

# RADIUS

IMT Ghaziabad | December 2015



**Exchange Experiences**  
*A testimonial by Niagra Tonolli*

**Faculty Interviews**  
*Martin Butler and David Newlands*

**IMT Speaks**  
*Neoma Exchange Diaries  
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**STEP Briefing**  
*Dubai, Portugal & University of Nebraska*

## GLOBAL PARTNERS' CONCLAVE

*A successful new initiative*



Institute of Management Technology  
Ghaziabad

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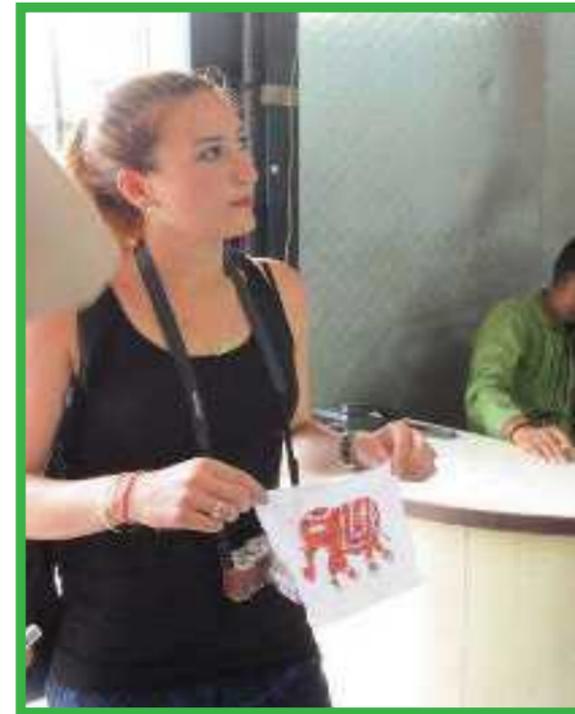
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## From the Editor's Desk

Greetings from the International Relations Centre, IMT Ghaziabad! It is a great honour for me to be playing this role. International Relations Centre works dedicatedly to ensure that IMT's international presence continues to grow. We want to provide our students and faculty with every possible opportunity to widen their horizons and gain international exposure. Credibility of our work can be seen in IMT Ghaziabad being consistently ranked among the best Business schools in India in terms of International collaborations and mobility.

Last year was very eventful for IRC and all our endeavours were a great success. I am proud to say that my team has done a spectacular job this year right from fastidious planning to flawless execution. The number of international students coming to IMT Ghaziabad and our students going to partner institutes under Student Exchange Program reached an all-time high this year. We were also able to conduct three Short-Term Exchange Programs (STEP). IRC hosted a delegation from All China Youth Federation and a South Australian Delegation from the Australian Embassy, India, this year. Faculty Exchanges made some of the best minds visit IMT Ghaziabad and our highly valued faculty going to our partner institutes. We were also successful in adding 10 new, wonderful partners to our list of international linkages. These included schools like: FHS St. Gallen-University of Applied Sciences, Switzerland; Shanxi University, China; Charles Darwin University, Australia; University of Quebec in Montreal, Canada to name a few.



The highlight of this year was Global Partners' Conclave. The Conclave was a mega event of International Relations and was attended by delegates from reputed schools from around the world. This was a huge leap with respect to fostering International Relations of IMT as over 30 foreign delegates attended this three day event. Global Partners' Conclave was surely a step in the right direction but we would not stop at that. This year we want to conduct something different, something on a large scale, which will prove to be a hallmark event. I look forward to the forthcoming year with a new zeal and I am sure my team will make me proud for yet another year. Radius is an attempt to bring together all that has happened in the past year. We try to connect to all the lives that IRC has touched through Radius and set our goals for the next year. Enjoy reading!

Dr. Jayanthi Ranjan  
Associate Dean, International Relations

# GROUP IMT



**Dr. Subhajit Bhattacharyya**  
Director – **IMT Nagpur**

Dr. Bhattacharyya has completed his M.sc. in Applied Mathematics from Indira Gandhi Institute of Development Research, Mumbai. He further went on to obtain his PhD in Economics from the same institute. He has over ten years of academic experience in teaching as well as research in a number of domains such as Macroeconomics, Managerial Economics, International Business Strategy and Strategic Games in Marketing. He has been sponsored by the U.S. State Department to participate in the prestigious International Visitor Programme. He was previously the Deputy Director at Bombay Chamber of Commerce and Industry, Mumbai for over five years. He played key role in facilitating Industry-Government Interface for policy formation.

Businesses worldwide need management graduates who have the tools to succeed globally - leadership skills, cultural awareness, foreign language proficiency and an understanding of how the global marketplace functions. The Institute of Management Technology (IMT-Nagpur) prepares students to meet these demands. At IMT, we want students to have as much International exposure as possible. The Inbound and Outbound Exchange Programmes offer exciting opportunities for students to learn more about the dynamics of management in different parts of the world. Students get the opportunity to study for a maximum of two terms at other leading business schools. IMT has partnerships with 30 leading schools from Australia, Austria, Belgium, Canada, Ecuador, France, Germany, Indonesia, Ireland, Italy, Kazakhstan, Mexico, Poland, Singapore, South Africa, South Korea, Taiwan, Thailand, the U.K., U.S.A., etc. for exchange programmes. Visiting students add to the diversity and peer-learning experience on campus. Over the past few years numerous students from many countries have visited IMT as exchange students. IMT students have in turn visited institutions/university worldwide.

**Dr. Satish Ailawadi**

Director - **IMT Hyderabad**

Dr. Satish Ailawadi is a Graduate in Chemical Engineering from IIT Roorkee and MBA from University of Poona with dual specialization in Marketing and Operations Management. He is also M.Phil in Entrepreneurship from Madurai Kamraj University and Ph.D in R&D Management from Pandit Ravi Shankar Shukla University, Raipur. Dr. Ailawadi has worked in the areas of Sales Administration, Product Management, International Trade, Vendor Development, Materials Management, Supply Chain Management and General Management for 27 years in reputed business organizations such as Mitsubishi Corporation, NELCO, NIRLON and Bombay Dyeing & Mfg. Co. Ltd. He has an experience of 14 years in academics. He has authored books on 'Logistics Management' and 'Entrepreneurship' like Second Edition of book on "Logistics Management published by Prentice-Hall, New Delhi, which are referred to as text books in various management programs. He has also published and presented several research papers in journals/conferences of repute. One such example is "Impact of homemade food products business in developing successful women entrepreneurs" in International Journal of Management and Behavioural Sciences"

In the year 2014, he was awarded the "Best Director" (West India) award by MBA BY Choice. He was nominated by the Government of Maharashtra as a part of delegation to the South



Asia Initiative of Harvard University, USA for a workshop on 'Multi-disciplinary Approach to University Development'".

Dr. Ailawadi has been invited as a visiting professor to University of Applied Sciences, Steyr, Upper Austria and Ingolstadt Technical University, Ingolstadt, Germany. He has contributed immensely to Group IMT's International Relations. IMT Hyderabad in the past year has signed MOUs with 7 new international universities and is in advanced stages of creating bilateral agreements with more. Faculty from Hyderabad, as part of the faculty exchange program, taught at ICN Business School, France and Normandie Business, France school last year.



**Dr. Rakesh Singh**  
**Director - IMT Dubai**

Dr Rakesh Singh is a gold medallist in MA Economics from University of Mumbai and PhD in Demand Planning and Forecasting. He also teaches at Great Lakes, Athens University of Economics and Business and IIM Kolkata as a visiting faculty. His Research is in the area of Supply chain Management and he is widely published both internationally and nationally. He has conducted numerous training programmes on supply and demand planning for corporates like Nivea, Murugappa group, L&T, Syngenta, Rallis, Fiat, Mahindra Automotive, Dabur and John Deere Tractors.

His Masterclasses on demand forecasting have been very popu-

lar. He writes frequently on demand planning and supply chain issues in SCM Pro. He is also the chairman of Governing Council of Institute of Supply Chain Management, Mumbai.

The International Exchange Program at IMT Dubai reflects our commitment to global education by facilitating students to spend a part of study with our overseas partner universities. IMT Dubai has signed various agreements with our partners for one or two semesters, double degrees or progression into higher degrees. The exchange program is available to both levels - MBA and BSBA.



# International Relations Centre

## Innovation, Engagement & Impact

International Relations Centre is responsible for forging and maintaining relations between IMT Group of Institutions and international universities. IRC handles all the international affairs of IMT Ghaziabad. With over 62 partner institutes in more than 30 countries, IMT's International Relations Centre is ranked among the best Business schools in India. It believes in giving its students and faculty opportunities to discover odysseys beyond harbour.

Since its inception in 2005, the International Relations Centre has been working dedicatedly to achieve these

goals. IRC truly epitomizes the power of harnessing global education and believes that value addition to education comes through the exchange of ideas, experiences and developing a global perspective. Headed by Dr. Jayanthi Ranjan, Associate Dean, International Relations, Group IMT, International Relations Centre has always taken new initiatives and made sure that it undertakes a multitude of activities to increase international academic exposure for its students. The Student Exchange Programs and the Short-term Exchange Programs serve as classic examples of IRC's dedication towards this goal.



Through its Faculty Exchange Program, IRC brings some of the best academic minds from its international partner institutes to IMT's campus and sends some of our most learned and experienced faculty abroad to acquire a global insight into their areas of interest. IRC also helps students in getting international internships and our tie-up with Indonesia's leading business school, Sampoorna School of Business (SSB) was one such initiative.

IRC hosted the Global Partners Conclave in February 2015, a first of its kind networking and collaboration event for its strategic international partners, hosted at our Ghaziabad campus. The event was a great success and witnessed attendance by more than 30 foreign delegates for a period of three days. IRC aims to continue reinven-

ting and exploring new opportunities by organizing such events in future.

IRC has created a strong impact on the global imprint of Group IMT. IMT Ghaziabad continues to be consistently ranked among the top three B-Schools in India for international linkages. The Global Partners' Conclave, the Chinese Delegation visit and securing international internships for students stand for IRC's innovation. Engagement continuing to be IRC's main objective, is accomplished through Student Exchange Programs, Short Term Exchange Programs and Faculty Exchange Programs. Impact of IRC's work can be seen in the regular signing of MoUs with leading schools around the world. Thus, IRC innovates, engages and impacts.



# Global Partners' Conclave

**Harnessing the power of global collaboration towards a sustainable future**

Institute of Management Technology, Ghaziabad, is proud of excellent international relations with the best universities abroad. Crossing international frontiers, IMT Ghaziabad, over a period of 35 years, has spread its name in the corridors of top business schools across the globe.

The International Relations Centre, Group IMT has always been dedicated towards the goal of building synergies and working in tandem with reputed foreign institutes with the goal of helping its students gain a global perspective on education so that they are groomed to become effective international leaders. Given the recent acceleration in globalization, having an international outlook is necessary to succeed. Global Partners' Conclave was a major initiative by Group IMT in this direction.



The Award Winners with Dr. Jayanthi Ranjan (from left to right) - Prof. Tony Drew, Dr. Subhajit Bhattacharya, Prof. Graham Jackson, Prof. Marie-Jose Albert-Batt, Prof. Axarloglou Kostas, Dr. Jankiraman Moorthy, Alain Ouvrieu, Léna Anger, Annie Sofie Fischer, Damien Auffret, Prof. Phani Tej Adidam



Global Partner's Conclave 2015-2016 was organized during 1-3 February 2015, by the International Relations Centre, IMT Ghaziabad, headed by Dr. Jayanthi Ranjan, Associate Dean, International Relations, Group IMT. It was aimed at fostering Group IMT's relations and strategic partnerships with the participating institutes.

The Conclave was a first of its kind event organized by any Business School in India. It was attended by representatives from various esteemed universities around the world. It was a collaborative effort by the IMT Group of Institutions (IMT Ghaziabad, Nagpur, Hyderabad and Dubai) and witnessed the presence of Deans and Directors of prestigious International universities, renowned dignitaries and noted academicians from top B-Schools of India as well as key experts from various industries.

The event was attended by more than 30 foreign delegates. Some of the prominent universities that these delegates represented were – ALBA Graduate Business

School, Greece; Burgundy School of Business, France; Charles Darwin University, Australia; Copenhagen Business School, Denmark; EM Normandie Business School, France; FHS St. Gallen, Switzerland; Grenoble Ecole de Management, France; IIM Shillong; Kasetsart University, Thailand; KEDGE Business School, France; KOC University, Turkey; University of Nebraska, USA; University of New Castle, Australia; University of San Diego, USA; Warsaw School of Economics, Poland among others.

The Conclave was inaugurated by Mr. Siva Nagarajan, Managing Director, Mother Dairy Fruits and Vegetables Pvt. Ltd. and keynote speeches were delivered by the respective Directors of each institute of Group IMT.

Day one and two were dedicated to "International Colloquium". Panel discussions were held on a round table conference theme. The topics of discussion are listed below:

**Panel Discussion 1:** Economic stability in times of turmoil – Lessons learnt ?

**Panel Discussion 2:** Purpose – the fifth 'P' of Marketing ?

**Panel Discussion 3:** New I.C.T. trends and changing business landscape

**Panel Discussion 4:** Jump the wall- A discussion on Entrepreneurship

Additionally, talks revolving around following topics were also held:

- Exploring business opportunities through exchange programmes
- Influencing student and faculty perception about exchange education
- Importance of vocational training

Some distinguished speakers at the conclave were:

- N.L Ahuja, Dean Academics, IMT Ghaziabad
- Janakiraman Moorthy – Director, IMT Dubai
- Subhajit Bhattacharya, Director, IMT Nagpur
- Siva Nagarajan – Managing Director, Mother Dairy
- Rangapriya Kannan Narasimhan - Assistant Professor of Management, University of San diego, USA
- Rajeev Sharma - Course Coordinator MBA, DBA School of Business, Charles Darwin University, Australia
- Jayanthi Ranjan Associate Dean, International Relations, Group IMT



The other guests and delegates at the conclave also shared their views enthusiastically during the discussions. To highlight the importance that IMT Ghaziabad's partner institutes hold for it, an award ceremony was conducted at the end of day two. The individual awards and their respective recipients were:

- Best Partner Institute** - Kedge Business School
- Best New/Promising Partner** - Strathclyde Business School
- Best Joint Conference/Research Partner** - University of Newcastle
- Best Incoming Student Exchange Program** - Ecole De Management De Normandie
- Best Outgoing Student Exchange Program** - ALBA Graduate Business School
- Best Incoming Short Term Exchange Program** - University of Nebraska
- Best Outgoing Short Term Exchange Program** - Copenhagen Business School
- Best Incoming Faculty Exchange Partner** - Kasetsart University

Day 2 also saw IMT signing MoUs with top universities such as - IBA, Karachi; FHS St. Gallen, Switzerland; Shanxi University, China; Steinbeis University, Germany.

The third day was reserved for Cultural Visits It was dedicated to cultural heritage of India. We took the delegates to visit The Taj Mahal and other historically and culturally significant places in or near New Delhi. It was a fun-filled day where all our guests came a step closer to Indian culture and heritage and they got to experience the core belief of Indian hospitality: *“Atithi Devo Bhava”* or “Guest is God”. The day was thoroughly enjoyed by one and all. This was also the last day of the three exciting and enriching days of the Global Partners’ Conclave.

The event was a great success that helped in further strengthening of the bonds between IMT and its partner institutes and increasing IMT’s global footprint. This works in favour of the students, faculty and institution as a whole and such an event has innumerable benefits. The exchange of ideas that takes place is very beneficial for the holistic development of the students. Understanding the mindsets and viewpoints of others helps in widening the

horizons which can go a long way in developing the leaders for tomorrow.

The faculty also got a chance to exchange ideas on various topics ranging from teaching methods to research initiatives with their foreign counterparts. This helps in generating ideas and gives insights to introduce new courses to the participating institutes and faculty which enables their students to learn and develop new skills that were missing in the traditional pedagogy.

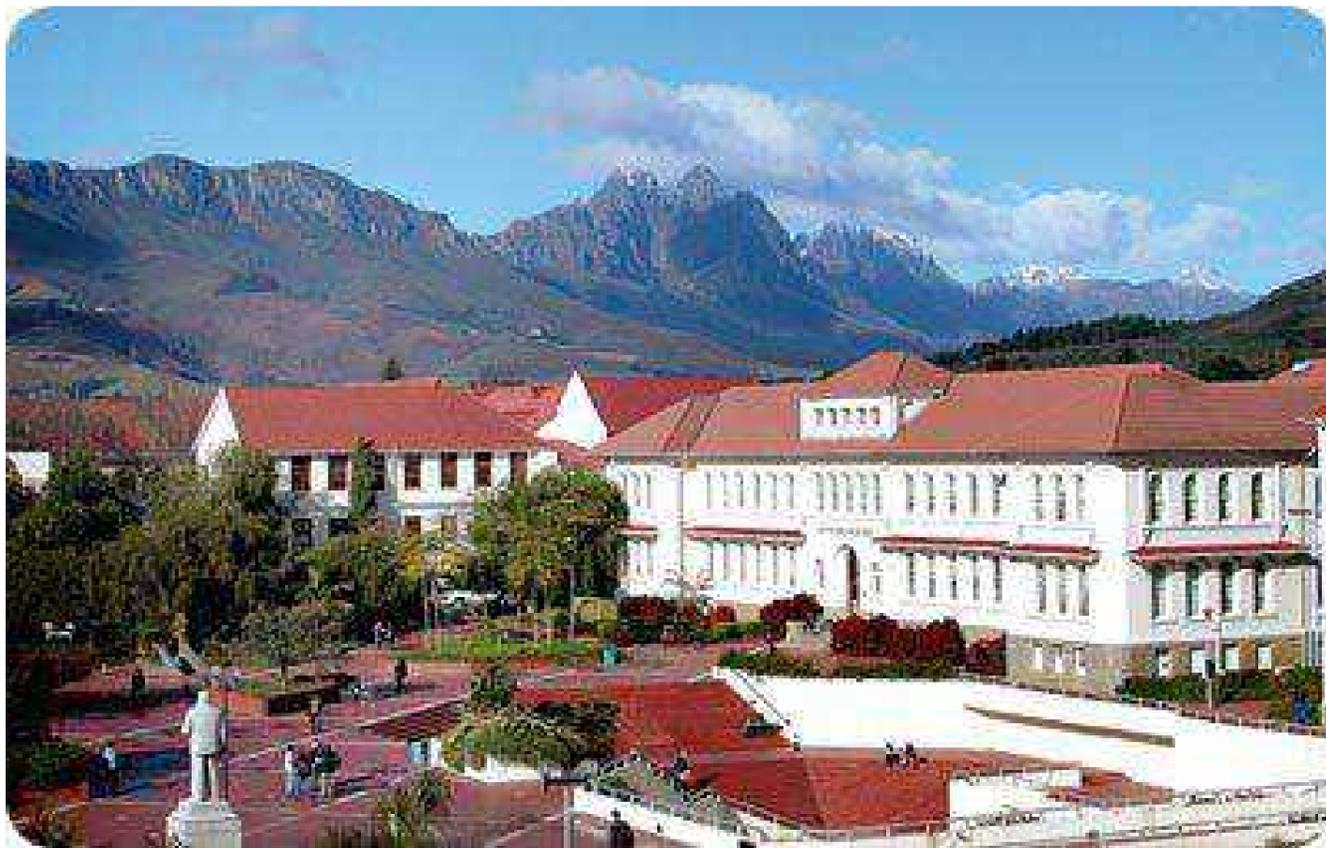
With all these as the key takeaways from the event, the International Relations Centre at IMT Ghaziabad aims to make this an annual affair so as to ensure a steady stream of mutually enriching global collaborative opportunities between IMT and its partner institutes.

# FACULTY EXCHANGE

## An Interaction with Prof. Martin Butler and Prof. David Newlands



**P**rof. Martin Butler is a Senior Lecturer at University of Stellenbosch, South Africa. His areas of expertise are Information Systems management, Project Management and Technology Futures with a teaching experience of over 13 years. Prof. Butler has published several journal articles, proceedings in International Conferences and a book on “Business Futures”. His research interests include Enterprise Information Systems, Project Portfolio Management and Technology Futures. He taught Business and Innovation in Networked Economy to our PGDM students of 2014-16 for Term II at IMT Ghaziabad as visiting faculty under Faculty Exchange Program.



**1. Please share with us your experience of teaching here at IMT Ghaziabad and the overall experience in India?**

IMT Ghaziabad – you have wonderful facilities on campus and the lecture rooms are well equipped. The examples shared in the classroom by students has really brought the course alive for me and I enjoy the discussions with the students. There are many examples of the principles taught in India and that makes it a good interactive experience. The level of discourse is high and I find that students ask good insightful questions that leads to interesting discussions.

It is great to have all students on campus and there is lively atmosphere on campus with lots of student social activities – I enjoy seeing and hearing the social activities on campus. The social activities seems to peak around 1:00 AM with a lot of noise but luckily I am a good sleeper.

Krishna Murari Sinha has really looked well after me and made me feel very welcome. IMT Ghaziabad and Krishna in particular have been exemplary hosts.

India – it is a very interesting country and the traffic is something to behold, there are simply too many cars and two-wheelers! Wow! The country is very different to some of the more developed parts of South Africa but in other instances rather similar. There is clearly a huge need for social development and the improvement in living conditions for the majority of the population, like South Africa

Although I have not seen a lot of the country, yet, I have always appreciated the ingenuity of Indian entrepreneurs across industries and this has certainly being strengthened. The world admires and appreciates Indian ingenuity and I have certainly been exposed to some of that already. It is a country with massive human resource capital and if this is correctly harnessed and is linked to a quality education systems, India could play an even bigger role on the global stage.

**2. Any difference that you spotted in the way of imparting education and the overall B-school style here in India?**

**all B-school style here in India?**

It is rather difficult to say since I do not see other lecturers facilitating in class. From a student perspective I am more used to students questioning the content, disagreeing and some lively in-class debate that improves the learning experience. Having said that, the answers to the questions in the case studies used was very well articulated and indicated good preparation and insight into the case.

I think in general our B-school students at the USB are a lot older with more experience, i.e. 10 – 15 years of experience. That changes the dynamics of the classroom into a more interactive discussion session where tacit knowledge is shared by the class and concepts are not conveyed by facilitators only. Over here I found it more learning from the facilitator and books, cases, material than each other.

**3. What is the importance of subjects like “Business Innovation in a Networked Economy” for budding managers?**

It is extremely important for managers to be able to manage in the new Networked Economy. At USB we have a new module from 2015, Digital Quotient (DQ). We have always understood IQ, many modern management course also focus on EQ (Emotional Quotient) but we believe that modern business world will also require a DQ, something that is fundamentally different from technology literacy. It is the ability to make sense of the digital world. An excellent manager in the Networked Economy will have a high IQ, EQ and DQ. The world is fundamentally different to what it was a decade or two ago and the impact of information systems (internally) and the internet and mobility (externally) is reshaping employees, customers, markets, industries, nations and global commerce. If we do not see, understand and have the ability to change our business models and company cultures to meet and

exploit these changing norms people will look back in 50 years are today’s corporations like we are looking back at Dinosaurs. The printing press and associated access to knowledge in the 15th century (which was closely held by royalty and the religious order) led to the industrial revolution 300 years later. The world moved from an Agrarian Economy to a Manufacturing Economy. However, it was Gutenberg’s press that started a process that led to the development of so many applications and new technologies that changed the world 300 years later. I think the impact of the internet can greatly be simplified as leading to real time awareness of what is happening all around us in far corners of the world and simultaneously significantly dropping transactional costs to the extent that we are starting to question concepts like economies of scale. Like the printing press the IT revolution and the Internet is changing the world 30 years after it started to take a hold. Concepts like additive manufacturing, artificial intelligence, open innovation and global collaboration are the applications that use the technology of the internet, and technologies build on top of the internet, to reshape the world. I also think that more than ever before, we need to balance our social and environmental responsibilities with our commercial goals and one of the key concepts in the subject is that those seemingly conflicting objectives are not at odds with each other, the astute business managers knows that you can ‘do good whilst doing good’.

Like all global changes there are winners and losers, in general we may be moving forward in improving quality of life on average but for some individuals and organisations the improvement is negative in real terms as they fail to change with the times.

**4. E-commerce is a crowded space in India. People buy from toothbrush to home appliances online. Is online the only way forward for Indian retail industry. Does it make the brick n mortar store redundant?**

In education the popular concept at the moment is blended learning, i.e. a blend of online interactions and classroom interaction. I think successful companies will get the brick & mortar, browser and mobile mix right. It is all about being customer centric and delivering the best possible options for the customer be it that the customer may find himself 500m from the physical store and need to know how to get there quickly, in front of a laptop with no intent to physically visit but ready for an immersive online experience, or at 30000ft in the air on a mobile device connected but at a slow rate and on a smaller platform ready to make that purchase.

In spite of the bold statements about the changing economy above there are some fundamental principles of business that remains intact even of the mechanisms and channels to deliver value changes. A well-defined and differentiate value proposition that meets customer expectations is more important that bricks & mortar or online, those are the channels of service delivery.

E-commerce may be crowded in India but customer satisfaction, with my limited experience in the retail environment is certainly not crowded, it leaves a lot to be desired and therein lies the opportunities. I have been exposed to numerous situations where cross-selling and up-selling was more important to the service staff than meeting my primary need to the extent of losing my business, down-selling.

**5. How important do you consider innovation in business. Share with us a business innovation which you feel will bring about drastic changes to the business environment?**

I think business innovation has been and will continue to be important. Although, it has been made sexy by marketing departments that put it into some slogans recently (“Innovation that excites”, “Leading through Innovation”, “Empowered by Innovation”) it has really been

at the core of new business establishment, incremental improvements and radical new products and services for centuries. Importantly, the majority of innovations in the business world are incremental in nature - it is simply an employee, or increasingly a customer, that says “there’s got to be a better way” and then ensuring that a better way is found. Recently we have just started to focus on managing this process of generating the “better way” ideas from the creativity to value proposition much better and we have also learned the importance of tolerating failure if we truly want to materialize those innovative ideas. Many people look towards the likes of Apple and Google for innovation inspiration but they forget about the huge failures that reached the market, as well as many failures that did not even reach the consumers. The concept of innovation maturity (is the organisation good at innovation in spite of, or because of, the processes in place) has also become more important due to organisations wanting to improve their ability to innovate.

Warren Buffet said “In the business world the rear-view mirror is always clearer than the windshield”. I am very loath to make predictions ... in spite of some very boisterous statements earlier. I think that in the current and immediate future the concept of open innovation, in all the different aspects not just crowd sourcing, will continue to shape how we innovate and the performance of organisations. Now a single Shark can identify all the potential blue oceans and select the most appropriate. We need all our employees, our customers, our business network and even our competitors to help co-create our blue ocean. Organisations that embrace this have seen tremendous value, and some pains, from their endeavours. From a technology perspective, I think we are underestimating the impact of robotics and artificial intelligence in the future business environment.



**P**rof. David Newlands is an Associate Professor of Operations track at IÉSEG School of Management, France. He holds a Ph.D. in Developing Supply Chain Improvement Methodologies. With over 13 years of teaching experience, he has published several papers in refereed journals and has co-authored the book ‘Global Business Management: The Eight Dimensions of International Management’. His fields of research include Supply Chain Management, Operations Management and Services Marketing.

**1. Please share with us your experience of teaching here at IMT Ghaziabad and the overall experience in India?**

Students that turned up to lecture are really bright. Given the sixth semester rule, many decided to study from the material provided. But it is also the value add of the professor and student interactions, discussions, clarifications and examples. Beyond that, the intercultural examples and interactions enliven the materials. Some exercises were undertaken for students that had little understanding and no experience.

**2. Any difference that you spotted in the way of imparting education and the overall B-school style here in India?**

Students in India typically do cases and are shown model answers. Much of the world operates not on a model answer, but on challenging the status quo, identifying opportunities and figuring out how to take advantage of what they have learned. This creates competitive advantages that may be over a short or longer period. Doing what everyone else does, in the same way, will not create competitive advantage for educated individuals, nor yield the competitiveness corporations need to be a contender in the glo-

bal market. Therefore, students are asked many questions that only they can answer, when and if the situation arises. It isn’t up to the Professor to be the fountain of all knowledge – a ‘one stop shop for solutions’ as one of the participants said. Business schools – they focus on theory of transactions. Schools of Management – they focus on developing the manager that can cope with different situations, lead change, facilitate others to achieve, coach and teach. The best schools, of which IMT is one, enables students to achieve because professors create the environment in which students grow, experiment, learn, compare theory and practice and draw their own conclusions on if the theory is sound, and if the theory can be applied. Sometimes theory is wrong. Business is buy, make and sell. Leading businesses may not follow this sequence, but they do all three more efficiently, with lower risk to profit than ‘conventional companies’.

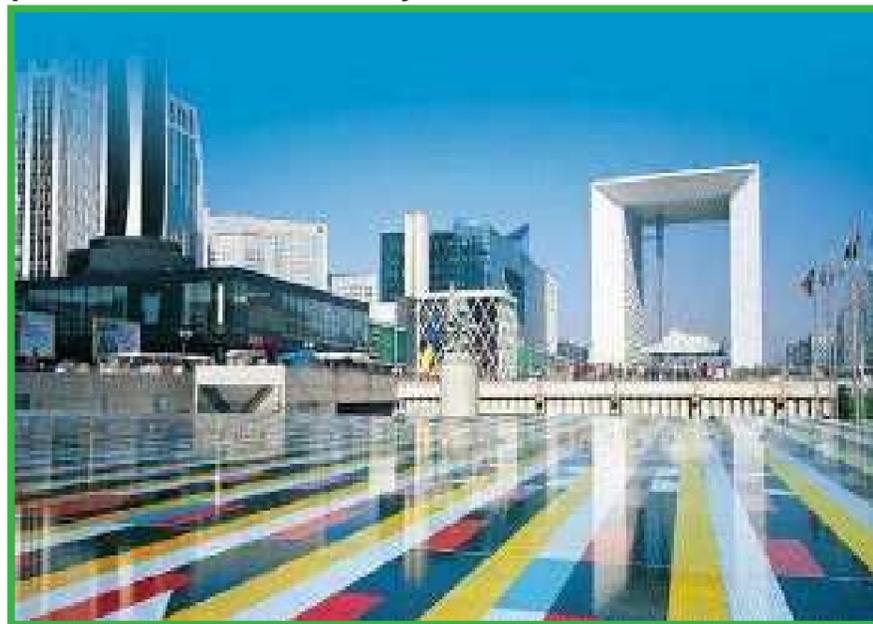
**3. What is the importance of subjects like “Operations Strategy” for budding managers?**

SWOT analysis, Porter’s 5 Forces etc. all talk about the same concept. Make more money than your competitors. It isn’t what is thought,

better, cheaper, closer and more intelligently than your competitors. It isn't what is thought, it is what is done now, what needs to be done; what can be stopped now or later; what can be started now or later. Those are the things that count. It isn't what it does for you. It is what you do with it. It isn't about meetings. It is about the impact we have on our organisations, our country, our economy and economic trading partners. Creations like Wealth of the Nations – 1776 and people like Fredrick Taylor, Henry Ford, Bill Gates, Steve Jobs and Richard Branson, all understood the importance of the subject. We need orders. Our business is the orders we receive. Our customer satisfaction with products and services, delivered in quality, timely manner, is the route to repeat business. McDonalds, Subway, IKEA, ZARA, they all have slightly different business models. The lessons are not in the class room. They are in companies like these. The class room is there to 'open our eyes to possibilities'. It is a buffet of ideas and strategies that can be picked, adapted, adopted and improved to become the next Zappos, Amazon, etc.

**4. Please share with us an operations strategy which you feel will bring about drastic changes to the business environment or would be critical driver for business success?**

Benchmark the agriculture sector. Liberate people from subsistence living. Create jobs in existing and new cities. Teach everyone to read, write and count. 'Education' in France is about manners, not learning from a book. We need a common dream, 'I have a dream, an awesome dream'. Everyone needs to be contributing to the common good rather than trying to cheat because they feel they have the right. India must learn that low labour cost doesn't mean hiring loads of people at the cheapest possible rate. A \$5/day



was introduced by Ford in the US decades ago. That strategy still can be used in India. Micro credit and facilitation are the keys to growth for India. Big business can learn a lot from the Indian context. Indians need to start to learn before they teach these. There is much performance improvement possible in the Indian context. Official Indian figures on performance show up to 20x improvement – that is double, double, double, double in economic performance. It isn't what is that is important. It is what Indians dream and implement that counts. The dramatic changes are the result of three simple letters – DIY. Do It Yourself. IMT leads the way. IMT alumni that do Operations Strategy will be those leaders.

# Short Term Exchange Programs at IMT, Ghaziabad

**“Just the fact that you get to live and breathe and interact with the world - that's pretty marvelous.” – Junot Diaz**

Management Education is going global and the world's economy today is knit in a manner such that the economic decisions taken in one country, inevitably has a ripple effect in other parts of the world. India's steady growth over the past two decades has cemented its position as a Global leader and made it more susceptible to changes in the global environment. Hence, it is important for students in a Global B-School to understand the culture and economies of countries outside their own. IMT Ghaziabad is a pioneer in this regard, ha-

ving Memorandums of Understanding (MoUs) with top universities across the globe. The Short Term Exchange Program (STEP) by International Relations Centre is just one of the many facilities provided to students, to help mould their thought process into a more global way of thinking. The STEP for students is tailor made to soak them completely into a different culture within a short span of 1-2 weeks. The itinerary includes classroom study, corporate visits for a practical learning experience and trips to places of political, historical

and cultural importance. Through STEP, IMT, both hosts as well as facilitates the exchange of students with its partner institutes for a short period of around 2 weeks. Last year we had 3 STEP programs organized and one very unique program as a collaboration between Copenhagen Business School, Denmark and IMT Ghaziabad.

## ISCTE Business School, Portugal

This was an incoming STEP for 15 students from Instituto Universitário de Lisboa, Portugal from 29th March to 2nd April 2015. The program had a major focus on understanding the various facets of doing business in India. It majorly had sessions on the various

aspects of the Indian business environment. They also as a part of their visit went to the Mother Dairy plant. This gave the students a real-time experience of how businesses are done in India.

## Delhi-Copenhagen Urban Challenge 2015

IMT proudly hosted the second Delhi-Copenhagen urban challenge in July, 2015. It was a unique 4-week long cross-disciplinary and comparative study on “Transportation, Mobility and Urban space” that was carried out through a combination of guest lectures, industry visits, field work and classroom sessions. The program also closely looked at conceptualisation of smart cities. The program was spearheaded by Ms. Ditte Tellgren and Prof. Kristjan Jespersen from Copenhagen Business School and Dr. Jayanthi Ranjan from IMT Ghaziabad. There were 9 students from IMT and 7 students from CBS. For the project, the students were divided into groups of 4 and each group had to present a unique challenge to

the board. The topics that were picked up by the students were visualization, emergency services, bus-transport system and traffic management. The experience from the program benefitted students greatly and this initiative of Copenhagen Business School, Denmark and IMT Ghaziabad in collaboration with IBM Denmark and IBM India was a great success. The program was from June 22 to July 1, 2015 in Copenhagen Business School and from July 6 to July 19, 2015 at IMT Ghaziabad.

International Relations Centre will continue to organize such programs and STEPs in future to ensure that our students get a world-class and truly global education.



## Dubai STEP 2015

International Relations Centre had organized an outgoing STEP with IMT Dubai from 7th October to 15th October with a major focus on understanding business operations and cultures of both the nations. The program had a blend of industrial visits and guest lectures. The Industrial visits helped the students understand how various activities were carried out

in Dubai. The guest lecturers provided them with insights from senior management level personnel in how managing a global workforce is very important in today's world of globalization. The visits and discussions were a holistic learning experience as they integrated concepts of finance, marketing and operations. 18 students were part of the same.



## University of Nebraska, USA 2014

The duration of this program was 7 days. The entire delegation comprised of 16 students from all the four campuses of University of Nebraska along with 2 faculty members. This diversity helped them get a broader perspective and have better quality discussions of their findings in their reports. The students attended several sessions like “Population and Demographic challenges in India” by Mr. Siva Nagarajan, MD, Mother Dairy; “Social Entrepreneurship” by Prof. R.J. Masi-

lamani; “CSR in India” by Dr. Dietrich Kobschull and “Demographic Challenges and growth story: An Indian Perspective” by Dr. Debabrata Datta. The students also visited Dabur India Ltd., Sir Gangaram Hospital and Mother Dairy plant, which helped them develop an understanding of the various elements of conducting business in India. The program was conducted from the 12th of July to the 18th of July.

# Niagara Tonolli - Age: 26 - Paris, France Exchange student from KEDGE Business School

## About me

I am a travel buff. I can't stay too long in one place. After completing High School, I moved to San Francisco (USA) and studied Fashion Design. I lived there for 3 years, and then decided to move back to France to get a Master's degree in Business. Upon my return, I had a hard time adjusting to living in France again and I was searching for what I really wanted to do with my life. In the following years I turned my life around and couldn't bare the thought of settling.

## Why India ?

When I had to start thinking about going on an exchange program, I thought about going to Italy. When the day comes to make your final choice for your exchange program, you are called in by the administration. They show you a list of choices depending on your ranking calculated from your grades, English level and experiences. Then they tell you that you have 2 minutes to decide where you want to go! I saw the school I wanted to go to on the list. But my eyes wandered to the other choices I had: Thailand, Indonesia, USA, South America, Denmark, UK, China and so on. And then I saw India on the list, and somehow I knew this was going to be my choice. I didn't know much about India, but I remembered this movie my mom showed me a few months back: "Mother India" and how I was touched by the story. I had to know more about the culture, religions, ethnicities that made this country so special. I didn't choose India, India chose me.

I worked for Puma sportswear as a merchandiser, went back to school to get my Bachelors in Business, moved to Australia for 6 months, worked as an Assistant Journalist for a documentary production company and then finally applied to a business school for Masters. And here I am, 5 years later, about to graduate from one of the best business schools in France.



## My experience at IMT Ghaziabad

My first day at IMT was a bit of a roller-coaster. The taxi dropped me off on campus, and someone took me to my room. The guy was speaking Hindi and I remembered thinking that I didn't understand a thing of what was happening or what I was supposed to do, but I loved that feeling of not knowing what tomorrow will bring. I did feel like an intruder the first couple of days, with everybody staring at me, probably wondering who I was and why I was the only exchange student here. At the same time, every student at IMT was willing to help me around campus and appeared to be eager to know more about me. I can say that I was well taken care of, they helped me with any issue I may have, I was invited to parties, and within a week, it already felt like home. Overall, I can say that the faculty at IMT is very competent. But I was even more impressed by the students themselves. In fact, I found them to be hard worker, very professional and always showing respect to their professors. And for all of these reasons, I can say that IMT has higher expectations than any French Business Schools. IMT Ghaziabad is also the campus that never sleeps. A typical day for an IMT student never ends and I still don't understand how they can keep up with everything: group projects, exams, lectures, the lack of sleep and still have a personal life. Living on campus felt like "home away from home". I had the opportunity to meet amazing people and I made many friends.

## My love for India

A magical place filled with incredible people I had the opportunity to backpack India alone. This was the most amazing experience in my life. The thing amazing about India is that it always surprises you. It's all about a love/hate relationship. India is gem of a country by its astounding diversity of culture, religions, and languages. It is a complex subcontinent of nationalities built upon one of the world's oldest heritage. India is mesmerizing by its beauty. It is also the spiritual center of the world and land of temples. The vibrations, smells, sounds, lights, colors, shapes, tastes, I

love everything about it! India makes you feel alive and all your senses are awakened. I also found Indians to be very warm, curious and welcoming. Even though a lot of people have misconceived thoughts about India to be a very dangerous country, especially for women, not once have I felt threatened by anything. You just have to be careful and smart about the choices you make and respectful of the culture and traditions.

## The Chaos

You catch yourself saying "only in India" hundred times a day. I was blessed by the help of strangers, I got disappointed at times about places I couldn't go to. You will fight with a rickshaw driver over 20 rupees because you are sick of being taken advantage of and the next day a taxi driver who earns less in a month than you do in a day, returns the bag you left in his car with all your cash and credit cards untouched. But no matter the situation, I always laughed about it and keep going, because I realized I was opening up to something entirely different. India takes you out of the ordinary and pushes you to break free from order and predictability.

## Food, food, food!

I am such a food addict and what I found extraordinary is the tasteful and varied food you can find all across India. It reflects the influence of various civilizations. The fabulous use of spices and herbs and the uniqueness of taste that make Indian food one of the world's best cuisines. Just talking about it brings water to my mouth and makes me crave for a fish Thali!

I have spent only 3 months in India but it is enough time to fall in love with it, head over heels! But how to really describe your feelings of being in India. India will make a lot of places seem boring, it will give you this confidence to overcome any challenge, it will change you for the better. I will miss India, and I am certain I will feel nostalgic every single time I will think about it. India is leaving me spellbound...

# Exchange Diaries NEOMA Business School, Rouen Campus

## Annamma Joseph shares her life changing exchange experience

Travelling six thousand miles away from our home institution to a completely new city can be scary. But, surprisingly I experienced no such emotion. My best friends and I had all dreamed of doing this together. It's not every day that you get a chance to live your dream. Well, we got more than a day, three full months at one of the finest institutes in France – NEOMA Business School (Rouen Campus).

The school has a beautiful campus with many blocks but the central, most attractive of them is the Chateau which looks like a manor straight out of a classic. We received a very warm welcome from the college student association who helped

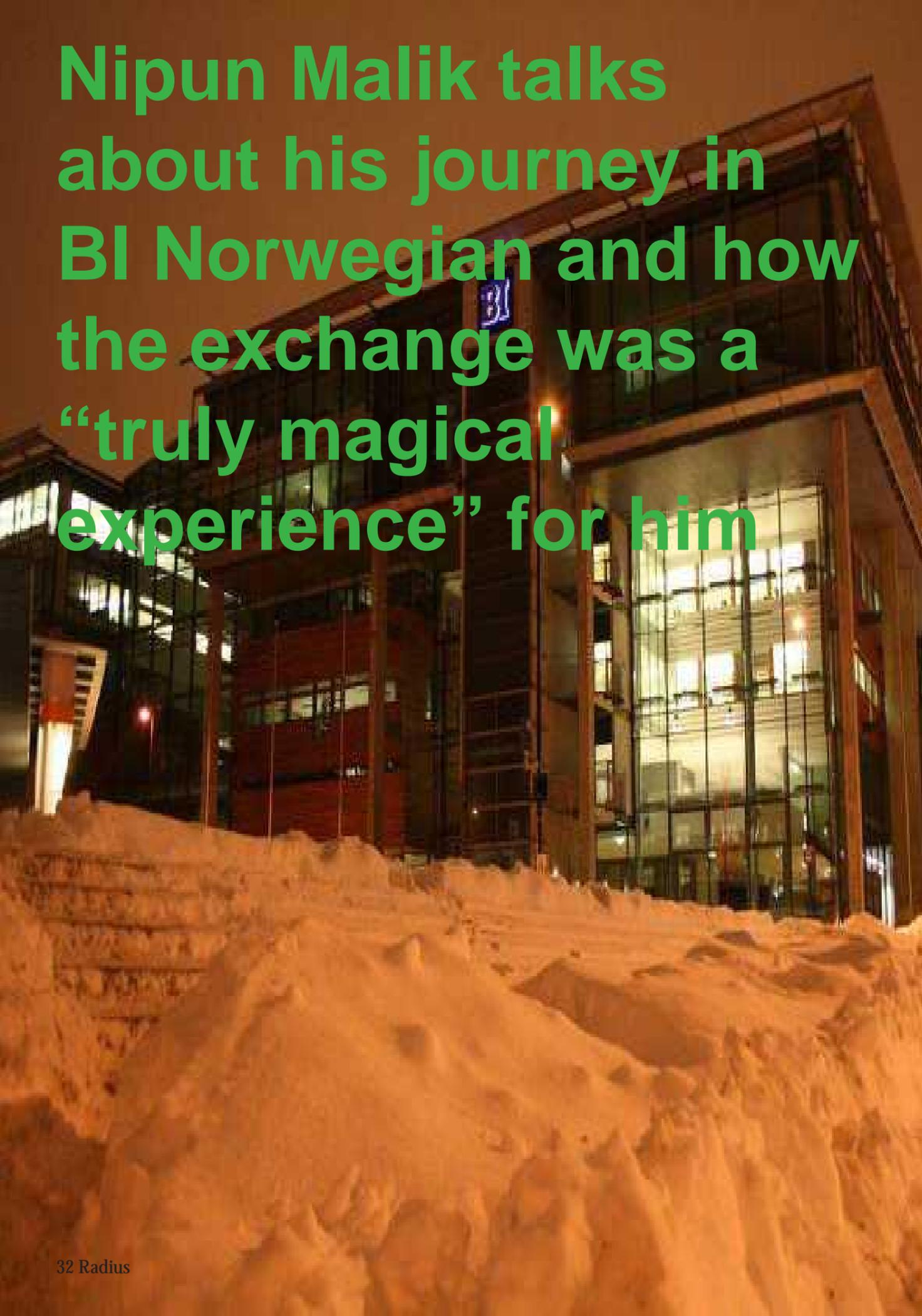
us to get settled quickly. The classroom setting was much different from what we had experienced at our institute. Classes lasted for 3 hours (yes, we did have breaks!) with around 40 other students of different nationalities who brought forth diverse perspectives into every discussion. Our courses were designed around the main project which had to be submitted at the end of the term. We had to work on topics related to the project after each class, which gave us a good understanding of the topic and the subject as a whole. Most of our groups comprised of members from students from top universities across the globe and interacting with them was a great experience, a truly international one.

We were taught by very experienced faculty from different countries, all of whom ensured that all the cases and study material were up-to-date and helped us to understand each subject in a global context. The entire course outline and expected outcomes from each project/assignment were clearly planned and communicated to us at the beginning of the term. Each of them had their unique style of teaching and assignments ranging from journal submissions, video assignments, time-sharing activities to list a few. All of this resulted in an effective elucidation of the subject content thereby instilling great interest in the same. We lived a completely different life, three months which was a myriad of exhilarating experiences. Our daily life in the small but beautiful town of Rouen was fun and at the same time very comfortable. We quickly got accustomed to this new life with all shops and stores closing by 7 PM, with the exception of a few stores, pubs, eateries and Tabac shops. From grocery shopping to bonding with our new neighbours over parties, sports to new recipes and whatnot, we fell in love with the place and the wonderful people all around us. As expected, the language barrier was a bit of a problem in the beginning. But this did not dampen our adventurous spirits, with the little French that we could manage (special thanks to Nikhil Thomas) and Google translate handy, we made our way from one end of France to all the way to the other European countries across borders. Thanks to the two term breaks we got and flexible schedules, we could travel to other European cities and immerse ourselves with the local culture, cuisine (Sadly, our pure vegetarian friend Sreekanth had to face some extremely boring menus!), tourist attractions and the not so popular spots as well. With all the extensive planning, last minute packing and endless running to catch trains, flights and ferries, we managed to cover 34 cities across 14 countries. Some extensively, some hurriedly. But at the end of it, we made every penny count. We had some heavenly experiences: The chocolates and beer (Ahem, Ahem!) in Brussels;

the endless cobbled streets of Bruges; the guided tour of Berlin and the story of how it became the city that it is today; the serene beauty of Salzburg; the unmatched romantic appeal of Paris; the ancient history of Rome; beaches of Barcelona; the pristine Swiss Alps; the loud and colourful culture of Madrid; the mystical beauty of Greece; exhilarating nightlife of Amsterdam; the pot-pourri of old and new in Prague; the super-rich lifestyle of Monaco and so much more. We walked, ran, cycled, took the tram, went on boat rides, clicked tons of pictures, tried local cuisine (some successful and others not so), went on walking tours, visited countless museums and churches, took rejuvenating thermal baths, experienced our very first snowfall (snow-fights became a regular thing), sat glued to the horizon watching breath-taking sunsets, played in the ice cold waters, rolled on sandy beaches hopped on pebbled beaches, took turns in sleeping and keeping guard of luggage, cooked together, took turns doing the dishes, discussed, argued and planned all trips and managed expenses within strict budgets. Also, we met wonderful people of all kinds: old, young, friendly, helpful, weird, funny and awesome... All our classes and travels have taught us to look at the world from a new perspective and has improved our way of thinking, acting and living. It has certainly assured us a world full of beauty and endless possibilities.



# Nipun Malik talks about his journey in BI Norwegian and how the exchange was a “truly magical experience” for him



It's December 31, 2014 and I am seated somewhere in the Academic Block, writing third semester's last exam; but I can hardly focus on the paper. I am to catch my first international flight the very next day and I am brimming with excitement! Little did I know then, that what I had in store was so much more enriching than I ever expected. You go on exchange expecting that you will make new friends, visit new places and attend school the “international” way. You could even say that people travel abroad and they come back a changed person altogether. While all that is true, what they don't tell you is simply what a good time you are going to have. I attended school at BI Norwegian which is one of the best business schools in Scandinavia and one step inside the building would tell you that you have entered a modern Hogwarts. 7 floors, a glass ceiling, a huge library and so many flights of stairs; you get the picture. They have a very active student exchange program with over 170 other students coming on exchange from over 30 countries around the world. My friend Rijita and I were the only Indian students among the 170. Even for such a large exchange batch, the college administration were brilliant in organizing weekly events for us

such as camping trips, museum visits, coffee get-togethers, etc. all for free. And when you are in Norway, you look-out for the word 'Free' (wonderful words by the International Relations head, Ms. Kine Robertson) As expected, the way of teaching is very different from what we are used to here in India. Even the way the syllabus is designed is so encouraging that one feels like making the most of the studies. The presence of students from many different countries and such varied backgrounds brings a broad perspective. The faculty is approachable and welcoming to new ideas. My personal favorite was Professor Thorvald, who taught us Judgment and decision making. When it comes to travel, the highlight was getting to see the Northern Lights in a small town north of Norway called Tromso. It is truly a magical experience, one to be witnessed at least once in your lifetime. Since I had a Schengen Visa, I had the fortune of travelling not only across Scandinavia, but mainland Europe as well. Paris, Amsterdam, Brussels and Prague are some of the cities that I visited. Let's just say, many things have been checked off of my bucket list now and I wish I could live those 3 months all over again!

# MEET THE TEAM



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