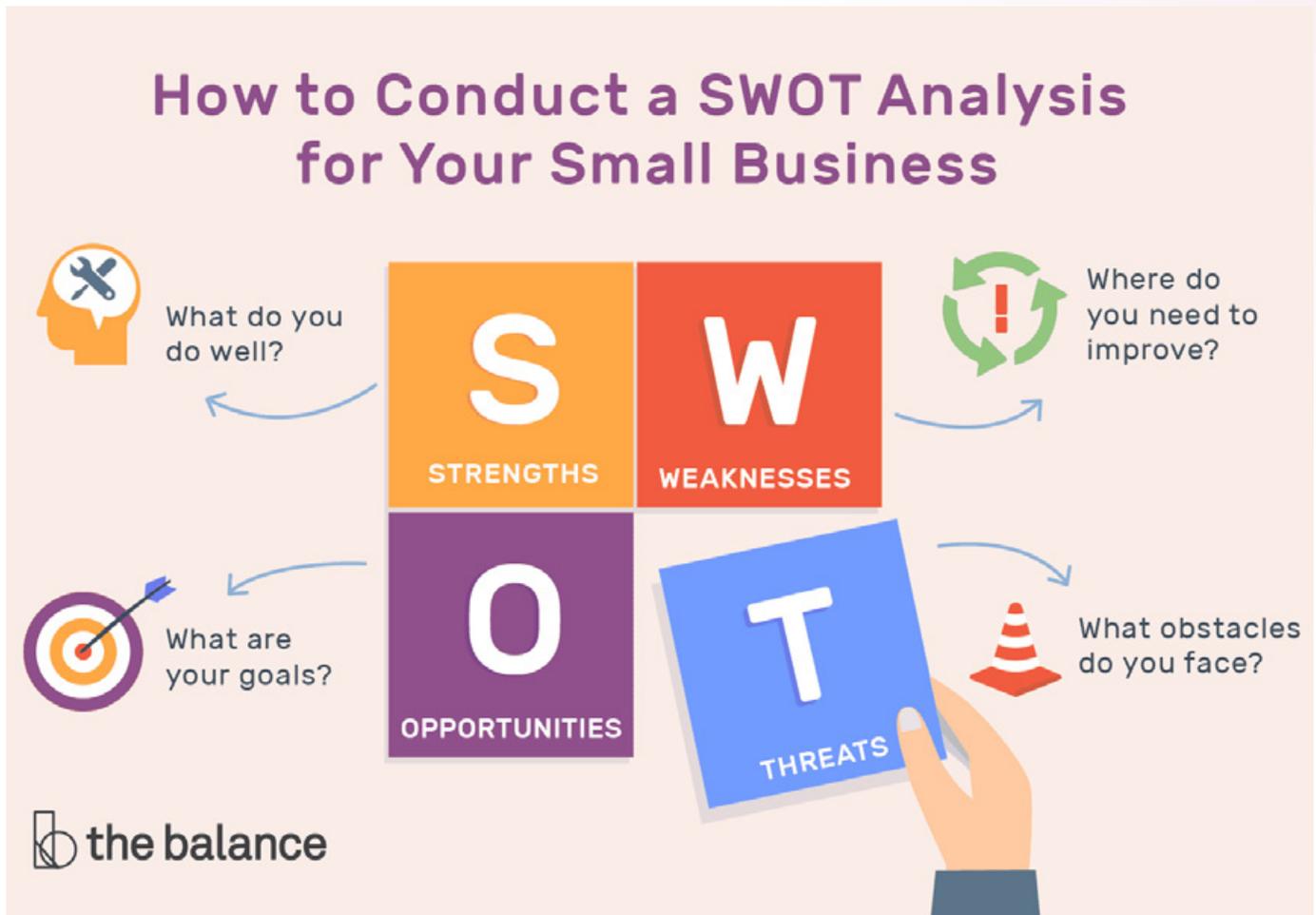


SWOT Analysis

SWOT Analysis is a strategic planning tool used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieving that objective. The technique is credited to Albert Humphrey, who led a research project at Stanford University in the 1960s and 1970s using data

Strategic Use: Orienting SWOTs to An Objective

If SWOT analysis does not start with defining a desired end state or objective, it runs the risk of being useless. A SWOT analysis may be incorporated into the strategic planning model. An example of a strategic planning technique that incorporates an objective-driven SWOT analysis is SCAN analysis. Strategic Planning, including SWOT and SCAN analysis, has been the subject of much research.



HOW TO USE A SWOT ANALYSIS

1. Use a SWOT analysis to distinguish between where you are now and where you wish to be,
2. Be realistic about your strengths and weaknesses,
3. Be specific — only include key points and issues,
4. Relate strengths and weaknesses to critical success factors,
5. Always aim to state strengths and weaknesses in competitive terms,
6. Rank points in order of importance, and
7. Finally, keep it brief — never more than a page.



If a clear objective has been identified, SWOT analysis can be used to help in the pursuit of that objective. In this case, SWOTs are:

Strengths: attributes of the organization that are helpful to achieving the objective.

Weaknesses: attributes of the organization those are harmful to achieving the objective.

Opportunities: external conditions those are helpful to achieving the objective.

Threats: external conditions that is harmful to achieving the objective.

Identification of SWOTs is essential because subsequent steps in the process of planning for achievement of the selected objective are to be derived from the SWOTs.

First, the decision makers have to determine whether the objective is attainable, given the SWOTs. If the objective is NOT attainable

a different objective must be selected and the process repeated.

Creative Use of SWOTs: Generating Strategies

If, on the other hand, the objective seems attainable, the SWOTs are used as inputs to the creative generation of possible strategies, by asking and answering each of the following four questions, many times:

How can we Use each Strength?

How can we stop each Weakness?

How can we exploit each Opportunity?

How can we defend against each Threat?

Ideally a cross-functional team or a task force that represents a broad range of perspectives should carry out the SWOT analysis. For example, a SWOT team may include an accountant, a salesperson, an executive manager, an engineer, and an ombudsman.

Evidence on the Use of SWOT

SWOT analysis may limit the strategies considered in the evaluation. “In addition, people who use SWOT might conclude that they have done an adequate job of planning and ignore such sensible things as defining the firm’s objectives or calculating ROI for alternate strategies.”

[1] Findings from Menon et al. (1999)

[2] and Hill and Westbrook (1997)

[3] have shown that SWOT may harm performance. As an alternative to SWOT, J. Scott Armstrong describes a 5-step approach alternative that leads to better corporate performance.[4]

These criticisms are addressed to an old version of SWOT analysis that precedes the SWOT analysis described above under the heading “Strategic and Creative Use of S.W.O.T. Analysis.” This old version did not require that SWOTs be derived from an agreed upon objective. Examples of SWOT analyses that do not state an objective are provided below under “Human Resources” and “Marketing.”

Internal and external factors

the aim of any SWOT analysis is to identify the key internal and external factors that are important to achieving the objective. SWO.analysis groups key pieces of information into two main categories:

Internal factors – The strengths and weaknesses internal to the organization.

External factors – The opportunities and threats presented by the external environment.

The internal factors may be viewed as strengths or weaknesses depending upon their impact on the organization’s objectives. What may represent

strengths with respect to one objective may be weaknesses for another objective. The factors may include all of the 4P’s; as well as personnel, finance, manufacturing capabilities, and so on. The external factors may include macroeconomic matters, technological change, legislation, and socio-cultural changes, as well as changes in the marketplace or competitive position. The results are often presented in the form of a matrix.

SWOT analysis is just one method of categorization and has its own weaknesses. For example, it may tend to persuade companies to compile lists rather than think about what is actually important in achieving objectives. It also presents the resulting lists uncritically and without clear prioritization so that, for example, weak opportunities may appear to balance strong threats.

It is prudent not to eliminate too quickly any candidate SWOT entry. The importance of individual SWOTs will be revealed by the value of the strategies it generates. A SWOT item that produces valuable strategies is important. A SWOT item that generates no strategies is not important.

Avoiding Errors

Conducting a SWOT analysis before defining and agreeing upon an objective (a desired end state). SWOTs should not exist in the abstract. They can exist only with reference to an objective. If the desired end state is not openly defined and agreed upon, the participants may have different end states in mind and the results will be ineffective.

Opportunities external to the company are often confused with strengths internal to the company. They should be kept separate.

SWOTs are sometimes confused with possible strategies. SWOTs are descriptions of conditions, while possible strategies define actions. This error is made especially with reference to opportunity



analysis. To avoid this error, it may be useful to think of opportunities as “auspicious conditions”.

Examples of SWOTs

Strengths and weaknesses

Resources: financial, intellectual, location

Cost advantages from proprietary know-how and/or location

Creativity (ability to develop new products)

Valuable intangible assets: intellectual capital

Competitive capabilities

Effective recruitment of talented individuals

Opportunities and threats

Expansion or down-sizing of competitors

Market trends

Economic conditions

Expectations of stakeholders

Technology

Public expectations

All other activities or inactivities by competitors

Criticisms by outsiders

Changes in markets

All other environmental conditions

Use of SWOT Analysis

The usefulness of SWOT analysis is not limited to profit-seeking organizations. SWOT analysis may be used in any decision-making situation when a desired end-state (objective) has been defined. Examples include: non-profit organizations, governmental units, and individuals. SWOT analysis may also be used in pre-crisis planning and preventive crisis management.

Corporate planning

As part of the development of strategies and plans to enable the organization to achieve its objectives, then that organization will use a systematic/rigorous process known as corporate planning. SWOT alongside PEST/PESTLE can be used as a basis for the analysis of business and environmental factors.[5]

Set objectives – defining what the organisation is intending to do

Environmental scanning

Internal appraisals of the organisations SWOT, this needs to include an assessment of the present situation as well as a portfolio of products/services and an analysis of the product/service life cycle

Analysis of existing strategies, this should determine relevance from the results of an internal/external appraisal. This may include gap analysis which will look at environmental factors



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Strategic Issues defined – key factors in the development of a corporate plan which needs to be addressed by the organization

Develop new/revised strategies – revised analysis of strategic issues may mean the objectives need to change

Establish critical success factors – the achievement of objectives and strategy implementation

Preparation of operational, resource, projects plans for strategy implementation

Monitoring results – mapping against plans, taking corrective action which may mean amending objectives/strategies

Human resources

A SWOT carried out on a Human Resource Department may look like this:

Strengths

Developed techniques for dealing with major areas of HR, job evaluation, psychometric testing and basic training

Weaknesses

Reactive rather than pro-active; needs to be asked rather than developing unsolicited ideas

Opportunities

New management team, wanting to improve overall organizational effectiveness through organizational development and cultural management programmes

Threats

HR contribution not recognised by top management who by-pass it by employing external consultants



In SWOT, strengths and weaknesses are internal factors. For example: strength could be:

Your specialist marketing expertise.

A new, innovative product or service.

Location of your business.

Quality processes and procedures.

Any other aspect of your business that adds value to your product or service.

A weakness could be:

Lack of marketing expertise.

Undifferentiated products or services (i.e. in relation to your competitors).

Location of your business.

Poor quality goods or services.

Damaged reputation.

In SWOT, opportunities and threats are external factors. For example: An opportunity could be:

How Does Oscar Voting Work?

Every year, controversy mounts over some Oscar selection. Whether it's the lack of women director nominees, not enough racial diversity among the acting categories, or the choices made in the documentary or foreign-language category, the Academy's picks are sure to be questioned. The Academy of Motion Picture Arts and Sciences has made a concerted effort to expand the membership over the past few years, in hopes of addressing some of these concerns. But many Oscar watchers are still unclear about who the Oscar voters are and how the coveted little gold men are handed out. Here's a brief rundown of how the Academy Awards work.

Who votes on the Oscars?

The Academy of Motion Picture Arts and Sciences currently has 8,469 eligible Oscar voters, a jump of 35% from four years ago (6,261 voters in 2015). Each person belongs to one of 17 branches. Each

branch nominates for its own category — e.g., editors nominate editors, actors nominate for the four acting categories. Everyone gets to nominate best picture. For the final voting of the winner, all branches vote for everything.

What are the branches?

Actors, cinematographers, costume designers, directors, documentary, editors, makeup artists/hairstylists, music, producers, production design, short films/feature animation, sound, visual effects and writers. Each of these has at least one Oscar category. There are also three branches that aren't represented with awards: casting directors, executives and marketing/public relations.

How do you become a member?

Basically, anyone can apply, if they have feature film credits. Each candidate must be approved by each branch's executive committee, then submitted to the board. If you'd like to inquire about joining, email member relations.

Why are there nine best-picture nominees this year, but eight last year?

Starting with films for 2009, the Academy doubled the number of best picture contenders to 10, hoping for more varied fare. For most of Oscar history, voters nominated box-office favorites like "The Godfather," "Titanic" and "The Lord of the



Rings.” But in the 21st century, after the “Lord of the Rings” wins, hit movies were suddenly not being nominated and prestige indie films became more popular among voters. (In 2018, the Academy tried to add a category for “popular films,” but that idea was quickly struck down.)

Oscar noms were being dominated by arthouse films, with acclaimed films like “The Dark Knight” excluded from nominations, so AMPAS expanded the category. Some members complained that 10 nominees would dilute the prestige of a best picture nomination, so two years later, AMPAS decided to make it flexible, for five to 10 nominations. Everyone gets a ballot and ranks their top choices for best picture. According to new rules, a film has to get 5% of first-place votes to qualify.

Why do some people say the best-picture final ballot is so unusual?

In other categories, AMPAS members vote for one choice. But with so many best-picture contenders, the Academy didn’t want a film to earn an Oscar with only 10% of the votes. So AMPAS uses preferential voting, in which the voters put their choices in order of preference. The PricewaterhouseCooper accountants begin by tallying all No. 1 choices. If a film earns more than 50% of the vote, it wins, but

it’s doubtful that this happens often. So then PwC goes to No. 2 choices, and if needed, to No. 3, but accountants say it’s unlikely the counting will go much beyond that. If Film A earns the most No. 1 votes — say 30% — it seems like a favorite. But if Film B earned only 20% of the No. 1 votes, but was overwhelmingly popular in No. 2 votes, that could end up winning, especially if a lot of voters put Film A as their No. 4 or No. 9 choice, for example. In other words, a film may not win in terms of hard numbers, but in terms of consensus: Most voters agree that this is their favorite or at least ONE of their favorites.

It’s complicated. Is preferential voting the Oscar equivalent of the electoral college?

Exactly.

Why is the Oscar show so long?

The Academy insists that all 24 categories be presented during the telecast. In a three-hour slot, that only leaves about 30 minutes left over for an opening monologue (if there is a host), any musical performances, the In Memoriam segment, recaps of the Governors Awards and Sci-Tech Awards, best picture film clips, etc. In contrast, the Grammys present most of their awards outside the telecast. In 2019, the Oscar producers tried to reduce the number of presentations on air, and were met with huge protests, including some from AMPAS board members. So they gave up on the idea, at least for now.

Who is on the board?

The board consists of three members elected from each branch, plus three governors at large who are appointed.

Will the Oscar show change if ratings fall?

Any substantial change to the Oscar structure needs the approval of the AMPAS board. Have you

The Oscar®

Officially:
Academy Award® of Merit

Number presented
to date: **2,701**

13½ inches tall

Sculptor:
Los Angeles artist
George Stanley

Manufacturer:
R. S. Owens & Company
in Chicago

Manufacturing Time:
3–4 weeks
for 50 statuettes



Design:
A knight holding a crusader’s sword, standing on a reel of film. The film reel features five spokes, signifying the five original branches of the Academy (actors, directors, producers, technicians and writers).

Designer:
Cedric Gibbons,
chief art director
at Metro-Goldwyn-Mayer

8½ pounds

ever tried to get 54 people to agree on something? It isn't easy. The show's producers always try a few new things, but a dramatic overhaul is not likely.

Why do people campaign for an Oscar?

Advertising and promotion are part of Hollywood's DNA. If they do something they're proud of, they promote it. With awards, there's also a practical reason: The studio wants to make sure voters have seen their film. Though critics see dozens of films every month, AMPAS voters are often working at their jobs and have families, so they don't have time to see every new movie. A campaign is a way of drawing attention to a film.

Why is winning so important?

Hollywood is like any other business: It's driven by money and ego. Everybody in the film biz is looking for their next job, and an Oscar can open job opportunities and boost your salary. A best-picture win can increase the fee for TV, streaming and any other format for many years to come. Plus, studios create awards campaigns so they can win the favor of top talent, whether stars or behind-the-camera people. It's a way of saying, "Look how good we treat our people! Stick with us."



What does the average campaign cost?

There is no average. Netflix in 2019 had five or six big films that were contenders in multiple categories so they spent much more than a small film that focused on one category. Campaigns can cost anywhere from a few thousand dollars to an estimated \$50 million. (Studios are very secretive about how much they spend.)

What does that money buy?

The most expensive elements are for TV advertising and for travel arrangements. An Oscar frontrunner may be flown from Los Angeles to New York and back again many times, then London, then to various film festivals. It adds up. Also, studios rent screening rooms to show their films, they send out DVD screeners, throw parties "in honor of" a contender, rent billboards, take out ads in print and online, and spend in other areas such as brochures and receptions.

Can you buy an Oscar?

No. As a studio head once told *Variety*, "I can spend money to make sure voters see my film. But I can't make them love the film; that's up to them." But the myth of buying an Oscar is usually perpetuated by the also-rans. Every category (aside from best picture) has four losers for every winner, so the loser can always say, "Eh, they only got the award because they outspent us." Nobody wants to admit, "Maybe voters liked their movie better than mine."

Isn't it just a popularity contest?

If it were, Hugh Jackman, Keanu Reeves and Octavia Spencer would win every year. Being likable doesn't hurt, but it doesn't guarantee anything. In 2018, Rami Malek was everywhere, charming people at parties, Q&A sessions and awards shows. And he won an Oscar. On the other hand, Olivia Colman was busy overseas and was scarce on the awards circuit. And she won as well. There are no formulas for a successful campaign.

THE COMPOSITION OF OSCAR STATUETTES

The Academy Awards are coming up this weekend, and each of the winners will walk away with an Oscar statuette. Here's what they're made of!

COMPOSITION: PRE-2016

INTERIOR: **BRITANNIUM**



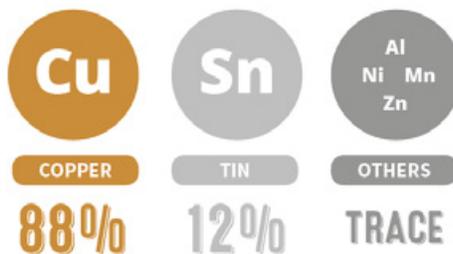
EXTERIOR: **24-KARAT GOLD**

Before the 2016 awards, the Oscar statuettes were made from britannium, an alloy of tin, antimony and copper. This was then electroplated with copper, nickel, silver, and finally 24-karat gold. The statuettes were made from plaster for three years during World War II due to metal shortages, but winners later received the usual gold statuettes.



COMPOSITION: 2016-PRESENT

INTERIOR: **BRONZE**



EXTERIOR: **24-KARAT GOLD**

Since 2016 the Oscar statuettes have been cast in bronze (an alloy consisting of copper, tin, and often very small amounts of other metals) then coated in 24-karat gold. This is a reversion to their original composition; for the initial awards ceremonies, after the Oscars were founded in 1929, gold-coated bronze statues were awarded before the switch to britannium.



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Why doesn't the Academy simply ban all campaigning?

About 40 years ago, it tried. But legally, the move was defined as restraint of trade — in other words, in America you can't stop a company from trying to conduct business. And though the Oscars are about creativity and talent, they're also about business, with millions of dollars at stake. However, there are strict rules about what can be sent to voters, when parties can be held and what can be said on social media.

Does a win from the Golden Globes or SAG Awards boost a film's chances at the Oscars?

No. This isn't like presidential primaries where a candidate gathers up points with each victory. Ultimately, AMPAS members vote for the film they liked best. And sometimes they are in agreement

with the Globes, SAG Awards, critics groups and guilds, but not always. They are very different voting groups.

Why do awards analysts say Oscars are affected by the Globes or New York or Los Angeles critics groups results?

Oscar analysts are trying to apply scientific principles to something that can't be measured: personal taste. AMPAS keeps the results secret: We know who won, but not by how many votes, and we don't know who came in second, third or fourth. So awards campaigners and journalists talk to voters to try to get a sense of their feelings, but there is always guesswork involved.

- By Tim Gray

Source Courtesy: <https://variety.com/>

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