



**The Honourable President, Dr. Abdul Kalam and  
Honourable Prime Minister, Dr. Manmohan Singh at 92<sup>nd</sup> Indian Science Congress, Nirma University**

Dear Reader

Innovation is the key to rapid progress. The pace of change is accelerating in the modern times. The organisations which continuously sense changes in their environments and initiate timely actions are able to survive. On the other hand, many good organisations become extinct because they fail to innovate and adapt to changes. Charles Darwin, a leading biologist, stated that it was not the strongest and best species that survived in the struggle of life but the species that adapted well to environmental changes did.

Today B-schools have to continuously innovate their curricula, courses, co-curricular activities and consulting practices to thrive and to stay ahead of competition. Already India has more than 1,000 B-schools and many more are likely to be established in the near future. Even several leading foreign universities are expected to establish their offshore campuses here. B-schools have to also imbibe innovation and creativity among its students. Creative managers can bring paradigmatic changes in Indian organisations. The principles and practices developed in the developed world are not necessarily economical for solving the problems of the organisations in the developing world. Managers in such countries have to find their own creative answers for their problems.

The month of January was conference time on the campus. The Nirma University organised 92nd Indian Science Congress during January 3-7, 2005. The theme of the Congress was Health Technology As Fulcrum of Development For The Nation. The event was inaugurated by the Prime Minister of India, Dr. Manmohan Singh who urged scientists to work for the upliftment of the poor. Honourable President of India, Dr. APJ Abdul Kalam also addressed the delegates and pleaded them to work for making India a great country by 2020. The Institute organised Nirma International Conference on Management 2005 on the theme "Achieving Competitive Advantage through people". The conference was inaugurated by Dr. Pradip Khandwala. The conference was attended by a large number of delegates. We also had participants from countries like Australia, South Africa, South Korea, and Taiwan.

The Institute organised Perspective: An Academic Conference in February. This event addressed the academic and business issues among our students. The conference will be attended by the students of several B-schools. We plan to organise Anvesh a seminar for doctoral students in March, 2005. The future of management education in India will highly depend of the quality of doctoral students. It is our endeavour that we enhance the quality of our doctoral students as well as provide a platform to the doctoral level students of other institutions to present their work and share common issues.

The placement of the Class of 2005 was indeed excellent. The Institute was able to place all students within the placement week. We are thankful to our recruiters. We have taken initiatives to further strengthen our relationship with our alumni, who are the important stakeholder and we value their views and support.

I am confident that you shall find this issue of Sparsh appealing and exciting.

With the warmest regards,

Anup K. Singh, Ph.D.



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**NIRMA**  
UNIVERSITY

INSTITUTE OF MANAGEMENT



# A LANDMARK EVENT

## Indian Science Congress at Nirma University

Nirma University of Science & Technology  
National Institute of Occupational Health



- First time ever at a University : Nirma University !
- After 14 years at Ahmedabad.
- Inaugurated by the Prime Minister of India. Graced by the President of India.
- 4000 delegates. 200 of these from abroad.
- High profile speakers: Indian and international.
- Unique "Pride of India" exhibition on the campus.

The 92<sup>nd</sup> Indian Science Congress, held at the NU campus from 3-7 January 2005, can indeed be said to have been a great success. A proud milestone for Nirma University (NU) and the National Institute of Occupational Health (NIOH), the hosts of the Congress.



Shri Narendra Modi visiting the Pride of India Exhibition



Dr. Karsanbhai K. Patel releasing the Souvenir at the inaugural function





*Entrance of "Pride of India" Exhibition*

The atmosphere at the NU campus on all five days was one of professional deliberations and festivities. The NU campus resembled that of international conferences and trade fairs like the ones held at Pragati Maidan, New Delhi, or any other venue abroad. The cool Ahmedabad weather added to this environment, look and feel. VIPs, delegates and visitors, including school children in groups rallied around the conference and exhibition area freely and joyfully.

The event was truly a landmark event in building NU's image and goodwill as a professional institute under the leadership of Chairman, Dr. Karsanbhai Patel and Vice Chancellor, Dr. N. V. Vasani, and their whole team. With the support of Dr. N. K. Ganguly, the President of the 92<sup>nd</sup> ISC and his team.

The Congress was inaugurated by the Honourable Prime Minister of India, Dr. Manmohan Singh, and graced by the Honourable President of India, Dr. A. P. J. Abdul Kalam.

The PM at the inauguration complimented the role of ISC in fostering scientific camps in India. He said Indian science needs a boost, a new lease of life, a push into the future, and the Indian government will ensure this with a positive policy environment. He re-iterated the government's commitment and affirmed that:

- \* The Govt. is behind application of science and its uses
- \* The Govt. will help building of the science base in universities and education
- \* The Govt. will help public and private sector partnerships in scientific and technical research
- \* It will help promote and ensure de-bureaucratization of procedures
- \* It will help re-structure science and technology support systems in the country at all levels
- \* It will help career opportunities for scientific personnel and retain talent in the form of centers of science.

The PM also announced the setting up of a Science Advisory Council to be headed by the leading scientist and former director of the Indian Institute of Science, Dr. C.N. Rao. The PM felicitated several scientists for their contributions in the field of science and technology.



The Honourable Union Minister of State for Science and Technology, Shri Kapil Sibal in his address announced a scheme to reward performing scientists under a "Ramanna Fellowships", in memory of the known scientist Dr. Raja Ramanna. Shri Sibal also inaugurated the "Pride of India" exhibition on the NU grounds. Nirma Institute of Management had its exclusive stall showcasing its programme and activities, with the NU stall.

President of India, Shri A. P. J. Abdul Kalam on his visit to the Congress "ignited young minds" attending it by talking to a gathering of students from all over the country. When asked what he looked for in children, he said, "A smile. A child can smile only when he or she has a dream, and makes his dream come true".



*A view of the campus at the ISC-2005*



Shri Kalam in his address to the delegates of the 92<sup>nd</sup> ISC expressed confidence in the Indian development in Science and Technology. He predicted a developed India by 2020, where the best of healthcare will be available to all the billion people. He also gave insight into his experiences with three other great Indian scientists, D S Kothari, Homi Bhabha and Vikram Sarabhai. He urged the young scientists at the congress to have them as role models and contribute to the upliftment of the country.

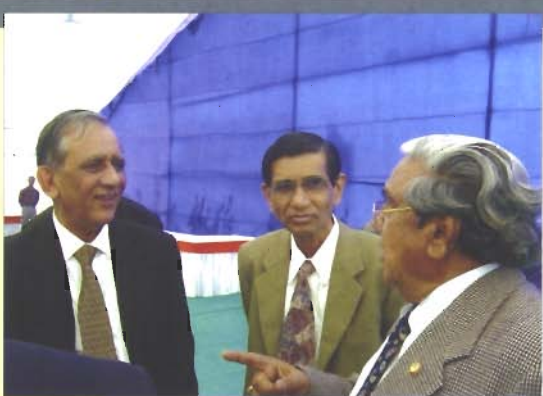
Shri Narendra Modi, Honourable CM of Gujarat, addressing the gathering praised the work done in Gujarat by scientists in the development of the State. He described it as work "from lab to land, and soil to satellite". He emphasized on the role of health science for growth of people and development of the nation. He said science is for humanity and needs to be delivered to the doorsteps of people.

Dr. N. V. Vasani, Patron of the Congress, and Vice Chancellor of NU, welcomed the PM, CM of Gujarat, Governor of Gujarat, Minister of Science, award winners, invitees and guests. On the occasion Dr. K. K. Patel, President, NU released the official souvenir and programme of the 92<sup>nd</sup> ISC.

The high profile and learned speakers at the concurrent sessions at the congress included R.A. Mashelker, Sam Pitroda, M. S. Swaminathan, Gerald Keusch, Rita Colewell, Kiran Mazumdar - Shaw, C.N. Rao, and others.

The whole show at NU was managed by a band of dedicated workers, teamed up in committees. Their efforts and commitment went a long way in making the congress the success that it was.

Another highlight of the congress was a very informative, "Daily News Bulletin" called CRYSTAL brought out at the congress. NIM's Mr. H. Anil Kumar along with a committee was responsible for this novel and successful effort.



RMA UNIVERSITY

INST OF MANAGEMENT



*Nirma Institute of Management stall at the Pride of India Exhibition*



# NICOM

(NICOM - 2005)

## NIRMA INTERNATIONAL CONFERENCE ON MANAGEMENT



*Dr. Pradeep Khandwala inaugurates NICOM-2005.  
Seen with him (L to R) Mr. Ambubhai Patel, Dr. A. K. Singh,  
Prof. Harismita Trivedi, Mr. Lehmbar Singh*

The theme "Achieving Competitive Advantage Through People" of NICOM 2005 was prompted by such realities of the business environment in the current times. The various facets of this current reality were hoped to be addressed through the following sub-themes of the Conference

- Developing a Corporate Strategy. The People Imperative
- Measuring And Enhancing Corporate Performance
- Valuing The Human Capital
- Fostering Partnerships
- Leadership And People Management

Dr. Pradeep Khandwala, Ex-Director, IIM-A, inaugurated the Conference. Mr. Lehmbar Singh, Director, ONGC, was the Guest of Honour. The key-note speakers were Mr. J.N. Amrolia, Executive Director (HR), Ashok Leyland Ltd., Mr. Anil Khandelwal, Chairman & Managing Director, Dena Bank, Mr. Ranjan Acharya, Vice President (HR), WIPRO Technologies Ltd. and Mr. A.P. Singh, Senior Vice President (HR), IPCL Ltd. Dr. T.V. Rao, Chairman, TVRao Learning Systems Pvt. Ltd. delivered the valedictory address.

### The Conference Highlights

- One hundred and forty four abstracts were received in response to our call for papers. Of these, one hundred and one authors sent in their complete papers.
- The author profile covered some of the leading business schools such as IIM-A, XLRI, MICA, ICFAI, as well as some of the new and upcoming management colleges and University departments. The authors represented different sections of the academic community such as heads of institutions, faculty members, research scholars and students. They came from across the country, including such far away places as Tamil Nadu, Bengal and Himachal Pradesh.

The Nirma International Conference on Management (NICOM) is an important academic event in the calendar of The Institute of Management, Nirma University (IMNU). First held in 1998, it has since been organized every year, built on a theme of current relevance, representing different domains in management. NICOM 2005 was the eighth in this series. In this tradition NICOM 2005, held between January 28-30, 2005 represented the domain of Human Resource Management, its theme being 'Achieving Competitive Advantage Through People'.

The current business environment is very different from what it was a decade ago. The relatively easy access to technology, resources and markets, brought about by the advances in communication technology, has effectively created a level playing field for business today. Organisations' search for new sources of competitive advantage for a continued sustainability has therefore led them to focus on operationalising these advantages through the business and human processes within their fabric and logically on the people factor within them.



*Mr. Lehmbar Singh, Director, ONGC,  
Guest of Honour delivering his address*



- Five of the papers were authored/co-authored by international authors. These included authors from Taiwan, Australia, USA and Sri Lanka.
- Significantly, practicing professionals from leading public and private sector organizations such as SAIL, NTPC, Powel Grid Corporation, Deepak Fertilisers, HSBC Global Technologies, Wockhardt Pharmaceuticals Ltd. and others also contributed eighteen papers.
- Forty seven selected papers, a mix of conceptual papers, case studies and empirical research, have been published as conference proceedings in the form of a book.
- Sixty four of these authors came over as delegates to the Conference.



*A section of the august audience at the inauguration function of NICOM-2005*

Industry support for the Conference came in the form of a generous sponsorship by ONGC Ltd., the main sponsors of the event and Gujarat Gas Company Limited, the co-sponsors.

The faculty members of the Institute lent effective support to the organizing effort through their contacts with members of the academic and professional community. Their further participation as chairpersons of the various academic sessions helped in the efficient co-ordination of the Conference proceedings.

Almost a hundred student enthusiastically contributed their voluntary efforts by taking on responsibility for tasks related to the logistics, hospitality, reception, etc. during the Conference.

NICOM, as an academic event, aims to provide an opportunity for knowledge sharing amongst the academic community and practicing professionals, with a view to prompt academic research to focus on practically relevant areas of concern in the profession. It is encouraging to note that the event is being looked forward to by the members of the academic community, as shared by many of them during the Conference. It is even more encouraging that practicing professionals from industry have come forth to share their practices and experience.

NICOM-2005 was organised under the Chairmanship of Prof. Harismita Trivedi.



*A paper presentation session in progress at NICOM-2005*

**NIM**  
staff donates one day's salary for TSUNAMI affected.

Residents of Tamil Nadu, Andaman and Nicobar Islands, Kerala and Andhra Pradesh were devastated by a powerful Tsunami on 26 December, 2004. As in the past on such occasions the Institute has taken the lead to rush assistance to the affected. The faculty and staff at Nirma Institute of Management donated their one day's salary to help the victims.



## MANTRAS FROM HR CONCLAVE 2004

With an initiative to get the "Corporate to the Classroom" and bridge the divide between practitioners and students of Management, the Institute of Management, Nirma University, organized an HR CONCLAVE on October 16 & 17, 2004. The theme for the HR Conclave was "Human Capital Management: The New HR Mantra". The broad sub-themes on which the HR managers from industry made their presentations were:

1. Creating Competitive Advantage Through Strategic HRM.
2. Reinventing the Role of HR Professionals.
3. Emerging Trends in HRM.

The students of the Institute, under the guidance of Prof. Nina Muncherji (Faculty, OB & HRM Area), organized this event. It provided an opportunity for the students to interact with the best HR Heads in the country from diverse companies.



*Mr. T. Suresh inaugurating the HR Conclave 2004*



*Seen at the HR Conclave (L to R)  
Prof. Nina Muncherji, Mr. T. Suresh and  
Dr. A. K. Singh*



*Prof. Harishmita Trivedi felicitating  
Mr. Srikanth Lonikar, Global Director,  
HR, Honeywell Ltd.*



*Mr. Vijay Kashyap, VP (HR) of  
Shopper's Stop presenting his case study*

Mr. T Suresh, VP-HR, TAFE India Ltd. inaugurated the conclave. He spoke on the need of mentoring in organizations today since it is the most economic and efficient development tool. He added a new dimension to HR practices by linking it to spirituality and encouraging students to think differently.

Mr. C Srinivasan, Head-Corporate HR of the GMR Group threw some light on the latest HR practices in the workplace. Mr. Rajneesh Bawa, Director HR of New Holland Tractors Ltd. shared his experiences with Performance Management, with special reference to New Holland. He described in detail the challenges that they faced and innovative methods to overcome these issues. With a very practical and simple session, Mr. Tapan Mitra, VP-People Development & Communications of BILT, shared some of the people practices in his company. He took the audience through an overview of the company and how they have been able to make a mark in the people development function. Mr. Sandeep Gandhi, Head, HR of Fasel Ltd talked about careers in Hutch and what makes it one of the best companies to work for, what distinguishes it from the others and the efforts taken to ensure that it remains the employer of choice.

The first day was summed up by Mr. Yogesh Patgaonkar, Head HR of Zensar Technologies, who talked about Creating competitive edge through strategic HRM and how people can make the difference in the organization.

The second day of the conclave saw Mr. G D Sharma, VP-HR of L&T (ECC) deliver an insightful presentation on competency based strategic positioning, especially with reference to the construction industry. This was followed by Mr. Vijay Kashyap, VP-HR of Shoppers' Stop who presented a live case study on developing the people edge in Shoppers' Stop. The GM HR of Trident Group of industries, Dr. M A Zahir, shared his insights on the emerging trends in HRM and what the budding managers should keep in mind before plunging into the profession. Mr. P K Sinha from Raymond India Ltd. spoke at length on a very interesting topic titled "HR @ the speed of business" in which he projected the future potential of the retail sector and special reference to the question as to whether HR is geared up to meet the challenges of the coming times. Mr. Shrikant Lonikar, Global Director HR, of Honeywell Technology Solutions Lab Ltd. and Mr. Roy Joseph, VP-HR of BOC India talked about reinventing the role of HR





*Audience listening with rapt interest to a presentation*

professionals in order to remain relevant and competitive in the future. Through examples from their respective organizations, they brought to light the inevitability of change and how much more for HR professionals if they have any intention of not becoming extinct.

Mr. Somas Jeevan T K, who took the final session, did not stick to any formal presentation and involved the students completely in re-discovering themselves and provided the final punch to the exciting two-day event.

## MARKETING CONCLAVE 2004 - The odyssey of Market Share to Mind Share

Brands, click-throughs and market share do not count nearly as much as they did a year ago. Marketers are continuously on their toes to find out newer and better ways to sell their wares and strike on a sustainable competitive advantage. Manufacturing is no longer about making things and waiting for customers to step in; it's about customer satisfaction. It's about adaptation, anticipation and innovation. Markets have now become more customer oriented where customer satisfaction is the main focus of organizations. Today, more than ever, there is an urgent need for effective strategic planning to find ways to enhance the entire customer experience with products or services.

With this as the backdrop, the "MARKETING CONCLAVE" on 27th and 28th November, 2004 had the theme of "Market Share to Mind Share: A new Odyssey"

The sub-themes within the theme incorporated:

1. The ever-growing Brand Bubble
2. Distribution Dynamics: Unraveling the Distribution Puzzle
3. Beyond the 4 P's
4. Marketplace to Marketspace: A Paradigm Shift
5. Customer Relationship: New Paradigms
6. The Retail Renaissance



*Mr. Rashesh Desai inaugurating the Marketing Conclave - 2004*



*Seen at the Marketing Conclave (l. to R.)  
Dr. A. K. Singh, Mr. Rashesh Desai,  
Mr. Kaushik Roy, Dr. Prabhat Yadav*

### The Success Story...

Institute of Management, was host to a galaxy of marketing stars at the conclave. Distinguished speakers from different areas of marketing gave students interesting and enlightening inputs about brand building, distribution, networking, marketing research, advertising and other marketing dynamics.

Mr. Rashesh Desai, Managing Director of the Gujarat based Wagh Bakri tea company inaugurated the conclave. He spoke about how the brand lies in the mind of the consumer and creates a mindshare for itself. Mr. Kaushik Roy, Head of Marketing at Reliance Infocom Ltd, gave inputs on how "RIM" has progressed since its inception, and become a truly Indian brand name in just three years, whereas its competition had 8 years in the market before Reliance came on the scene.

Mr. Sumit Ray, Brand Manager, Tata Steel Limited informed students of how Tata penetrated the rural market with its brand 'Shakti' and bought trust (mindshare) as well as marketshare. Mr. Partha Rakshit, Managing Director, AC Nielson, gave deep insights about the current scenario in India FMCG and durables market that would help students to shape future career goals. Mr. Raghvendra Rao, Head of Marketing, Accenture outlined three ways to good marketing: Be true to the customer. Have an emotional connect with them; and Build a truly global corporate brand identity. Mr. Bhaskar Das, Director (West), Times Response, spoke about the significance of brands and how their reputation lies in the hands of the brand manager, in charge of creating their 'mindshare'.



*Mr. Kaushik Roy making his presentation*



### Other eminent speakers at the conclave were:

Mr. Aditya Nath Jha, Head Global Brand and Comm, Infosys;  
Mr. Jayant Pendharkar, VP Marketing, TCS Ltd;  
Mr. S.Shankar, Head-Marketing, Murugappa Group;  
Mr.Prakash Narayan, VP- Marketing, Usha International Ltd.



A view of the audience Marketing Conclave - 2004

## SAM PITRODA INAUGURATES NIRMALABS - LECTURE SERIES

### "Opportunities and Challenges of Entrepreneurship"

NirmaLabs first lecture in the series was appropriately delivered by none less than noted industrialist and technology guru, Mr. Sam Pitroda, on 4th January 2005.

Mr. Sam Pitroda personified the spirit of entrepreneurship, which is the theme of the series, and as unique as the incubator's design, delivery and people at NirmaLabs. In his lecture Mr. Pitroda regaled the students and guests in the audience with his "life journey", which he said he had enjoyed every moment! He said his business plans were his guidelines to reach his objectives. That was the path of his journey from Orissa to Chicago, shift from physics to electrical engineering to telecom, and with the highs and lows! He described his journey to entrepreneurship and success vividly to the audience, with many true examples from his life.

He urged young talent to give their best to India and to flourish and to achieve their mission with commitment and resources. He offered them some valuable tips from his experience and life as an entrepreneur:

#### On the business front he said:

1. Don't take risk if you don't have Intellectual Property.
2. Having the intellectual property, then build a good team to give life to your project
3. Have a business model tackling issues which may change
4. Don't lose sight of day-to-day work. Push. Follow-up
5. Create value. Global value. With new ideas
6. Have a happy cash flow

#### On the personal side he advocated:

1. Move on. Look forward
2. Have ethics and values. Clarity on what you are doing. Hard work and commitment. Look at the larger benefits
3. Work is a part of living. Keep at it
4. Friendship, networking is part of our eco-system. Have people who are loyal to you even those who sometime disagree with you
5. Learn from failures. The secret of success is to "hang-on" thru your lows and highs !

All in all, he recommended raising one's bar: personal, business, technological and societal.

Earlier Mr. Sam Pitroda was introduced to the audience by Mr. Madhu Mehta, Chief Architect of NirmaLabs.



Mr. Sam Pitroda at the NirmaLabs Lecture Series.

Also seen are (L to R) Mr. H. Anil Kumar; Mr. Madhu Mehta and Mr. K. Thyagrajan





## CEO LECTURE SERIES

### Sanjay Lalbhai, CEO, Arvind Mills Group

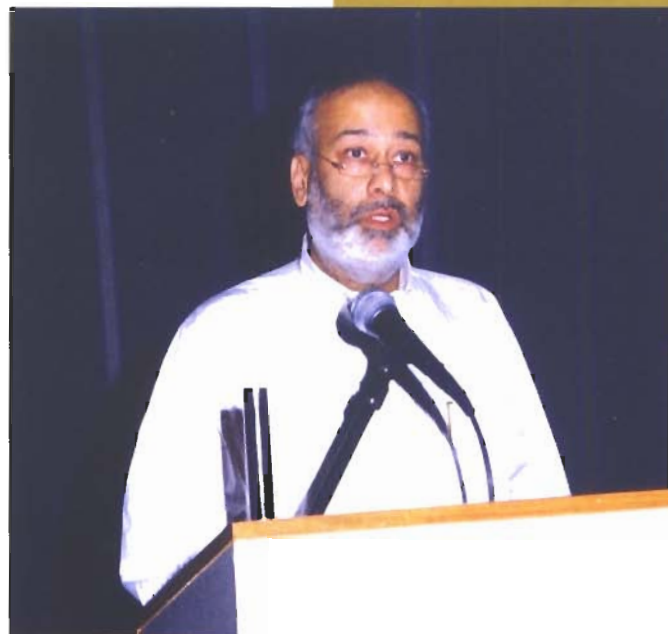
NIM was fortunate to have Mr. Sanjay Lalbhai, Chairman, Arvind Mills for a lecture. He was indeed relaxed and spent a good amount of time at the Institute.

In his lecture to the students he outlined the past and the future of the textile industry, and how his Group had faced the challenges of the quota system, government controls and the difficult labour situation of the 90's. He explained that his Group could survive and do well only because of its focused competitive skills, market strategies and management skills.

The Group pioneered into new products from indigo dyes to brands and labels, with a range of products, distribution, and higher profit realizations. In all this the Group epitomized good marketing through its SBU concept of branding, retailing and globalization.

With the removal of the quotas and the WTO agreement, he saw a silver lining behind the dark cloud that hovers over the textile industry. He foresaw growth of the industry, and has geared his Group for a strategy to WIN with good products, good manufacturing practices, global mindset and mapping of new trends in the industry with its products, brands and tie-up's. He plans to capitalize on the size of the Group with a vertical orientation of companies, scaling up to complete value chain, and service orientation at all levels. He expects his group to be a total "Solution Provider" in the near future.

He urged the students to have a paradigm shift in their thinking - with a value proposition doing things innovatively and functionally correct. They need to have a "differentiate or die" approach with the emergence of severe competition and the importance of shareholder value today.



*Mr. Sanjay Lalbhai delivering his talk*

### Synrise CEO on 'Creativity and Innovation in Management'

Mr. C. Venkant, CEO, Synrise Pvt. Ltd. shared his thoughts on "Creativity and Innovation in Management". He talked about how the past experience, learning, and proper understanding of one's environment adds to our potential for creative thinking. His '10 Secrets to Innovative Attitude' that he presented to the students were highly relevant. He also provided useful insight on his own company's concepts like CMP (Cohesive, Motivated, Profesional) Organization, CATS (CEO Addressing at Synrise), F&F (Family and Fun), CAPS (Celebration of Annual Performance at Synrise) and his own philosophy in the form of Venkats 4p's- Produce, Problem Solving, Partner Oriented, and Professional.



*Your legitimacy as a philanthropist is at stake*

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from Cartoonbank.com. All rights reserved.

### When nothing works, trust luck!

When the separated parents of a five year old boy could not agree whose house he should stay over Christmas, a judge settled the dispute by tossing a coin. The judge was quoted as saying "I did it in the interest of the child. I certainly could not do like Solomon and divide the child. So I trusted to luck!"

Source:  
SPAN Magazine



## **Dr. Y.V. Varma**

Vice President (HR), L.G. Electronics Pvt. Ltd, delivered a lecture at NIM on 24th October, 2004. While talking of Globalization today, Mr. Varma emphasized on the importance of constantly being aware of the competitor and his next move. "You lose once, and you are out of the game", these were his words on the level of competition in the marketplace.

Another important issue that he raised was the lack of motivation amongst Indian employees and their mindset that refuses to accept difficult targets. Empowerment was the remedy suggested by him to bring in a certain level of accountability and build trust in the employee for his company. "Fire of passion" was the need of the day among employees in the organization at all levels. "How to become a successful CEO" and "Importance of Teamwork" were other issues that he dwelled on in his talk.

## **Mr. Emmanuel David**

Director (HR), Gujarat Gas Co. Ltd, delivered a lecture on November 1, 2004. He shared and outlined few of the secrets that lead to the success of Gujarat Gas Co. making it the largest Integrated Private Gas Distributing Company in India. "Inspiring Leadership" and the "Strategy to move up the Value Chain" were the success 'mantras' he advocated through the example of the Vision and Mission of his organization. He also discussed the Concept of Virtual Operational Integration implemented at Gujarat Gas.

## **Mr. G.P. Rao**

VP-HR, JK Tyre, threw light on the corporate realities in the current scenario of globalization and growing competition and the expectations of the industry from student managers. He started by giving a brief on the shift in manufacturing sector with special reference to the tyre industry. He highlighted the growing opportunities in the market and how his company pays for performance.

He gave an insight on the growing pressure on future managers viz their expectations in the organization, increasing competition, and the competitive market. Mr. Rao suggested three ways of overcoming this pressure on the future managers. First of all, the managers need to reinforce beyond in-the-box-thinking, initiate high energy, quality orientation and openness. Secondly, he suggested managers to jettison materialism, ego and rashness. Lastly, he emphasized on tolerance to frustration and to sticking to the values and ethics as long as the term measures for success.

## **Mr. Balaji E**

Executive Director, Ma Foi, spoke on the emerging career opportunities. After giving an overview of Ma Foi (a French word meaning "My word" or commitment), he went on to explain how companies in our new age were different from the traditional. He explained how "employment" had today shifted to "employability," and how young managers therefore have to be flexible, well versed with interim management and up-to-date on things.

Companies today, he said were concerned about talent acquisition and retention -- young workforce, cost-effective, and with a global outlook. On individual managers, he said they need to be well-versed and be able to manage issues like corruption, corporate governance and corporate social responsibilities. They have to be business managers with better soft skills (IQ+EQ). And measurement tools were now available to evaluate people on this.

He summed by giving some pointers to students as to what employers look for in managers today:

1. Holistic perspective
2. Business communication skills
3. Presentability
4. Eclecticism (wide perspective)
5. Clarity of thought
6. Team skills
7. Qualitative thinking and process orientation
8. Openness to new concepts and change
9. Commonsense



# EXECUTIVE EDUCATION PROGRAMMES

## 1. Programme on Finance for Non-Finance Executives

The programme was aimed at enabling the participants in interpreting the information content of financial statements, analyzing the financial implications of various alternatives for decision-making and control, applying project appraisal techniques and investment decisions, and appreciating computer applications in finance.

The contents for the programme were:

- The environment of Finance,
- Analysis and Interpretation of Financial Statements,
- Working Capital Management,
- Cost Management & Budgetary Control and
- Capital budgeting.

Prof. Chinmoy Sahu coordinated the programme.



## 2. Programme on Value Creation through Financial Decision Making

The programme was aimed at getting the participants to be better equipped for approaching financial decisions that can maximize the value of the firm through developing a clear understanding of what determines the value of the firm, and creating an urge in them for gearing up the financial and corporate strategies towards that end.

The contents for the programme were:

- Value Based Management and Economic Value Added,
- Financial Decision and Value of the Firm,
- Advancements in Designing Management Control System.

Prof. Deepak Danak co-ordinated the programme.



## 3. Programme on Organisation Integration through Effective Teams

The programme was aimed to help the participants discover how to establish the kind of work culture essential for developing successful work teams, understand the ways to evaluate and reward team performance, understand decision making and consensus building in teams.

The contents for the programme were:

- Developing Team Culture in the Organization, Team Building, Team Leadership,
- Interpersonal-Relations in Teams, Team Negotiations, Managing Conflicts in Teams,
- Decision-Making in Teams,
- Evaluating Team Performance
- Creating Effective Teams.

Prof. Nina Muncherji co-ordinated the programme.





## Relationship. Memories. Of the Alma Mater

1<sup>st</sup> October is observed as Alumni Day at the Institute of Management, Nirma University. Get-togethers are organized at the campus. The Alumni (Full-time and Part-time programmes) right from the first batch of 1998 come down to their Alma Mater and refresh old memories.

The alumni meet has two facets:

1. Firstly, it provides the Alumni an opportunity to meet their batch mates, seniors and juniors and to revive their interaction with the faculty and staff at the institute.
2. It also provides the Alumni a chance to meet the students of the present batch, with whom they share their experiences and achievements.

The strength of our Alumni is increasing and their achievements are also touching new heights. So it is a proud moment when the Alumni come and share their successes, give us suggestions and inputs on how to improve the quality of our programmes.

This year too get-togethers of the Alumni were organized where the Alumni returned to their Alma Mater to revive memories and create new ones.



*Students of present MBA batch performing at the Ahmedabad Alumni Meet*



*Mr. Anil Kumar (Front Right) with members of Alumni at Bangalore*



*Shobhit Bahl, sharing his experiences*

Ahmedabad: October 1, 2004

New Delhi: September 18, 2004

Mumbai: September 23, 2004

Bangalore: April 17, 2004 and September 23, 2004

Calcutta: April 16, 2004 and September 22, 2004

At Ahmedabad the turn out was of around 60 Alumni coming down to the campus with their spouse and children. The meet started with the interaction amongst Alumni, faculty and staff, followed by a cultural programme by the present batches, some experience sharing by the Alumni, and then by dinner.

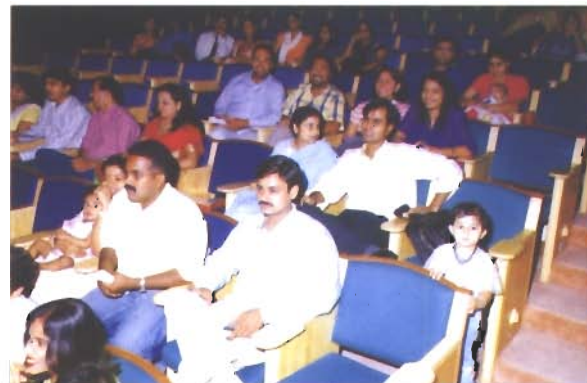
The Alumni is impressed with the over all development at the Institute and has extended its assistance in the placements, promoting thinking of contemporary issues in management, and in formation and updating of the course curriculum.

At all the meets, the Alumni extended their warm regards and remembrance to all the faculty and staff of the Institute.

*Alumni Meet at Bangalore*



*Section of the Alumni at Ahmedabad*





## PLACEMENTS AT NIM MAKE GREAT HEADWAY!

On successful completion of the academic programme, the Institute helps the students in meeting their career aspirations by inviting various companies for campus recruitment. The Institute has a dedicated placement cell, which is in constant touch with the industry and essentially keeps the students informed about the requirements and developments in different industry sectors regarding the career opportunities available to them.

Successful placement for each student at the Institute is a result of a very systematic interaction with the industry and continuous career counseling to the students. Right from the inception into the program, each student is very consciously counseled as regards to his / her career aspirations and options, which in turn is very vigorously followed up with the potential companies for participating in the final and summer placement program of the Institute. This not only helps the students in getting their 'dream' job but also assists the visiting companies in identifying the 'right' candidate for their organization.

Workshops on career counseling, business etiquette, group discussions and interview skills, verbal and non-verbal communication skills, etc. are a regular feature at the Institute.

The placement cell is also guided by a Faculty Advisory Committee and supported by Student Placement Committee.

### Final Placement : 2003-2005 batch

The Institute has an impeccable record of 100% placements with a constant increase in the average salary each year. The current batch has witnessed participation of 54 companies in the placement program with an average salary of Rs 4.12 lacs per annum. The participating companies represented sectors like IT, Automobile, Retailing, Financial Services, Banking, FMCG, Telecommunication, Logistics, etc.

A select list of recruiters for the current batch are AC Nielsen ORG Marg Pvt. Ltd., Arvind Mills Ltd., Ashok Leyland Ltd., Bajaj Allianz Life Insurance Co. Ltd., Bajaj Allianz General Insurance Co. Ltd., Bajaj Auto Ltd., Bank of Baroda, Café Coffee Day Ltd., Care Analysis and Research Ltd., Development Credit Bank Ltd., Eicher Motors Ltd., GE Capital International Services - Analytics, Gujarat Gas Company Ltd, GVFL Ltd., HCL Technologies Ltd., Hexaware Technologies Ltd., Honeywell Technology Solutions Lab, Hutch-Fascel Ltd., ICICI Lombard General Insurance Co. Ltd., ICICI Prudential AMC Ltd., IDBI Bank Ltd., ING Vysya Bank Ltd., ITC Ltd., Kotak Group, Ma Foi Management Consultants Ltd., Metlife India Insurance Company Pvt. Ltd., NSEIT Ltd., Pantaloon Retail (India) Ltd., Polaris Software Lab Ltd., Shopper's Stop Ltd., Sterlite Industries Ltd., Tata AIG General Insurance Co. Ltd., Tata Consultancy Services Ltd., Tata Teleservices Ltd., Torrent Ltd., TVS Motor Company Ltd., Videocon International Ltd. And more.

Behind US, China and Japan and ahead of Germany, France and UK

### *India fourth largest economy*

*INDIA has become the fourth largest economy in the world after the US, China and Japan, in that order, a media report says here.*

*The US accounts for 21.1% of the world GDP, China 12.6%, Japan 7%, India 5.7%, Germany 4.5%, France 3.2%, UK 3.2%, Italy 3%, Brazil 2.8%, Canada 1.9%, Spain 1.8% and Mexico 1.8%. the Washington Times notes in its year end review today. With the US running huge trade and budgetary deficits, America's top 10 creditors are Japan, which held \$542.2 billion in Treasury securities in 2003, followed by China \$168.1 billion, South Korea \$61.8 billion, Britain \$58.3 billion, Taiwan \$50.4 billion, Hong Kong \$48.9 billion, Switzerland \$45.3 billion, Germany \$43.8 billion, Bermuda \$38.3 billion and Mexico \$31.9 billion; total held by the top ten of America's creditors \$1.5 trillion.*

*Seven out of the world's biggest companies are American, two British and one Japanese. The ranking is Citigroup (USA) at the top followed General Electric (USA) American International Group (USA), BP (Britain), Toyota Motor (Japan), Fannie Mae (USA) and Wal-Mart (USA). "America has become the global marketplace and the world embraces US products," the paper notes., it cites the examples of Coke, Big Macs and iPods.*

*Source: Economic Times*



## NIM FACULTY AND THEIR PROFESSIONAL CONTRIBUTIONS



**Prof. Nina Muncherji** carried her MDPs and in-house training work further.

She served as programme director for the NDDB program on "Leadership and Development for Senior Executives" from 6th to 8th December 2004. She conducted sessions on team building and conflict management.

She offered a session on team building at the orientation programme for the M Pharma and M Science batch at Nirma Institute of Pharmacy on September 9, 2004.

She also offered sessions on team building, conflict management and problem solving at the ONGC program held between 20th and 25th September, 2004.



**Prof. Pawan K. Chugan** has written twelve articles on international business related issues under the regular column of Experts in the "Impex Interim", The Compass to the World Trade a weekly magazine published by the Moongipa House of Businesses, Ahmedabad. On their special invitation, he has also joined their editorial team, and presently is the honorary member of the editorial advisory board.

He presented a paper entitled "Managing Global Competitiveness in Textiles and Clothing in Quota Free Regime" at the 3rd International Conference on Globalization and Competitiveness jointly organized by VG School of Management, IIT Kharagpur and Academy of International Business at Kharagpur in January, 2005. Nirma International Conference on Management (NICOM 2005) in January, 2005 and presented paper entitled 'Achieving Excellence in Textiles and Clothing Trade in Quota Free Regime the Role of Human Resources.' He participated in a Session on "The Doha development Agenda and July 2004 Framework: What is the impact?" at Ahmedabad, on October 25, 2004 organized by CII and GOG, Ahmedabad. He participated in the Seminar on "Regional Trade Agreements and Rules of Origin", organized by Trade and Commerce Commissionerate GOG and Ahmedabad Management Association on October 29, 2004 at ATIRA Campus, Ahmedabad.



**Prof. Subrat Sahu:** published a couple of papers. He read a paper on the implications of relationship marketing on social organization at the AIMS International Conference held on December 28th to 31st at IIM Calcutta. He has published a paper on "Mail Management" in the special December, 2004 issue of Effective Executive of the ICFAI Press.



**Dr. Sharad Saxena** published several research papers in journals of national and international repute. These include:

- "Estimation of standard deviation in normal distribution by shrinkage towards an interval", in Journal of Statistical Planning and Inference (Elsevier). vol.126, no.2, pp. 479-493
- A class on shrinkage estimators for variance of normal population", in Brazilian Journal of Probability and Statistics (Brazil), vol.17, no.1, pp.41-56
- "Shrinkage and Bayesian estimation of process capability index  $C_p$ ", in Communications in Statistics-Theory and Methods (USA) to appear in vol.34, issue 1
- "Estimating various measures in normal population through a single class of estimators", in Journal of the Korean Statistical Society (Korea), issue september 2004
- He presented papers at: 1) The second AIMS International Conference on Management, at IIMC, Kolkata, in December 2004; 2) 37th Annual Convention of Operational Research Society of India at IIMA, Ahmedabad, in January 2005.





**Prof. Sushil Bahl** was invited by the Public Relations Society of India, Baroda Chapter, to a one day workshop for corporate professionals of the city and the students of MS University, Baroda, on "New trends and Developments in PR". He conducted sessions and a panel discussion in the workshop at the Taj Residency, Baroda in September 2004. He also presented a film on developing Vision and Mission statements, and conducted a discussion on of among the 45 participants at the workshop.

**Mr. H. Anil Kumar** was invited to chair the panel discussion on "Will E-Journals & E-Books Make the Virtual Library a Reality?" The panel discussion was a part of the Seminar on Changing Face of Libraries and Access to e-Content that was organized on January 18, 2005 at Ahmedabad, organized by Informatics, Bangalore in association with world renowned publishers and aggregators like Springer, John Wiley & Sons, CABI Publishing and OVID Technologies.

He was invited by ADINET (Ahmedabad Library Network) to chair a session on "The Protection of Intellectual Property Rights: A Strategy for Digital Information Services" as a part of the Librarians Day seminar on E-Products for Libraries and Information Centers on August 28, 2004 at Ahmedabad Management Association, Ahmedabad.

He was invited by Education Media Research Centre, Ahmedabad for recording a video lesson on "TQM in Libraries" at NIM on August 25, 2004.

Mr. H. Anil Kumar was also invited by Elsevier to deliver a talk on "Emergent Librarians" as a part of the Library Connect Seminar on August 10, 2004 at Ahmedabad, and on August 13, 2005 at Chennai.



## WE WELCOME...

### DEEPAK K.SRIVASTAVA



Deepak K. Srivastava has three years of teaching experience. He has one book to his credit titled "Globalization, Privatization and WTO with Reference to India" and has authored a number of research papers his credit. He has presented several papers in international and national conferences, and has published several articles in leading daily newspapers like Hindustan Times, *Danik Bhaskar*. His current area of interest is International Business, Indian Economic Reforms and WTO.

### PROF. R.K. JAIN



Prof. R.K. Jain had his postgraduate management education from K.J. Somaiya Institute of Management Studies & Research, Mumbai, and Bachelor of Engineering from Madhav Institute of Technology and Science, Jiwaji University, Gwalior. His Ph.D. thesis (submitted to ABV-Indian Institute of Information Technology and Management Gwalior) is on Creation of Intellectual Capital. His research papers have been published in a variety of monographs, books, conference proceedings and journals. He is a life member of the Indian Society for Technical Education, and Indian Society for Mechanical Engineers.



**Prof. Deepak Danak** organized a talk delivered by Mr. Krishnakumar, Principal, Bank of Baroda Staff College, Ahmedabad, at the Institute.



**Prof. V.V. Nath** was invited to chair two sessions at the CII's programme on "ERP A way to Globalization", held at Taj Residency, Ahmedabad on 24th September 2004. He shared the platform with eminent speakers like Mr. Hemant Namjoshi of ICICI Infotech and Mr. Vikash Roy Chowdhury of Enterprises Wide Information System. He also summed up the proceedings at the end of the day.



*Prof. V. V. Nath chairing the session at the CII Seminar on ERP*

**THE KEY TO MY EXISTENCE!****"Notes from the barracks: A soldier's reflection"**

For ages man has lived in the shadow of his knowledge with the fear of having to face the Ultimate Reality, the key to his existence. When a kid cries out for a cheap chocolate; when a mother moves over to the wet side of the cot so that her baby can have the warmth of the dry cot; when Alexander marched his men into the terrains of Asia Minor, to conquer the foreign land; when Gandhi made his historic 'stroll to the sea' to fetch some salt, and throughout the history of mankind. Whatever he has transformed his world into and whatever he has done, has been nothing but a glorious act of hiding from his irrelevance. Or what is poetically stated as 'finding meaning to one's life'.

Am stating here what no man has dared to say before, that I have found the key to my existence; my irrelevance. In the words of a pessimist, man is as irrelevant as the brick and stone and in an optimist's words, he is as relevant as the eternal nature. Man, His Ethics, His Arts, His Science, His Society, His Civilization, His Religion, His very life that is crafted with the finest moments, whether painted with shades of sadness or joy, victory or defeat, glory or shame, have no reality in it. It's as superficial as the smile and as shallow as the human heart. And it is my irrelevance that makes my days beautiful, my tears a joy, my wounds a miracle, my hatred a passion; my irrelevance that makes this moment a glorious moment in time.

Though for ages the sages have sung about the ignorance of man being no different from his knowledge; about his truth being no glorious than his lies; about his existence being no more divine than the existence of a blade of grass, they have commented, argued and brewed wines of literature from the essential history of mankind, and have sworn in the name of God that man is no more a mortal than the God himself. So my comrades, raise your swords and fight with passion, and when you fall, do not forget to whisper into the ears of your enemy that he must carry on, for there are men waiting in the barracks, on both the sides; that no matter what, the battle for humanity must carry on.

Krishna- MBA-1

**A professor reminisces**

*As I look back on my thirty years,  
As only events can be, an eventful thirty years;  
The rough and tumble has driven me at times to tears,  
But have trundled along without fears.*

*It has never been roses along the way,  
But satisfaction galore along the way;  
At times having been kept at bay,  
But always managed to find my way.*

*Classrooms giveth limited learning,  
Lifetime giveth complete learning;  
One should have within, a desire burning,  
To go on and on with learning.*

*At every stage, knowledge is a curtain-raiser;  
As you go along it makes you wiser;  
In giving it out, don't be a miser,  
For that will not make you any less wiser.*

*If someone asks what have you learned along the way?  
Quite a bit, I would say;  
If god asks would you like any change in the way?  
Not a bit, I would say.*

*Prof. V.V. Nath has penned this poem on  
completing 30 years of his working life*

**ABC'S OF MARKETING****4P's**

Product	must have a differentiating
Price	must have an
Promotion	must be
Place	must be

**4A's**

Attribute
Advantage
Attractive
Approachable

**4B's**

Bringing out the product
Branding the product
Breaking the conventions
Buyer's perspective

**4C's**

Consumer
Cost
Conventions
Communication

Mukesh Vyas - MBA I-A



# Fest at its Best!! RICHTER 10



*Inauguration of Richter 10 by Dr. Anup K. Singh*

**Richter 10**, the cultural festival of Institute of Management, Nirma University, one of the most awaited events this year was again spectacular. Held on 4th and 5th December, 2004, it was a perfect blend of culture and knowledge where the students from institutes like NMIMS (Mumbai), Symbiosis (Pune), EDI (Gandhinagar) etc., participated and the spirit they maintained was something that words cannot describe easily.

**"Beyond Books..."** this was the basic idea around which the various activities of the gala revolved. While "Dalal Alley" and "Strategic Acumen" were a couple of simulation games which got the best out of students as far as implementation of theory is concerned, "Ad Hawk" and "Sell the Pal" articulated their creativity. "Knowledge increases when shared", said quizmaster Parnab Mukherjee hosting the "Business Quiz" which was one of the star attraction of Richter 10.

Games like "Google Geeks" and "NFS Online" gave the students a chance to show their computer competency. NFS Online created an ambience, which was no less than the Narain Kartikeyan arena, turned out to be a show stealer.



*Bhangra dance performance at the Cult Fest*



*Fashion show at the Cult Fest*



"You are seen even before you are heard!! Thus the way you walk and how you look matters...." Not keeping this in mind, the evening was an appall when the torches and ghosts battered the ramp on the theme SCREEEM. During the SCREEEM Raiment, the fashion show, and Lambada, the dance competition. The theme asked for the highest bid on terror when the phantoms passed shivers. 40,000 watts of blitzkrieg carried the arty dancers and models up and down the ramp. The choreographers portrayed their acuity of the theme to the audience that crowded the amphi theatre.

The grand finale. Parikrama, the No. 1 rock band of India performed for the students and made all the heads rock to the beatz. It couldn't have been better, what with the jamming jugalbandi and the fireworks et al.

The 1st year students did it. Big kudos to the cultural committee - Sumit Goyal, Gaurav Sharma and the whole team!

*Parikrama performing at Richter 10*



*Fashion show at the Cult Fest*



*Students enjoying the Rock Concert*



*Centre Stage at Richter 10*

**SPARSH** is thankful to Sumit Goyal and Unnikrishnan (MBA-1) for their help in conceptualizing this issue. And Rahul Purohit for the cover and back cover designs.



# ANVESH

NIRMA INSTITUTE's CONFERENCE FOR DOCTORAL STUDENTS

**CONFERENCE THEME: "Challenges to Value Creation: Reinventing People, Processes and Technology"**  
(March 19-20, 2005)

**VENUE : Institute of Management, Nirma University of Science and Technology, Ahmedabad, India**

In today's customer driven market, the challenges to value creation have attracted increasing attention all over the world. Particularly in the wake of globalization of business, advent of new technologies and increasing growth of service industries have raised larger issues related to competitiveness through value creation. Combating these challenges and managing the relevant issues necessitates the integration of people, processes and technology. At the same time marketing practices, organizational structures and financial models of organizations need a fundamental reinvention considering the changes that are taking place in the market.

The conference will address these issues and the nexus between them, which are related to emerging global customer driven market through participative discussion on fundamental research work of the participants and experts.

## THE FOLLOWING ARE THE MAJOR THEMES OF THE CONFERENCE:

### PEOPLE AND RELATED THEMES

- Integrating People, Strategy and Value creation
- Restructuring and Re-inventing the organization
- Innovative employee relations for gaining competitive advantage
- Partnering customers for Customer Relationship Management
- Quality assurance in HRM
- Redefining performance parameters and measures
- Enhancing internal customer orientation
- Developing leaders and teams for value creation
- Diversity Management
- Customer oriented marketing strategies
- E-business and people factors
- Rewarding the internal value creators
- Developing core competencies for promoting value creation

- Corporate Social Responsibility
- Environmental Information and Monitoring System for value creation
- Co-operation and Alliance for Sustainable Future
- Value creation through distribution strategies
- Customer perceived service quality
- Competitive advantage through people and technology in the supply-chain
- Value creation through quality assurance
- Accounting for value creating assets

### TECHNOLOGY AND ITS MANAGEMENT

- Managing Technology for integrating people and processes
- Implications and Impact of International Technology Transfer on value creation
- Linking Technology and Business Strategies
- Valuation of Technological Innovations.
- Impact of Digital Environment on value creation
- Managing the Technical Professional Workforce for value creation
- Implications and Impact of New Technology on sustainable growth

### PROCESSES RELATED THEMES

- Policies and Strategies for Sustainable Development through value creation

### GUIDELINES FOR PAPER SUBMISSION

Doctoral students (or equivalent) interested in presenting papers are requested to follow the guidelines given below:

- Abstract (not exceeding 200 words) should be submitted by February 6, 2005. Names of authors, their addresses (postal and email), and phone/fax numbers should be indicated. One copy of the abstract should be submitted electronically (either email or in a floppy).
- Acceptance of papers along with the guidelines for full paper submission will be notified within a week of the receipt of the abstract.
- Selected papers will be eligible for publication in the conference proceedings. The deadline for submission of complete papers for publication in the proceeding is March 1, 2005.

### REGISTRATION

All participants attending the conference are required to register for the conference. Participants whose papers are selected for publication will be provided with second-class train fare to and fro in addition to the facilities provided to other participants.

For more details log on to NIM website [www.nim.ac.in](http://www.nim.ac.in)

All Correspondence should be addressed to:

Conference Chairperson: Prof. M. Mallikarjun • Conference Conveners: Darshan Parikh, Shilpa Surana

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