

"Don't limit yourself. Many people limit themselves to what they think they can do. You can go as far as your mind lets you. What you believe, remember, you can achieve."

Mary Kay Ash

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From the Desk of the Director

Motivation and inspiration energize people, not by pushing them in the right direction as control mechanisms do but by satisfying basic human needs of achievement, belongingness, recognition, self-esteem, control over one's life, and the ability to live up to one's expectations. Such feelings touch a person deeply and elicit a powerful response. Effective leaders involve people in deciding how to achieve the organization's vision, which gives them a sense of control. Another way is to support employee efforts to realize the vision by providing coaching, feedback and role modeling, thereby encouraging people to grow professionally while enhancing their self-esteem. Leaders recognize and reward success, which not only gives people a sense of accomplishment but also makes them feel that they belong to an organization which cares for them. The work itself becomes intrinsically motivating. Strong networks of informal relationships facilitate in coordinating leadership activities in much the same way that formal structure coordinates managerial activities. The key difference is that informal networks can deal with the greater demand for coordination associated with non-routine activities and change. The extensive informal networks are so crucial that if they do not exist, creating them becomes the focus of leadership initiatives.

During the span of time from April to December this year, the Institute had its Fifth Convocation which was graced by Sri Sri Ravishankarji as Chief Guest; 'Anvesh' the conference for doctoral students had Dr. A.H. Kalro as Chief Guest. A Management Development Programme was held for Mundra Port & SEZ at Mundra and Third and Fourth National Case Writing Workshop were held in collaboration with the Association of Indian Management Schools. A workshop on Research Methodology was also organized. Country visits programs were organized wherein students visited countries like USA, UK, China, Hong Kong and South Korea. New batches of MBA (Full-time), MBA (FB & E) and MBA (Part-time) joined the institute. Some of the dignitaries who visited the campus include Mr. Antony Gribbon, M.D. Open University Worldwide, U.K. The faculty strength increased as quite a few colleagues have joined the Nirma Fraternity in its journey to excellence. We are confident that you would enjoy going through this issue of Sparsh as well.

Wish you a happy reading!

Dr. Upinder Dhar

Director





12th NIRMA INTERNATIONAL CONFERENCE ON MANAGEMENT

Institute of Management, Nirma University of Science and Technology welcomes all the delegates to **NICOM 2009** on “**Strategic Human Resource Management & Entrepreneurship in the Changing Business Scenario**”.

The Major Themes of the conference are:

- Managing Corporate & Work Performance
- Talent Acquisition & Management
- Organizational Culture & Dynamics of Change
- Value Based Management & Ethical Issues
- Managerial Creativity & Organizational Growth
- HRM, Culture & Entrepreneurship
- Entrepreneurship
- Entrepreneurship, Education & Training
- Family Business
- Entrepreneurship: A Strategic Perspective
- High Technology, Startups & Entrepreneurship
- Intrapreneurship

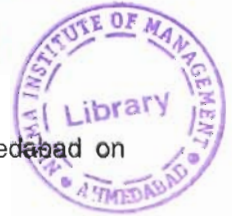
CONFERENCE CHAIRPERSONS

Prof. C. Gopalakrishnan

Prof. Nina Muncherji



CONVOCATION CEREMONY 2008



The Vth Convocation Ceremony of Nirma University of Science and Technology was held in Ahmedabad on Monday, March 31, 2008.

Nirma University Campus witnessed the Vth Convocation Ceremony wherein students from Full time MBA, Family Business MBA, Part time MBA and Doctoral Programme were awarded the degrees. A total of 226 degrees across various programmes were conferred. The much-coveted event was eagerly awaited by one and all. Parents were experiencing proud moments and were in blissful mood to see their children being conferred with a degree from one of the reputed Institutes in the country. For the passing out students it was the fruition of their hard work of two years. Alumni were also present to cheer their juniors.

The function was presided by the President, Dr. Karsanbhai K Patel, Vice President, Shri Ambubhai Patel and eminent dignitaries. Vice Chancellor, Dr. N. V. Vasani delivered the progress report for the year 2007-08. The students were handed out their degrees at the hands of the President and the scholastic awards were presented by the Chief Guest for the evening, His Holiness Sri Sri Ravishankarji. The Board of Governors of the University, along with faculty members were also present on the dais.

An elated Sri Sri Ravishankarji in his Convocation Address said, "I am glad to be part of this ceremony. I would like to congratulate the students on their achievement and would advise them to keep learning all through their life. The learning should never stop for any human being."

During the Convocation Ceremony medals were given out to students for their scholastic performance.



Details of Medals

Full Time Students

MBA - FT

Name	Medal	Type
Omkar Chitale	First Rank Finance	Gold
Dinesh Iyengar	First Rank Marketing	Gold
Shenal Shah	First Rank HRM	Gold
Dinesh Iyengar	Best Student	Gold
Hemali Shah	Second Rank	Silver
Khyati Bheda	Third Rank	Silver

Family Business & Entrepreneurship Students

MBA – FB&E

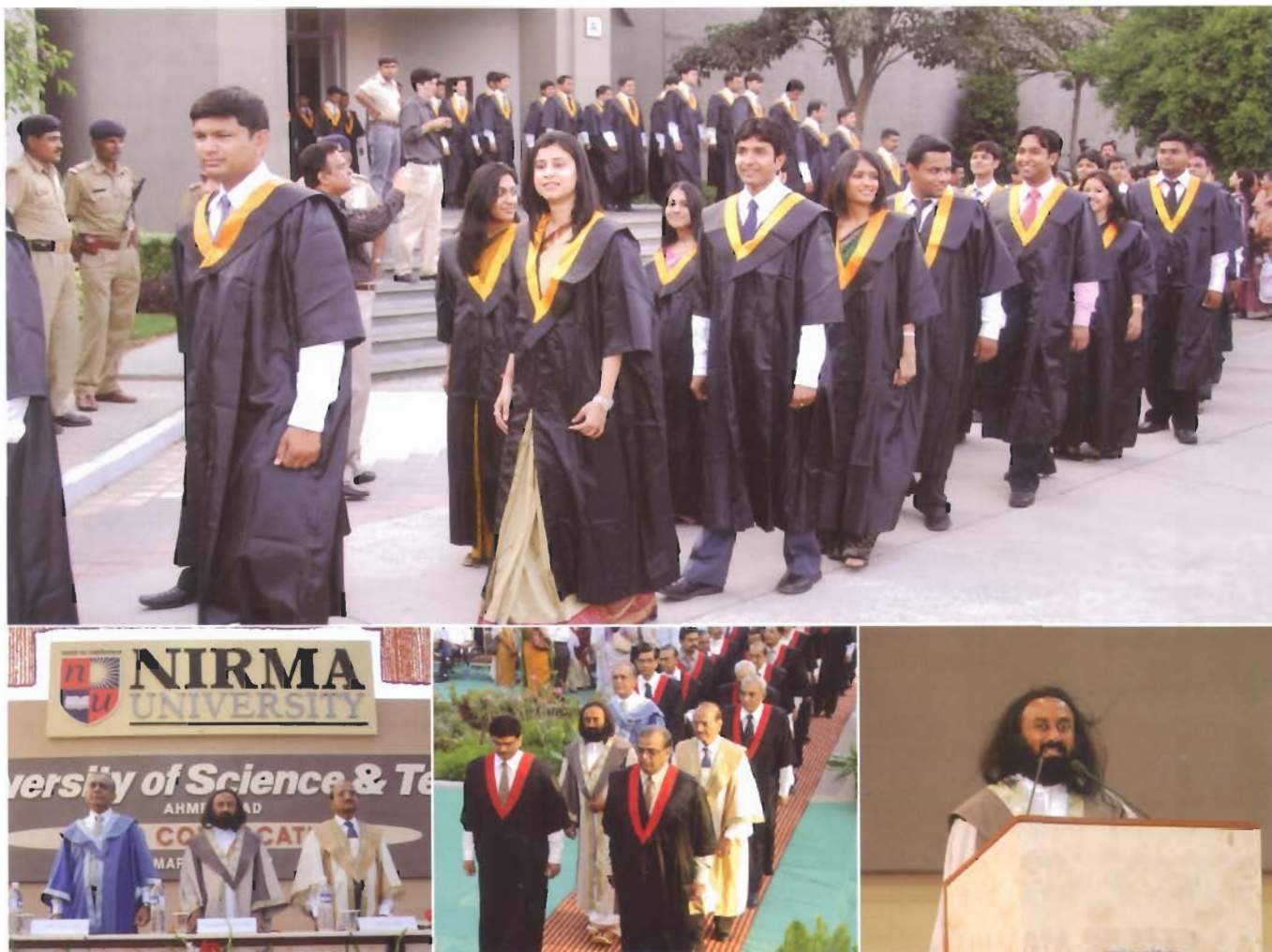
Name	Medal	Type
Shruti Aggarwal	First Rank	Gold
Madhvi Jethaliya	Best Student	Gold
Khyati Sekhani	Second Rank	Silver
Reshu Saraf	Third Rank	Silver

Part Time Students

MBA – Part Time

Name	Medal	Type
Sunil Gupta	First Rank Finance	Gold
Dimple Bhatt	First Rank Marketing	Gold
Nehal Sheth	First Rank International Business	Gold
Nehal Sheth	Best Student	Gold
Nehal Sheth	Second Rank	Silver
Dimple Bhatt	Third Rank	Silver

Sri Sri Ravishankarji with his words inspired the students with a sense of responsibility which one has to share as a citizen when he / she is out in this competitive world. Nirma University of Science and Technology has been instrumental in addressing this need through a contemporary curriculum with emphasis on both knowledge and practice, and also imbibes a sense of responsibility and self-motivation amongst the students.



OTHER EVENTS & NEWS

The Inauguration of MBA (Full Time), MBA (Family Business & Entrepreneurship), MBA (Part Time) and Doctoral Program in Management was held on Wednesday, June 18, 2008. Mr. S.M. Palia, Director, Tata Steel was the Chief Guest and Mr. M. K. Iyer, Sr. Chief General Manager (F&A/HR/IT), Gujarat Energy Transmission Corporation Limited was the Guest of Honor for the function.

Institute Seminar & Lecture Series

The year 2008 was a period of learning and insights from luminaries in different fields who delivered Institute Seminars and Lectures at the IMNU campus.

- Dr. Suresh Kalagranam - from Edward School of Management, University of Saskatchewan shared his research findings with the students on 31st July, 2008.
- Dr. Devendra Kodwani - from Open University, U.K. delivered the Institute Lecture on the topic "Futures and Options" on 21st August 2008.

- Mr. Hemal Patel, CEO Elitecore Technologies Ltd. delivered the Institute Lecture on the topic "Power of Alignment" on 8th October 2008
- Mr. Pranit Nanavati from M/s. Nanavati Associate a practicing advocate at High Court delivered the Institute Lecture on the topic "An Overview of IPR with emphasis on Trademark practices" on 4th December, 2008

ANVESH 2008

Theme - "Managing Strategies For Sustainable Competitive Advantage"

Anvesh is the Nirma conference for doctoral students a platform for all doctoral students engaged in management education to interact, network and exchange their ideas. This was the fourth Anvesh held at the Institute of Management, Nirma University.

This year the conference was scheduled on 9-10 April 2008. Anvesh generated a good response. Dr. A.H. Kalro, the director of AES, inaugurated the conference. The paper related to sub theme Strategies in the area of Finance for Sustainable Competitive Advantage were presented in the 2nd session after the inauguration. Dr. Deepak Danak was the Chair for this session.

The second day of the conference started with papers related to sub theme Strategies in the area of HR & OB for sustainable competitive advantage were presented. Dr. Harismita Trivedi was the Chair for this session. In the next session papers related to subtheme "Strategies in the area of Marketing Sustainable Competitive Advantage were presented. Prof P. K. Yadav was the Chair for this session.

The event was concluded with a presentation by Prof. Pradeep Khandwala on Corporate Social Responsibility to the participants of the Anvesh.

THIRD NATIONAL CASE WRITING WORKSHOP

The Third National Case Writing Workshop was inaugurated on June 9, 2008. Participants from IBS (Bangalore), IBS (Gurgaon), IES Management College (Bandra, Mumbai), GRIMS (Vapi), Tolani Institute of Management (Gandhigram), Smt. S. B. Patel Institute of Business Management (Visnagar), IIM (Indore), Parul Institute of Management (Vadodara), Bhagwan Mahavir College of Management (Surat), INDUS (Ahmedabad), LDRP (Gandhinagar), AES (Ahmedabad) and Institute of Management, Nirma University attended the workshop. Dr. Upinder Dhar, Director, Institute of Management engaged the inaugural session and briefed the participants about case writing. There were in all twenty nine people divided into six groups.

Post-lunch all the groups visited different organizations for collecting the data and relevant information to write a case study. The organizations which were visited by the groups were Ramdev Foods, Blind People Association, E-Scoops, Sales India, Rosswin Healthcare and Bayanwala Group of Industries.

Next day i.e., June 10, 2008 the session started with participants sharing their experiences about the visits made the previous day. Dr. Dhar guided them further about the approach to be followed in writing the first draft of the case. All the groups were actively involved in writing the first draft of the case for the rest of the day.

On June 11, 2008, all the participants assembled and they were given format for preparing teaching notes. All the groups prepared the teaching notes and discussed their cases with other groups seeking suggestions from them. There after all the groups gathered to present their respective cases before all the participants and note suggestions, if any. Participants incorporated the suggestions and after making the changes submitted the cases to the coordinator. The Valedictory function was organized where all were given certificates of participation and feedback was taken from the participants. The workshop ended successfully and cases written during the Workshop will be registered with the European Case Clearing House, Cranfield University, United Kingdom. The Workshop was coordinated by Prof. Devesh Baid.



RETREAT 2008

Retreat of the Faculty and Officers of the Institute of Management, Nirma University was conducted at the Shankus Water World Resort, Mehsana during April 11-12, 2008. Dr. Prashant Gupta, Coordinator for the Retreat, welcomed all the participants and briefly mentioned the general background and objectives of Retreat. Dr. Upinder Dhar, Director-IMNU conducted the introductory session. It was a brain storming session in which overall guidelines evolved regarding the areas of discussion during Retreat. It was decided to include the dimensions like Curricula, Delivery, Assessment, Processes, Relationships, Support systems, Faculty Development, and New Initiatives for discussions during Retreat. The participants were divided into three groups. All the groups made presentations to highlight their recommendations on various dimensions in the morning session of 12th April, 2008. The recommendations were discussed in detail in the afternoon session.

EXECUTIVE CLUB OF AHMEDABAD LECTURES

- A lecture by Swami Sarvasthanandji Maharaj of Ram Krishan Mission, Rajkot on "Spirituality and Business" was organized on July 16, 2008 at the Institute. The Guest was introduced by Dr. Deepak K Srivastava. Prof. Gopal Krishnan (then I/c Director) made opening remarks. Swamiji talked about spirituality and its relevance in business. He shared several instances of Swami Vivekananad's life, and emphasized on micro-finance as a tool for poverty elimination. He also spoke on importance of personality development. 24 participants were present from different member organizations like Kalupur Co-operative Bank, ONGC, AMEE Engineers, United Engineering Works etc. Amongst the faculty members, Prof P K Chugan, Prof Rajesh Jain, and Prof Sameer Pingle attended the lecture. As a mark of gratitude, Prof Gopal Krishnan presented a memento to Swami Ji. The lecture ended with vote of thanks proposed by Dr. Deepak K. Srivastava. After the lecture, dinner was served to the participants.

- A lecture by Dr. Jagdish Shettigar, Ex-member, Economic Advisory Council to Prime Minister on "Soaring Inflation: Antecedents, Implications and Prescriptions" was organized on August 28, 2008 at the Institute. Dr. Shettigar talked about fundamental antecedents of inflation and its implications for business. As a prescription of inflation, he suggested need for reforms in existing procurement system and Minimum Support Price (MSP) system of food grains in India.
- A lecture by Mr. Devang Nanavati, Leading advocate of Gujrat High court and Supreme Court of India on "Think differently and Act differently" was organized on November 27, 2008 at the Institute. The Guest was introduced by Dr. Deepak K Srivastava. Director Prof. Upinder Dhar made opening remarks. Mr Nanavati talked about role of youth in national development. He emphasized on positive thinking in the life as a tool for achieving success. He also spoke on the relevance and importance of the Indian constitution.

THE INDUSTRIAL ORIENTATION

As a part of the curriculum, three groups of students of MBA in "Family Business and Entrepreneurship" accompanied by faculty visited Industries and Chambers of Commerce in India and abroad. This was the fourth programme in succession organized by the institute. It is 'one of its kind' foreign study cum business trip being organized by any educational institution in the country. The delegates to USA, UK, China, Hong Kong and South Korea were well received and guided by the associate universities in the respective countries. In addition to academic institutions / universities the students visited various industries, industry associations, Chambers of Commerce, etc. The vision and initiatives of Nirma University was well acclaimed everywhere and the visiting groups not only raised the banner of the university but also acted as the goodwill ambassadors of the country.

Country visit programme in US and UK:

A batch of 23 students accompanied by Prof. Pawan K. Chugan and Prof. Sumeet Arora visited USA and UK for a duration of three weeks. In USA the group visited New York, Boca Raton, Miami, Orlando, Los Angeles, San Francisco, Minneapolis, and Boston. At the State University of New York at Old Westbury, students were addressed by Prof. N. J. Delener, the Dean School of Business, who gave the students very important tips for doing business with the US enterprises. Visit to Florida Atlantic University (FAU) at Boca Raton was marked by the presentations of Prof. Ted Kramer, Certified Business Analyst and Associate Director, Small Business Development Centre, FAU; Dr. Darab B. Unwalla, Professor and Chair Department of Management, International Business and Entrepreneurship and Prof. Vegar Wiik, Executive Director, College of Business and Executive Programmes FAU. The live demo of the Wall Street in the campus was a real life experience for the students.



The noteworthy visit to Los Angeles included a visit to Irvine Chambers, Irvine, California and meeting with Mr. Gary A. Bingham, Vice President Business & Economic Development; Visit to Innovation Index Group (IIG), Irvine, California and meeting with Mr. Sanjay Dalal the President & Managing Director of IIG; Visit to California State University (CSU) Fullerton, and meeting with the Dean of Mihaylo College of Business and Economics Prof. Anil Puri and Prof. Mike Trueblood, the Director, Family Business Council, CSU; Visit to University of California, Irvine and meeting with Prof. Gary Lindblad, the Assistant Dean and Director of the MBA Programme.

The visit to San Francisco comprised a visit to the unit viz. Gridstone setup by the Indian young entrepreneurs at San Mateo, California which provides power tools for company research combined with the finance expertise. Mr. P. R. Ganapathy, the Vice-President and co-founder of the unit described the success story of the company and answered numerous questions of the students. The visit to the Oracle at Redwood Shores, California was another experience to remember where Mr. Amit Zavery, the Vice President, Product Management made his address and dealt with many questions from the Nirma students. The presentation and address by Mr. Suren G. Dutia, Chief Executive Officer, Tie Global, Santa Clara, California described the prospects of Indian entrepreneurs in the US and the services rendered by the Tie Global. The visit to San Francisco Chamber of Commerce and address by Mr. Dennis J. Conaghan, Executive Director, San Francisco Center for Economic Development provided important business leads and assured students for the help of the Chamber for their business needs.

Visit to a plant, viz. "Corn Plus" - converting corns into ethanol and various research activities in the areas of corn oil extraction, biotechnology in the extraction of medical proteins, corn germ extraction and value added corn gluten products, organized by the professors from Minnesota State University was an unforgettable experience. The unit's innovation in value-added ethanol production is of national significance and its new fluidized bed is the only one of its kind in the world.

Country visit programme in China, Hong Kong and South Korea

Twenty students of M.B.A (FB&E) visited China, Hong Kong and South Korea as part of their country visit programme. During this 25 days trip, students were accompanied by two faculty members Dr. Nityesh Bhatt and Prof. Sapna Parashar. The purpose of this visit was to get the students acquainted with the international business scenario in order to develop new set of competencies, to recognize new opportunities and further enhance their family businesses or start off an entirely new venture.



The first stop for the group was Shanghai. In the three days stay at Shanghai, the group visited Shanghai Auto Museum of General Motors (GM) and got the opportunity to see the evolution of automobile industry in more than one century. It included the design and style innovation, different engine technologies and importance of aesthetic features in luxury car segments as it included models from Ford Model-T to the latest hybrid cars.

After Shanghai, the group moved to Yiwu city of China. It is the world's largest commodity market which exposed the criteria and essentials of buying in bulk and also led scope of plethora of business opportunities. Its Futian Market has more than 5000 booths and was a great learning experience.

From here, the group moved to the capital of China, Beijing. Next city in the visit was picturesque Qingdao, where the group visited Energy Expo and got the opportunity to see the various alternative sources of energy and their applications. Plant visit to Haier Electronics exposed the students to various electronic and electrical appliances who were astounded by the newer ranges of applications to be launched in the market which could enrich their quality of life in near future.

In South Korea, group first moved to the Ulsan province, the home to the world's largest automobile plant - Hyundai Automobiles. The visit was very inspiring as students could see the high-tech assembly floor and the efficiency of the company which rolled out a car every 12 seconds. From there, students visited Daewoo Shipbuilding plant, (2nd largest in the world). On the last day of trip, visits were made to a LG subsidiary - LG CNS and Digital Pavillion of Korean government. The group reached Mumbai airport on October 28, 2008 with great learning and fun.

Domestic Visit

Twenty-two students of M.B.A (FB&E) visited the cities Delhi, Haridwar, Bangalore, Hyderabad, Coimbatore, Ooty, Kunnur, Mumbai, Pune, and Lavasa. During this 21 days trip, students were accompanied by three faculty members Prof. Harishmita Trivedi, Prof. Tripurasundari Joshi and Prof. Sameer Pingle. The purpose of this visit was to gain knowledge about the macro environmental factors such as: socio-economic, political and cultural factors of the target places which affect the modus-operandi for the business. Some of the organizations visited Shreeji Propack, Haridwar; Mahindra & Mahindra, Haridwar; Hindustan Unilever Limited, Haridwar; Akums Pharmaceuticals, Haridwar; Total Environment, Bangalore; Indian Institute of Management, Bangalore; Ramoji Film City, Hyderabad; Ni-MSME (National Institute for Micro, Small and Medium Enterprises), Hyderabad; Jagannath Textiles, Coimbatore; Kunnur Tea Garden, Kunnur; Parle-G, Mumbai; Lavasa, Pune and Praj industries, Pune.

CONCLAVES

HR Conclave

Theme - "Beyond Trend Setting: Path Breaking Strategies for Business Excellence"

HR Conclave was inaugurated on October 17, 2008 at IMNU auditorium by Mr. Saurabh Dixit, President HR, Adani Group. Mr. Saurabh Dixit in his inaugural address traced the evolution of the HR function. With current examples from industry and statistical data he gave an insight into the vitality and growing importance of HR. He cited the broad difference between Best people and Right people. He said Right People are the most important asset. He also emphasized how important empowerment, Leadership, Efficiency and Creativity which he has learnt vide his

vast experience. The inaugural session concluded with Dr. Santosh Dhar proposing the Vote of thanks.

The other speaker for the day were Mr. T. K. Mandal, Vice President HR, J. K. Papers Ltd.; Mr. Arvind Joshi, the President - HR Dishman Pharmaceuticals and Chemicals Ltd.; Mr. Seshadri Rajaram, CEO, Eirhart Leimer (India) and Mr. Ghanshyam Singh, ASTA India who took forward the theme of the conclave. Mr. T. K. Mandal in his address on "Competency based Talent Management Process at J. K. Papers Ltd. said that there is a need to assess readiness for leadership transition, accelerate development and focus on driving performance. We have to understand that "Every employee is talented."



The speakers for the second day of the conclave i.e. October 18, 2008 were Mr. Balasundaram, Director HR, Gujarat Gas Company Ltd.; Mr. Sanjeev Maheshwari, GM, KEC International; Mr. Thomas Furtado, Greaves Cotton Ltd.; Mr. Devrishi Buch, Exe. Director of Omnitech Ltd.; Mr. M. P. Srivastav, V. P HR, Essar Steel. The speakers emphasized that the coming years would be talent wars and the HR managers should move from supportive role to driver's seat and need to be business savvy to bring this change. The valedictory function concluded with Dr Santosh Dhar presenting the report of the two day HR Conclave and proposing vote of thanks.

Entrepreneurship Conclave

Theme - Day 1:- "The Young Entrepreneur. His Journey"
Day 2:- "Entrepreneurial Finance."

The Entrepreneurship Conclave was held this year on November 28-29, 2008. Mr. D. Ghosh, General Manager SIDBI inaugurated the Conclave and discussed the role of SIDBI in Entrepreneurial Development. This was followed by experience sharing by young entrepreneurs, who had alternative jobs but decided to pursue the entrepreneurial ventures. The Speakers included Mr. Nikhil Vaswani (IIMA Graduate) from Wellocity, Mr. Harsh Shah (IM Graduate of FB&E) of Embee Group, Mr. Biswaroop Padhi (IBS Graduate) of Razor Education, and Mr. Rohit Swarup (IM Graduate of 1st Batch) of Xplora Design School. Their travail, tribulations and the ecstasy during the entrepreneurial journey was highly educative and fascinating to the students.

The second day of the conclave was addressed by Mr. Kamal Bansal of Bonanza Corporate Solutions,

Mr. S. S. Acharya of SIDBI and SMERA, Mr. Snehal Desai of Adani and the valedictory function was addressed by TiE, Ahmedabad Chapter members.



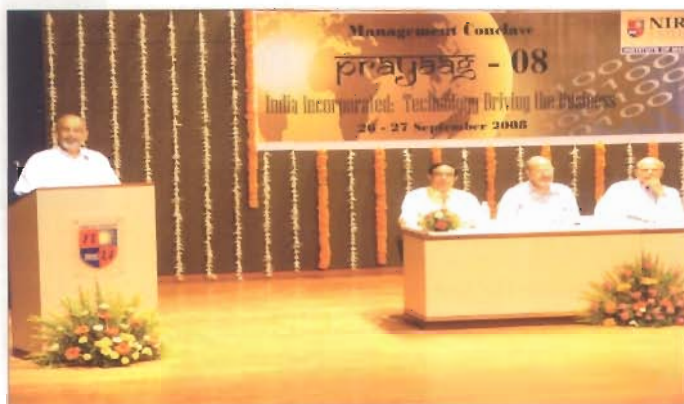
The Conclave was very educative for the students of MBA (FB&E) Programme. Prof Satish Nair was the Co-ordinator for the conclave.

Management Conclave - Prayaag

Theme- "India Incorporated: Technology Driving Business"

The Management Conclave was held on September 26-27, 2008. The conclave focused on business management issues that are vital today in a world where globalization and technological advances are continuously creating new challenges and competition.

The first day saw renowned personalities like Mr. Vimal Ambani, MD of Tower Overseas Pvt. Ltd. Who delivered the inaugural talk on "Technology driving business in the Indian context". He emphasized upon the use of simple and appropriate technology as the more feasible solution to a range of applications by citing the example of RFID technology. He talked about the need for simple and effective integration of processes instead of using cutting edge technology that is expensive and resource intensive.



Mr. Achal Rangaswamy, President of Bell Ceramics, Mr. Tejaswini Aparanji, the AVP of P9 Communications, Mr. S C Rastogi, VP (Enterprise Solutions Academy), Infosys, Mr. Ameet Patel, the Executive Director (Finance) of the Adani Group, and Mr. Hemal Patel, the CEO of Elitecore Technologies Ltd. Were the other dignitaries who spoke at the event.

The second day was graced by illustrious speakers which included Mr. Atul Phadnis (CEO of Media e2e.com), Mr. Krishna Gopal (VP- Global Delivery, Tech Mahindra), and Mr. Sameer Shah (CEO, JBS Group), who talked about the relevance of technology in being drivers of excellence in business.



RESEARCH METHODOLOGY WORKSHOP

The research methodology workshop under the aegis of Faculty Development Program was inaugurated on May 26, 2008 in the institute premises by Dr Upinder Dhar, Director, Institute of Management, Nirma University. This workshop was completely action oriented, wherein little theoretical inputs were given and more focus was on learning through doing. The workshop had the participation of 34 participants from B-Schools of the states of Karnataka, Andhra Pradesh, Madhya Pradesh, Maharashtra, Rajasthan and Gujarat. In all seven papers were produced in the workshop.

In the inaugural session the participants were welcomed and briefed about the workshop by Dr. Santosh Dhar, Coordinator of the Workshop. While highlighting the objective of this program Dr. Dhar said that research is indispensable for a teacher if he/she has to remain effective as a professional. Teaching and Research go hand in hand. Dr. Upinder Dhar in his welcome address said that Research is the assessment criterion for scholarship across the world and as such keeping the present scenario in view obsolescence in applied profession like management is very high. Therefore, it becomes all the more imperative for management teachers to remain updated and widen their knowledge base through research.

EXECUTIVE DEVELOPMENT PROGRAMME

The 10th Batch of Executive Development Programme (EDP) started from July 26, 2008. This time a record of 112 people participated in the programme. This year a new discipline EDP in Operations Management was added. Prof Rajesh Jain has been appointed EDP Chairman for the years 2008-10.

For 2007-08 batch EDP Diploma Certificates were given away to the successful participants during the 9th Batch-Award Distribution Function held on 23rd November 2008. Seventy six EDP participants were awarded the diploma. Shri Rupesh C. Shah, President, Gujarat Chamber of Commerce & Industries, Ahmedabad was the chief guest, and Shri K. K. Patel, Chief Operating Officer of the university was the Guest of Honour. Dr. Upinder Dhar, Director and Prof. Deepak Danak along with the chief guest were present on the dais.



STRATEGIC MELTDOWN

(Economic Times, 19 December, 2009)



CAPITALISM probably can never get rid of greedy capitalists. But by enforcing a transparent system that compels a company to demonstrate that it is able to create value by unwaveringly sticking to its mission and vision, it is still possible to put an effective check on greed and temptations of executives to earn a fast buck through activities that are not relevant to value propositions of the company and the management of its core business challenges. As a rule, currently companies generally do not provide much information in their annual reports on strategy implementation, notwithstanding the importance of such information for long-term investments.

The reporting practices not only fail to address a broad range of users needs, but also encourage a short-term-benefit-seeking mentality among shareholders. As a result an environment has been created where it really does not disturb anyone any more when a company achieves its immediate financial targets by actually driving the company away from its declared lofty mission and strategic objectives. Often the management themselves cant figure out their strategic directions.

A McKinsey survey of senior management revealed that more than 25% had a limited understanding of the strategy of their companies they were supposed to be running and more than 50% had no clear idea of their companys prospects in the next 5-10 years.

Total concentration on quick exploitation of any kind of existing market gaps just to gain positive cash flow in the shortest possible time creates a great demand for intermediaries like investment bankers and consultants who have successfully transformed the art of wheeling and dealing to a near perfect branch of natural science . Owing to their elegant looking mathematical models, many a time management of corporations approve multimillion dollar acquisition plans without having any clue how the acquired geese are going to produce golden eggs. Louis Gerstner, who saved the industry giant IBM from almost total disintegration, writes in his book Who Says Elephants Cant Dance: They (investment bankers) make huge fees by telling AT&T to buy up everything in sight, then make more huge fees helping AT&T to sell off everything .

Rapid growth of the fast-buck culture created exponential growth opportunities for intermediaries when hefty amount could be made on all kinds of corporate marriages and divorces as well as other exotic transactions. But, more deals for an intermediary meant less time for due diligence per deal even after accounting for manpower growth of the intermediaries , thanks to ever increasing shortage of quality professionals. In such a situation, carefully orchestrated reputation building exercise seemed to be a logical step to hide lack of due diligence.

Wide publicity to high-profile transactions helped building reputations, but there was hardly any need to inform the public about the consequences of the deals even if they went sour for the clients later. Thus, consultants kept making hefty profits on M&As though as per some rough estimates nearly 70% of acquisitions led to value erosion. The rating agencies also made their contribution to the reputation building exercise and the short-term-focused market neither had the time nor interest to punish the reputed raters for some of their astonishingly poor ratings. There was hardly any impact on the credibility of Standard & Poors when Fannie Mae received a gold star rating

from them for governance, meaning a score of 90%! The system worked well till it exploded as a full-blown crisis completely shattering investor's confidence and myth of high performance of a host of reputed organisations.

To reduce the probability of investing resources into questionable projects just to earn short-term profits, often at the cost of long-term value creation, pressure must be created on the management to regularly inform the shareholders about the extent of their success in achieving the strategic goals. Say, for example, the company must explain how a diversification is aligned with its mission and vision. If a telecom company which is successful in bringing a communication revolution in the country plans to foray into areas like insurance, health, etc, simply because there is a big demand-supply gap, the shareholders must know how these initiatives are in sync with its strategic objectives of the firm and help create a long-lasting organisation based on core strengths. Also, in a customer-focused economy, unlike in the seller's market of yesteryears, the annual reports of the companies must show changes in customer satisfaction levels, preferably measured by independent market research organisations. If, for example, a car manufacturer fails to demonstrate continuous improvement in the customer satisfaction level, it means the company lacks a customer-focused organisational culture. Then even a successful radical innovation to produce a cheap car may not prevent long-term value erosion of shareholders of the company.

Stringent disclosure norms can certainly help establish a better corporate governance system. But, it must be kept in mind that a moral crisis precipitated by floundering ethical norms cannot be fully averted through regulatory measures alone. This is particularly so when there is a high possibility of frequent recurrence of devastating events of this decade like the terror strikes in New York and Mumbai, Lehman-type corporate catastrophes (of even higher magnitude) and a large number of disruptive innovations capable of making many industries obsolete at a breakneck pace. The situation is qualitatively shifting the levels of uncertainty surrounding the long-term initiatives of many companies. At the same time it will also provide morally flexible executives ample opportunities to disguise their wheeling and dealing as strategy implementation under highly uncertain conditions. If the companies want to remain committed to long-term value creation for the stakeholders, then the executives must first ask themselves whether they are revealing enough information which can provide meaningful insight to investors and how well their major initiatives are aligned to the basic values and beliefs expressed in the mission statements of the company.

(The author, Prof. Abhijit Bhattacharya is Professor of Entrepreneurship & Strategy)



Student Activities

CHEHRE - The Dramatics Club

Chehre was formed with the sole purpose of bringing out the **bursting creativity** inside every individual to the fore. Chehre has been involved in providing stage to all **those budding talents who** believe that theatre is one of the most powerful ways to express oneself.

Chehre showcased their talents for the first time in the **academic year 2008-2009** on Talent Night (9th August) where they amused everyone with a hilarious play "Modern Mughal-e-Azam". And then came October, which was declared as Chehre month and a host of competitions were held providing our dear IMNUites the stage to showcase their talents. It all started with Monoacting competition with **12 people** acting out characters of their choice in the first week of October. Next on line was Showtime- the video making competition, the much anticipated and talked about event of Chehre. This year keeping with the tradition the club organized it at an altogether different level. Mr. Mathew, a professor at MICA was one of the jury members who not only judged the 12 videos, but also gave a flavor of choicest of short movies from around the world. Theatre is never complete without powerful scripts and stories. Chehre recognized this need for having brilliant writers and came up with the idea of Script writing competition. Enthusiastic participation and brilliant scripts were the hallmark of this event.

CLIQUE - The Information Technology Club

Clique the IT Club of IMNU kick-started its operations with organizing the online Stock Trading game 'Money Messiah' on the intranet. Next 'Pirates of Silicon Valley', a movie on the lives of Steve Jobs, CEO of Apple, and Bill Gates, founder of Microsoft was screened. A unique initiative 'Computer Proficiency Workshops' has been started by Clique under which workshops on MS Excel and SPSS have been organized so far. The two day workshop on SPSS conducted by Prof. Ashwini Awasthi was a big success as it had participation of more than 100 students. The students learnt the basics of SPSS tool.



Many more such workshops on popular softwares like Adobe Photoshop, Ulead Movie Maker, aimed at improving computer proficiency of IMNUites have been planned in the upcoming weeks. The Clique Club is also involved in designing posters and website of Richter 10 and Perspective, the annual events of IMNU.

EXPRESSIONS - The Extra Curricular Activities Club

The Expressions Club is created to promote the extracurricular talent at IMNU. It has organized events like spelling competition and streetplay contest. Expressions club also arranged a debate competition that was judged by Guest Faculty Prof Jayashree Rammohan. A photography competition is in the pipeline for the Expressions Club.

FINE\$\$E - The Finance Club

The focus of Fine\$\$e has been to provide learnings which are beyond classroom. The topics that were broadly covered were Basics of Stock Market, Basics of Business Banking, Mutual Funds, and Banking - Letters of Credit and Bank Guarantees. Special sessions were taken by our alumni Mr. Vishal Thakkar of Shell, Hazira, Gujarat on "Current Economy and Finance" and our faculty Dr. M. Malikarjun on "The Great Depresssion" and "Global Financial Meltdown". Also a game "Bazaar" was conducted which tested the overall management skills of the participants. Quizzes have been an added attraction of the meets.

IMPRINTS The Human Resource Club

Imprints has been organizing events in the Human Resource and Organizational Behaviour Area. The club organized presentation on topics like "Pygmalion Effect in Managers" and on movies like "Kungfu Panda" The club also organized games like "Interaction with Page 3 personalities of IMNU", "Lateral Thinking" and "Moon Survival".

NICHE - The Marketing Club

Niche manages and organizes meets, guest lectures, competitions, quizzes in the field of marketing.

The club organised online quizzes on a regular basis.

The club organised a meet on Branding which was conducted by Mr. Sanjay Chakraborty, Director, Brand Services, Triton Communications, Ahmedabad. The club also organised a meet on Network Marketing which was addressed by Mr. Pravin C Jamdar along with his wife Mrs Jamdar.

Niche club plans to organise online games and Bizzart at Richter 10 and Perspective respectively. The club also plans to initiate a book marketing contest in coordination with Sumantra The Book Club.



SUMANTRA - The Book Club

Sumantra is the club engaged in promoting reading and books among the faculty and students. The Club organized meetings for students on almost a weekly basis, where the latest books were reviewed by the students and faculty and lessons related to management were drawn. In addition to book reviews, the club also organized quizzes and author introductions.

Some of the books reviewed were Shantaram, Madhushala, The Catcher in the Rye, The Fountainhead, No Full Stops in India, Wisdom of Crowds, Create Your Own Future, Free Prize Inside, The Future of Management, One

Student Activities

Minute Manager, All Marketers Are Liars, Who Says Elephants Cant Dance, Blue Ocean Strategy & Small Giants.

Sessions were organized to introduce authors like Harivanshrai Bacchan, Ayn Rand and Sumantra Ghoshal. Also four issues of the e-magazine Bookworms have been circulated. The magazine has book reviews by students, articles, essays and quizzes on books and related topics.

SWAYAM - The Entrepreneurship Club

Swayam is a club formed to encourage spirit of entrepreneurship among students. To provide further motivation, biographies of entrepreneurs are sent thorough mail which detail the struggle in their lives and how they could manage to grab the opportunities at the right time. It has conducted a session on how to prepare a good business plan. Also to test the learning a game was organized wherein teams were asked to prepare business plans for a budget of Rs 1 million and then convince an advisor, a banker and an institutional investor.

CULTURAL COMMITTEE

The Cultural Committee of IMNU has always been active in organizing cultural events on planet IMNU. Some of the events that were organized are Talent Night- Panache 8.10, Janmashtmi, Ganesh Chaturthi and Garba Night. The other upcoming events which the committee is organizing are Perspective and Richter 10.

Talent Night Panache 8.10

The Talent Night is a part of the tradition at IMNU, and is the first event to be organized by the newly formed Junior Cultural Committee each year. It is a platform wherein the recently inducted students are given an opportunity to showcase their talents. This year Talent Night "Panache 8.10" was organized on August 9, 2008, fifty days after the start of the term. The event was marked by huge participation from the first year students, including students from MBA Full Time, MBA Part Time and MBA in Family Business and Entrepreneurship. The event was graced by the presence of faculty members and staff, and an enthusiastic audience comprising of first year and second year students. Panache 8.10 was a huge success and was appreciated and enjoyed by all.

Janmashtmi

After the appreciation received for "Panache 8.10", the Cultural Committee took the onus of celebrating "Janmashtmi", the birthday of Lord Krishna, on August 24, 2008. "Janmashtmi" was observed in the traditional manner with "Krishna Pooja" conducted in morning and special "Vrat Aahar" arranged for the students who had fasted on the day. The tradition of "Matki-Phod" was conducted with great zeal with students trying hard to reach to the 'Matki', being able to break it only after five trails. "Krishna Janm Pooja" was conducted at midnight by the hands of the Students Activity Coordinator Dr. Sapna Parashar and Chief Warden Dr. P.K. Chugan. The religious celebration created a place for itself in the minds and hearts of everyone.

Ganesh Chaturthi

The festive occasion of "Ganesh Chaturthi" was celebrated with utmost fervour at IMNU. "Lord Ganesh " was welcomed at IMNU on September 3, and "Ganesh Sthapna" was performed on September 4, 2008. The "Pooja" was organized by the Cultural Committee, and was attended by a large number of students praying to "Lord Ganesha", seeking His blessings for the end term examinations, which were scheduled to begin the next day.

Garba Night

Next Came the Durga Pooja time. Keeping in consideration the interests of the entire batch of students a Garba Night exclusively for the hostelites was organized. It started amidst great fanfare and thereafter the mood just took an upswing. The colourful dresses combined with traditional music being belted out by one of our own student DJ got the people excited and what followed was 2 hours of uninhibited dancing around the idol of Mata. After the Garba there was an aarti which was attended by one and all. The evening ended with people in a buoyant mood.

The four events served to rejoice the students, and were welcomed by one and all. The cultural Committee was appreciated for its efforts and was wished luck for its future endeavours.



SPORTS COMMITTEE

Senior sports committee organised a sports meet with the help of volunteers as the junior sports committee had not been selected yet. This tournament formed a base for Junior Sports Committee selections. Events were volley ball, throw ball and chess.

The next event was Copa Nirma The inter class football tournament organised in October which was won by Second Year Full Time Section B team.

The committee also organised Goalzzz 2008 - the annual inter collegiate football tournament. The tournament was a three day affair and tested the football skills of future business managers with 6 different management colleges vying for the coveted champions trophy from 7th December to 9th December. The teams that took part this year were Indian Institute of Management Ahmedabad, Mudra Institute of Communications and Advertising Ahmedabad, ICFAI University, Institute of Petroleum Management Gandhinagar, BK School Of Management Ahmedabad besides the hosts, Institute of Management, Nirma University. IIMA won the tournament beating IMNU in a nail biting final.



Sportzz Comm was not just into organizing sports events but it also took the initiative in designing the college T-Shirt and Sweat Shirts. Sportzz Comm is roping in events that are usually not listed in the events to be conducted officially. Tug-of-war and Darts are 2 such events which are in the pipeline.

PLACEMENT COMMITTEE

The Summer Internship activity serves as a platform to have practical knowhow and simultaneously is anticipated as to secure pre-placement offers (PPO). IMNU students were recognized for their excellent performance for their Summer Internship during 2008 by Wipro Technologies at their Head Office in Bangalore. They were awarded a commendation and a cash award of Rs.10,000.

Few of our shortlisted students were offered PPO by IBM, HP, Omnitel, Vodafone and KEC (RPG), to name a few for their excellent project work at the organization during the 2008 Summer Internship.

The current batch of students is encouraged by the achievements of their seniors, and is all set to keep up the good work.

NEW CLUBS AND COMMITTEES FORMED

MEDIA COMMITTEE

Media committee was formed in order to help build IMNU as a brand and enhance its visibility among the aspiring MBA. Its main functions include publicizing major events and happenings undertaken by the institute through print and electronic media. The events that were covered in the press this year courtesy media committee were Prayaag - Management Conclave, HR Conclave, Peace March on Gandhi Jayanti and Goalzz.

There have been mentions about such events in news channels like CNN IBN, Aaj Tak, Zee News Gujarati, and print media like DNA, Ahmedabad Mirror and Times of India. Coverage of the events is also sent to websites like Pagalguy.com.

Some of the future events that the Committee has to cover are NICOM, Perspective, Richter 10, NCL etc.

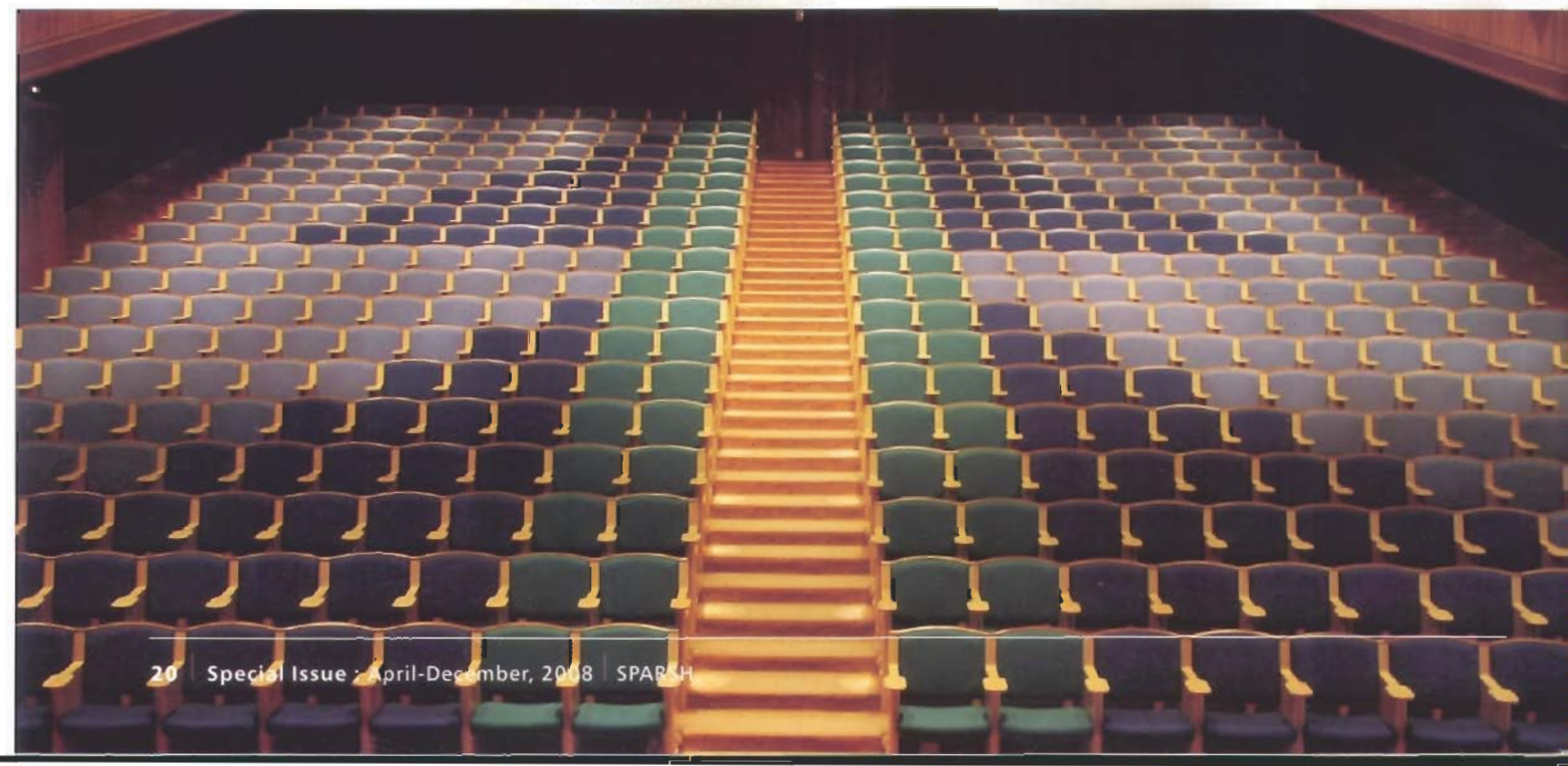
STUDENT ACTIVITY COORDINATION COMMITTEE

A special committee was formed to coordinate with other institutes and informing them about various events organized at IMNU. The committee also keeps a track of all inter-college events and maintains a database of students participating and winning in such events.

xQuiZit - The Quizzing Club

The quizzing club, is the latest club to hit the IMNU campus this year. Initially conceptualized as a platform to sharpen the business knowledge and quizzing acumen of IMNU students, the club is expected to eventually play a pivotal role in organizing events at the intra-college and inter-college levels.

The club has so far organized quizzes on the following themes: Mixed bag, Sports, Logos & Punch Lines, New Year bonanza and has the Movie, Business, Grand Finale and Inter college quiz competition coming up. Besides organizing these events, the club is engaged in identifying quizzing talent and preparing teams for inter college quizzes at various corporate and management quizzing festivals.



SOCIAL INITIATIVES

Bihar Flood Relief Campaign

When Bihar was desperately looking for help from all corners, devastated by the 'sorrow of Bihar'- river Kosi, we (IMNU-ites) being responsible citizens of India took an initiative to collect Funds for the Bihar Flood Victims. A team was formed for this noble cause. Three collection boxes were kept at different places (Boys Hostel, Girls Hostel & Institute Library). The team received overwhelming response. In total Rs. 11000 (Eleven thousand) was collected and a draft was made and sent to the CM Relief Fund. The team went one step ahead- clothes were collected from hostel students and were sent to the affected people through Rotary Club, Ahmedabad.

PEACE MARCH

On the occasion of Gandhi Jayanti, the budding managers of IMNU embarked on a peace march, to express concern towards the victims of the serial blasts that rocked the country.

Over 300 management students walked 3 km holding placards with the message of ahimsa and peace. In the present times when the world battles with moral and equality issues, the timeless truths of Gandhi's core values have been finding increasing relevance.



SANKALP

The students had come up with the thought of educating the workers at the mess. In a couple of days a team of 9 who were determined to take 1 hour off their schedule and devote it towards Sankalp was formed. The team believes no 'daan' is as precious as 'vidhya daan.' The mess workers are determined to learn English and one of the students has given the Railways exam and got selected too. The team has a fixed schedule and they have segregated the students according to the level of knowledge they have.



STUDENT ACHIEVEMENTS

Name	Event	Venue	Prize
Ketan Garud Akshay Mehta	Run Through-Case study comeptition	IIT-Kanpur	Second
Ankit Mittal Manish Lalwaani	Gladiator	SDM-IMD	First
Vinaytosh Mishra Manish Ojha	Jigyasa Paper Presentation	PIMR Indore	First
Vinaytosh Mishra Rupali Verma	Abhivyakti	IMT-Nagpur	Third
Bhushan Phadnis Mahip Vyas Priyank Shah Raghav Rastogi Vinaytosh Mishra Yogesh Mehta	Google Online Marketing Challenge 2008	Google	Qualified in Top 50 teams
Rohit Sahani Nitin Rawat Mandeep Tulseja Avinash Chand Umang Agarwal	Google Online Marketing Challenge 2008	Google	Qualified in Top 50 teams in Asia Pacific Region
Bhushan Phadnis Raghav Rastogi Siddharth Agarwal Vinaytosh Mishra	National Student Management Games 2008	AIMA, New Delhi	National Finalist among 289 teams
Raghav Rastogi	Online Quiz- Wissen	TAPMI	First
Mahip Vyas Raghav Rastogi	Blitzkrieg- Marketing Game	SDMIMD-Mysore	Third
Bhushan Phadnis Raghav Rastogi Siddharth Agarwal	Business Simulation Game - "Chanakya"	ICFAI Noida, AIMA	First
Abhishek Chokani Ankit Shrimali Ankur Goel Jai Mundhra	Business Simulation Game - "Chanakya"	ICFAI Noida, AIMA	Second



Publications and other activities of the Faculty

A C Brahmabatt

- Published a paper "The impact of visual clues in consumer purchase decision making: an empirical investigation", in the 'Journal of Global Economy', Research Centre for Social Sciences, Vol.4, No.4, Sept.-Dec. 2008.
- Reviewed two papers for the 'International Journal of Business Insights and Transformation (IJBIT)', Sept.-Oct. 2008 issue, published by ITM Business School, Mumbai.
- Delivered a session on 'Use of quantitative tools in Management' in the refresher batch of college teachers at the Department of Statistics, Gujarat University, and November 22, 2008.
- Delivered a session on 'Marketing of library information services' in the refresher batch of library science college teachers, at the Gujarat University Central library, September 9, 2008.
- Delivered a session on 'Research Methodology' in a research seminar arranged by Indu Management Institute, Baroda. Nov. 30, 2008.
- Invited by B. J. Vanijya Mahavidyalaya, Vallabh Vidyanagar as an expert on Personal Interview panel for BBA admissions on 27th May 2008. Worked as an expert member on the selection committee for MBA faculty at Banasthali Vidyapeeth, Rajasthan on 5th July 2008.
- Conducted a three day Open MDP on 'Finance for Non-finance Executives' during August 6-8, 2008.
- Attended a three day 'Capstone Business Simulation' training programme during November 6-8, 2008 at Bangalore organised by SansRisk Business Solutions Pvt. Ltd.
- Delivered an expert session on December 2, 2008 on 'Role of Foreign Institutional Investors in India' in ISTE approved Short Term Training Programme of four days duration on "Recent Trends in Capital Markets" on invitation from Parul Institute of Engineering & technology, Waghodia.

C Gopalkrishnan

- Selection Committee Member for faculty selection, Institute of Rural Management, Anand.

Deepak Danak

- Presented a paper on "From Result oriented Management to Process Oriented Management" in the 6th AIMS International Conference on Management organized at Indian Business Academy, Noida during December 28-31, 2008. The paper is published in the conference proceedings.
- Conducted an In-house MDP for Mundra Port & SEZ at Mundra on 'Development and Assessment of CAPEX Proposal' on April 8, 2008.

Neeraj Amarnani

- Published "Aadharshila Design Studio"; Chapter in the book Entrepreneurship Development Indian Cases on Change Agents, by Prof. K. Ramachandran (Indian School of Business), Tata McGraw Hill, 2008.
- Invited to attend the Book Release function of the same at the International Conference on Entrepreneurship and Creativity, December 17-18, 2008, organised by MICA in association with University of Essex, U K.

Nina Muncherji

- Reviewed a paper for International Journal of Business and Emerging Markets, published by the Inder science Publisher, England, UK, titled "Wage Discrimination in Lebanon as related to Ex-perience and Education: Is it Allocative or Evaluative?"

- Invited as a Panelist for Selection Interviews by Gujarat State Petronet Limited for interviews for the HR & Company Secretary Positions on 22nd April'08 and 18-19 December 2008.
- Attended 'National Research Methodology Workshop' organized at Institute of Management, Nirma University from May 26-28, 2008 and developed a paper on 'Study of Mutual Funds as an Investment Avenue with reference to Management Educators The behavioural secrets unleashed...'
- Invited to teach a Course on 'Behavioural Dynamics' at MICA EDC, in the Post-Graduate Programme in Communications Management (PGPCME), from April to June 2008.
- Paper titled 'An Exploratory Study of Impact of Fatigue on Job Satisfaction among Academicians', coauthored with Dr. Hardik Shah was published in Nirma University Journal of Business and Management Studies, Vol. 1. No. 4. April 2007. (Journal Issue Published Late).
- Voted as 'Coolest Faculty' on Campus by Students for Times Of India in Ahmedabad Times on 5th July'08.
- Conducted sessions on 'Building Successful Teams' for Employee State Insurance Corporation for their senior officers (75) organized by National Training Academy at Jaipur on 6th August, 2008.
- Conducted Training Sessions on 'Perception' and 'Learning Process' in the In-house Training Programme for INSPIRON Engineering Private Ltd. on 13th September 2008 at IMNU, Ahmedabad.
- Conducted a Training Session for Employee State Insurance Corporation at Ahmedabad for their Insurance Inspectors on 'Team Building' on 26th September 2008.
- Taught a Course on Organizational Behaviour at Chitkara University in their MBA Programme at Chandigarh from 6th October 2008 to 12th October 2008.
- Programme Director for a Faculty Development Programme on 'Tools and Techniques for Management Teachers' on 16-18 October 2008. Also conducted sessions on Micro Lab, Course Design and Role Play as a part of the programme at IMNU. Ahmedabad.
- Conducted session on 'Team Building', 'Conflict Management and Negotiations' and 'Decision Making' in the In-house Programme for ONGC Executives during October 20- 25, 2008 at IMNU, Ahmedabad.
- Nominated by the Global Business and Technology Association (GBATA) of the State University of New York, at Old Westbury, USA, as one of the Programme Co-chair from India for its 11th Annual International Conference to be held at Czech Republic during July 7-11, 2009.
- Conducted a Management Development Programme on 'Personality Development & Business Etiquette' on 5-6 December 2008 at IMNU, Ahmedabad.
- Nominated to the 'Organizing Committee' of XXXIX ISTD National Convention on "Value Based Management for Organizational Excellence" to be held at IMNU, Ahmedabad during February 6-7, 2009.

Nityesh Bhatt

- Attended one day Knowledge Management workshop & Brainstorming Session jointly organized by IIT Roorkee & Nirma Institute of Management and gave a presentation on 'Role of Expert Systems in the Knowledge Economy'
- Delivered four lectures in two One-Day MDPs Titled 'Leadership Skills' held at K.V. Arrochem, Vapi.
- Conducted Lectures on MIS for Service Sector Management (SSM) students of Faculty of Management Studies (FMS), M. L. Sukhadia University, Udaipur.
- Delivered a lecture titled 'Role of ICT in Governance' for officers of All Gujarat Commercial Tax Officers Association.

- Nominated as a member of National Executive Committee - Special Interest Group on e-governance of Computer Society of India (CSI).
- Learnt French Language (a 45 hours course) offered by AllianceFrancaise, Ahmedabad at IMNU. (Course completed successfully with 74 percent).
- Attended three days case writing workshop organized by Nirma Institute of Management in June 08.
- Delivered a session on 'e-Learning' in a Faculty Development Programme organized by Pacific Institute of Management, Udaipur.
- Delivered two sessions on 'Techno-centric Era & Stress Management' in a Management Development Programme organized by Sterlite Industries, Vapi. As an empanelled Researcher with Development and Educational Communication Unit (DECU) of Indian Space Research Organisation (ISRO), Ahmedabad, completed a 2 ½ months research project titled 'Pre-Testing of CBSE Based Video Programmes (Hard Spots) for Tenth Standard'.
- Completed a research project titled 'A Critical Evaluation of Government to Citizen e-Governance Projects in Gujarat State' under the SEED Money Scheme of Nirma Institute.
- Visited China-HongKong and Korea along with the MBA-FB Students for their Country Visit Programme.

Pawan Kumar Chugan

- Taught a full course on International Business for the students of Post Graduate Diploma Programme in Business Entrepreneurship and Management of the Entrepreneurship Development Institute of India, Gandhinagar.
- Content Editor - for editing the book "Global Marketing Management" for the MBA programme offered by the Directorate of Distant Learning Education, Pondicherry University.
- Participated in "Third National Case Writing Workshop", organized by Institute of Management, Nirma University of Science and Technology, Ahmedabad, June 9-11, 2008. Developed a case on "Ramdev Foods Products Pvt. Ltd." Jointly with Upinder Dhar, Mamta Keswani, Dhara Jha and V.K. Sapovadia.

Rajesh Kumar Jain

- Content Editor (Co-author) for a book titled "International Logistics Management" to be published by Pondicherry University for their MBA (International Business) Programme (April 2008).
- Invited by LM Thapar School of Management for being the Selection Committee Member for admission to MBA 2008 batch (April 2008).
- Conducted Training for Grasim Industries Limited Nagda Executives' for selecting and sending them for AIMA Business Simulation Game Competition (May 5-6, 2008).
- Coordinator Skill Development Scheme (SDIS) for part of Gujarat Region, based on Modular Employable Skills under Directorate General of Employment & Training, Ministry of Labour & Employment, Govt. of India (2008).
- Content Editor (Co-author) for a book titled "International Logistics Management" to be published by Pondicherry University for their MBA (International Business) Programme.
- Book titled "Quantitative Techniques" (three chapters) to be published by Pearson Education, New Delhi.
- Organizing Secretary for the 39th ISTD National Convention to be organized during February 6-7, 2009.
- Appointed Executive Diploma Programmes (EDP) Chairman for the years 2008-10.

Sapna Parashar

- Published "Global Marketing : Foreign Entry, Market Development and Strategy Implementation." Along with Mala Srivastava, Richa Agarwal, S.L.Kalia and Yashwant Thakur (2008) . Tri Star International Ventures into U.S. Market. In Michael Czinkota, Ilkka Ronkainen, Carlyle Farell and Ronald Mc Tavish (Eds.) Nelson Education: US.
- Completed Ph.D. in Management on Personality, Age and Type of Organization as Determinants of Managerial Effectiveness: An Indian Perspective from Devi Ahilya Vishwa Vidalya, Indore in December 2008.
- Was nominated as a part of Jury for regional business games event organized at Baroda by ONGC on December 12, 2008.
- Was nominated as a Jury member and conducted session on management simulation games at Grasim Nagda on May 5-6, 2008.
- Visited China-Honkong and South Korea along with the MBA (FB)-II year students for their country visit program from October 4-27, 2008.

Sameer Pingle

- Participated in Case Writing workshop, organized by Institute of Management, Nirma University from 9th to 11th June 2008.
- Attended Management Development Programme on "Excellence in Higher Education", at Indian Institute of Management, Calcutta from 4th to 6th August 2008
- "Role of Teachers in the All Round Development of Students", was selected as best theme paper in Regional Seminar organized by Ramakrishna Ashram, Rajkot (Gujarat) on "Value education for Teachers & Principals" on 12th & 13th August 2008
- Conducted a session on Listening Skills for Managers, in the Management Development

Programme "Effective Communication for Higher Performance" at Institute of Management, Nirma University, during August 21-22, 2008.

- Invited to teach a Course on Human Resource Management at Ahmedabad Management Association in their Diploma in HRM from November to December 2008.
- Chaired a session in Entrepreneurship Conclave, organized by Institute of Management, Nirma University on November 28 - 29 , 2008
- The paper "Management Education Business in India: Opportunities and Challenges for B-Schools", has been accepted for the International Conference, "Doing Business in India", organized by Institute of Finance and International Management, Bangalore on December 18-19, 2008.

Santosh Dhar

- Published "Manual for Organizational Politics" along with Upinder Dhar (2008). Scale. Agra: National Psychology Corporation.
- Presented a paper on "Factors Affecting Product Selection in Life Insurance: An Exploratory Approach." along with Monica C. Singh, Manjula Jain.
- Presented a paper on "Brand Character: A Strategy for Innovation." Along with Smriti Yash Verma.
- Presented a paper on "Manual For Organizational Politics" along with Upinder Dhar(2008).
- Conducted MDP Sessions on Learning Theories and Enhancing Training effectiveness by using Case Studies in a program on Training Techniques and Tools for Trainers. The Programme was organized by Indian Society for Training and Development, New Delhi in Collaboration with Government of India, Ministry of Heavy Industries & Public Enterprises Department of Public Enterprises.

- Attended a 2-day conference on Life After 360 feedback & Assessment Development Centers: Identifying and Nurturing Leaders held at India Habitat Center, New Delhi, on December 15-16, 2008.
- Developed a case entitled Aap Ki Panchayat in the fourth National Case Writing Workshop organized by Institute of Management, Nirma University, Ahmedabad in collaboration with AIMS on December 18-20, 2008.
- Delivered a lecture on Changing Demographics at Work place: Competence Vs Gender in a International Workshop on Globalization and Human Resource Development at Mahatma Gandhi Labour Institute, Ahmedabad on November 7, 2008.
- Invited to teach a course on Managerial Oral Communication at IIM-C to their PGDM students in August- September, 2008.
- Conducted training Sessions on Motivational Management and Interpersonal Relationship for Insurance Inspectors of Gujarat Regional Office Employees' State Insurance Corporation on September 23, 2008
- Invited to teach a course on Strategic HRM at MICA, Ahmedabad to PGDBE students in July 2008.
- Conducted training Sessions on Learning Theories and Enhancing Training Effectiveness By Using Case Studies in a Four Day ISTD Programme on Training Techniques And Tools For Trainers at Fort Resorts Hotel, Mussourie from June 2-5, 2008. The Programme was conducted For Indian Society for Training and Development, New Delhi in Collaboration with Government of India, Ministry of Heavy Industries & Public Enterprises Department of Public Enterprises.
- Attended third National Case Writing Workshop organized by Institute of Management, Nirma University, Ahmedabad in Collaboration with AIMS on June 9-11.

- Coordinated and Attended Faculty Development Program of National Research Methodology Workshop organized by Institute of Management, Nirma University on May 26 -28, 2008.
- Coordinated and conducted sessions in the MDP on Performance management through team building for ONGC October 20-25, 2008
- Ph.D. degree awarded to Ms. Saurbhi Chaturvedi by Devi Ahilya University, Indore.

Sumeet Arora

National publication of the paper "Estimation under progressive type-II censoring for length biased exponential distribution"; Indian Association for Productivity, Quality and Reliability Transactions (Affiliated to the International Statistical Institute).

Upinder Dhar

- Invited by the Academy of HRD, Ahmedabad on the Interview Panel for the Selection of Dean / Programme Director on April 9, 2008.
- Visited Devi Ahilya University, Indore as Examiner for conducting the viva-voce of a Ph.D. scholar on April 15, 2008.
- Co-chaired the Valedictory Session of the ISTD Regional Convention at IIT Delhi on April 17, 2008.
- Attended the meetings of the National Council of ISTD at New Delhi (17.4.08) and CAAT (Committee for AIMS Admission Test) at Mumbai (6-5-08).
- Designed and conducted a Management Development Programme on "Managerial Effectiveness" which was attended by 23 participants. The programme was held from April 22-23, 2008.
- Invited on the Panel of Experts for the HRM Case Workshop at IBS Gurgaon on April 26, 2008.

Human Resource Developments

- Visited CM Institute of Management, Hyderabad as a Member of the Expert Committee appointed by National Board of Accreditation, AICTE on May 2-3, 2008.
- Designed and conducted a Faculty Development Programme on "Research Methodology, which was attended by 33 participants from May 26-28, 2008.
- Attended the Annual Convocation of ISTD at New Delhi as National Vice President on May 31, 2008.
- Designed and conducted a Management Development Programme on the "Training Techniques and Tools for Trainers" on behalf of ISTD at Mussoorie from June 2-5, 2006. The programme was attended by 25 participants.
- Designed and Conducted a Faculty Development Programme on "Case Writing" which was attended by 29 participants from June 9-11, 2008.
- Chaired the Panel of Experts for the Best Research Paper Award of AIMS. The Award was conferred during the 20th AIMS Annual Convention held at L.N. Welingkar Institute of Management Development & Research, Mumbai from August 27-29, 2008.
- Addressed the Senior Officers of Border Security Force on "Managing People in the Convergence Era: An Overview" at Frontier Head Quarter, Gujarat BSF Campus on 12th September 2008.
- Invited as a Member on the Academic Council of Ganpat University, Mehsana.
- Invited as a Member on the Editorial Advisory Board of the journal Global Management Review, Sona College of Technology. Salem.
- Delivered Plenary Address at Mahatma Gandhi Labour Institute, Ahmedabad during the International Workshop on Globalization and Human Resource Development on November 6, 2008.
- Invited as a Member on the Academic Advisory Board of the Management Institute offering PGDM under Kondur P. Ramaiah Educational Society, Hyderabad.
- Nominated as a Member on the All India Board of Management Studies, AICTE. New Delhi.

Publications

- Upinder Dhar (2008). Cultivating Minds for Global Markets through Quality Higher Education. University News, 46, July 14-20.
- Upinder Dhar (2008). Achieving World Class Excellence through Creativity and Innovation. Proceedings of the International Workshop on Globalization and Human Resource Development. Ahmedabad: MGLI.



NEW FACULTY



Arvind C. Brahmbhatt

Prof. A. C. Brahmbhatt did his M.Sc. from M. S. University of Baroda (1967) and his Ph.D. from Gujarat University (1981). He had participated in the Faculty Development Program (FDP) offered by IIM-Ahmedabad in the year 1982. He has 32 years of post-graduate teaching experience that includes 20 years of exclusive experience of teaching MBA program. He was professor in Marketing area in the B.K. School of Business Management (Gujarat University). He has published 20 research papers in leading management journals in India and abroad. He has got biographical entry in 'Reference Asia-Asia's who's who of men and women of achievements' (1992), 'Reference India'-Biographical notes on men and women of achievements of today and tomorrow', Vol.1, p.129 and 'Indo-European who's who' (1995). He has produced 8 M.Phil. and Ph. D. students so far. He was on Research Board of Advisors of the American Biographical Institute in 2002. His areas of concentration are: Marketing Research, Research Methodology and Services Marketing.



Sameer S. Pingle

Prof. Sameer Pingle has joined the institute as faculty in Organisation Behaviour and Human Resources. He is a B.E (Mechanical) and MBA (HRD, Marketing)- RTM Nagpur University, UGC NET (Management). He has presented many research papers in national & international seminars & conferences. He has 2.5 years of experience in production & sales and has worked with Lokmanya Tilak Institute of Management studies & Research, RTM Nagpur University for 2 years & MIT School of management, Pune University for 1 year as a faculty. His current teaching interests are Organizational Behavior, Training & Development, Performance Management, Human Resource Management and Operations Research.



Sumeet Arora

Prof. Sumeet Arora joined the institute as faculty in the General Management area on June 9, 2008. She has won three gold medals at the postgraduate level. She is pursuing her Ph.D under the topic Some Advances of Life Testing Models. Prof. Sumeet has been engaged in teaching for the last three years at postgraduate level and taught subjects like Quantitative Methods and Management Science and Technologies. Her areas of interest include Statistics and Operation Research.



Sushil Bahl

Prof. Sushil Bahl has 30 year experience in Industry and Academia in the areas of Marketing, Advertising, Communications and PR. He has worked with companies like JWT, Lintas, Greaves Cotton, Tata Services, Mafatlal Industries. He was the Director of Indira Institute of Communications, Pune, and MET Institute of Mass Media, Mumbai. He has four books to his credit - Business Communications Today, Making PR Work, Customer 1st, and PR Manual for the Advertising Agencies Association. He was the President of the Ad Club of Bombay, PRSI, Bombay, and Association of Business Communication of India. He also owns website on his track record: www.business-comm.com.

Visitors on the Campus

Mr. Antony Gribbon, M.D. Open University Worldwide, UK visited the Institute on 21st November, 2008 for meetings with the Vice-Chancellor, the Director and the faculty of the Institute. Thereafter a meeting of the faculty with Mr. Gribbon, followed by lunch, was arranged.

Forthcoming Events

Nirma Champions League

NCL (Nirma Champions League) is the Intra College Sports event which will be held for a whole week from 19 - 26 January, 2009 (tentative). It is for the first and second years of MBA-Full Time, MBA-Part Time, and MBA-Family Business & Entrepreneurship. It includes indoor games like chess, carrom, table-tennis and outdoor games like cricket, football, throwball, basket-ball, badminton, lawn-tennis and volleyball. Sports Committee also takes the responsibility of getting t-shirts for different sections with their respective names and taglines.

HITZZ

Hitz, is an inter college Cricket tournament that will most likely take place from 2nd February 2009 to 5th February 2009. This event is happening for the first time in the IMNU campus and it is a competition among IIMA, MICA & IMNU.

Richter 10

Richter 10, the annual cultural event of The Institute of Management, Nirma University is scheduled on February 27-28 2009 this year. Richter 10 is a combination of performances and competitive events. In all, a total of twenty one competitive events have been lined up across a wide array of categories ranging from our existing repertoire of Theatre (Skit, Street Play Competitions), Music (Antakshari, Singing) Dance (Solo, Group), Body Art (Hairstyling, Facepainting), LAN gaming contests; to an ensemble of new events such as Sand Castle making, Collage creations and many more.

The event is planned and executed by the Cultural Committee of IMNU. Richter 10 has always been received among the fraternity with great enthusiasm and exuberant participation. Further details of the event would soon be available at www.richter10-imnu.com

Perspective

Perspective, the annual academic event of the Institute of Management, Nirma University is scheduled to be held on January 27-28, 2009. Participation is invited from students of business schools across the country, for various competitive events related to the management oriented academic activities and would serve as a platform for showcasing the brains and wits of the future managers of the nation.

The events planned during 'Perspective 09' are Ad Making Competition, the Online Stock Market Simulation & SCM strategy designing, Mock parliament, Management Consulting, Business Plan Contest, Paper Presentation Contest, Book Review Contest and so on, adding up to form 15 events. The event is conducted by the Cultural Committee of IMNU. Further details of the event are available at www.perspective-imnu.com.

40th Annual Regional Science Conference

The International Regional Science and Symposium & 40th Annual Regional Science Conference is to be held on January 16-18, 2009. The Symposium will try to address the issues with a focal theme of "Global Issues and Regional Priorities". It will bring together national and international scholars, researchers, policy/decision makers, and others interested in the regional aspects of development in the era of globalization.

The papers will be on following subthemes:-

- Redefining and Locating "Regions" in a Global era
- Regional Issues (at Sub-national and/or Supra-regional levels)
- Regionalization Vs Globalization: Governance and Sustainable Development.

XXXIX ISTD National Convention

This convention is a forum for CEO's, HR Directors Consultants, Practicing Professionals, Academicians, Scholars and Management Student from India and abroad to participate by sharing their thoughts on the theme and sub-themes for participation. The convocation besides being an excellent training ground provides an opportunity to meet and interact with top industrialists and link into their powerful network. This time it is focused on "Value Based Management for Organizational Excellence".



NICOM (NICOM - 2010)

Call for Papers Nirma International Conference on Management (NICOM-2010)

THEME: "Managing Finance : Restoring Shareholder Value"

(January 7 - 9 2010)

Recently, the global business environment has witnessed an unprecedented turmoil hinged on financial crises. A number of century-old investment titans have collapsed. Confidence in the banking sector has been shaken. The brunt of all this has been borne by the shareholders who lost a significant value in their investments in a matter of days. The analysis of the reasons for such situation can go on indefinitely. However, ultimately, it raises doubts about the prudence in managing finance.

Financial Management, as function of management, aims to create value for shareholders who are the ultimate risk takers in any business venture. Such value creation is possible if the three vital decisions under financial management are taken with prudence and in conformity with the business objective and external environment. These vital decisions are: Investment decision i.e. undertaking the right project, Financing decision i.e. choosing an appropriate resource mix of debt and equity and Dividend decision i.e. the distribution of surplus arising out of successful operations.

In these troubled times, the priority in managing finance is no longer to create, but first to regain the shareholder value and then build on a renewed foundation. Therefore, it is a challenge with twin tasks; to first restore shareholder value and then enhance it in the future.

SUB-THEMES

Corporate Finance

- Capital Structure
- Dividend Policies
- Capital Budgeting
- Working Capital Management
- Strategic Cost Management
- Mergers and Acquisition
- Financing and Investing by Multinationals
- Financial Engineering
- Financing Infrastructure projects
- Rehabilitation packages and Survival issues
- Sailing in tough times : Role of CFO
- Economic Environment and Financial Management Issues

Capital Market

- Wealth Management
- Asset Allocation
- Asset Pricing
- Derivatives
- Market Efficiency
- Market Intermediaries
- Behavioural Finance

Financial Services

- Mutual Funds
- Banking
- Insurance
- Debit / Credit Cards
- Retail Loans
- Securitization
- Venture Capital Finance
- Infrastructure Finance
- Financing Exports
- Financing Social Projects
- Export Credit and Guarantee Services
- IT Enabled Financial Services
- Outsourcing of Financial Services

Financial Reporting & Corporate Governance

- Convergence of Accounting Standards
- Financial Reporting Practices
- Corporate Governance Practices
- Management Control and Information System
- Balanced Scorecard

Emerging Trends

- Credit Derivative Structure
- Commodity Derivatives
- Over-the-counter Derivatives
- Pension Fund Reforms
- Financial Economics
- Identification and Management of Financial Crisis
- International Acquisitions by Indian Multinationals
- Innovations in Financing
- Foreign Direct Investment & Foreign Institutional Investors: Legal and Legislative Aspects
- Environmental Finance & Carbon Trading
- Sub prime mortgage loans
- Micro Finance

IMPORTANT DATES: Abstract submission: September 15, 2009. Full papers: October, 15, 2009

For further details please contact: Conference Chairpersons

Prof. Shantanu Mehta

Prof. Neeraj Amarnani

For Private Circulation only

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Edited by Prof. Nina Muncherji and published by G. Ramachandran Nair for and on behalf of Institute of Management, Nirma University of Science and Technology, Ahmedabad and printed at Print Quick, Ahmedabad