

RADIUS

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From the Associate Dean's Desk



Dear Reader,

The world today is in a state of constant change, of these some changes are evolutionary, some innovative and yet some others are disruptive but equations across the globe are changing nevertheless. The world economy fuelled by businesses and technology is moving ahead at breakneck speed where creating and capturing value for stakeholders is a challenging task.

Management education is no different, and it must also change with the times to develop proactive managers who think beyond the conventional realms and are equipped with the skills to march ahead into a future of global inclusiveness. International relations and exchange of ideas between institutions across the globe act as some important steps to achieve this end. At the Institute of Management Technology, Ghaziabad we firmly believe that collaborations between institutes in different parts of the world facilitate a broadening of perspective and makes management education wholesome and globally integrated.

We are back again with the second issue of our quarterly newsletter, *Radius* and we bring

you the latest happenings at IMT - conferences, partnerships, international internships, industry projects and faculty and student exchange programmes. Our annual conference Facets of Business Excellence-FOBE was held from 29th and 30th November, 2012 in New Delhi. This event brought together researchers, practitioners, developers and executives to present and discuss emerging trends, and innovations in the areas of technology, research and development in business organisations. We also organized a Short Term Exchange Program with the Copenhagen Business School, Denmark and an International Practicum with the University of San Diego, USA which saw student teams working on live industry projects. The following pages will bring you details on these activities of international interest and much more.



At the Institute of Management Technology, Ghaziabad we firmly believe that collaborations between institutes in different parts of the world facilitate a broadening of perspective and makes management education wholesome and globally integrated.



I take this opportunity to wish you a very happy and successful new year and hope that this issue gives you a good insight into our recent initiatives and collaborations.

Enjoy Reading!

Dr. Jayanthi Ranjan
Associate Dean—International Relations



IMT-Copenhagen Business School (CBS) Short Term Exchange Program

The Institute of Management Technology, Ghaziabad has always believed in evolving to keep pace with the changing face of management in India and across the globe. We have one of the best student exchange programmes in India; ranked No.2 by CNBC in 2011, which has seen a year-on-year increase in the number of students taking part and benefiting from it. However one of the unique features of our International Relations programs is the STEP (Short Term exchange Program). This is an intensive and power packed exchange program for a duration of 7 to 20 days which includes classroom lectures, industrial visits, projects, field practicum, short term consulting assignments and excursions to world famous heritage sites. This is customized according to the requirements of the partner institutes; the topics for the lectures and type of industries visited can be decided upon keeping in mind the requirements of the participants.

Ever since it was launched in 2008, it has found many takers and this year 25 students from the Copenhagen Business School, Denmark participated in this program from November 26th to December 6th, 2012. They were accompanied by Prof. Sudhanshu Rai from CBS who specialises in economics, informatics, innovation and entrepreneurship

with a focus on India and emerging markets. The students from CBS were paired in groups with the students from IMT as they attended lectures and carried out projects. The program kicked off with an orientation and welcome by the Director of IMT, Dr. Bibek Banerjee and the Associate Dean, International Relations, Dr. Jayanthi Ranjan. The week began with talks on

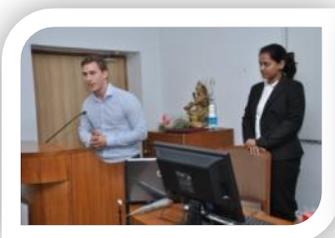


entrepreneurship by speakers from IMT like Dr. Neeraj Awasthy and Dr. Lipi Das. This was followed by a panel discussion with entrepreneurs from the Delhi-NCR region who shared their stories and engaged in a lively discourse with the students. It was encouraging to hear about the inspiration

behind starting their ventures, the hardships they faced and the motivation that kept them going. The evenings were dedicated to exploring the markets, social activities, football matches, quizzes, student interactions and cultural exchange.

The students visited the companies in groups and they were allotted tasks where they had to analyze the situation and provide a solution to the problem. These projects included assessing the potential of after-sales logistics in Delhi for Genex Technologies – a logistics solution company, finding the best possible ways to attract drop-out students in formal education for Anand- an NGO in Delhi working for the education of underprivileged children, working on an eco-friendly project on recycling machines for Tara Machines, New Delhi, assessing the creation of a market in schools for an environment education programme for I-dream and working with the organization Ropio on an upliftment programme for slum dwellers by providing them vocational training. These projects ranging from social entrepreneurship, to logistics management to eco-friendly solutions were completed over a time period of two weeks.

This allowed students to study unfamiliar social or business problems at close quarters and to put their learning to good use while finding solutions and suggestions for the same. The program concluded with a trip to the Taj Mahal in Agra, Uttar Pradesh and a visit to various historical monuments in New Delhi. The experience was an enriching one for all those who participated and helped in understanding nuances of social entrepreneurship and the functioning of start-ups in India.



Highlights



International Café

It was an event aimed to give students of the institute a chance to indulge in traditional cuisines from different parts of the world. Foreign exchange students from France and Mexico prepared dishes native to their respective countries, which they served to students. The event and the food were greatly appreciated by the students of IMT Ghaziabad and gave us a chance to celebrate cultures and flavours from around the world.

International Internships

First, it was an internship opportunity in Indonesia and now we have a student interning at a South Africa bank—these have been possible with collaboration and innovation in education with our partner institutes. Such exposures broaden the perspective of students and give them a taste of working in a multi cultural environment.

Foreign Languages Program

Our Language program comprising of Spanish, French and German classes for the students of IMT, Ghaziabad saw a record registration this year of around 300 students. The students were taught by expert faculty from the Alhambra Institute, New Delhi and Brain Wave's, Ghaziabad, and were certified after successful completion of the course.



In conversation with Dr. Yahia H. Zoubir

Dr. Yahia H. Zoubir is a Professor of International Relations and International Management and Director of Research in Geopolitics at EUROMED MANAGEMENT, Marseille School of Management, France. He taught Human Resource Management at IMT, Ghaziabad as part of the international faculty exchange programme in January 2013.



Q. *Please tell us something about yourself and your work.*

A. I teach in mainly two areas
International

Relations & Politics and International Management. Cross-cultural communication and negotiation is of special interest to me and I have taught courses on these subjects in France, Belgium, Iran, China, Mexico and the

United States of America. I am also an international consultant to corporations and governments. I happen to be an Algerian-American currently based in France, and I enjoy being exposed to new cultures and understanding the reasons behind the way people do certain things in different parts of the world.

Q. *How did you venture into the field of cross-cultural studies?*

A. I grew up in Algeria which had been colonized by the French so there were two cultures that I was exposed to as a child. I was

bilingual and I started travelling when I was young, discovering people from different cultures and asking many questions and making mistakes, *faux pas* as it is called. I started asking myself the question, “Why are people different?” It is true that cultures are different but they are not good or bad, and no culture is better than the others. At a young age, I learned to observe people, how they behave, and to adapt to these behaviours. And I learned to go into a culture not to judge, but to understand. You have to learn the culture, learn the history and how has the past impacted their lives to understand the reason behind the things they do.



It is not that the world is becoming a global village in terms of we're all the same. It's a global village in the sense that we are interacting with people from different cultures more frequently.



I also realized that people in different parts of the world negotiate differently. What makes them negotiate differently? Culture. For some cultures, relationship is more important, for some the business is more important. In some places you would be expected to negotiate but in places like Austria it is a strict no-no. Initially, I began to teach a course in intercultural negotiation because travelling and teaching in different places gives you a great understanding of people. The reason why I feel competent in teaching a course like this one is because I live it.

It is not that the world is becoming a global village in terms of we're all the same. It's a global village in the sense that we are interacting with people from different cultures more frequently. So, we need more understanding and more sensitivity to different cultures. Today I have friends from different countries whom I call my “cultural advisors” and my interactions with them together with my travelling give me a lot of experiences that I can share with my students. I teach my students to not generalize, one must not be biased. Instead, it is important to test the stereotypes. Ask questions, interact and live the local culture.

Q. In the organisation of the future with a global workforce what are the qualities that a manager must possess and what role does nationality play in this?

A. I feel that a well rounded manager must have a good sense of humour and should be able to strike a balance between corporate culture and the national culture. For example—India has more of a group culture so a manager would have to mould presentations, rewards, meetings etc accordingly. Creating a harmonious team would be a challenge and today many organisations have multi-cultural teams .This can be done by letting people talk and bond and find out the advantage of doing things a certain way. The future is in the hands of those with cultural intelligence and most of all one should always keep an open mind because when you are in a new culture you must learn to adapt to them and not expect them to change for you.

(As told to Megha Banerjee and Theresa Dominic.)



International Practicum with University of San Diego, USA

The International Practicum was a collaborative initiative between the Institute of Management Technology, Ghaziabad and the University of San Diego, USA which saw students from both institutes working in teams on live corporate projects from leading companies located in New Delhi.

An important part of management education is putting theory into practice, to experiment, test the waters and then use this experiential knowledge to build on an existing platform or create new ones. At IMT, Ghaziabad, students have these very opportunities by taking up live projects in the industry and learn by experiencing first-hand, the rigours of finding solutions to a business problem.

One such industry project was with Cox and Kings, a market leader in the Indian travel industry, which required the IMT- USD team of Madhavan Sriram, Bhawya Bhawam, Wajid Ali Mirza and Gina Stavrakakis to identify

emerging markets using trends in the MICE (Meetings Incentives Conferences Events) industry. The student team worked at close quarters with the Cox and King's top management, Government agencies and competitors to come up with a strategy for future growth by identifying



Dr. Vivek Sah
Assistant Professor,
University of San Deigo

markets, the company needs to focus on in the long and short runs. The unique cross-cultural mix of students performing the consulting work proved to be added advantage in finding accurate market trends for the travel industry in India within a week's time. On the final day, the identified patterns were presented to the senior management who lauded the performance of the team as it had high correlation with the company's own research.



IMT and USD students giving final presentation at the Blue Dart office.

Another team of students comprising of Nick Alvarez from USD along with Praveen Vemuri and Akshay Deshpande from IMT, worked on a project with Blue Dart Express Limited, one of India's major logistics players and a premier courier and integrated express package Distribution Company in South Asia. The objective of the project was to come up with recommendations for improvement in two key areas; on-time performance and minimizing transportation costs, specifically for Northern India's ground express services. The team worked extensively by studying and analyzing the company's warehousing and logistics network in NCR (National Capital Region) and proposed three models to improve capacity utilization of their transport trucks to reduce cost per kg and also

presented a solution to improve on-time performance at the warehouses.

Annik Prasad, a Post Graduate Program student from USD teamed up with Megha Agarwal, Ishan Pratik and Priyanshi Kejriwal from IMT to work on a project to analyze the portfolio management services of Alankit Group, New Delhi and devising the communication strategy for customer acquisition and retention. Evolving from largely a Financial & Share Broking Company into a diversified business house, Alankit offers financial services, wealth management, e-governance as well as health care services. After a week of brainstorming and analysis, the team presented their ideas to the Managing Director and CEO of the company.



IMT and USD Students at the Alankit office

The students from USD were accompanied by Dr. Vivek Shah for this program. The teams were highly appreciated and the management was in full support to implement few of their recommendations. The experiences gained from these interactions in the travel, logistics and financial sectors were very rewarding in understanding management dynamics and working in cross-cultural teams. Inputs such as these help the students achieve a greater level of effectiveness as professional practitioners in the making.



Facets of Business Excellence (FOBE) II

After a path-breaking conference in the form of FOBE 2011, IMT, Ghaziabad successfully hosted the second annual international conference Facets of Business Excellence on 29th and November 30th, 2012 in New Delhi at the India Habitat Center.

With the theme Beyond the Norms – Thinking Out of the Box, FOBE 2012 brought together on a common platform, seasoned academicians, researchers, practitioners and experts in the field of Business Administration. The participants discussed, exchanged views and experiences on thinking beyond the box to help today's business organizations exceed their goals and expectations while pursuing their full growth and earning potential. The motive behind the academic discourse was to challenge the experts to explore research opportunities and developmental performance in thinking beyond the box strategies in the business world.

The inaugural ceremony began with the lighting of the ceremonial lamp, a welcome address by Dr. Jayanthi Ranjan, the co-chair of FOBE 2012 and an introduction to the conference by Prof. Sandeep Puri. This was followed by an address from the Chief Guest for the day Mr. Umang Das, Chief Mentor

VIOM Networks, New Delhi, who spoke about the changing face of the global business scenario and the need to open our minds and think out of the box to look for solutions. Among the distinguished speakers for the day were Dr K. Ganesh, McKinsey & Company and Mr. Murli Sundrani, BD Medical-Pharmaceutical Systems, who spoke about what out of the box meant to each of them and why innovation and breaking the rules will be the mantra for organizations in the future.

Overall, the 'call for papers' attracted nearly 250 abstracts from India and abroad. Of these, 120 original papers were selected and the delegates who authored the papers presented them at the conference in four nominated areas, i.e. Strategy, Marketing, Information Technology, and General Management. The research paper topics varied from Business Intelligence in a Fast Changing World and Blue Ocean Strategy for Marketing opportunities to Strategic



Talking Inter-cultural Management with Dr. Michelle Mielly

Dr. Michelle Mielly has over 20 years of experience in the international context (France, Central America, the U.S., and West Africa) as an educator, researcher, and consultant. A development anthropologist and culture specialist, she has been active in the field of development in both Costa Rica and Ivory Coast, having led projects for youth development and sustainable development initiatives and has worked extensively with international players in these fields. She has lectured at a number of higher education institutions (Institut Polytechnique National de Grenoble, Harvard University and Pennsylvania State University among others). Dr. Michelle Mielly taught cross-cultural studies at IMT, Ghaziabad as part of the faculty exchange program in January 2013.



Q. What are your fields of study, tell us something about the subjects you teach such as inter-cultural management and why?

A. As a student, I was interested in languages and international law. I wanted to study French, so I spent a semester in France but then I realised that six months is too short to learn a language, after that I studied Spanish

and was in Mexico for some time. I then studied comparative literature as part of my Master's degree in Pennsylvania and went on to complete a Ph.D. at Harvard University. Then I went into cultural anthropology and anthropology of development. This helped me in understanding development issues, economic issues, poverty alleviation and in helping people find local solutions instead of large-scale ones. Anthropologists and sociologists in organizations today, study societies or specific ethnic groups as they cater to greater inclusion and diversity. I was very fascinated by the works of Dr. Amartya Sen among other Indians working in these areas. I was always more on the academic track but was also interested in organizations,

and I realized that I felt more alive when I was training and teaching rather than just research. True that research opens so many doors for people but I also like pragmatic practice, testing theories against what is happening in organizations. I have taught Inter-cultural management specifically for marketers, it helps in understanding the underlying information needed to get across to specific consumers or to influence buying

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I think business schools the world over, have a lot in common but what we need to focus on more is inter-disciplinary education and concentrate on innovation and design.

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behaviour or why a particular campaign failed. I think business schools the world over have a lot in common but what we need to focus on more is inter-disciplinary education and concentrate on innovation and design. One thing that Indian students are good at is ambiguity tolerance, it's because you live in the midst of such diversity that you learn not to infringe on another person's right to be different. Sure there is a lot of chaos around but if you look closely there is an order to the chaos and people look upbeat and happy. This environment keeps you from becoming complacent and conditions you to keep looking for solutions.

Q. Today we see so many mergers, acquisitions and joint ventures happening around us. In this scenario how important a role does cultural sensitivity play in their success or failure?

A. There is a lot of research going into this at the moment, and we have some recent data

from Bearing Point, a consultancy which says that the number one problem in mergers is often consolidating the corporate cultures. Every time we go back and look at failed mergers, we see that they underestimated the power of culture especially Lucent-Alcatel or Daimler-Chrysler and even the ones that worked took very long to integrate. Carly Fiorina, when she was at HP created 'white rooms' which were not used for manufacturing any microelectronics but for people to get together and create think-tanks, and brainstorm on simple things such as integrating information systems, how to improve the payroll etc. Corporate culture is a big part of inter-cultural management and in mergers people tend to be very loyal to what they are familiar with. Globalization is moving at a great pace because of high technology but culture slows everything down, because we do not tend to change so fast.

Q. You are the founder of the organization Odyssey Inter-cultural, what was your motivation behind this?

A. I was doing a lot of corporate trainings and I wanted to find a way to centralize what I was doing, put it on a website and create a resource center and here I also want to involve my students. It was an activity of mine in the consulting field which allowed me to give back. I gave my time and a part of the proceeds from my consulting work to two organizations, the first one was a village in the Ivory Coast and another is the School of Peace in France which helps youngsters from conflict-ridden areas such as Colombia and Africa deal with their life-situations and get back on their feet. I think a big part of the cultural business is not just to conduct trainings or help people with mergers but also to constantly re-evaluate one's own culture and make sure that everybody is part of the globalization race, because some countries get left out.

(As told to Megha Banerjee and Theresa Dominic)

ICRICKET Conference



The Centre for Rural Innovation, Capacity Building, Knowledge Management, Entrepreneurship and Technology (CRICKET) of Institute of Management Technology (IMT) Ghaziabad, India and Centre for Entrepreneurship, Essex Business School, University of Essex, UK jointly organized ICRICKET, an International Conference, at India Habitat Centre, New Delhi on 2nd & 3rd January, 2013. ICRICKET provided a platform for exchange of current and future trends in theory and practice of disciplines related to Rural Innovation, Capacity Building, Knowledge Management, Entrepreneurship, and Technology.

This conference acted as a forum for sharing initiatives taken by eminent innovators, entrepreneurs and practitioners and was an excellent opportunity for academicians and practitioners in these areas from the international community to network. Speaking on the sidelines of the event Dr. Bibek Banerjee Director IMT said, "We have organised the seminar to provide platform to all those who are doing research studies on rural India. This seminar will give all of them a place to interact and share their ideas." The conference turned out to be a roaring success with showed great promise for collaborations to grow.

Highlights



Congratulations to our Director and Associate Dean, International Relations

Dr. Bibek Banerjee, Director, IMT Ghaziabad & Academic Mentor, IMT Group, becomes the first recipient of the 'Outstanding B-School Director Award' given the AIMS International (Association of Indian Management Scholars which works to facilitate a global networking among the members and enhance academia-industry interaction and integration). Dr. Jayanthi Ranjan was awarded the AIMS International Outstanding Management Researcher Award for the year 2012, hearty congratulations to our expert mentors.

New Partnerships

The year end was an exciting time at IRC as we established partnerships with six universities - Universidad ORT (Uruguay) our first partner in the country, University of Navarra (Spain), Macquarie University (Australia), Korea University Business School (Korea), University of San Diego (USA), Friedrich-Alexander-University (Germany). Partnerships in the pipeline include Kangwon National University in South Korea and Florida Atlantic University in USA.



International Internship: An Indonesian sojourn ...

Our student Divakar Narayan Singh, PGDBM 2011-13 shares his international internship experience at Sampoerna School of Business (SSB) in Indonesia from July 17th to September 12th, 2012.

While boarding the flight to Indonesia, I was on tenterhooks as my future stay in Indonesia looked exciting yet remained unpredictable. This anxiousness remained with me till the time I saw two students holding a placard with my name at the airport exit. Their enthusiasm and excitement to receive someone from India matched mine. From that day onwards, the journey was full of learnings, new experiences and good friends. From the very first day in Sampoerna School of Business (SSB), Indonesia, the members of the administration included me in their team meetings. The Marketing Head, Mr. George Alain Garot, introduced me to all the other staff members, including the Dean, Dr. Budi Soetjipto. My internship was well-planned and as soon as I joined office, I discussed the project with my mentors, the Vice Dean and the Marketing Head. For the duration of the

internship, my academic mentor guided me by giving valuable inputs for the project. The marketing team at SSB was responsible



for promoting the courses offered at SSB and achieving their recruitment targets for the year. This team was also responsible for preparing the marketing strategies, product mix, fee mix and other activities as part of the

marketing program. For this purpose, the marketing team conducted many education expos, conferences, events for students and members of the academia. As part of this team, I also got the opportunity to conduct such events. In one such event, we also invited Dr. E. Maskin (a Nobel Prize Winner in Economics) for a guest lecture. It was highly appreciated by the Dean and all the guests who attended.



Overall, the internship turned out to be about understanding a new culture, tradition and people. It was a huge success for me, and the knowledge and experience which I gained shall always stay with me.



For my research, I worked on strategies pertaining to developing the product mix, price structure and a competitors' analysis for SSB. The research included focused group discussions and various surveys which helped me immensely in understanding the education scenario in Indonesia. The project also took me to various cities in Indonesia such as Bogor, Bandung, Surabaya and Malang. My final project presentation was appreciated by everyone, and a few of the strategies developed during my internship are also being implemented. This is what gives me immense pleasure, and is the true reward for my work. Apart from this, I also got an opportunity to present the education scenario in Indonesia to a delegation comprising of the Board of Directors of Putera Sampoerna Foundation and representatives from Lone Star College, USA who were exploring partnership opportunities with SSB.

Overall, the internship turned out to be about understanding a new culture, tradition and people. It was a huge success for me, and the knowledge and experience which I gained shall always stay with me.

Highlights

International Exchange Program

The exchange program has been one of IMT's unique offerings that facilitates academic and cultural exchange between students. The Spring-Summer Exchange Program 2013 saw a huge number of applicants and over 90 students travelled on the student exchange program to 18 universities spread across France, Austria, Germany, South Africa, Greece, Mexico, Norway and South Korea.

Over the years, we have forged successful alliances with schools such as IPADE Instituto Panamericano de Alta Dirreccion de Empresa (Mexico), Grenoble Ecole de Management (France), COPPEAD (Brazil), ESC Rennes School of Business (France), Euromed Marseille Ecole de Management (France), EM Strasbourg Business School, University of Strasbourg (France), ALBA Graduate Business School (Greece), BI Norwegian Business School (Norway), Burgundy School of Business (France), Chonnam National University (South Korea), Nottingham Trent University (United Kingdom) and University of Stellenbosch (South Africa).

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For queries, feedback, and advertisements, please contact:

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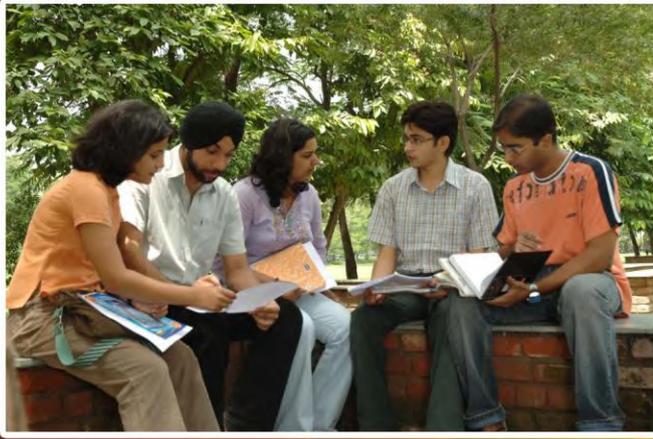
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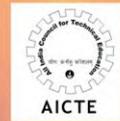
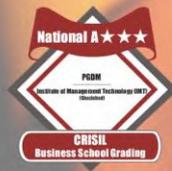


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IRC, IMT's Window to the World



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