

Employment Communication - A Lab Based Course
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Lecture - 35
PI Practice Session - IV

Hello friends. So, here we are once again with lecture number 35. This is the last and the concluding the 4th lab practice session on the very important topic of personal interview. As we have all been doing this course together with each other we know that in the employment communication process, the first step is CV writing or resume writing.

The second step is group discussions and the 4th 3rd session the 3rd step is personal interviews we have had 3 lab sessions on personal interviews and this is the 4th and the last one. Here we present to you lecture number 35 on personal interviews. This is part of module 7. This is the 4th and the last lab practice session.

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(Refer Slide Time: 01:17)



The slide features a yellow background with a dark blue header and footer. The title 'Interview Panel IV & Candidates interviewed' is centered in bold blue text. Below the title is a table with four columns: 'Lecture no.', 'Panel no.', 'Interviewers', and 'Candidates'. The table contains one row of data. At the bottom of the slide, there are three logos: the Indian Institute of Technology (IIT) logo on the left, the 'swayam' logo in the center, and a circular logo on the right.

Lecture no.	Panel no.	Interviewers	Candidates
35	IV	Koustav Sengupta Thanvi Ajith Mohd. Hashim Ali	1. Anupam Dash 2. Tirtha Nandi

This is the mock session 4 on the interviewers as panelists for the interviewer on the other side of the table, we have Mr. Koustav Sengupta, Thanvi Ajith and Mohammad Hashim Ali. And in the role of the candidates who will be interviewed by Koustav Thanvi and Mohammad will be first of all an Anupam Dash and second Tirtha Nandi.

May I come in sir?

Yes take the seat, hi Anupam.

Ha hi.

How are you doing?

Yeah.

How was your day Anupam?.

Yeah it was good, but quite hectic because I travelled more than couple of hours.

How much will.

How much it was far like from away from here actually.

It is the distance close to 60 kilometers. So, I had to travel 40 to 45 kilometers by train and that is towards by bus and it was (Refer Time: 02:12)

So, are you stressed?

Yeah, not like that, but quite.

Whether it feeling comfortable.

Yeah yeah definitely.

So, let us get into the interview. So, can you just tell us something about yourself?

Yeah myself.

Even I have.

You need not give the cliché responses, give something that is like.

Tell something which has unique.

Something is different about you.

Yeah.

Thing is that myself Anupam Dash.

Yes.

I have completed my high secondary and secondary examination from (Refer Time: 02:41) institution. And then I went to (Refer Time: 02:44) university and from there I have completed my degree on BE in Electronics and instrumentation engineering. Being graduated from there I got involved in the social work service.

I worked there for the marginally section of the backward class for more than 2 years and in 2018 I joined MA channel under the human resources and department of IIT Kharagpur. And in my personal life my hobby is making the lyrics of rap music and presently I am working with the tools master in leadership management program.

Great.

Fine.

So, you were working in; you were working with the social group is it.

Yeah.

So, like can you tell me something that you have would learned out of the experience.

Yeah the thing is that in the presence scenarios India many, just I say that many NGO's are there which is (Refer Time: 03:35) day by day. But in the field you can see that only a limited number of NGOs that are working.

And the thing is that while go to doing something towards the welfare of the backward class, you have to first face the challenge such the natural challenge. You have to fight with the adverse geographical location, very bad communication system there will be no tower of your mobile, no supply of food, even drinking water.

So, will be fighting with these things first. And the later comes that from the colonial age one thing the outsiders they time by time they enter to the tribal areas and they made them food and for their own gain and that is why nowadays I can feel that the tribals have used their faith. Through on the outsider and they do not allow the outsider to share something of their life that they do not feel it free to share.

So, the linguistic difference is also there. So, you have to brake the barrier of the linguistic difference and you have to make yourself as a part of their family life so that they can feel yourself if they can feel that you know this person can do something for us. Then the work starts, then those are the previous 2 barriers, then the work start and most of them are illiterate. So, making them understand for the consciousness where consciousness program it is really a good challenge.

So, given the fact that you have worked in a social service area and you said that they are very much disengaged and they are very much stressed in the area that different infrigerations are come up and they are not very much engaging. So, say suppose you forget about the chief fun officer of this company, say suppose if a chief fun officer of that social service company. How do keep them engaged suppose you have to bring them on a special cause. You have to make them aware and they are not coming to that particular cause, they will understand that how do you bring them on the platform.

The thing is that add, in every ethnical and social group in India they have their own cultural some heritages.

So, we often if you go to their colony, we often say, we often can see that they are practicing their own dance, their own singing patterns and their own games which should be on the boundary of this civilized society structure. So, we can promote those things because those things are those culture are inherited to them. And we can promote those thing and nowadays for example I can say that in the Durga puja festival and the other festivals in Kolkata the students for prulier at the students are there they are bought by the puja committees and the prulier's local students culture is going to get integrated with the urban culture of Kolkata.

So, in these way people are of the backward section of the society they are getting involved to the mainstream of the society, you can do these type of things.

Fine.

As you told that the you have worked in this particular area and you are very much fascinated toward to work this particular role, but do not you think that, I am not saying you are not fit for this particular role. But you still how you will take the initiative because you are going to work in an IT industry right. So, there is main person who is more experienced maybe you can say 4 or 5 year of experience or maybe a there is different kind of persons there. So, not having any kind of experience as a fresher, what will be your initiative in this particular area as a being fresher how we will tackle the situation after going there.

Sir frankly speaking that I am only one being asset with me that my confidence it. I can do that and I think that my personal belief, from my personal behavior I can say that if you trying to make people understand and if you trying to say or some idea with people. So, when the people opposite of you are indicated the task for you will be very easy, but for working on the uneducated, illiterate people the task is more challenging. So, I have done those challenging tasks. So, I have confidence that I can go well and I can deal with the educated people because I think the task will be quite easy there.

So, what kind of event or task which you have implemented in your past work as you have done in social activities, like any kind of initiative which you can tell as the example.

On cultural basis sir?

No any kind of event which you held there. So, which you can say as a proof like I have worked this in this means event or anything which you have held there.

We simply promoted their own culture, their own dance, their own songs and their own cultural heritage. Because that are going to be distinct day by day we simply promoted that thing.

Ok.

Because whenever we try to get something outside and impose on their shoulder they think from that point of time the mistrust start to build.

Ok.

Can I ask you like if I was to ask you to state two quantities of yours that would make you the best CFO for this company. Just two qualities brisk in clear you just have to tell me.

Yeah first I say that I am very down to earth. I can do according to the situation and in the adverse geographical situation, when I work I can recall many days when I was faint in station I was to return to my head office and I just last train I missed the last train I was compelled to just lay on the platform.

So, I am very down to earth, I can work according to the situation and as per the requirement of the situation and number second I say that I am very optimistic in nature. Because we can control the situation ever the adverse situation ore situation comes, but if we; if can motivate at the time with the ore situation I can stay myself and I can keep myself happy and also the people around all around me happy in the adverse situation too because I cannot change the situation. So, better that I can change my mind set in the adverse situation so that I can be happy at the time.

So I will give you the situation so. You we have certain employees going on site like maybe for 5 years and 10 years in coming back we also have like women taking the maternity leave and then coming back after a break.

So, they will be like away from the company and they will find a difficult to get back into the work and fit into the like the organization we take some time. So, like can you

suggest some ways in which we could like get them back and join the company and be part of it like we could make it faster than the modeling process.

I think that when someone is some pregnant lady is taking the maternity leave or after have pregnancies she is taking maternity leave in that leave period she is losing the contact with the company.

Yes, that is what.

So, we need to do something which can make her always a virtually involved with the company. So, the things I can say that if she has a doctor's appointment we can send a cab to her house. The cab will carry her to the doctor place and just again drop from the doctor's place the cab will drop her at her home. The second thing we can do that if she wants to get an appointment and if we have any contacts from a company side then we can arrange the appointment for her. And much we can do whenever the new baby lands up on the lap of this earth then we can congratulate her we can send us a flower wishes to her house.

Yes.

And we as a company we can send the company representative to congratulate her and to take care for her health and these type of things, she will be virtually connected with the things and if there is any event or program in the company. We know that she cannot come, but still we can send the invitation letter to her that she will feel good and then she we still stay engaged.

Nice so.

Good.

So, one question; see suppose you are CFO and you have to do some connectivities for the people around here. You will see number of stressed people out here, some happy people out there everything. So, how would you measure the stress level or the happiness level or how much they are stressed, how you do measure those how do you cause that particular area? Some of and some of you different extra things.

Sir I think it will be not enough (Refer Time: 12:07) tasks if we arrange a simple activities of games if you arranging.

Activity on the game will come later stage. I want to know the how we do filter out people who are happy.

yeah that

How do we emotional how you understand the emotional aspects the people.

Yeah that the thing I am saying sir, if we arrange some program some little program and if we simply make it open to all that you whoever want to join. Those who so interest we join. So, from where the after these few activities some cultural sports or some we can do some activities. And then if we make a database there we can see the some people will be there definitely who will be continuously avoiding these type of things and social engagement and this fun type of things because. So, from there we can see that these people are depressed or any other mental stress. So, then this can be a good way of filter out I think.

So, then if you have an employee who is like devoted to work, he does not want to come to any of the fun activities, but he wants to work continuously. So, he is actually thinking from the company profits and everything he is like doing good to the company because he is he is doing his work, he is actually over doing his work.

So, he is actually doing his work very good and he is doing more. So, he is not just said he is not coming to the so, as a CFO do you think he has to be pulled into the fun activities or should we just leave him.

No mam, I think that he should be pulled into little bit because after all he is a, he or she is an human being.

Yes.

So, if he is taking a lot of stress probably due to go up in the industrial ladder or to make a better carrier. So, in long run he can do this. Whenever he is taking over load over tracing long runs he can do this. So, we should make people especially impressive (Refer Time: 13:50) all the time.

It need not be that he is stressfully, it could be that he does not like interacting with people.

May be he is a introvert.

He is like he is introvert and he likes to have his own space. So, is like there are people like that in the company. So, how will you handle such people?

I think.

Because he is not come to any of your functions.

Yeah I think that if people I introvert then they have some virtual barrier. They cannot get engaged, even when they are willing to get engage, but somehow they cannot.

There are some hindrance.

Yeah there are some hindrances are there.

Yes.

So, I can talk to them personally and I can try to make them involved. Because introvert people will also be if in some in some aspect will be harmful for the organization because in organized to achieve some organization goal mostly we prefer a team game. So, how can if a person is introvert and come cannot come out of that narrow domestic world of his own world, then he cannot get involved in the team game or in the in a team activity group activity. So, that will in long run more or less

Effect.

Be harmful or effect the company's growth and profit.

So, since so, this CFO is a very new role coming up now a days and you applied for it, you have heard about other (Refer Time: 15:05) roles like CEO and Cfn all those very well maintained roles and though they come up much in the newspaper and on this thing. So, suppose if you the CFO and you have to allocate certain amount of time on the company for fun activities and leave rest of the companies of the time for those financial marketing and all those activities. How would you manage in allocating those time or

rather how would do you convince the CEO or convince the management that yes fun activity is needed actually and I need some amount of people do work under me.

Yeah I think that also the management people they can understand that fun activities were needed, but sometimes they do not try to.

But you.

They do not go to make you make it open because they always run for the company's profit.

So, if I can. So, if we can a make a good strategy well the company's profit or companies working environmental not be hampered by this fun activity in if I can make those type mean those things different, the fun activity will be another and the company's working environment will another and none of them clash, then I think that people can understand at the hierarchy it will they will permit definitely.

We say like as I asked you earlier I asked you about two qualities which like make you the best CFO but then I am also asking you is there any reason that we should not select you, I can you.

Which you might to give as a.

Yeah.

Feedback from the vendor.

Is there any reason why we should not?

This is the reason I think you should not you are not best for this particular world.

Do you think there is an reason?

If at all there is a reason what could it be?

Is definitely it is a challenging question for me, but still I try to answer.

Yeah sure.

Do not try to give a positive answer.

Yeah ma'am, if a company there purely such a company who run for the profit only or not employ friendly for that company I think there will be very little opportunity for CFO and for that company I will not be hired definitely.

And another thing is that I if some company that asks me that if I have earlier made any strategy to do some fun activities and in the working environment, the corporate environment. So, I cannot show it because I did not work in the corporate environment. So, I had definitely no strategy to do fund management in the corporate environment. And in that case I will definitely (Refer Time: 17:33) one of this selected that essentially.

Anupam I think we are done.

Yeah that is it.

And

And you have any questions to ask us.

Yeah ma'am asks us the I have one question that I have already going through the Wikipedia and I have learned all the things that you for the last more than a couple of decades there with it your companies is working well in the corporate and social responsibility. So now, you are also hiring people for the fun activity. So, will those check is to be different or it will be merged.

They will be probably I have to work hand in hand because you can have always have like club activities or for the CSR activities with the CFOs activity. So, it has to be like a team activity. So, we will have representatives, we will have discussions with we will have meetings with both the teams and we will design programs accordingly. So, it will be a team effort.

And so I have another question and that I doubt I can just.

Yes, sure.

Yes.

That if some is a some officer is fun management team is there. So, how much in how much involvement that team will have with the organizational hierarchy, how much involvement with a team have.

Actually what we do, we just deal according to the like level of the associate who is working like there is there some associates in the organization as a fresher maybe you can suggest on boarded in the team as the fresher.

So, they will be deal accordingly with the situation and then the same time you will we are giving separation ah separate ah event of management or activities with the experienced guys you know less than bracket of 5 year experience. So, we are going to make some kind of event which is in the level of that kind of associate. In the same time, we are going to separate that some kind of human which is further especially some more experienced guys, more than 10 year experience of guy halfway, because you know sometimes you are going to make the level of mentality in the same frequency

Same frequency.

So, these kind of thing which we used to do and definitely once you will come in the organization you will get to know all these things.

So have a good day.

Ok.

Thank you Anupam.

Thank you Anupam bye.

Welcome and bye.

Hi Tirthu.

Hello good morning.

Good morning

Please take a seat.

Good morning.

Thank you.

How was the day?

I think this was a very long day and even then I am very excited to be here.

Ok; however, excited because it was the last means you are coming in the last you know I think everybody is just guess exhausted.

Waiting so, long, we thought you will be stressed out

Excited how?

I think the anticipation versus building out.

great

Yes, that is up.

So, like let us start by just give us the brief introduction, it need not be the cliché interview, just give me like maybe some like what do you say.

I understand.

Something is different about you.

Yeah everybody has your own reason so.

Yeah quickly go through the reason.

So, well my interest in nature basically stemmed from my role as a team lead. So, I was working as a team lead for around someone say 8 to 10 months during which I was heading a 17 neighbour team in different shifts. I was responsible for resource allocation, shift management, leave allocation, conflict resolution as well as from to collaboration both intra and inter team. So, this is where I was exposed to a lot of HR activities which made me envision encourage carrier in talent acquisition and L and D I would say. So, after that I gave my CAT and here I am.

So like can we know about your hobbies and what you like doing.

Well I like playing chess.

I like playing video games and I have competed in a lot of I would say pan Asian video game tournaments as well. So, e-sports is probably going to be the next big thing

In which country it was developed this game which we are talking about.

The game?

Yeah.

Actually, it is a game which you talking about.

Like the can you like list what kind of games you play and then.

Well basically I only play a multiplayer games which is spread over different countries and since they were free and open source a lot of different coders came together to develop them. So, I cannot actually say they were come made in one single country with gathered a cohesion of different.

Yeah you talk you talked about the shift management company resolution and,

Yes.

All the many stuff that you did, but you did pure technical job I think in your previous company.

Well I was a database administrator as well as a tech support representative.

So, I would say both sides of the coin I worked in.

So, how do you bring in those technicalities in you and implement that in the HR specific roles how do you manage those how would you bring in those.

Honestly when I wanted to become an HR I was not naturally looking to carry forward my technical expertise in to this role I was looking for something completely different. I was always good at communication skills as well as I was also interested in

psychologically. Psychology and different kinds of I will always used to do a lot of different personality tests.

So, in those cases that basically made me interested in nature and I was not specifically looking at technical expertise to help me during my (Refer Time: 22:32). As you can see like I am more interested in talent acquisition because I want this basically the interview experience. I want to recruit clean lateral hiring b school campuses, I want to like travel to a lot of places as well. So, that this is one of my ways.

So, can I ask you like what inspires you like generally?

So, I would say like I live my life with two ideologies. One is that if you are scared of something you should do it as much times as you can. And the other is that you should never be giving up.

So, like what is one thing that you were scared of and you tried?

There is an interesting story about this. So, when I was in my first year I used to play lot of football and because I was a newbie and I was going up against a lot of seasoned footballers who were much more stronger than me I would say there was a mishap and I basically broke my knee. So, I was laid out for around 2 months.

And basically the aftermath of this incident carried on for a year or so, I was not properly able to play anything else after a year when I felt I was strong enough again I started playing, decided to go play a football again. So and the same thing again happened. That was the day I learned there was a fine line between bravery and stupidity.

Now, given that I that you mentioned that you closely observe people and you understand psychological aspects of it.

You know you told that you are interested in psychology and the behavioural aspect of it. So, how do you think you can measure them, is it measurable or how do you cause them actually.

Well honestly there were a lot of classical psychological theories that see they can pigeonhole people into different categories, but even then psychology is not an exact science I would say. Why you can broadly categorize them into different strata I would

say. That is even then it depends upon the specific circumstances and the situations and the people actually are present then because it can take 12 years for someone to actually know what a person can actually do you cannot actually put a number on the limits of a person.

And coming to your question like if it can be measured or not, people are already measuring in analytics right so; however, analytics is still in its nascent stages and I do not know if.

How do you can mention may use analytics in measuring psychological parameters, can you do that can you is it to continuously monitor some peoples emotional, privately private emotional the years because that is the it is a the way where how they behave when they are in the private mode.

When you narrow it down to 1 or 2 persons you cannot do it, but when you take a complete demographic core of workforce you can broadly categorize people into different groups. I would say like you can categorizing on the basis of different parameters you have ratings as well as the kind of inputs they give about themselves unknowingly or knowingly ok.

So, in those cases you can make a broad structure of whether where to place them. The other case is you know if you on the personal and on a case basis those scenarios would be better addressed by an actual psychologist than an HR person so.

You believe that they should be continuously monitored.

I would i never said they should be continuously monitored as.

So, then how would you then choose the parameters, how would you measure the values you will not come up with values if you do not continuously (Refer Time: 26:35).

You can always do a lot of service, a lot of service are always carried out in different (Refer Time: 26:35).

Peoples not the service (Refer Time: 26:40) much seriously you know.

Yes, therein lies the problem of data analytics right.

So, how do you how will you take on it?

So, normally the different problems that actually come up those can be solved by the HR with a rudimentary knowledge of psychology, but in the more severe cases where people are actually depressed or very frustrated they cannot be actually given guidance by the HRs they need to seek professional help for that.

And take that.

So, you had, you want to complete?

no sure ma'am.

So you were working for.

Around 3 years.

Around 3 years so like can you tell me something that you liked about their HR department and something that you would like to change about it.

Well can I have a minute to think about this.

Yeah sure.

Sir best thing about TCS HR was they could give individual attention to each and every employee. So, there was a lot of HR was working then, I can always go to them and for your problems they would have less aggressing.

Very approachable.

Very approachable as well as they want to be approached. And the other thing is like they would always take care of it , as in like there was a very robust mechanism in place you could escalate it properly and it would be taken care of not like they would be pressed by the higher ups to take decisions that would be not in favor of the employees. If there was any justice that was not being served that would be taken care of no matter what.

Ok

The other thing that is you know that can be worked upon areas of improvement.

Improvement.

So, that would be the fact that initially like the L and D department. So, initially like we do a training period right now it is called the ILP.

Yeah.

We are trained on something and then put into something completely different as per the requirements of the company. Well I understand that the TCS is a very big company. And some things like this will need to happen to meet the needs of the company otherwise it will not be very profitable. This is something even then that can be taken care of in the recruitment stage itself.

So, in like see if you are the HR so company and you see that you have certain ideas. And, but it does not fit to the budget, like it does not fit to your ethics or like there are two cases, I will first put it like this way like it does not it is not ethical to you. So, how it, but then it is like for the company it is like profitable. So, how will you do like will you supported or.

(Refer Time: 29:23).

How will you go up?

If you could give me a example or a real life scenario that could help me more in explaining this.

What can we not ethically like for example, like putting layers a bell curve kind of rating system.

Yeah.

That you do. So, like you we feel that certain people are forcefully put to the bottom of the rating curves. Just for the fact that there are like other people who are like more experienced. So, there has to be some people who have to come to the bottom and some who have to be put at the top scale. So, like they are remotivated, but then it is not ethical to do that because they are doing their part, but they are forcefully put to the bottom. So, in that case what will you do? Because the other persons have got the higher rating

because they are more experienced, not because they are doing much work. So, in that case what will you they have to be retained.

So I am not completely understanding your scenario here I would say like, would you want me to redesign the bell curve or like a do a.

Yeah so this is what the company is doing, but then you find it like it is not right. So, how will you go about it.

Well if it is in a company as vast as TCS.

Yes.

And the kind of work that TCS normally does the bread and butter of TCS projects it is mostly support. And the kind of jobs that are being done here they do not need a lot of technical expertise. And in those cases ingenuity actually counts for a lot more later on which is why the senior people need to be detained. So, for example, like you said the people who are juniors they are being forced to the bottom of the bell curve even though they are performing very well.

But we need to also take into account the fact that the senior professionals that are already working there have been working there for a long time and in case they are the probably the real problem solvers. And they are the ones who are mentoring the new ones as well. So, in those cases which is mostly pevelit in all of TCS I think it makes sense that they should be given the higher curves to in order to retain them.

Because otherwise it would take a lot more time. Suppose 5 people are given a C rating were juniors.

Yeah.

And one in order to put one senior person in the A rating. So, I think like the impact that A rating senior brings is probably equivalent to those 5 people. And if you remove the senior in order to make those 5 people progress to that level or that position, you would take 2 years at least.

So, in this case in these cases I think like TCS is probably having a much, I would say the cost benefit ratio is better for the person to for the senior person to have a higher rating than the junior person. So, it is unfair I would say but.

Is there any method you can suggest to like make it more fair, like is there another systematic suggest if you know any or like you think this we will do?

I think in a company as big as TCS there is no other method to do this. The only way you can alleviate the symptoms of this particular melody is give more recognition to the juniors. Maybe not in the form of ratings, may be in the form of like performer of the month awards.

Something.

Something that makes them feel valued and not just.

So suppose you have a solution, say you by interest or you are interested in L and D and you told that TCS has ILP.

I think I said I was interested in talent acquisition of (Refer Time: 32:52).

I will put a question L and D only.

Since here also you mention L and D only I may noted down the L and D. So, since you told that TCS has an ILP thing in the first place and then they trained people in a particular technology and they put in some other technology. So, do not you feel there is a mismatch in there in that area where they are trained in one technology and put in other technology and secondly, that will impact the area outcomes that would impact really.

It definitely does.

In fact, in fact, area outcomes. So, how do you see that how would you mitigate those problems.

I think.

Because people because are in because an incoming employee would want something to work on and he or she is put into that particular project and he is not removed from that, he is not released from that, but he wants to work in some other technology or some

other area. So, there is a mismatch so it; obviously, impact employee productivity and all those things. So, how do you go about it.

So, the point we have to see is that we have to create a fine line between employee expectations as well as company policy or company requirements. So, it can be basically you know advice from the recruitment process itself.

When the people who are actually joining, they can be given a brief introduction or they could be kept in the know how that yes, even though you are being trained in this you can be put into this which can be which is completely different from what you actually learned there. So, that later on they do not have any mismatched expectations. So, that like they do not get frustrated like what am I doing here.

Now so.

So now it is almost end to wind up the yes so I.

Only the last question is there.

You are very inspired by the talent (Refer Time: 34:31) and everything work which was played in CHRO.

Can you tell me the name of CHRO when you were working in TCS, this is the last question.

I am sorry I do not remember that.

And what is the name of our current company CR and CHRO name if you are gone through our website have you any idea about what is the CHRO name of our company, this is the last question for you.

I am not sure the company name.

You got company seat are you really do not know you are really inspired.

I will by.

Do you have any questions for us if you have any questions?

Honestly no, I was very impressed by the total process here and anything that I; thank you.

I would like to ask you one think.

Oh sure.

What makes you happy, like just one thing that you makes you really happy? Anything.

I never expected this question though.

In brief I would say progress hour.

Yes.

Progress.

Yeah.

Good.

Thank you.

That is it.

Yeah that is it.

Thank you.

Yeah that is nice.

Thank you so much.

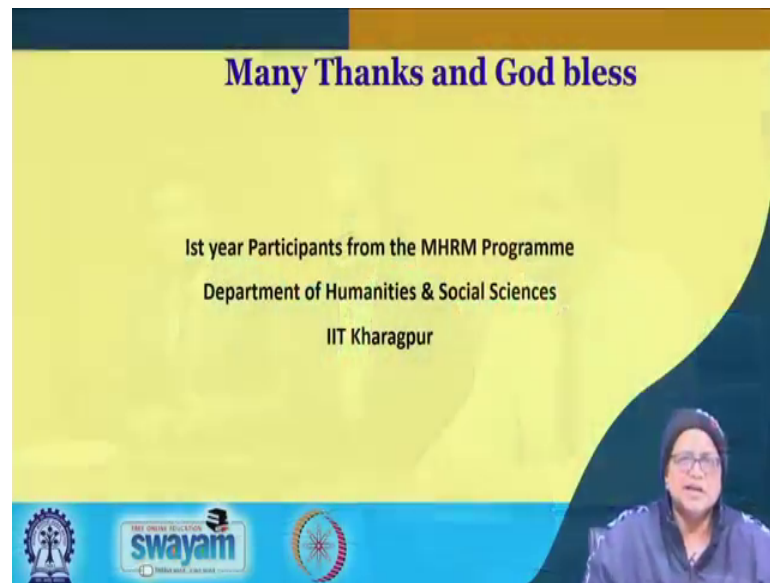
Sure.

It was a nice meeting.

Same to you.

Thank you.

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Once again I would like to express my gratefulness and thanks to the students of the first year of the MHRM program at the department of humanities and social sciences at the IIT Kharagpur. Without them this course would have been incomplete. In fact, for all the 16 lab sessions it is the very important participation which has formed the crux of this course. And in conclusion I would like to thank all of you as well.

Thank you and god bless you.