

# HR NEWS & VIEWS

FEB | 2023



## CREATING SYNERGY

HR ARTICLE  
HIRING METRICS  
HR INTERNATIONAL

SKILL BUILDING  
COMPANY UPDATES

# *Har Dil Dhyān, Har Din Dhyān*



# *Har Dil Dhyan, Har Din Dhyan*

**75 Crores**  
hours of Meditation  
for Peace and  
Harmony

**75+**  
"Yogmahotsav"  
with mass Yoga  
and Meditation  
demonstrations

**75+**  
Yoga4Unity  
International events  
across 100 days  
around the world

YES, YOU CAN DO IT!

# How to Meditate

**DAAJI**

Though most people these days are aware of the immense benefits and feeling of connectedness that result from a regular meditation practice, it is also easy to find excuses to avoid it: I'm too tired, I can always meditate tomorrow, I have no time, I woke up late, etc.

A common reason to shy away from meditation is the feeling that "I'm not good at it." We may have a preconception of a "good" meditator as someone who plunges deep into the peacefulness of their inner being every moment, who lives a life of instant acceptance and harmony, and who is untroubled by the ups and downs of daily life. The reality is that we are all living a life of change and growth, striving to become better and better, and the inner journey itself is full of changes.

In Heartfulness, we meditate upon the Source of Light within our hearts. There is no need to see the light, as it is "light without luminosity." We simply make a

very subtle suggestion that it is there, and it is attracting us from within. That thought is just the springboard to experience, as we allow ourselves to explore the inner universe with the expansion of our consciousness.

Here are four easy micro-habits that can help you make Heartfulness Meditation a part of your daily routine. Build it into your day, like brushing your teeth, drinking water, working out, and studying, so that it becomes embedded in your daily rhythm.

## **1. Sit at the same time every day**

Regularity makes meditation easy. Just like your body adjusts to waking up at the same time each morning, meditating at the same time becomes a habit. The stillness of early morning, at the meeting point of night and day, is especially conducive to meditation, but regularity is critical, no matter what time you choose.





## **2. Sit in the same place**

Choose a special place where you can meditate without being distracted. It could be a special chair or a place on the floor. Sitting in that same spot every day creates an atmosphere of meditation, and when you sit there you will more easily slip into meditation.

## **3. Sit in the same posture**

Find a comfortable position so your body is not disturbed. Best is with your back upright but not rigid, and either cross-legged on the floor or on a chair with your feet crossed.

## **4. No distractions**

Turn off your phone and other devices so that you are not distracted. You have everything you need within you to meditate.

You can listen to the guided Heartfulness Meditation at [https://www.youtube.com/watch?v=kfAZi\\_g309I](https://www.youtube.com/watch?v=kfAZi_g309I), find it on the Heartfulness app, or read and follow the instructions below.



### Heartfulness Meditation

Sit comfortably. Gently close your eyes and relax.

If needed, take a couple of minutes to relax your body by doing the Heartfulness Relaxation.

Turn your attention inward and take a moment to observe yourself.

Then, suppose that the source of light is already present within your heart, and it is attracting you from within.

Gently relax into that feeling. If you find your awareness drifting to other thoughts, do not fight them. Treat them like passing clouds in the sky. Let them be, while simply reminding yourself that you are meditating on the source of light in your heart.

Allow yourself to dive deeper, going beyond thoughts to feelings, becoming more and more centered within.

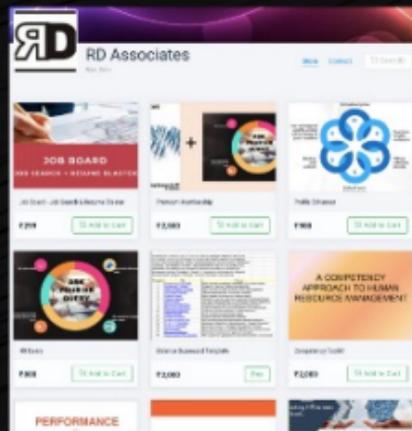
Remain in this silence for as long as you want, until you feel ready to come out of meditation.

**Meditation is much more effective once you have been introduced to the Heartfulness practices by a certified trainer. You can find and contact a trainer near you at [www.heartspots.heartfulness.org](http://www.heartspots.heartfulness.org).**

**All the best,  
Daaji**

# PREMIUM

## SUBSCRIPTION



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**CREATING SYNERGY**  

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*within human resources*

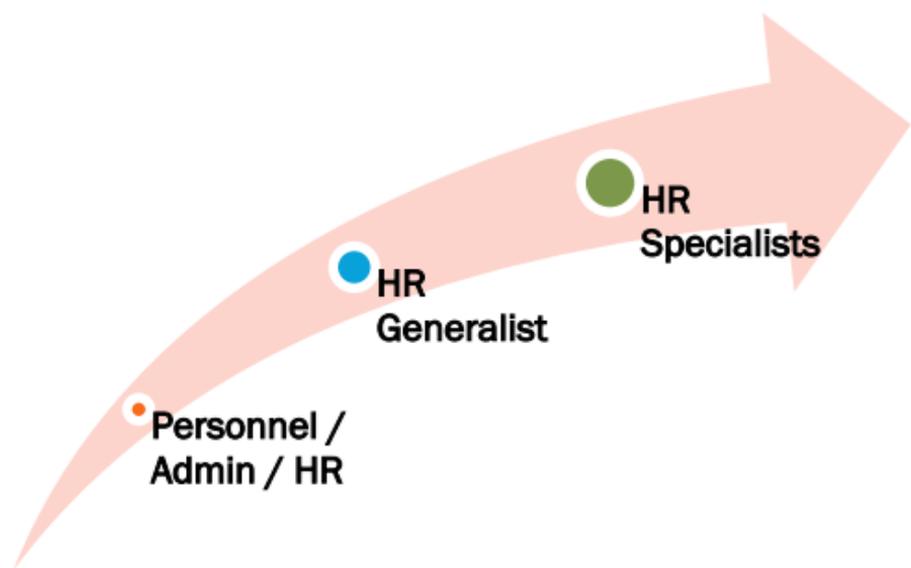
**Human Resources has evolved as an important critical function across organization.**

**With this evolution also comes across the functionalization or segmentation of sub functions with the time of specialists coming in place of generalists in workplace.**

**HOW IS IT IMPACTING THE CUSTOMERS ?**

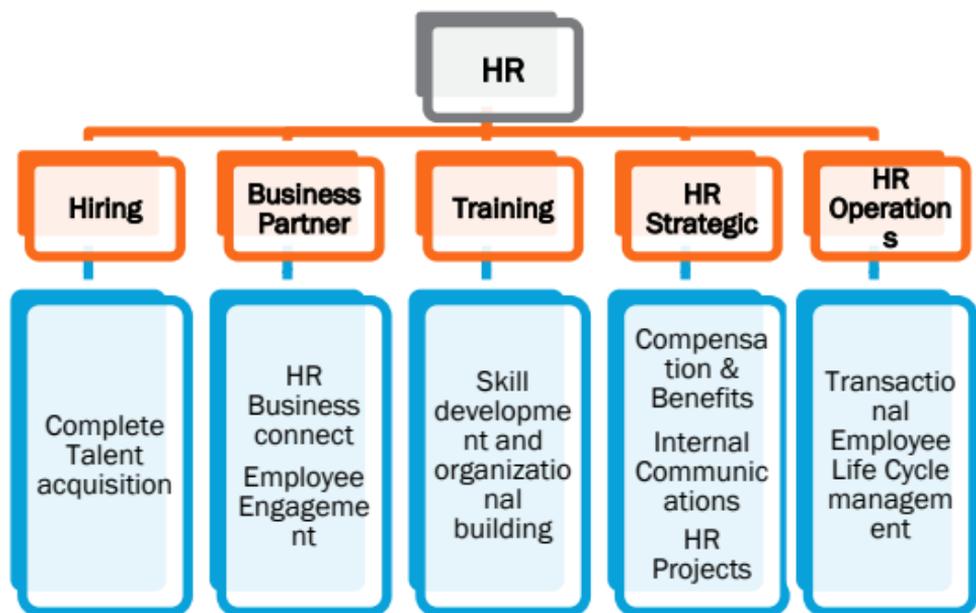
**a quick study of pros and cons of the evolved system...**

## The Evolution Cycle ...



**It has lead in creation of multiple sub functions within HR and that all consolidate into a Leading role of the function.**

## Today's HR ...



**Brings in greater depth today in respect to the individual subject matters and experience.**

## How it operates ...

- Each sub-function is driven by individual goals and objectives
- Performance linked to goals make each sub-function aggressive enough to strive for higher benchmarks
- String internal competitiveness to prove it's worth
- Operating in individual silos

**Do we often face a issue in synergy amongst these teams ?**

## How is Customer impacted ...

- HR needs to think from representing a larger team to Business (Customers)
- Customers strives to get a complete information at one place
- Either it is half baked information or no information
- Evidently visible that each sub function is not linked / connected with other sub-function

**Customer occasionally keeps struggling to find out where does the ownership lies ?**

## Key Challenge for Head HR ...

- How does all the sub-functions talk the same language
- How does the end customer get a one point window for HR
- How does the expertise and knowledge of each sub-functions get consolidated together to strengthen HR group
- How can the response time be cut down

**Customer needs speed, accuracy and efficiency and the evolved HR model which is one of the good models compared to traditional approach has to enhance its operational methodology to achieve this ...**

TRAINING MOTIVATION  
ASSIST POTENTIAL **PEOPLE** SUCCESS KNOWLEDGE  
TRUST **DEVELOPMENT** SHARE  
EDUCATION INSPIRATION WORK EMPOWERMENT VISION  
COACHING SUPPORT

**Learning is back and so are  
we ready for any model with  
the goal to attain skill  
development for our clients**



**brings you a complete  
Non-Virtual / Virtual Training Model**

**Innovative designed modules | Secured virtual platform  
Complete flexible delivery across staggered time**

**TRAINING THAT DELIVERS AND IMPACTS**

**ensure you build your people capability  
while keeping the safety in mind**

## How to recognize and confront unconscious bias

**A work colleague seems biased against other employees?  
here's what to do**



BY [Amanda Woodard](#)

If you ask most people whether they are prejudice against anyone or group of people, most people will deny it. But sometimes, holding a biased or stereotypical view of someone is a perception we may not even be aware of. Unconscious bias as this is known doesn't necessarily align with a person's values and can be as subtle as paying more attention to what a man has to say in a conversation, than a woman.

Jenny Garrett, OBE is a leadership development consultant, specializing in executive coaching. To raise awareness, Garrett

says in any given situation, she tries imagining herself standing in someone else's shoes – someone very different to her - and then empathize with their feelings.

The Implicit Association Test, developed in 1998, is a questionnaire that anyone can take, that aims to reveal unconscious biases, such as towards a particular gender, ethnicity or disability. Garrett says it's a useful place to start. But once a person is aware of unconscious bias either in themselves or others, how should they proceed?

We are all responsible for unconscious bias wherever we sit in an organisation, says Garrett. "Call it out when you see it in and don't ignore it but do it respectfully. Go in with some empathy and show that you are human too and we all make mistakes. Talk about it without blame and without judgment. If we feel judged, then we also feel shame and then we tend to close down and become defensive," says Garrett.

If someone becomes aware that they are applying double standards, then Garrett suggests cultivating people who will challenge your unconscious biases and give you a different perspective. Being humble enough to show that we can all do things better is an excellent quality in leadership and brings respect. Source: <https://www.hcamag.com>

## Women at the Workplace



Samar Mahapatra

CHRO

Shigan Quantum Technologies Ltd  
Shigan Evoltz Ltd Manesar Gurgaon

I find in many Job Descriptions they say they need married female employees. Is it Diversity & Inclusion. On one side we talk about more women in the workplace and then say married only. What's happening.

What is this married and unmarried all about. Can anyone explain it.

Strange is the JDs in India and more strange the HR guys or their employers who think alike.

Does it make a difference married or unmarried.

Why there is no law on this. Why the Champions of Women cause don't take it up.

Why people don't look for married Men.

It is indeed not appropriate for job descriptions to specify a preference for married women, as it is a form of discrimination based on marital status, which is illegal in many countries. Such a preference could have

a negative impact on the representation and advancement of women in the workplace as it could discourage unmarried women from applying for job opportunities.

There is no valid reason for specifying a preference for married women in job descriptions. Factors such as marital status, sexual orientation, gender identity, and other personal characteristics have no bearing on an individual's ability to perform a job, and it is illegal to discriminate against someone based on such factors.

Women's rights and gender equality are important issues that need to be addressed. We celebrate Women's Day in organisations, we want to implement POSH, provide safety and security to them, motherhood facilities to them etc. but want married women only. It is up to everyone to promote these values and challenge discriminatory practices in the workplace. Laws and regulations regarding equal employment opportunity, anti-discrimination, and diversity and inclusion should be enforced and employers should be held accountable for not complying with these laws.

It's important to note that hiring based on marital status affects not only women but also men who may face similar biases and discrimination. So the fight for equal opportunities and against discrimination should be inclusive of all individuals regardless of gender, sexual orientation, marital status, or any other personal characteristic.

Let's remove all discrimination from the workplace in India.

RD launches  
HR BOUTIQUE  
the first of a kind HR online store in India



[GO TO ONLINE STORE](#)

# Key Innovative Product





taking HR to next level...

## PEOPLE PRACTICE ENHANCER



### HR Policies

These are continuing guidelines on the approach that any organisation intends to adopt in managing its people.



### Performance Management

It will provide the organisation with a means of managing the performance.



### Balance Scorecard

is a strategy performance management tool.



### Competency Mapping

It links individual performance to the goals of the business. To do this, many companies use 'competencies.'



### HR Dashboard

It is a visual display of HR metrics. An HR Dashboard can be designed in different ways and used for different things



### Goal Tracking

It will set SMART goals and stay on track , a comprehensive solution to keep all your goals together



### Learning Skills

There are key learning materials in relation to some commonly addressed skill challenges like Communication Skill, Team Building etc.



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**Paul Strange**  
**HR Consultant**

# HR

**INTERNATIONAL**

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**EUROPE HR**

## **WORKPLACE AS A COMMUNITY**

A recent global report has identified camaraderie/relationships with team members as the most important aspect for nurturing belonging to the workplace community (mentioned by 73 per cent of respondents). But only one in three of the 5000

employees surveyed in the UK thought that their workplace had a community spirit that fostered this aspect. The report is from the OC Tanner Institute - Global Culture Report. The report has encouraged debate about what a good workplace community is and whether this requires a physical presence in work locations. There is growing trend of opinion in Europe that WFH is having a negative effect on organisation values.

includes and encourages you to do your best, and will create better outputs and higher productivity.” People who are passionate about their work will thrive here.

Do we take community building for granted? If you get many people in one place and organise them to work in a structured organisation, a community will build without planning. It is natural product of human interaction and is reproduced in other social setting such as church communities and sports teams. If this proximity changes and we pull these workplace communities apart, is it surprising that the community ties are weakened?

So, to maintain a workplace community that was created organically and is now less so, you need a plan which supports community interaction with a dispersed workforce. I think there are three aspects to this plan.

- Communication (obviously) – better understanding of the communication (both methods and frequency) that dispersed teams have and how to help managers understand this pattern. Here the organisation can help managers and teams get a better understanding of their communication pattern, but it will needs more analysis which is not normally needed for a close proximity community.
- Orientation – as new people and transferred people rotate into the community, there needs to be improved orientation. It is easier to coach people in close proximity (on-the-job-training) than in dispersed settings, but it needs a better plan.
- Hybrid working - With many office-based organisations adapting to hybrid working some part of the working schedule is planned to be in the office or in close-proximity. This time must be utilised carefully to foster the camaraderie or relationship building opportunity.
- This new planning activity is not necessarily a new HR responsibility, but we can lead it and I would expect to see more ‘workplace community specialists’ or similar to be created to match the need.

## MENOPAUSE IN THE WORKPLACE

I read an article recently that employers in Indonesia are required to give unpaid or paid leave to female employees every month during menstruation. This law dates to the 1940s when the rule was two days paid leave during

menstruation. Female workers had to take this leave and rest at home. Otherwise, the companies should pay an extra allowance for them to work during the first two days of menstruation. For those that have mild symptoms and choose to work, the allowance option gives them an equivalent compensation to those that take leave. There are similar laws in Japan and South Korea.

Menstruation is a difficult social topic for frank discussion. It is true that all women will have a menstruation phase in their lives, usually in their forties or fifties. The symptoms can be debilitating and will affect women in the workplace. In many cultures, it is still a taboo subject. In Europe, there is more open discussion I think, but no country has similar laws to those in Indonesia. That may change soon as there is a proposal in Spain to introduce a paid leave entitlement of three days per month. The participation rate of older women in the workforce is increasing and, with it, calls for improved working conditions for this age group. An example is the nursing workforce (in Europe) where 77% of nurses are female, and about 30% are between 45 and 54.

Last year, HR publications in Europe published many articles on the pros and cons of legislating for menopause leave or other supportive conditions. It was a trending topic. Some employers, such as Nike, have introduced policies including paid leave to support their female employees. What is included in these policies?

- prioritise the comfort of the employee and allow them to work from home if possible.
- offer opportunities and spaces for women to rest in quiet areas at work.
- offer company paid menstruation leave.
- do not require medical certificates from women taking time off to manage menopause symptoms.

It is not easy to introduce these policies. Do not expect all female employees to be supportive – not all are. For me, providing support as described above is not a problem. Writing the rules to maintain overall fairness is the difficult part but not insurmountable.

## EUROPE: SHORT STORIES

Germany: "You fire, we hire" said the CPO of Volkswagen software subsidiary. He was referring to the large jobs cuts in US owned software companies such as Microsoft and Meta which are over 40,000 combined. "We have several hundred open positions in the U.S., in Europe and in China." With many IT vacancies, they and other employers are inviting these workers to join them, and also move to Germany if they wish.

Spain: The world's largest fashion retailing group – Inditex - has agreed a 20% rise in wages this year for its 27,000 shop workers. The group own popular brands including Zara, Massimo Dutti and Bershka.

Ireland: Offices in Dublin are only 10% full on Mondays and Fridays as employees continue to adopt a hybrid working model. Occupancy rises to between 51 and 70% through Tuesday to Thursday. Almost half of the firms surveyed said employees must spend at least two or three days in the office each week. Three quarters of the firms said they have not changed their office footprint, while 17% have decreased it and 7% added more space.

## TRENDING IN 2023: HUSH TRIPS

I liked the new trending term of the 'Hush Trip' This is a covert variant of working from home, which is where your employer thinks you are working. Actually, you are working from a vacation location and hiding the fact. One remote worker from Germany secretly worked in the Spanish Canary Islands during the winter. Hush trippers will use disguises to fool colleagues on Zoom calls – such as wearing woollen sweaters if they are working in a warm climate in order to give the appearance they are working from home. A term to share with your line managers of remote workers this year.

# HIRING METRICS

## YATENDRA KUMAR – ESSEL GROUP – HEAD HR

Do you use a metrics to measure hiring \*

Yes

No

What is the frequency to measure progress \*

Weekly

Monthly

Quarterly

Do you have reviews with Senior management \*

Yes

No

Frequency of review with senior management \*

Weekly

Monthly

Quarterly

How do you measure the Hiring team \*

By a inhouse developed competency model for a team

---

## How do you measure a recruiter

By Competancy model for individual

---

Do you involve Business in measuring such metrics

Yes

No

What all do you measure in Hiring metrics \*

|          | Yes                              | No                    |
|----------|----------------------------------|-----------------------|
| Quality  | <input checked="" type="radio"/> | <input type="radio"/> |
| Quantity | <input checked="" type="radio"/> | <input type="radio"/> |
| Time     | <input checked="" type="radio"/> | <input type="radio"/> |
| Cost     | <input checked="" type="radio"/> | <input type="radio"/> |

Do you use a standard benchmark to measure consultant performances \*

Yes

No

Any innovative or unique way of assessment you use in measuring Hiring

Yes, we are using a innovative system with 10 point rating to measure Hiring.

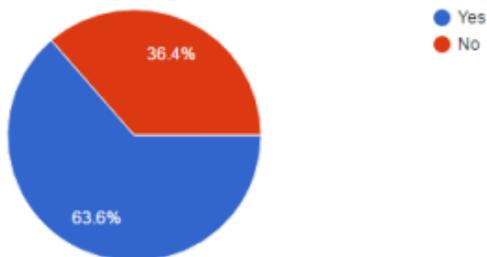
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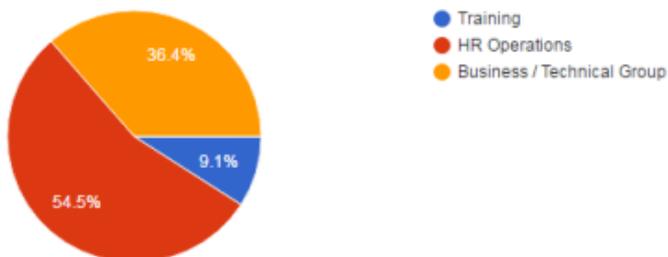
# SKILL BUILDING

a study by RD Group

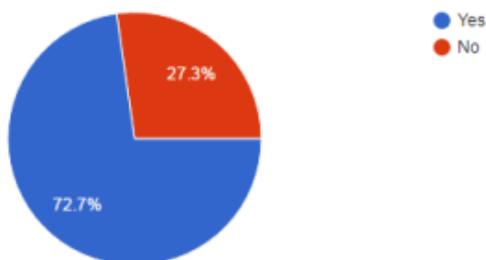
Do you have a proper process to manage skill development



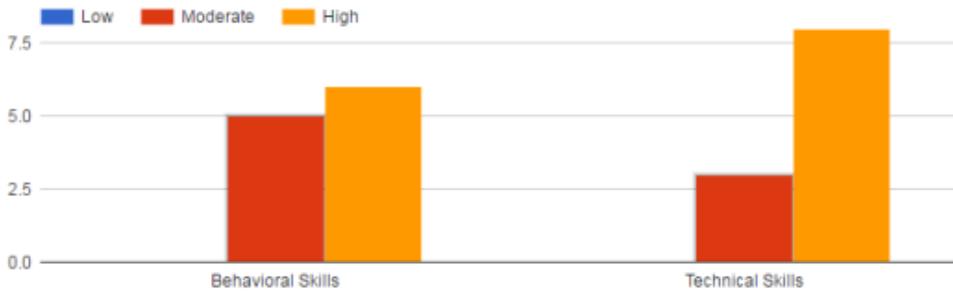
This is a responsibility integrated in which group



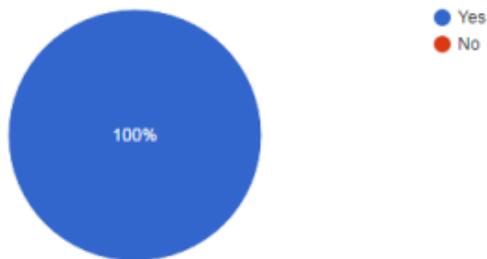
Do you have a mechanism to capture people skills on a continuous basis



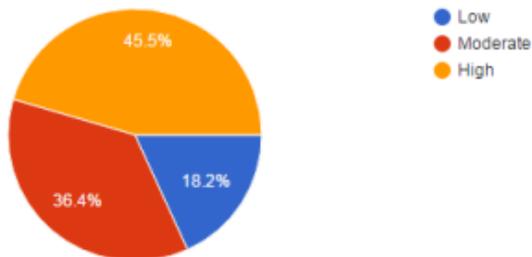
## Which are the aspects that you focus for skill building



## Is it measured as a part to assess performance in any way



## How is the Leadership commitment towards skill development



Which of the following are used by your organization in skill building



Do you measure the output of this programme



**What are the various policies you have that encourages employees to enhance their skills**

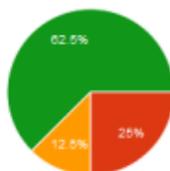
- Skill Development or Apprentice is more or less same but with different approach. The Companies need to focus on quality manpower for which Skill Development Centers need to be build up to train quality manpower for future crisis.
- IDP
- Focus Group, Calibrate Skill Matrix and linked to there development needs/goal training policies
- KRA Based Performance Appraisal System \*HSE Meetings \*Integrated QHSE Systems
- Employee engagement like Sports activity, sharing the gain & pain with employees in the shop floor meeting, Appreciation for best performer of the month, Birthday celebration.
- Reward & recognition
- Some of the steps are:- Discuss and create a development plan during the performance planning cycle Cross-training Provide timely behavioral feedback on performance and discuss ways to improve and develop further Mentoring
- Career Advancement Policy

### Team alignment



|             |      |
|-------------|------|
| Mix n Match | 100% |
| Isolated    | 0%   |

### If given a choice what combination will you like to have as a ration between Nex Gen : Experience work force



|       |       |
|-------|-------|
| 20:80 | 0%    |
| 30:70 | 25%   |
| 50:50 | 12.5% |
| 60:40 | 62.5% |
| 80:20 | 0%    |



# Company UPDATES

## DHL Supply Chain appoints Andries Retief as CEO for Southeast Asia

DHL Supply Chain has announced the appointment of Andries Retief as the new Chief Executive Officer for its South East Asia cluster, encompassing Singapore, Malaysia, the Philippines and Indonesia.

Retief, who previously served as CEO of DHL Supply Chain Central & Eastern Europe in Poland, will report directly to Terry Ryan, CEO, DHL Supply Chain Asia Pacific, based in Singapore.

Retief brings with him an 18-year career spanning two continents, having begun his career at DHL Supply Chain in 2009 as Financial Manager in South Africa. He later assumed the position of Managing Director of DHL Supply Chain East Africa in 2016, before eventually being appointed as CEO for Central & Eastern Europe in 2019.

During his tenure, he was able to achieve accelerated growth in Poland, Czech Republic, Hungary and Slovakia by securing and implementing transformational new business in transport, e-commerce and automotive sectors. In his new role, Retief is excited to work closely with customers to leverage the strengths of DHL Supply Chain's technology, e-commerce fulfillment network, and life science sectors while building new capabilities and expanding into other sectors. Additionally, he is keen to further the company's diversity and inclusion agenda, providing employees with a good experience as they grow together, guided by the company's culture of respect and results. Source : <https://www.peoplematters.in>



## Mahindra Lifespace names Amit Sinha as new CEO

Mahindra Lifespace Developers has announced the appointment of Amit Kumar Sinha as its CEO after Arvind Subramanian quit the post. Subramanian is also relinquishing other posts such as Managing Director of the company effective from 22 May. Sinha is joining as Additional Director on the Board of Directors of the company with effect from Friday, the firm said in a stock filing. His appointment has been made for a period of 5 years till 22 May 2028. On 1 November 2020, Amit joined the Mahindra Group as President - Group Strategy and became a member of the Group Executive Board on 1 April 2021. Amit is on the Board of Mahindra Finance, Mahindra Logistics, Mahindra Susten, Mahindra First Choice, Mahindra Rural Housing Finance and Fifth Gear Ventures. Prior to joining the Mahindra Group, Amit was a senior partner and Director with Bain & Company. Apart from holding 18-plus years of experience across India and the US, Amit holds a dual MBA from The Wharton School, University of Pennsylvania, specialising in Finance and Strategy. He also holds a Bachelor of Engineering (Electrical and Electronics) from the Birla Institute of Technology, Ranchi. Source : <https://www.peoplesmatters.in>

## Gujarat Alkalies names Raj Kumar as Chairman

Gujarat cadre officer of the Indian Administrative Services (IAS) Raj Kumar has been appointed as the Chairman of Gujarat Alkalies and Chemicals. His appointment to the post became effective from February 21. An Electrical Engineering graduate from the Indian Institute of Technology, Kanpur and Master in Public Policy from GRIPS (Tokyo), Japan, Kumar's appointment has been approved by the Gujarat government. Gujarat Alkalies & Chemicals is a multi-product chemical manufacturing company, having various products in its basket and is one of the leading manufacturers of caustic soda lye. It is one of the largest producers of Caustic Soda in India, with a production capacity of 1087 TPD. Source : <https://www.peoplesmatters.in>



## Alibaba lets go 19,000 of its workers

To adjust to the global economic downturn, Alibaba Group Holding, downsized its workforce by approximately 19,000 workers. The decision comes with an aim to prioritise cost efficiency . Alibaba announced plans to adopt a more measured approach to spending and to reduce expenses in areas that do not provide long-term benefits. This change aligns with Beijing's policies and represents a significant departure from the company's previous strategy of aggressively expanding into various markets. Source : <https://www.hrkatha.com>

## Crocs supplier in India, Metro, to hire 2000 workers by 2025

Metro Brands, the company that sells Crocs in India, plans to open new footwear stores by the end of 2025 and is hiring between 1,500 and 2,000 workers to staff them. According to the CEO, Nissan Joseph, the company had 720 stores as of the end of 2022 and almost 4,000 employees overall. The expansion plan was announced in March 2022 and will include the addition of 260 new stores that sell brands such as Mochi, Walkaway, and Metro, in cities where the company is already present. Foray into smaller towns is also on the cards. Joseph stated that to support the extra stores, the company would need more back office staff in addition to store workers. Spending power of people has seen a significant shift in recent times leading to the popularity of large retail chains which is a boon for stores like Metro. A huge growth margin of 68 per cent was reported by the company in revenue for the nine months ending Dec 31. Source : <https://www.hrkatha.com>

## Piramal Group names Aditya Adyar as Head of HR for its wholesale finance business

Aditya Adyar, who currently heads HR for Piramal Realty, will take additional responsibility as Head of Human Resources for Piramal Wholesale Finance.



### **He has been with the Piramal Group for over five years**

Adyar has led HR teams for organizations having multi location presence, setup HR systems from scratch with focus on building technological solutions with joint ownership of business and HR to drive performance and culture. He has expertise in setting up progressive HR practices and building a world-class team that help realise the vision of the organisation. Prior to joining Piramal Group, Aditya Adyar was the Chief People officer for Faasos/Rebel Foods. He was Identified as People Matters- Are you in the list as Emerging HR leader' in 2016. Symbiosis University has recognised as Sym-Ratna in its inaugural edition which recognizes HR excellence by its alumnus. He started his career with ICICI Bank and is an Alumnus of Symbiosis Institute Of Business Management (SIBM), Pune. Source : <https://www.peplematters.in>

### **Pepperfry appoints Joe De Choudhury as new lead for human resources**

E-commerce furniture and home goods marketplace Pepperfry has appointed Joe De Choudhury as the new lead for its human resources team. She has been instrumental in driving Pepperfry's talent acquisition agenda over the last couple of years. In her new role, Choudhury will be responsible for building capabilities, a culture of enablement, HR strategy, and excellence for enabling Pepperfry to be a future-ready organisation. Her appointment is effective immediately and she will be based at the Pepperfry corporate office in Mumbai, the company said in a statement. With over 10 years of experience in the field of human resources, Choudhury has worked across several sectors, including ecommerce, information technology, and real estate. With her deep knowledge and expertise in talent acquisition, talent engagement, and people operations, Choudhury has helped organisations streamline their HR operations and people practices. She joined Pepperfry in the year 2020. This is her second stint with Pepperfry. In her previous role, Choudhury led the talent acquisition team, where she was responsible for developing and executing hiring plans. "Joe understands our culture and our values and has shown that she can integrate our values seamlessly into key areas like organisational development, inclusive hiring practices, and building an engaged team," said Ambareesh Murty, Co-Founder & CEO of Pepperfry. "Pepperfry has been a powerful motivation for me to achieve and strengthen my objectives. I am energized to lead and work along with a team of committed and competitive people who enable our growth ambitions. I look forward to seeking breakthroughs as we celebrate being authentic and different," added Choudhury. Source : <https://www.peplematters.in>

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