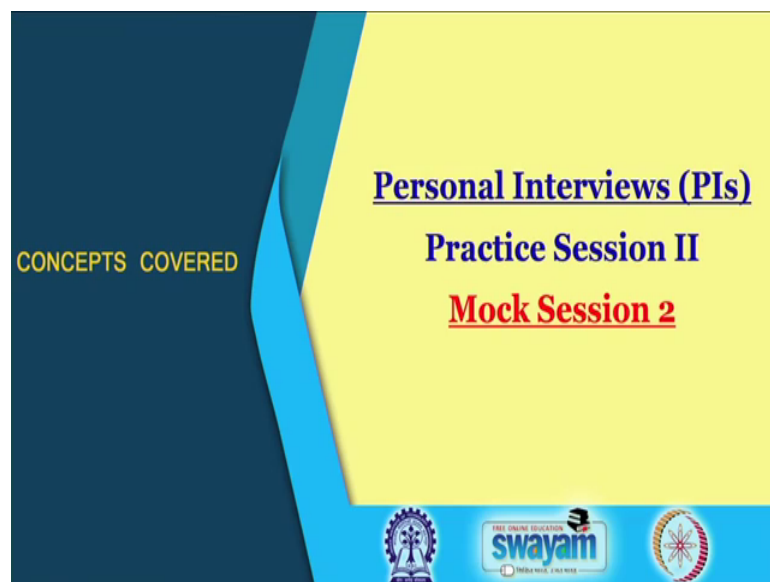


**Employment Communication - A Lab Based Course**  
**Prof. Seema Singh**  
**Department of Humanities and Social Sciences**  
**Indian Institute of Technology, Kharagpur**

**Lecture - 33**  
**PI Practice Session - II**

Hello friends, here is wishing you a very good day ahead. So, we present to you lecture 33, lecture number 33 on Personal Interviews; this is a part of module 7, lab practice session II. As we have told you previously, we have lecture numbers 32, 33, 34 and 35, which are practice sessions or lab sessions on the topic of personal interviews. So, we present to you lecture 33.

(Refer Slide Time: 00:47)



And this is the practice session second, mock session 2.

(Refer Slide Time: 00:51)

**Interview Panel II & Candidates interviewed**

Lecture no.	Panel no.	Interviewers	Candidates
33	II	Reetika Dasgupta Ankur Agarwal Purva Choudhury	1. Akshay Thorat 2. Rajarshi Tribedi 3. Aritra Lahiri



The slide features a yellow background with a dark blue and orange header. At the bottom, there are logos for 'swayam' and 'DRDO'.

We have on the panel of interviewers now, Reetika Dasgupta, Ankur Agarwal and Purva Choudhury. On the other hand, our candidates, we have the first candidate being interviewed Akshay Thorat, the second being Rajarshi Tribedi, and the third Aritra Lahiri. May I come in?

Yes, please.

Good afternoon.

Good afternoon.

Good afternoon, Akshay.

Hello.

So, first of all let us begin by hearing little about yourself.

First of all I would like to thank you for giving the opportunity to introduce myself. I come from Pune, Maharashtra; I did my Engineering Network and Telecommunication from MIT, Pune; I did my tenth and twelfth from Pune itself. I own a start up name Jaipur Safari Pvt. Ltd. I started this venture 3 years back when I was in third year of my engineering. During, talking about my family background, my father works in DRDO, he is a scientist; and my mother works in a government hospital, she is a nurse. Along with that we have a family business of dairy products. We are the most largest seller of dairy

products in Maharashtra, fourth largest actually, we have the company named S. R. Thorat Milk Products Pvt. Ltd. and that is it.

So you mentioned about your start up, can you elaborate a bit on that?

Yes, actually I was pretty much interested in I think I have a business acumen that is what I have felt. And during second year of my engineering, I have started with a venture, name Picsearch with my few friends. And it was basically a startup, where we gathered a local painters and we used to sell paintings. So, initially it started with a really good bank and we were having a great profit. But after a while that we did not get I am not ashamed to tell you that we did not, we it we actually felt.

So, to cope up with the that we had I had to start I had to come up with some other plans. So, with I started with customized lamps. And after that again we started with a big bang again, it was on profit, profit and we are all happy, but I.

So, why do not you think that you are you are have been use fell down, what are the drawbacks?

Drawbacks means you see the market of the painter paintings is very (Refer Time: 03:25). I mean this the there are very aligned group of people in Pune, they are interesting in paintings. So, I had to come up with I have to always come up with good idea that would you know keep up keep my business up. So, I had to I have started with a customized lamps, then I started with birthday gifts and after that in my fourth year, in my third year of engineering I had to there was their trip going to Himachal from my college and someone has to take the responsibility and I am I love taking challenges. So, the responsible person that was going to be it was me. So, I took the challenge and from there I started this tourism, I mean I entered the tourism business so.

So, you always been you know doing businesses or starting your startups something which is being creative.

Yes.

What would you want to elaborate on the creative side that you have in you on why did you choose those products when you started your startups?

See I am always been creative. I have been doing I mean apart from this I have been part of many events I mean I was part of I was a PR head of my college, I was the part of Purushottam, I was the best supporting actor of Maharashtra in event Purushottam, which is the largest event in Maharashtra. So, I think there is a creative side inside me and I am exploring it, even I do not know much about it, but I still exploring it. And yes there is and I was again part of my cricket team, I lead my cricket team in engineering as well as I was the second the runner up in my standard 10th, I was the vice captain there, and (Refer Time: 05:03).

You mentioned that you love challenges.

Yes.

So, tell me one situation in which there was a lot of trouble, you faced and you came up you faced a situation.

During engineering, actually.

There was this event and I was the head of that event actually, I have been we were in great the last year, we are in a situation where we could not even start the that that year's event. So, what I had to do was I have really motivated my team, I went to my friends, I went to my team, and I had to motivate them first. Then I had to come up with few ideas, where I started to take a sponsorship from local vendors, because no one was ready to give me that give me the sponsorship. So, I started with the local vendors. I even got the sponsorship of [FL] soon from there what I started and that is I am a hustler basically, I love to take challenges.

So, I believe that you got a team.

Yes, yes.

You are; called from college.

Not all of them, I have a partner with his name is Veksha, he is my business partner and he is from my college.

So, do you recruit?

Yes.

Good.

Yes, we do not have the I mean we have the small business, we have the small start up we are just team of 14.

But you have recruited in the past?

Yes.

So, what is the one thing you look for in a candidate?

He should be hustler, just like me. He should be he should be loving the business what I love, as the thing I love I mean that is the thing I look into a person.

So, you know we are interviewing you for the role of chief fun officer.

Yes.

So, you would be designing activities or to keep up you know the employees happy with.

Yes.

Throughout their life cycle.

Yes.

And this is an IT environment, software environment.

Yeah.

In case you know you are a CFO probably, there will be days when you are depressed, when you are sad and not feeling what you should you generally do.

Yes.

So, as you said you are a hustler what you do in such situations, when you are really gloomy and you have to plan fun activities for your employees.

Yes here, I have been part of many events, I have been doing trekking and everythings that I was the part of the k 2, which is the one of the major event in Pune, which is the again I was part of Kalsubai trek which is the highest peak in Maharashtra. So, I love doing such kind of events and I think that would help me somewhere it would help me if I am the CFO of your company.

What is the one major reason of the lack of motivation in employees do you think nowadays?

Lack of motivation I think though the work the overload of the work they have, I think that is the one of the reason they are depressed and I think the time, they cannot give to the family. And I think thus the role of a CFO plays an important role, where he can engage them in activities, where he can come out of his depression, and he can you know concentrate more on the work.

Can you name some activities that who like to you know initiate or think of planning throughout your carrier?

I think I will probably do many events like (Refer Time: 08:11) on the holidays maybe you can do, crickets it may be cricket events, then we have the rangoli competitions, then we can do in the events like diwali we can have, a maybe competitions like article writing or something like that.

So, I believe that the startup is still working; your startup is still going.

Yes, yes.

So, would you able to manage both these responsibilities?

Definitely, I have my partner working there. So, I will be happy to work with you.

So, you wish to make the profit from both the sides?

Definitely.

Definitely.

I love making money.

But on these we these fields to very different to you that would be working in something which is very business related and.

Yes.

Which is more into strategy and more into money and finance, but here will be working as a fun officer. So, do you think you can draw a line doing these two fields and you working?

Definitely, I think every field that you can you have to learn something and you can take something out of that. So, I think definitely the CFO, the work of CFO will definitely help me somewhere in my business and that is what I feel.

Ok.

So, any questions?

So, any questions on this?

Yeah, this will be fine.

Thank you so much Akshay.

Thank you so much Akshay, it was nice talking to you.

May I come in?

Yes, please.

Good evening to all of you.

Good evening Rajarshi.

Please have a seat.

Thank you very much.

So, hi Rajarshi.

Hello.

Let us start about knowing bit about yourself.

Yeah. So, my name is Rajarshi. I had been working with Tata Consultancy Services for the last 2 years with one of its largest clients in the pharmaceutical domain. I have been into working into application development and support primarily, learned a lot about technicalities of application and how they are handled. Then lot about task orientation, team engagement, negotiation within team clients difficult clients rather, so it was a good experience.

Now, rewinding to my education, I completed my schooling and college both from Kolkata. In fact, work for TCS in Kolkata and now I am kind of planning to move out of Kolkata. So, hoping for that basically and coming up into my personal interests, I am into reading, I like I am a crazy football fan, I like to think a lot on issues, I read up on psychology to international relations to politics. And I try to think deeply on issues and how the impact stakeholders and the best possible solution. So, I have been into reading and debating is consequently my hobby along with the social services, so that kind of covers more or less about me I am not sure.

You said, you want to move out of Kolkata, any particular reason?

For a change that is the one reason probably.

Which is your favorite football club?

Club is the one in Germany Bayern Munich, they are my favorite for the last 10 years and country of course is Germany.

So, did you watch the iconic match between Bayern Munich and (Refer Time: 11:20)?

Yeah obviously, that was the great finals of 2013.

UCL wherein Robin Cole became famous and they have lifted the UCL in 2013, but pose that day performance have not been pretty much good and they are struggling with entry of new players and exit of seniors, so that is a change process with which every football team goes through and I hope they come out of it soon.

What is the meaning of the name Rajarshi?



Well, it is a portmanteau of two words basically it means, raj plus rishi or in other words a king who is a saint at heart.

King who has a?

Saint at heart.

Who is saintly at heart.

So, what attributes what qualities describe you?

Probably my empathy is one of them, I have fellow feelings for individuals I discrete that quite well in my work with TCS, I was into as I said I worked with a large client and our team was very big as well so.

So?

I was assigned a task of assigning tickets to my teammates. So, I really had to look into who could do what and what were their capabilities of my team.

How does that make you a king?

It does not make me a king, I was talking of my empathy. So, yeah.

So, you did not understand my question, well. So, we were talking about the international relationships. So, what you think India's growing relationships with USA, any comments on that?

Yeah.

They compared India's relationship with USA and that of Russia.

Well India, obviously stands at a better picture on many fronts like the increasing number of deals we are having with the US, especially in terms of defense is probably one of the largest in the world. However, we need relations with Russia as well, and the recent purchase of S400 missiles from Russia, which have been got down well with the US is one of them. And I think it needs a lot of diplomacy at the top level politics with or to deal with that. And we have the people right people in the right positions in the where

they matters. So, I kind of think with the US, we do share a good relation in terms of foreign investment, exchange of information to services India IT and products as well.

You said there are right people in right position. So, are you a Modi [FL]?

Not really, I was I would not say I am not a [FL], but I was not referring to political leaders for sake, I was more or less referring to the right agents in our defense probably the military head to the NSA, National Security Advisors to other important diplomats who deal in public international relations.

Why do you think as a growing need of forming relationships with USA or say Russia for that matter, what is the act India (Refer Time: 14:19).

Because essentially we are moving towards globalization and to become in fact, it said that we are becoming a global village. So, closeness is essential otherwise we cannot proceed as a nation being isolated. So, international relations are at present is of utmost importance with respect to India, because we are essentially a developing economy. Some would say we have superpower, we have next 24 century super power, but I would say we cannot be a superpower and a super poor nation at the same time. So, lot of things need to be seen and developed and we need the help of nations, yes.

Which is your favorite tree?

Banana.

Why?

Because I love fruits and banana is one of my favorites.

You think banana grows on a huge tree or a very small tree?

It is probably average medium.

Ok.

So, you know this interview is being conducting the role of a chief fun officer.

Ok.

So, any idea why we require chief fun officer in a software firm?

Yeah, sure there are requirements of fun in terms of it has to go in sync with their work, like we have difficult work hours here in IT. And fun is an essential component of motivation and leave as per the theory of motivations described by Douglas McGregor, whom I was reading a recently. He speaks on the human side of enterprise about theory of two personalities; theory x and theory y and states that human motivation depends a lot on what they are faced with at their work. So, if and fun is essential cause it kind of motivates them, and increases their productivity.

So, tell me three measures, it bring back in the work place reduce stress for the employees.

Stress could be in number 1 obviously, say more engagement with the hierarchical levels of the order with managers, free and open door policy would be good welcome move with normal employees communicate with their managers move freely coming up with ideas, exchange of ideas that would be flexible instead of a closed door one so that would be a primary one.

Second would be rewards and recognition parameters have to be improved, as far as the IT's concerned there is no equity in terms of compensation and performance at present or rather it is pretty is cute. So, I would recommend that as a second point. Third point would be see more of social initiatives we had something called TCS fit for life or a purpose for life which were health initiative and a social service initiative, which kind of lead to more in exchange of thoughts and ideas while working for the society. So, these overall will reduce stress levels and make employees more motivated, leading to more productivity, more revenue and essentially more profits.

And self motivate.

Absolutely.

Justify.

Well, I like my work, I did passionately what I have did right from school, to my projects, to my extracurricular, to my profession. So, I am pretty much self motivate.

Talking your profession in TCS, what rules were supposed to be performed by you?

Mine was into application development and so enhancement with support, so that was.

So, from application development why do you switch you, why do you want to switch your role to chief fun officer?

Well, as I explained I like to read up lot on issues about people, about their motivation, what drives them forward and things like that. So, it is kind of an interesting role. I would like to.

So, (Refer Time: 18:14) joining an NGO probably then?

I am already associated with NGOs at IIT, Kharagpur. I am working with GYWS is one of them. Even in school I have worked at TCS, I have associated with TCS Mythri, which is basically a social service platform of the organization.

So, why would you should be want to associated with an NGO, a core NGO firm rather than why are you here in an IT firm looking for a CFO job?

Well I can I essentially consider social services as a side on activity along with my primary goal of work that is a more inclined and motivated towards people engagement, and fun is obviously one of them. So, I am essentially looking forward to work in that area.

I think that is it.

Any questions?

And your questions Rajarshi for us.

Probably yeah, along with fun I would like to know what other areas does your company work on to motivate employees, right. So, fun is obviously one parameter, but where else could be tap on to motivate employees, I mean that your company is currently working on.

So, as you mentioned about rewards and recognition. So, our company has a extremely flexible system of rewards and recognitions, where in the employees of the quarter employees if the months, they are actually given certain number of they are given certain

recognitions and awards. A town hall is held, where in front of all the employees they belong to the BU they are awarded, so that I think definitely adds lot of motivation to the employees, because they have been their work is being recognized.

Yeah.

Apart from that appreciation mails, they do huge I think they bring about you know huge positive change, where in your work is appreciated by the clients, it can be its recognized by the client as well. Apart from that we allow flexible working hours, there is a restriction that you have to be present in office even you know even you do not have any work. So, I think these are some of the measures, we have already involved.

Ok, that is that was interesting and exciting. Thank you.

Thank you, Rajarshi.

And students we also wanted to tell you that there is a third candidate in this lecture number 33.

(Refer Slide Time: 20:29)

Lecture no.	Panel no.	Interviewers	Candidates
33	II a	Koustav Sengupta Thanvi Ajith Mohd. Hashim Ali	3. Arita Lahiri

The candidate number 3 is in panel number II a as you see on this slide in front of you. This is lecture 33 and this is small diversion we have made to accommodate the candidates, who would like to be interviewed during the lab session and mock session. We have for you the candidate Arita Lahiri, and the panel of interviewers interviewing

him will be Koustav Sengupta, Thanvi Ajith and Mohammad Hashim Ali. So, let us view the three candidates being interviewed by two panels of interviewers.

May I come in?

Yes, sure.

Shall I?

Yeah, sure.

Good evening everyone.

Good evening Aritra.

How you doing?

I am being fine.

How was your day?

It was nice.

It was nice?

Yes.

So, yeah let us start.

So, just you have come forward and then something you would like to introduce yourself which is this just it is written in your resume everything, but still I want to know from your end.

Sure. I have done my schooling and engineering and then I went into a software industry, where I work for some years and now I have applied for this role of fun officer in your organization.

It is pretty much.

So, why do you think like a fun officers required in an organization?

See in these days stress is building up like anything, psychological stress is the most prevalent thing in these days in an organization, be to that of a manager, be to that of a senior manager, to a delivery manager, it may be to the ground level engineer.

Ok.

Everyone is going through a lot of stress in their own lives in their personal lives. In and work life balance is being hampered like anything. So, for that to combat that we need to have fun officers in the organization and it is a very new concept and I am very eager to join you as a fun officer.

So, but only thing that is a as according to your resonance able to say that you have a commanding language and as well as you have got the awards and recognition in your job in previous jobs. So, you are very technically sound guy, whatever you just coming out you can say moving from IIT background to HR background; what you think that you are being done something better in that particular field where you are.

Yes, I could have done better, but this is what I feel that this is most relevant and this interests me the most now, why because by virtue of my association in the with the industry for the past few years, I have noted these things very close, I have seen them experienced with very closely. The problems that ground level employees are going through, in terms of their peer pressure, in terms of the pressure from the manager, in terms of the pressure from the grading system, it may be in terms of the managers also.

The managers are also facing huge pressure in terms of the efficient, HRs are facing is huge pressure; the entire organization is in huge pressure in terms of psychological pressure of employees. So, to combat that we really need of a fun officer and myself being from a technical ground now from a technical expertise only, but having such an demonstrated experience over the years, I think I can contribute to this area also.

Shall I give you a case?

Sure.

So, we have this company and we, you have planned for this fun activity or like an enrichment program, but then you see that people are not turning up. So, they prefer not

coming and they are taking the day off. So, it is going unproductive, so the entire idea that you have planned is not fulfilled. So, like how do you tackle this?

Yeah, definitely that will be a challenge in the beginning, because see we cannot have a day for fun activities, we cannot keep a Monday, in peak business hours for fun activity, we cannot do that we cannot keep a day for fun activities. What we have to do is in the middle of working hours maybe in the 9 hour working day.

We have to include maybe half an hour to 1 hour of fun activities in the middle of the day.

Right.

Then people will be there in office to participate in those.

And it will be in common consensus of the entire group in which kind of activities, they want to participate, what are their areas of interest. Maybe people shy and introvert people may get interested to read books.

They are often reading books. So, we may conduct a quiz session with them.

Yes.

Quiz session with them, people with knack in playing, people with credits in playing.

Yes.

So, they can be motivated through playing sessions like organizing games, maybe cricket, may football, maybe a small cycling race.

Ok.

That would also help.

So, yeah that is very interests can be different. So, like what interests you? What are your hobbies? And what do you?

My hobby is basically photography and travelling.



Travelling?

Yeah.

So, like.

Yeah, given the fact that you have so much of technical experience and you have engineering, you have done engineering over the last, you have done engineering and come to these field. So, how do you think you can implement the technicality of your knowledge into the fun officer thing, because fun officer is a very off bit track.

Yes.

Which is not completely a technical thing, but how to you implement technicality is into this. How do you combine out of them?

Technicality, as in by virtue of my association, I have closely had a look towards how the industry works, how the people in the industry work, maybe in a project which is undergoing up execution states, there may be shifts, maybe couple of shifts maybe three shifts a, b, c. So, people in c shift may be working in that shift for the last 10 days, 12 days, so I know what they are going through, I have gone through that. So, I have gone through the technical intricacies of a particular project. So, I understand that, and how that actually impacts our mind set is also pretty much well understood from my side.

So, do you think you can implement your engineering skills somewhere in this chief fun officer post?

Engineering skills.

Because, you have done engineering, and then you have done pure technical jobs for last few years.

Yes.

So do you think the engineering (Refer Time: 26:42)?

Engineering as in how I have how I perceive it. Is not only technical, it is about how you know the industry, how much you are exposed to the industry, so that is more of engineering, not just expertising or you know particular model of electronic or something

electrical or something computer that does not really crater to the entire engineering branch. What is engineering is basically, getting exposed to the organization and being having that exposure to the industrial environment. So, I have that, I can bring that with me in the organization.

So, can you tell me like two qualities that you have gained during your experience or your it can be during your B.Tech days or it can be during your working.

More relevant.

Yeah, we mean to say like something feels which you can share with us and you have work in this particular area sometime, and then you can.

Like what you have (Refer Time: 27:35).

Say something for us.

Gain from out of it.

Sure. First and foremost is to empathize with people.

Ok.

I have undergone tremendous pressure situations in my projects, and I have seen people interacting in various ways to that.

And I have seen the managers, the HRs, interacting to people, addressing the issues, and all these experiences have made me to interact people more have made me capable to interact with people more and I think, I can empathize with people that is the primary quality.

If you can sited an example, probably that will be easy to understand.

Sure.

Suppose there is an organization, which is newly established or you can say that is established for last 5 year only, and there is different level of associates which working there right, maybe some fresher's are there, and some people are with experience of having 3 or a 4 year, and some people who is having the experience of more than 10 to

12 year, so different level of personalities are there. So, how you will tackle those situations to make a common fun activities for all of them or even maybe sometimes, such kind of event you want to put in front of them that will be separating from one another, have you some idea which you can represent in front of us?

Definitely, first of all nowadays big organizations are running by HRMS software, cloud based software. So, we will introduce a pulse survey for that.

Ok.

Every, maybe every month, we will rule out a pulse survey among the employees, what kind of fun activities, they actually want to get into and the highest vote whichever in area, it will be we will promote that.

Now, given the fact that different IT companies or any company have some stressful work environment, and so much of workload, do you think that people really give very importance to this pulse service, and do they really put time into it? They can obviously give any comments or any answers to them. That would completely changes the way that you pursue the things. Do you think (Refer Time: 29:29) can be important?

That can happen, but yes I think we should introduce pulse survey. In the beginning, I think it may have, it may not have that much fruitful as we were expecting, but in the beginning just I told that maybe in a 9 hour working day will keep half an hour separately, and then in half an hour suddenly start doing something.

Maybe in terms of the HR team getting inside the floor and the fun team getting inside the floor promoting some event, taking the interested guys out of it, and making them participate and making the full enjoyment out of it.

Ok.

Maybe a slow cycle race, maybe a shoot at balloon, something like that.

So, because you said you love photography, can you like so you have people in the company, you are like interested in photography and travelling as you said. So, like what activities, can you suggest for them to like improve that or engage themselves, engage these people?

Actually, by virtue of my association with last company, I was exposed to that as well. So, I would like to highlight that. Photography is an excellent passion to follow.

And people who love to do photography will actually be interested in events of photography like maybe crumbs, maybe city life, may be travelling to remote places and finding out stories from there with an article and the photo.

Ok.

And we have to we have our own cloud based enterprise solutions. So, if we can make a e-journal every month or every 6 months right, and we can invite articles, we can invite photos from people, who are interested. So, they will be participate, they love to participate in that, at least I did.

Ok.

And I have seen lot of participation in my last company. So, that will attract participation from their part, and.

Yeah, definitely.

They will keep engage, they will be engaged.

Ok. As you said that this kind of activities, you will do right, so, do not you think that this is a very there is a very less amount is given for the arranging, these kind of event for the finance sector, I am talking about. There is only one or two person is invested in the field of fun activities, and there is such event which is coming up in front of you or you want to held this event for the coming session. So, how will you tackle this situation to get in much more amount from the department, how you will put your proposal in which kind of thing which you will do?

Actually, I would think the other way round. Actually, I do not need much budget for this also. How I perceive it is mainly, whatever stress is there in the company is because of the final grade grading system, and promotion, hikes, compensation, and employee satisfaction related to that.

So, for that simple appreciation mail will crater to their need. A simple appreciation mail every week or every two weeks, if that is mandatory to the manager that every week, we

have to appreciate at least one member of your team. And that appreciation has to be counted for while you are doing the yearly graduation.

See there was a problem is we have low performing people in the team. So, how do you tackle that, because we have to like do something about it, (Refer Time: 32:43), they are under performing. So, in that case what if.

I will (Refer Time: 32:45) the question in that means, probably it is the last one I will ask is that given that you are a fun officer suppose, and you have to held fun activity for them. First with know these stress level of the people, how much they are stressed or how much they are active or not. So, how do you think, you can measure these stress levels, how much you can measure the emotional factor of the people, how do you know them?

I have to interact with people, actually. Our team will basically interact with people, and find out on what all areas, they are actually lagging behind or they are struggling or they are thinking about leaving the organization

That may be of because of their location of preferences not given to them, maybe because the hike was not as per the expectation. These are two major areas actually that is why I wanted to point out maybe because of promotion. So, see promotion hike, and all that is depending on the top management, we cannot do as a fun officer, we cannot do anything about it.

But, at least we can make their hours in office more bearable more happier at least since by the means of some activities in which their managers or their team can engage them.

That is why, I told about appreciation. Not really that appreciation always means meeting goals, and then only appreciating. Appreciating in various ways; a person who is not meeting his goals probably.

Yeah.

May be a good person, good at heart, he is a what should I say, he empathizes with people, he caters to the need of other people

That is also required. See appreciation in such terms is also beneficial, I think.

Ok. So, that would probably.

So, (Refer Time: 34:25) I think we have done and anything (Refer Time: 34:27).

So, anything that you want to ask us?

Any feedback, and anything something which you want to ask for your point of view?

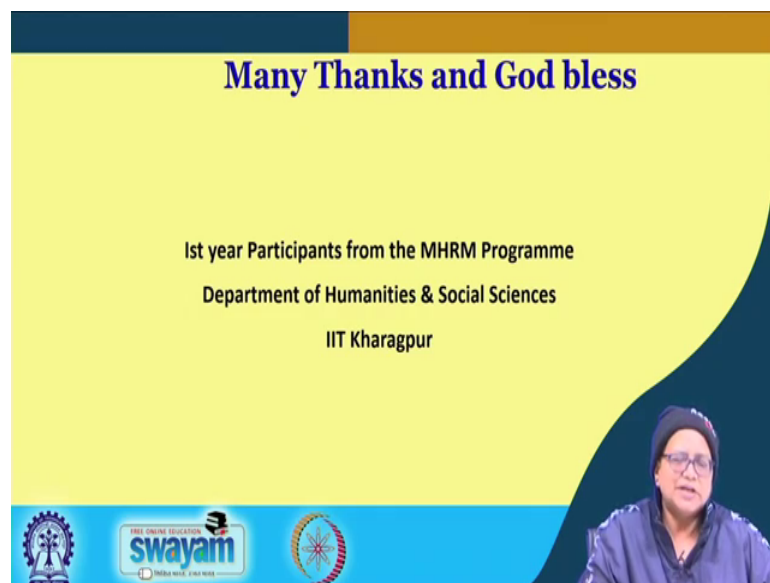
Not really since you talked about the budget, so budget of budget allocated to fun department and all. So, what is your take on that?

Actually, we have having a team. And for this particular purpose we directly connect with the especially CHRO, who is the head of the organization, and through which we just put our proposal. And we will try to implement all the things like whatever the proposal we have, and then according to that we will deal accordingly. If there was there is something which is required very importantly, then we will take the decision from there only, we are not going to take permission from their own only. So, this is the take, which we used to follow. And I think in future, you will get to know that, once you inside the organization.

Thank you.

Thank you so much.

It was nice interacting with you.



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