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# The Perspective

March 2013

in focus:

# Convocation 2013

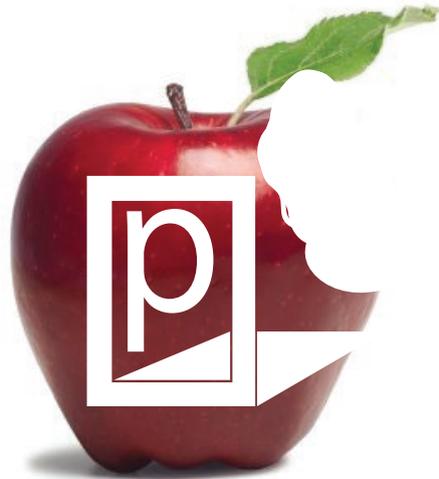
Channeling  
the **Churn**



**The Perspective of  
IMT-Ghaziabad**

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# From the Editor's Desk

Come March, we arrive at an important juncture in our B-School journey. This is the month when our seniors take that giant stride from being students over the last 2 years to becoming the managers of tomorrow. The convocation for the batch of 2013 is upon us and it is indeed with mixed emotions that all of us in the campus look forward to it. It is the last formal occasion that the seniors get to attend as students of IMT and post it, they are alumni. The baton has now been passed on to us, the batch of 2014, as seniors on whom the incoming batch would look up to and aspire to be. Our summer internships are imminent and we finally get a chance to implement our education in real life. We get to enhance our knowledge pertaining to the practical aspects of management while at the same time, analysing our fit within a particular sector/industry. The current issue of The Perspective is devoted to Convocation 2013, the theme for which is “Channelling the Churn”. We take a look at this interesting phrase from multiple viewpoints as we try to examine its significance for aspiring managers. It is time to remember and thank the seniors for the experiences and learning that we have gained from them and wish them, a successful journey on the road ahead. On this note, we present a feature which takes a look at the interaction among the seniors and juniors from different perspectives. We also dedicate a photo feature to them which is certain to evoke certain fond memories. Finally I would like to thank The Perspective's Editor Emeritus Amit Nayak for his immense contributions towards nurturing and sustaining this magazine. It is his unflinching efforts over the past couple of years that have given The Perspective its current standing.



# CONVOCATION

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# Convocation 2013

*A Rendezvous with*

**Mr. Adi Godrej**

Chairman- Godrej Group

@ IMT



## Convocation 2013 - Highlights

The ides of March have always been a harbinger of change. Come March 15, a garden of yellow adorns IMT Ghaziabad. The convocation for the batch of 2013 is imminent and the students of today undergo their rites of passage to step out as the managers of the future. The convocation serves as a solemn occasion for the students who are about to battle it out in the real world as it is their last formal occasion in an institute before they sever their ties to it as a student. The traditional lighting of the lamp to banish the darkness and the invocation of Goddess Saraswathi, the patron of learning, to dispel ignorance sets the tone to the occasion.

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The President's address delivered by the Shri Kamal Nath, the honourable minister for parliamentary affairs talks about the roles of IMT and the graduating student managers in the economy from a macro perspective. This is followed by the Director's address which traces IMT's journey over the past year, taking into cognizance, the various scenarios playing out in today's industries while plotting the course for the future. Apprehensions and doubts cloud student's minds when they are about to graduate at a time when India is experiencing a slump in its growth, a sign of tough times to come.

Who better to allay these fears and facilitate the leap of faith than the behemoth Adi Godrej himself? The man behind the immense and widely enthrall his audience comprising more than 600 aspiring managers on the nitty-gritty of the manager's responsibilities.

This speech will serve as a great inspiration to the students who are fortunate to receive these pearls of wisdom from a man who, to use a colloquial phrase, has been there and done that. With the students' minds put to ease and their thoughts dwelling on the keynote address delivered by Mr Godrej, it is now time when the efforts undertaken over the last 2 years come to fruition. The Management Oath is administered, medals are awarded to exceptional performers and the diplomas are handed over to the beaming students by Mr Godrej himself while teary eyed parents look on with pride. As the shadows lengthen, the convocation comes to a close with the delivery of the vote of thanks and the rendition of the National Anthem. The audience finally head off to tuck into the sumptuous dinner prepared with the usual IMT flair, a fitting end to an event signalling the transition from one phase of life to the next.

# Dean's Address

**“Most of what we call management consists of making it difficult for people to get their work done.” - Peter Drucker**

**“That’s been one of my mantras — focus and simplicity. Simple can be harder than complex: You have to work hard to get your thinking clean to make it simple. But it’s worth it in the end because once you get there, you can move mountains.” - Steve Jobs**

**Y**ou stand at the crossroads of destiny, eager to begin your corporate lives as managers in reputed organisations at the same time apprehensive about the uncertainties of the future. I take this opportunity to briefly touch upon a few aspects that are sure to help you out in your ascent of the corporate ladder. The above quotes come from 2 men who are widely acclaimed in their fields but from different time periods. One was an innovator while another revolutionised management education with his insights. What is common however was their underlying philosophy to keep things simple. When you are channelling the churn, you don't want to create any more agitation in the system. You want to remove the excesses and focus on the bare essentials. As Randy Pausch mentions in his last lecture “It’s all about fundamentals. You’ve got to get the fundamentals down because otherwise the fancy stuff isn’t going to work.”

The last decade has witnessed several upheavals, be it in the social, economic, scientific and even in the religious context. We followed the sovereign debt crisis while lending our voice and expressing our outrage to the social injustice meted out to women at the same time wondering on the possibilities of the Higgs Boson while contemplating on the impact that the resignation of His Holiness, Pope Benedict would have on one of the oldest institutions of the world. There is a continuous churn in the environment, one that is palpable by the common man and one that can be easily influenced by the smallest of actions. Considering the ever increasing role technology is assuming in our day to day lives, it is time we take cognizance of the fact that a few determined and focussed individuals can indeed bring about a massive change to the world..

As change managers, we must be at the forefront to anticipate such scenarios. The agility with which we respond to new circumstances is a measure of our resilience and preparedness for taking advantage of evolving situations. IMT with its Global Breadth Indian Depth orientation has equipped you with the necessary tools to navigate this maelstrom. Tie ups with International institutions as well as inputs from the industries have served to temper your knowledge and think from a global perspective. With the lines bordering business ethics blurring by the day, it is important to uphold your values and strive to incorporate them in your work ethic. A value driven workforce is one of the keys to sustainability of the business in the long run.

I wish all of you, the very best of luck towards a successful career.

**Dr. Rajendra Nargundkar**  
**Senior Dean (Academics)**

# Convocation 2013 – Channelling the Churn – Their View

Amit Nayak, PGDM  
(Finance) 2011-2013

“Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.”

-Margaret Mead

The rapid pace at which the world is changing has been aided significantly through technology and networking. These technological changes have not only happened quickly but have accelerated with time. They have increased people's access to knowledge and to one another. This has led to a very complex yet unique situation which was non-existent thus far in society. Technological innovation and the instant dissemination of information across borders and traditional barriers are producing ripples in the social fabric. What is it that groups of people do in networks that is shaping the new paradigm?

Such broad questions have no right answers, but they give us a perspective on these crucial questions. Networks of people today have been able to accomplish so much and at the same time tearing through many of the society's accepted norms and boundaries, they have managed to create a microcosm that is sustainable and resilient and one that can be mobilized in the direction of perceived good or bad in relatively short time. But, this is not a story about

the fight between good and bad but of a force far bigger and much more nuanced, one of technology aided democracy.

Starting from, the ability of a group of programmers who were concerned about social evils and registered their disagreement by defacing an institution's website to where a whole class of people were mobilized by one man in his late sixties against the incumbent government's corruption to the mass revolution of these networked people for political and social causes in the real world through technology networks in a relatively short time is, historically, new, unique and real. Will such actions and networks create more good and reduce the inequities in the system? It is a question that only time will answer.

While accepting the need for change created by these complexities, we recognize that it is extremely difficult to change our current habits. Management education is walking away from an economic crisis so severe that the world had not seen one of this magnitude in more than six decades. Questions have been raised on the very assumptions



that fuelled a decade of growth that uplifted millions from poverty in China and India, giving wind to the idea that the new world order is destined for collapse even before it is built. The churning in the environment is palpable, and the hardships, both economic and social are expected to remain for some time to come.

Change can only be gradual, but we are hopeful and are impressed by the adaptability shown by management educationists. They have changed the structure and delivery, refocused on

management research, strengthened and redesigned executive education and extended resources toward doctoral programs. IMT has been at the forefront of much of these changes in its own way, channelling the churn toward India-specific issues with global insights shaping this understanding. The impact the institute wishes to make will come out of local action and the networks it manages to create across students, faculty and alumni.

IMT has recognized the role of experience and industry knowledge in training future managers and has established strong relationships with more than fifty international management institutions, offering both student and faculty exchange programs, enhancing knowledge transfer across geographical boundaries. Exemplary performance of alumni in the business world has added value and created an environment for pursuit of excellence. Faculty driven research has been the driving force behind the institute's establishment of four centers of excellence, in the areas of global supply chain, strategic information management, financial research, environment management and the center for rural innovation, capacity building, knowledge management, entrepreneurship and technology management.

Managing of complex micro – environments and human networks around them which are created not just by technology but by a constant focus on issues that affect business in the world today is an area where IMT has made inroads. Technology aided changes are effervescent and rapid, their outcomes hard to predict, their effects intense. This churn-

ing is neither unexpected nor unforeseen but neglected or poorly understood. It is this awareness and the associated changes that need to be explored. IMT has taken definite steps in that direction.

The uniqueness of the situation and the strength of the human networks behind them are refreshingly new. They offer hope and a sense of empowerment to the people involved, much uncertainty to businesses and vibrancy to the society overall. Here is the place to be, now is the time to do, the channelling of resources in this direction is bound to strengthen our understanding of these changes and networks. Enduring focus on these emerging changes will keep us engaged in what is real and of value, making way for a deeper understanding and harmony between society and business.

# Convocation 2013 – Channelling the Churn – Our View

Lakshmi Narasimhan,  
PGDM (Marketing) 2012-2014

## What does churning have to do with future managers? Why is the theme for Convocation 2013, Channelling the Churn?

**W**e shall take these questions, examine them in detail and establish the relevance and importance in understanding this simple phrase. Churn refers to the instrument that is commonly used to prepare butter by agitating milk or cream. This process of agitation is known as churning. The churning of the ocean to obtain the nectar of immortality (Amrit) is a thought that almost immediately strikes people having some knowledge of the Puranas and myths of the Hindu culture. In this decade marked by agitations and demonstrations, hunger strikes notwithstanding, isn't this churning seen as a process that only handicaps the functioning of the institution? What if this "churn" can be effectively "channelled" to yield butter? Parallels with the social fabric only draw attention to the presence of a similar state of turbulence in the global economy, an economy that is in recession, one of the worst seen in the last half a century. Self styled management gurus and pundits and leading organisations alike are unable to crack the code and find a permanent solution to this grim phenomenon resulting in lower margins and bottom lines

as well as reduced waistlines and receding hairlines. Every management strategy book instructs us on effectively utilizing the market conditions and opportunities and building a unique core competency and competitive advantage. Pretty straightforward, you would agree, but then where lies the issue? The issue lies in viewing the agitation or the churn as a disturbance. The issue lies in ignoring the buttermilk that is the residual of the churning of milk and focusing only on the butter. The issue lies in perceiving the churning as a temporary opportunity and not as an ongoing, ever mutating concern. To use a mythological hyperbole, churning is perceived as the Chimera while in reality, it is the multi headed serpent Hydra, which sprouts 2 heads when one is cut off.

The pursuit of quarterly targets is drilled into every manager, especially the tyros, resulting in the sacrifice of long term vision and sustainability to meet nay exceed short term performance goals. With increased emphasis on data, big data and metadata, not to mention extended value chains and advanced supply chains, today's managers are developing

tunnel vision. While agility and change management seem to appear as possible solutions, channelling the churn typically looks into the long term consequences. One of the best examples is a bespectacled man clad in loin cloth mobilising a nation against tyranny. An example in the business world is GE about whose transformational journey under Jack Welch has been well documented. In the Indian context we need to look no further beyond The Tata group. As managers, we need to imbibe in us, a spirit of adventure tempered with critical thinking in our outlook as opposed to the rigid conformance to existing norms and practices. To channel to churn, we need to accept churning for what it is and then identify appropriate churns and media to effectively leverage this to the advantage of the organization. With the rapid advances in information dissemination, especially pertaining to technological advances in social media and communication, it becomes even more crucial for us to derive maximum benefit from this "organised chaos".



# Life @ IMT



# Campus Buzz

Workshops Galore @ IMTG  
Their View – Seniors on Juniors  
Our View – Juniors on seniors

## Workshops Galore @ IMTG

### Excel Workshop

Chandan and Gaurav of the PGDM 2011 – '13 batch conducted a three day workshop on Microsoft Excel. A hundred and sixty students of the PGDM 2012 – '14 batch attended the session in small batches of 50 to 60 students. Each day saw the delivery of content in three parts. The morning session that commenced at 10 am before breaking for lunch at 1 pm involved understanding the nuances of the tool, shortcuts, charts and working on examples. The afternoon session from 2 pm to 5 pm, was about using advanced functions such as index, lookup and pivot tables with example data. The evening session from 5 pm to 6 pm was dedicated to sharing of advice concerning the usage of these tools over the course of the summer internship, and explanation of what the instructors themselves had undergone in their internship. The event was conducted under the auspices of the Centre for Rural Innovation Capacity building Knowledge management Entrepreneurship and Technology management (CRICKET) at the computer lab “Eklavya”, from 28th Feb to 2nd Mar.

### International Business Etiquette Workshop

A workshop on International Business Etiquette called Branding Yourself by Mrs Mira commenced from 28th Feb 2013 at the IMTG Auditorium. The students of the PGDM 2012-'14 batch were split into batches of 125 students each for the program which ran uninterrupted until 2nd Mar 2013. Classes were suspended so that students could engage wholeheartedly in the workshop. The first session, that lasted for 2 hours dealt with the physical, social and emotional aspects which make up people before moving on to how men and women behave and perceive differently and finally ending with the differences in etiquette at social and business situations. In the second session which lasted for an hour, she spoke about the subtle nuances of body language. Separate sessions for men and women covered business attire; the final session was about fine dining practices, the conventions used and the issues involved. In this session which lasted for two hours, she spoke about the arrangement of crockery, the style and poise required at such settings, adjusting in awkward situations and handling food in the seven courses at great depth. This was followed by fine dining practice sessions. In the practice session students ate with chopsticks and practiced the nuanced techniques of using the fork, knife and spoon. The facilitators walked around the dining area guiding students on the techniques and helping them overcome the motor function difficulties caused by these simple objects.

## Business Strategy Simulation Workshop

An IIM based entrepreneurship venture in the educational space, enParadigm made their presence felt at IMT by conducting a business strategy simulation workshop. The simulation was based on a mini robot equipment manufacturer business scenario which unfolded over a number of financial quarters. Students were split into teams of 5 members each with 8 teams playing simultaneously under a given instructor. It was clear that the teams of young managers were to don a number of thinking hats, assuming the roles of the CEO, the marketing head, operations head, R&D head, HR head and finance head to crack the case and beat their rivals to run a profitable venture. At the beginning, there was a business briefing provided by the instructor, which was followed up by timely advice between quarters to enhance students understanding and rationales. Annual presentations by the CEOs, declaration and analysis of annual results and a board meeting with the stakeholders and promoters as well as negotiations ensured that the entire gamut of practical management principles and business governance were learnt and employed. How these thought processes will manifest themselves in the future, only time will tell.

## Presentation skills workshop

A workshop on presentation skills and emergent technologies was conducted by Dr. Geoffrey Clements at IMTG. In the presentation skills session he discussed three concepts; networking, organizing events and making presentations. He covered these topics at length while eliciting inputs from the audience and helping them out with likely issues they might face as they engage in these activities. He used as examples, the IBEF for networking and ICRICKET for organizing. Nuances of making presentations were also elucidated. In the emergent technologies session, he spoke about innovation in the Information Technology (IT) and non IT space. The examples of Mountain Breeze, the air ionizer and the mobile joystick, which were invented by the same inventor under the aegis of the same company were taken and expounded. While one went on to become a commercial success, the other did not do so well. The various aspects of innovation which made these differences possible were discussed and analyzed. In the final session, he spoke about 3D printing and how this exciting additive technology seems to be at a place where it can change business scenarios in a number of industries.



## Their View – Seniors on Juniors

Nidhish Gupta, PGDM  
(Marketing) 2011-2013

If a B-school is considered to be a Train and the Junior Batch the Wagons, the Engine has to be the Senior Batch. Unlike the under graduate programs, the senior-junior interaction is of vital importance in B-schools especially those which are student driven.

Though the interaction starts much earlier on the various social media forums and during the city meets, the first week of college is the best time to interact and is much awaited by the students across the B-school fraternity. At IMT-G we prefer calling it as, “The Personality Development Program” popularly known as PDP our own euphemism for the “R” word used by the others. This is probably because we feel the outcome is a positive development in the personality of the incoming students in terms of getting acquainted with the “working environment” at IMT.

Unlike previous years, the smooth conduction of the PDP was hampered owing to the junior batch joining two weeks before the seniors, a higher average work-experience junior batch and also because of the students staying at the CDL campus.

However, despite all odds, scenes such as juniors formally introducing themselves to the seniors, answering questions like Why Mba?? and performing various tasks and skits weren't unusual.

The degree of interaction seemed to diminish after the first week but then the recruitment process of the various Clubs & Committees followed by the summer placements for the first years provided great opportunity for both the batches to interact. Also the various events being conducted throughout the year especially like that of “Chakravyuh” and the “IMT parties” have played an important role in getting both the batches together.

The junior batch needs to be appreciated for they have gelled well with the seniors whether it be while working with them in a particular student body, playing sports or even while partying. Also the representation of IMT at various inter B-school events has seen a significant improvement. On a personal note, In the past two years of my stay at IMT, it has been a wonderful experience interacting with my seniors as well as my juniors apart from my batch mates.

Though you do not get to choose a junior or a senior just the fact that you belong to the same college is strong enough to bind you together. This is the beauty of the senior junior relationship.

Best wishes for the soon to be senior batch of IMT Ghaziabad.



## Our View – Juniors on Seniors

Ankit Sharma, PGDM  
(Marketing) 2012-2014



**A**s you traverse the journey called life, you encounter a number of markers that divert you to untrodden paths, each offering a new experience. And then you wonder how incomplete your existence was without the newly met travellers.

Our journey with the senior batch began much before we entered the hallowed portals of IMT Ghaziabad, thanks to Pagalguy, Facebook and the city meets. But the interaction got a whole new meaning when we faced the Personality 'D' Programme. The expansion of the letter 'D' is still a cause of debate. Some call it Development while others remark it as Destruction but in retrospect, it all seems a lot of fun. The PDP

times also witnessed the emergence of 'the 3 year work-ex' clan that refused to surrender to the orders of the senior batch comprising mostly of freshers. There were conflicts and then there were arguments but PDP certainly bonded us in a way and brought us in line with the IMT way of life.

Post PDP, the clubs and committees got back into action with their recruitments. SOPs, stress interviews (that stretched up to the wee hours of morning) and anxiety gripped the junior batch. The seniors dragged us out of our comfort zone and tested us on multiple parameters before making us a part of their family. It was then that we realized the truth behind the 'IMT never sleeps' tag. More sleepless nights followed as the clubs and committees came up with their introductory events. But most of us never regretted as each opportunity brought with itself a new learning.

Be it organizing events, be it summer placements or be it exams, seniors were always around to help us out. They not only facilitated our seamless transition into the B School culture but also ensured a perfect blend of learning and fun. They introduced us to the famous IMT parties and ensured that we enjoyed them to the fullest.

Now as the seniors gear up to make their mark in the industry, we wish them all the best for their future endeavours.



Next Edition...