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Message from Director



The Times of India recently reported that “factories in Sanand are faced with an unusual HR problem – how to handle crorepati labourers.” This reminded me of the high-profile political agitation and the ensuing hue and cry to stop the Tata Motors Nano Car factory to come up in Singur.

Tata Motors Nano project (2006) faced political controversy from the very beginning on the issue of government of West Bengal's purported forceful acquisition of fertile land of villagers, since the locals feared for their livelihood after losing their fertile land. These agitating farmers were supported by the then opposition political parties—now currently in power in West Bengal—NGO's, environmental activists and urban intellectuals.

Even though Tata Motors built a huge infrastructure for the Nano Car in Singur, due to the aggressive resistance and escalated hostility, it was finally decided in October 2008 to move out of Singur and to relocate the Nano Car plant in Sanand, Gujarat. The Government of Gujarat was able to acquire land for the Project without much opposition from the villagers and farmers, as their land was purchased at about four times the current market price which was almost impossible for them to earn during their life time. It was reported that it took just about ten days for the Gujarat Government to work out the deal. The first Nano Car rolled out of the Sanand factory in June 2010. For Tata Motors Singur was a hostile ground whereas Sanand was conducive. Many villagers in Sanand suddenly became 'King Midas' through the hefty compensation they received by selling their land. They became crorepatis overnight and luxury cars like Audi, Skoda, SUVs, etc. started appearing outside their houses indicating their new found prosperity!

The relocation of the Nano plant to Sanand has transformed it into an industrial / auto hub. Many ancillary units to supply various components to the Nano Car factory also came up in the region. So far, more than 400 companies, like Ford, PSA Peugeot Citroen, Magna International, Cadilla Health Care, Hitachi Colgate-Palmolive, various Real Estate developers, etc. have set up their units/offices in and around Sanand. Further, it has attracted commitments of billions of US dollars in investments from some of world's largest companies. Almost ten banks have opened branches in the village after the Nano project.

In West Bengal, though the new regime came to power ending the about 34-years old regime riding on the popular pro-farmer campaign; the land acquisition case is still

Editor's Desk



Wish you all a very Happy New Year! 2016 is a leap year with 366 days i.e., one extra day. How many of us have thought about this extra day we are going to have? Have made plans for it? I am sure not many have even given it a thought because this extra doesn't seem to be so important. Ask what the value of 'extra' is to a student who has failed by one mark. No one can tell you the value of one extra day better than a dying man. In fact, 'extra' is 'additional'. One additional day in the year is the 'additional opportunity' in a year to do something for others, for the society or for the nation. It can be taken as an opportunity to may be spending the additional day of the year with someone who is special for us such as grandparents, parents, forgotten relatives, old friends. It could be as simple as sharing joy and happiness with others, may be with those not even known to us by donating for the needy.

The ultimate aim of sharing this thought is to draw your attention to three important aspects necessary for young students. First, optimum utilization of available resources (be it an extra day). Second, proper appreciation of time management throughout life (not necessarily for that extra day). Third, inculcation of a 'sharing-caring' attitude.

'One day can change everything'.

All the Best!

Dr. Hitesh Arora

Student Editor



Once more, it is with immense pleasure that I was given the opportunity to work on our college newsletter. The college was buzzing with activity in the past few months. The flagship event of the year “Genesis” saw an unprecedented level of participation and ended up being a great success. The past few months have also witnessed events such as the International Operations Conference, which was nothing short of enlightening. Our newsletter also features a new column known as “Student's Corner”. As the name suggests, it features articles contributed our very own FOREians. I thank my team and everyone associated with the newsletter for their contribution to this edition of FOREprints.

Ashish Dua

pending before the Supreme Court and the economic fate of farmers in Singur remain dismal. The villagers seem to be uncertain about their future.

The Times of India had contended in a strongly worded editorial that the land-related agitations threaten to wreck the industrialization process, and that the India's industry-and-investment-friendly image gets under siege. It concluded that the time for damage control is now by bringing in reforms.

It is high time for us to learn lessons from the past and make sure to avoid similar issues in future. As changes are happening everywhere, it is time for us to stand together for the cause of sustainable development.

Dr. Jitendra K. Das

FORE International Operations Conference 2015



Dr. B.B.L. Madhukar, Mr. R. C. Sharma, Mr. Anupam Saroonwalla, Dr. Yasho V. Verma and Dr. Jitendra K. Das at the inaugural ceremony of FIOC-2015

FORE International Operations Conference 2015 (FIOC-2015) was held on November 26-27, 2015 at FORE Campus, New Delhi. The theme of the conference was "Competing through Operations Excellence: Agility, Adaptability, and Analytics" with Prof. Mohita Sharma, Prof. Sumeet Kaur, Prof. Alok Kumar and Prof. Nikunj Jain as the Co Convenors. The Conference provided a forum for networking and collaborating the academicians, research scholars, practioners and industry professionals who work mainly in the research domains of business analytics and agility. This year a pre-conference workshop in the area of SEM and SmartPLS was organized on November 23-24, 2015 which received an enthusiastic response from the academic community.

The Conference started on November 26, 2015 with an inaugural session. Dr. Yasho Vardhan Verma Ex-COO (LG Electronics) was the chief guest and Mr. Anupam Saroonwalla Country Leader IBM research was the Guest of Honour. The inauguration ceremony commenced with the introduction of the conference theme by the conference co-convenor Prof. Mohita G. Sharma.

The theme has been chosen reflectively because in this dynamic environment these are the new paradigms that we have to adopt to compete. Instead of rigidity and rules we need fluidity and flexibility. Instead of being really good at doing some particular thing, we must be really good at learning how to do new thing as fast as possible and analytics is an enabler to understand this environment.

Dr. Jitendra K. Das, (Director FORE) delivered the welcome address and stressed on the importance of research and such conferences to strengthen the core of a business school.

Mr. R. C. Sharma, (President, FORE) delivered the special address and elaborated the importance of Operations Excellence and efficiency in both the Business and Governance environment.

Dr. B.B.L. Madhukar, (Vice President Finance & Treasurer, FORE) provided insights into the importance of supply chain.

Mr. Saroonwalla appreciated the relevance of the topic and acknowledged the participants towards their commitment to research. He urged them to focus their acumen in optimization to address the business and technological issues.



Mr. R.C. Sharma (President FORE) addressing the audience



Dr. B.B.L. Madhukar, (Vice President - Finance & Treasurer FORE) addressing the audience



Mr. Anupam Saroonwalla addressing the audience during the inaugural session of FIOC-2015

Dr. Yasho Vardhan Verma delivered an inspiring key note address prompting the participants to be receptive to the cues from the volatile business environment and be sensitive and responsive.

Total 50 extended abstracts were received and 31 papers were presented during the two day event. In addition, two plenary sessions on the Conference theme “Competing through Operations Excellence.”

The first plenary session was addressed by Col. Dr. S. P. Wahi, Chairman and founder of S. P. Wahi Management & Technology Consultants Pvt. Ltd.; Dr. Manu Vora, Chairman and President of Business Excellence Inc.; Mr. Ciby James, Director ASQ India; and Lt. Gen. Dharam Vir Kalra, PVSM, AVSM, Vice Chairman, Chartered Institute of Logistics and Transport (CILT) India. The panelists presented diverse views on Supply Chain Management, Integrating Quality in Supply Chains, Risk Management, Leadership Style and Operations Excellence, Best Practices in Supply Chains and Triple A (Agility, Adaptability and Alignment) of Supply Chains. The discussion sensitized the participants with contemporary practices for achieving excellence through supply chain and operations management.

The second panel was composed of industry experts and leading academicians in the field of supply chain. Dr. Amit Bardhan, Professor, FMS Delhi addressed the basic concepts of

data analytics, supply chain analytics and how firms are using them for achieving excellence. Mrs. Vinita Srivastava, Director, (Heavy Engineering & Machine Tools), Ministry of Heavy Industry & Public Enterprises, Department of Heavy Industry reflected the governments' perspective on operations excellence. She also spoke about Make in India” and 'Smart City Initiative' from the point of view of Corporate Governance. Mr. Rajive Chandra, General Manager, Profit Centre Leader, Smart Phone Consultant, Start-Up Mentor, Deep Experience in APAC Markets, focused on challenges and opportunities on emerging markets.

The papers presented had a wide spectrum ranging from Lean applications to optimizations to sustainable operations. It included case studies and empirical analysis. Three best paper awards were given. The first best paper award was presented to Mr. Jitendra Singh for his research paper titled, Reverse logistics network design using mathematical programming and heuristic method”; second to Ms. Anupama Prashar for her research paper titled, “A hybrid doe framework for six sigma process improvement: An empirical study” and third to Dr. Bhupender Kumar Som for his research paper titled, “Economic analysis of a single-server feedback queuing system with reverse balking and retention of impatient customers.” Prof. Vikas Chandra distributed the awards. The conference concluded with a vote of thanks and ideas and enthusiasm for future research.

3rd National Learning & Development Summit 'From Business Partner to Business Sprinter'



Dr. Jitendra K. Das with co-panelists

FORE School of Management, New Delhi in association with NHRD Network has organized the 3rd National Learning & Development Summit titled "From Business Partner to Business Sprinter" during October 16-17, 2015 at Taj Connemara, Chennai. The eminent dignitaries who graced the occasion included Mr. Kamal Singh, DG-NHRDN; Mr. Anand Pillai, Managing Director, Leadership Matters Inc.; Dr. Vishalli Dongrie, Senior Director-Human Capital Consulting Deloitte; Mr. Ashwini Mehra, Deputy MD, State Bank of India; Mr. R Anand, Global Head: People Practices, HCL Technologies; Mr. Anup Lewis, Director Learning Solutions, Schneider Electric; Mr. Rajeev B Bhatnagar, CHRO, Larsen & Toubro; Mr. Nishant Dangle, Head HR, Axis Capital Ltd.; Mr. Ashish Anand, Director HR, Religare; Prof. Sahji Kurian, IFIM Business School; Dr. P. K. Biswas, Director, IFMR; Prof. S. Sriram, Executive Director Emeritus, Great Lakes; Mr. Saurabh Nigam, VP-HR, Snapdeal; Mr. Sujith Peter, Business HR Partner, Infosys; Mr. Sriram Rajagopal, CHRO, Cognizant; Mr. Rajendra Sud, CEO, Max Skill First Limited; Mr. Prem Singh, President- Global Human Resources, Wockhardt Ltd.; Dr. V Kovaichelvan, Sr. Vice President- HR, TVS Motor ; Mr. Uttam Rathod, Head –HR, EPCOS; Mr. Yuvraj Srivastava, CHRO, Makemytrip; Mr. Sanjay Muthal, ED-RGF Management Search; Ms. Jayanthi Jagannath, Deloitte; Mr. M. M. Singh, Director-Maruti Centre for Excellence, Maruti Udyog Limited; Ms. Deepa Mukherjee, Vice President - HR, Head - L&D, OD, NIIT Technologies Ltd.; Dr. Joseph Shields, Managing Partner, Leadership Matters; Ms. Sujata Deshmukh, Partner- OD Alternative Consultancy, and Mr. Ravikant Reddy, Head-HR Special Initiative, L & T Construction.

Dr. Jitendra K. Das, Director, FORE School of Management, New Delhi chaired the 1st Session of a Panel Discussion on L & D The Game Changer .

More than 200 delegates from Industry and Academia participated in the two day Summit.

Constitution Day Celebration

On November 26, 2015 FORE School of Management celebrated the very first Constitution Day of India. The event started with a speech from Prof. Vinay Dutta who told the students about the Constitution Day celebration, starting 2015, in India will be celebrated every year on November 26 as the constitution of India was adopted by the Constituent Assembly on November 26 in the year 1949 and came into force on January 26 in 1950. He also talked about how the Constitution is important to a democracy and its significance in India. This was followed by a presentation by Utpala Rai and Anurag Soni from the International Managers Group Batch 9. With the example of a traffic signal they explained why the constitution is necessary for a democracy – to avoid congestion, and to streamline procedures effectively.

The students shared the components of the Constitution of India – Preamble and 25 other parts which include our Fundamental Rights, Fundamental Duties, Directive Principles of State Policy and 12 schedules, 5 appendices and 100 amendments. Prime Minister Narendra Modi's tweet for the first Constitution Day was also shared by them. After the conclusion of the presentation which ended with the students wishing everyone the first Constitution Day. Prof. A. K. Puri gave a speech about constitutions of other countries in brief further highlighting how critical a part it is of any country and how much the development of a country depends on it. The celebration concluded with students asking some questions regarding the Constitution which was addressed by both the professors. Through this day people in India will celebrate their history, freedom, independence and peace.

Genesis 2015



Mr. R.C. Sharma lighting the auspicious lamp at the inaugural ceremony of Genesis

Team Nexus organised Genesis, the Annual Management Fest on November 6-7, 2015. This year planning set off with a new initiative to create new management events which would stimulate a person to innovate and creatively think to excel. The aim was to attract the best talent from B Schools across the country with the innovative management events. It took a series of meetings, discussions and brain storming sessions to decide the theme of the Genesis '15. Finally, it was decided that Genesis 2015 will be based on bringing colours to one's ambitions.

To decide upon the logo for Genesis, a Logo Making Competition was organised in which students at FORE School of Management were given a time frame of 15 days. And a tag line competition was also organised and Genesis'15 got its tagline – "Colour your Ambitions". Mails were sent to all the B Schools announcing the dates and the new logo for Genesis. And thus it all began. In order to promote the event in a better way, Genesis'15 sweatshirts were made available.

The day had arrived – the day of the unveiling of *Genesis 2015*. The enthusiasm in the air was pretty visible. Volunteers arrived at 9 am in the morning to help in the successful conduct of the Genesis 2015. The Virajam Auditorium was power packed with the presence of the President, the Director, esteemed board members and the faculty. The event began with the

ceremonial lighting of the lamp by the dignitaries and the Student Council President.

Thereafter, in the opening speech of the day, the Student Council President Rahul Goyal emphatically remarked that the true spirit of management was learnt by the students in the process of preparing and executing the plan for this event.

After that, in his speech Director Dr. Jitendra K. Das pointed out that Genesis was an essential part of the learning experience at FORE and formed an integral part of the annual calendar. He mentioned that USP of FORE School of Management was it encouraged Student Driven Activities. Later, Vice – President Dr. B. B. L. Madhukar in his speech emphasized the importance of outdoing oneself every day and how competitive events influence in doing just that. He mentioned that Genesis is one such initiative that induces students to start thinking beyond the obvious and innovate.

Next, it was followed by a speech by the President Mr. R. C. Sharma who emphasized on innovation being the most important aspect of management. After the opening speeches, to add spark to the ceremony, cultural events of a folk dance performance bhangra performance by FORE students took place. The ceremony ended with the President Mr. R.C. Sharma officially declaring the event open.



Mr. R.C. Sharma addressing the gathering at Genesis inaugural ceremony

Events of Genesis 2015

Concoct

Concoct is an annual B-Plan competition at FSM and it was conceptualized with a view of providing budding entrepreneurs a platform to showcase their business ideas. It is an Inter-college competition, designed to give the enthusiasts a platform to present the feasibility of their entrepreneurial dreams. The participating teams have to come up with innovative and feasible ideas for a start-ups.

Teams were provided stalls for the execution of business idea. It was about setting up a "bazaar" with the teams competing and strategizing as per competitor's move which provided the excitement and unpredictability of real-world business.

More than 100 Teams participated in this event.

Ba-czar

Genesis 2015 was a great success and CED's flagship event Ba-czar was a major contributor to it. Ba-czar was set-up for the two days of fest, where six teams from first year put up stalls of their innovative ideas. Delicious food items, engaging games, flower/ message services, and even books - Ba-czar had it all. The event was a huge success, with the revenue for both days summing up-to around INR 1,25,000.

The first team to perform well in all these aspects was 'Foodadda ', who served mouth-watering non-veg and veg preparations and also employed different promotional games too. They were awarded a prize amount of Rs. 12,000. The second Prize was awarded to 'Foodigos' which served food items like pasta, brownies, cakes, etc. This team got a cash prize of Rs. 7,500. All the participating teams were given a consolation prize of Rs. 1,250 each.

Fast Food Hunger

Fast Food Hunger, an exciting online simulation game

conducted by FORETech during Genesis'15 is a real time event wherein various teams play the game head to head in an online platform.

The basic theme of the event is inventory management at a fast food restaurant. The teams are required to balance the demand and supply of various food items at the outlet, keeping in mind various conditions like holidays, weather and festivities along with earning the highest profit.

TechnoSlides

TechnoSlides, an inter B-School power point presentation to showcase the Tech-saviness of participants and it was organised by FORETech during Genesis'15.

Participants were required to select any one of the five mentioned industries like, Sports Industry, Media Industry, Retail Industry, Hospitality/Tourism Industry and Automobile Industry. After selecting their respective industries they were required to give a power point presentation on the usage of IT in that industry.

Markathon

Markathon at Genesis'15 was organised with a view to showcase the business skills of the participants. The event was conducted by SIG-MA. Participants were required to show their marketing skills and selling skills. It was an opportunity for the participants to apply all the learning into real world and via the best possible practical approach.

Selected teams were given Rs. 999 and time of half day was allotted with the objective to go out on the streets of Delhi and multiply the amount by utilising the capital given to each team along with their innovative ideas. The teams were given just a few hours to think, strategize and implement their ideas. Participants took this challenge very positively and displayed their grit and vigour.

Gamers' Asylum

This LAN Gaming event was conducted by FORE Sports and Cultural Division. It was an event for the ardent gamers. It was conducted to mix up some fun and flair in the two day Genesis'15 mega event.

Following games were the main attractions this year:

- Counter Strike 1.6: One of the most popular First person shooter and strategy game.
- FIFA 2011: The best Football game under the FIFA title.
- Need For Speed Most Wanted: A very competitive car racing game.

All the matches were monitored by Team FSD members.



Faculty along with students during Genesis inaugural ceremony

Kurukshetra

Kurukshetra is a debating platform that puts together thoughts from the best minds in the industry and from the future managers. The event aims at sparking discussions between teams, under the guidance and mentorship of the most distinguished and learned corporate fraternity there by providing them with an opportunity to portray their intellectual prowess, creativity and business acumen. It was organized by Corporate Interaction Division (CID).

The topic for this year's case study was on the automobile industry. The teams were shortlisted based on the case study submitted online. Shortlisted teams were then invited to campus to participate in the next round which was an inter-college debate.

Corporate Buddha

Corporate Buddha is a team based event to test the contestants on the use of acquired skills across various domains - from logical thinking to business ethics.

Corporate Buddha was a multi round team-based case event. The event was designed to test a contestant's ability to analyze the economic, financial and market scenarios to take decisions for a product and take it to new heights.

The event was designed and conducted by Team Think Tank. In the 1st round teams had to submit their strategy on a case study about Indian Aviation Industry in the form of executive summaries on the basis of which they were shortlisted.

For the final round, 8 teams were shortlisted and invited to the campus. Participants were asked to give a presentation on the same strategy they had discussed in executive summaries.

FORE Videosis

FORE Videosis is an Inter-College movie making competition that encourages students to come up with creative and

innovative videos on the given topic. It is a stepping stone for all aspiring filmmakers to showcase their talent and creativity.

Topics for this year were: Nightmares, World War III, The 8th Wonder.

Mujhme Hai RJ

It is a platform for people to whom speaking comes naturally to showcase their wit, passion and originality. Everything in the event was spontaneous and entertaining.

Twisting Minutes

The event Twisting Minutes, conducted by FOREWord, tested the verbal skills of participants. The event had two rounds. The first round was Just-a-minute and the second round was Circumvent.

It saw participation from various B-schools like IIFT, Nirma etc. The event was very well received by the students from both inside the college and outside and was great fun.

The participants were judged on a number of parameters like quality of content, adherence to time limit, body-language and relevance of examples.

The Argumentative Indian

FOREword, the literary committee of FORE School of Management, organized their first event for the year, which was also the flagship event for Genesis'15 at Virajam Auditorium on November 6, 2015. For Vigilance Awareness Week, this event was sponsored by Power Grid Corporation of India. The event started with a packed auditorium, both participants and employees of Power Grid coming in profusion. The theme of the event was corruption.

Students spoke for or against the topic, depending on which side of the debate they wanted to be on. Enlightening questions were then asked which further revealed the depth of knowledge, the participants had about the topic.

Dumb and Dumber

With this lively event, FOREWord brought back dumb charades, all those fond memories of pondering over the actions of your team partner, trying to figure out what he is trying to communicate in the ancestors language, but with a bit of twist. In the first round, the participants were given the name of an object, place, movie and they had to act it out without speaking to their respective team members within the time limit given. In the second round, the participants were shown a video (without voice) and they had to act it out giving their own interpretation to the video. The event was a great mix of fun, drama and challenge.



The participants of *Jagrukta* - The street play competition

Jagrukta

But when action, emotion, words all come together it can be called a drama, and when it is directed to spread a social awareness it becomes *Nukkad*. This was portrayed by the various teams from colleges across Delhi University and other B-Schools in the country who were out with a message, a call for action to issue of girl exploitation for the event *Jagrukta* as part of Genesis '15, the annual management fest at FORE School of Management.

The teams were judged on the basis of message delivered, context, dramatic skills and the involvement of audience. The winners claimed their prizes.

Prerna

Prerna was a case study competition organized to spread awareness about the problems faced by senior citizens in our society.

The event witnessed 28 teams participating and out of those 10 teams was shortlisted to present their views on the case study given.

For initial short listing participants were asked to send a solution to the case study in a maximum of 1000 words.

Shortlisted team presented the solution in the form of a PPT at the annual fest Genesis '13. The teams were judged on the case analysis, relevance & acceptability of proposed solution and presentation skills.

Pratibimb

For Genesis'15, Team *Antar* presented a new event, *Pratibimb*, a theme based face painting event, which will be no less than living works of art.

The topics for the event were-Autistic Kids are special ones, Equality for specially-abled people, Beggary in India: An overlooked issue, and Alcoholism: A disease.



Students having a leisurely time at the Forezone stall

BackFlush

Backflush is the main event conducted by FORE School of Management's special interest group of strategy and operations. The preliminary is conducted online, which is a quiz to test the Business and Operations Acumen and round two being a Negotiation based round wherein each team has to portray its analysing, strategy skills and negotiate accordingly, in which three teams will act as suppliers and other three as buyers. Each buyer will negotiate with every supplier for the same commodity for which the price is not known to any of the contestants.

The teams that will close the deal closest to the actual price (which would be disclosed to them at the end of this round) will qualify for the next round.

The third round was disclosed on the spot and was a presentation round.

Vyamaham

Vyamaham at Genesis'15 tested the competence and skills of the participants in the domain of HR. The event was conducted by SIG-HR. Participants were required to analyze and debate upon various organizational challenges and case-lets on breakthrough HR practices to test their analytical skills and level of domain expertise. A panel of distinguished judges from the industry adjudged the event.

A two round event was held, with round 1 being an online round, case study analysis for short-listing and elimination and the final round, round 2 was a video case study debate, which was held on the campus.

The teams were judged on the following parameters: in-depth knowledge, logic, reasoning and rationale, response to counter arguments, presentation style and articulation.

Launching of the Book “Reviving Italy: Reflections”



Book launch by Hon'ble dignitaries

The book '*Reviving Italy: Reflections*' contains a total of eight articles and one case study. These are a set of fine reflections on Italy's economy, marketing, women, culture, governance and corporate social responsibility by the FORE faculty. The foreword of the book has been penned by H.E. Lorenzo Angeloni, Ambassador of Italy in India.

This book is the outcome of the annual Faculty Development Programme of FORE School of Management in Italy. When the faculty visited Italy in November 2013 during the FDP, they got an opportunity to interact with the faculty of the LUISS Guido Carli University (Rome) and enjoyed discussing various issues ranging from the Italian economy to Italian trade, travel and education. The learning from these fruitful interactive sessions in Italy led to these articles.

The book is edited by Dr. Jitendra K. Das and Prof. Hitesh Arora which is an endeavour to bring together various studies in a systematic manner. The book has been published by Bloomsbury India Limited. In this book, the contributors reflect on various aspects of Italian economy from FDI to industry, women to corporate governance, corporate social responsibility to culture, merger & acquisitions to advertising. Concerted efforts in these areas can go a long way towards reviving Italy.

The book was formally released by Mr. R.C. Sharma - President, FORE on November 26, 2015. Dr. Yasho V. Verma - Former COO-LG Electronics India Pvt. Ltd., Mr. Anupam Saronwala - Head, IBM Research, Dr. B.B.L. Madhukar – Vice President (Finance) & Treasurer, FORE and Dr. Jitendra K. Das – FORE were also presented on this occasion.

MOU with European Institute for Asian Studies (EIAS), Luxembourg

FORE School of Management and European Institute for Asian Studies (EIAS) has signed a Memorandum of Understanding (MOU) for collaborative research, publication, exchange of resources for research projects in the areas of corporate social responsibility, social policy, environment, international cooperation & development on December 22, 2015.

The MOU was signed by Dr. Jitendra K. Das, Director, FORE School of Management and Mr. Axel Goethals, CEO, European Institute for Asian Studies (EIAS). Prof. Shallini Taneja, Prof. Sanghamitra Buddhapriya, Chair (PGP) and Prof. Hitesh Arora, Professor-in-charge (Academic Services), FORE School were also present on this occasion. This MOU will provide impetus to the research activities at FORE besides providing a platform for research cooperation between the two institutions.



Mr. Axel Goethals and Dr. Jitendra K. Das exchanging the MOU

Anubhuti - An Interface with the corporate world



Mr. Sameer Somal addressing the students

On December 7, 2015 Corporate Interaction Division organised a session of *Anubhuti* on "Entrepreneurship & the Intangibles of Success" and the speaker was Mr. Sameer S. Somal. He is the Chief Financial Officer for Blue Ocean Global Wealth and Blue Ocean Global Technology.

Talking about the start-up culture, he told the students that on an average about 8 lakh businesses start in the US every year. It is only an illusion that everybody is succeeding but in reality a lot of them are failing and one should learn from these failures in order to succeed. Today, even women are becoming entrepreneurs, which is a sign of changing times. Also, studies have shown that involving women in executive teams is more productive as they bring in diverse opinions to the table.

Highlighting the importance of leadership, he told that leadership is intangible and isn't something that can be taught, rather it is something that has to be learned.

Coming to Digital Revolution, he told the students that it has changed the corporate dynamics. In today's world, a digital profile is a must for any business as it adds credibility but there needs to be a proper content management. Also, mobile technology is the future (about 5.1 billion people own mobile phones in the world) and one needs to focus on that as well.

Talking about mentorship, he advised the students to keep in touch with their mentors as they share their experiences in the field and one can learn a lot from that.

Next topic for discussion was Relationship Capital where he highlighted that one needs to be emotionally intelligent and a good listener in order to build long lasting relationships. They should always be prepared with an "elevator speech" about their business/idea. They should also focus on quality over quantity. All this will help them in expanding their network.

Last agenda for discussion was Frameworks of success. He advised the students to adopt a global mind-set. One should have a long term perspective for their business and so their primary focus shouldn't be money-making, rather it should be the success of their business.

On December 8, 2015 Corporate Interaction Division



Mr. Sujith Ravindran addressing the students

organised a session of *Anubhuti* on Self-Preserving Organisations vs. Self-realised Organisations and the speaker was Mr. Sujith Ravindran, co-founder of BEING at Full Potential, a center aimed at developing new forms of leadership and making Human Potential realization the number one focus within organizations.

Talking about the Self-preserved organisations he said that for these corporations ends justify the means and they tend to follow Machiavellian principles of business which include manipulation, scheming, and the concept of "My win is your loss". After recession a lot of people became homeless because the banks followed these principles. Relating their behaviour to Maslow's Theory of Needs, he said that these corporations focus on survival and that the leadership style generally observed here is that of "command and control" and that employees are seen as a commodity.

Coming to Self-Realised organisations, he told that they are opposite of self-preserved organisations. They are focused on Self-Actualisation which is at the top of Maslow's Pyramid in his theory of needs. They are not interested in productivity/performance but focus on creativity and inner experience. The leadership style here is "inspiring". It has been observed that productivity of employees increases about 40% when they are doing what they like instead of being forced to do something else.

Talking about the transformation of an organisation from self-preserved to self-realised, he told that an organisation undergoes this process when they start having a spiritual crisis that threatens their existence. According to him, Ryanair is one of the finest examples for this transformation. Initially they used to treat their passengers like dirt and would always overcharge them. But, after a lot of backlash they underwent this process and now is one of the most successful airlines in the world.

As a concluding note, he said that in life there will always be a choice of either doing things right (no matter what the means) or doing the right things. One should make their decision accordingly.

Panchtatva 2015



Prof. Freda Swaminathan addressing the students at *Panchtatva*

To follow a desired path one needs to make sure that the first step taken is in the right direction. Once a student joins an MBA school it becomes extremely vital to understand the course that he is to undertake as it determines the rest of his future—choosing a subject in which he/she wishes to major in, is a significant part of that. To provide a better channelization and clarity of thoughts in that aspect Team FAN organised *Panchtatva* on October 16, 2015. Five eminent alumni of FORE who are working in different fields of management – Finance, Marketing, Operations, Human Resources and Information Technology were invited.

Ms. Swayampriya Shah (FMG 1997-1999), who has an experience of 17 years in the HR domain of management and currently heads the Human resources department for Cohn & Wolfe Six Degree PR, was the first speaker of the day. According to her an HR is a decision maker and it becomes very important for everyone to contribute adequately to the organisation. She also highlighted that HR professionals wear many hats since they have to handle human resource of every department which needs both on-site and off-site efforts.

The second speaker, Mr. Sachin Jain (FMG 2001-2003) has an experience of more than 10 years in the domain of finance. He has been working in banking and investment solution areas and has a keen interest in stock market and investment strategies. He brought about the facets of change and instability in the arrangement of a superpower like European Union and the possibility of eventual meltdown of Chinese economy. That is where the opportunity for India lies. He interacted with students by asking about their views on the change in the central power and how they think it is affecting the country.

Mr. Manish Sethi (FMG 1995-1997) has about 20 years of experience in the field of IT is currently the Vice-President of R Systems International Ltd. - an IT based services and solutions leader. He threw light on the topic of the start-up boom in India and how IT contributes to it. He added that e-commerce is the poster child of India and that all transactions and departments are dependent on each other for the facilitation of services for one user. Hence, integration of departments,

with the help of IT, has become a requisite.

The next speaker Mr. Gautam Khantwal (FMG 2010-2012) has been working at Genpact, and has a certified six sigma black-belt. He is leading the process experience initiative in the hire-to-retain function of the organisation. He connected with the audience instantly at the mention of 4Ps of Marketing. He asked the students to emphasise on the 4Cs which according to him could be helpful while choosing a major in their next year. The 4Cs were – Create an interest, Connect with people, Conspire to win and Chill. According to him the motto of an employee should be – Be true to yourself and the organisation.

The last speaker of the day was Ms. Pallavi Garg (FMG 2005-2007) has been working as an Associate Manager of Strategic Marketing group at Hero MotoCorp Ltd. According to her learning the sales aspect of any business helps with all the others as well. And, the key to sales is motivation. Being self-motivated is the essence to sales and marketing. She added that networking is an important part of both sales and marketing, and that students should slowly and gradually try to see where their bent of interest is.

The session was then declared open for a Question and Answer round. With the end of the Q&A session the speakers were felicitated. Time spent learning is always time well spent as this experience proved to be an illuminating and informative one for the students.



Students during the Q&A session of *Panchtatva*

ICT for Development Information, Communication and Technology

'Developing the Nation Digitally'



Dr. Jitendra K. Das addressing the gathering

FORE School of Management, New Delhi in association with The Associated Chambers of Commerce & Industry of India (ASSOCHAM) organized a programme titled ICT for Development Information, Communication and Technology 'Developing the Nation Digitally' on November 16, 2015 at Vivanta by Taj - Panaji, Goa.

The one-day programme focused on HOW Information and Communications Technologies (ICTs) are transforming societies and fueling the growth of the global economy, even though their benefits have not been spread evenly.

The eminent dignitaries who graced the occasion included Shri Laxmikant Parsekar, Hon'ble Chief Minister, Government of Goa; Shri Francis Dsouza, Hon'ble Deputy Chief Minister, Government of Goa; Shri Narayan Bandekar, President, Goa Chamber of Commerce; Shri Mangurish Pai Raiker, Co-Chairman ASSOCHAM Council on MSME; Shri G. S. Phani Kishore, Secretary (IT), Government of Andhra Pradesh; Shri D. S. Rawat, Secretary General, ASSOCHAM; Shri Bawa Grower, Managing Partner, Hexagon Consulting; Shri Satish Kotian, COO, Aspire Home Finance Corporation Ltd.; Shri Arvind Mehrotra, President, NIIT Technologies; Smt. Sumana Sarkar, Program Manager-Sustainability & Corporate Responsibility, ERICSSON; Shri Amit Kumar, President & Editor in Chief, Leaders Speak Magazine; Shri Ashok Mehta, President, Educomp Solutions Ltd.; Smt. Jyoti Jain, National Head - Marketing and One-Stop Classified Business, Shriram Automall India Limited; Dr. Sanjeev Sofat, Professor, Computer Science & Engineering, and Deputy Director, PEC University of Technology; Dr. Divya Bansal, Head, Cyber Security Research Centre, PEC University of Technology, Chandigarh; Shri Sunder Madakshira, Head of Marketing, EdgeVerve and Shri Prajyot Manikar, Director, Androcid Media Pvt. Ltd.

Dr. Jitendra K. Das, Director, FORE School of Management, New Delhi & Chairman Organizing Committee delivered the "Welcome and Theme Address" in the Inaugural Session.

He also chaired the 1st Technical Session on "ICT for Development".

More than 200 delegates from Industry and Academia participated in the one-day programme.

Achievers' Column



Saket Agrawal

teams from 811 colleges across India with more than 20,000 reviews being generated and widely shared.

It provided a learning platform for marketing enthusiasts where they acquainted themselves with the latest trends in Digital Marketing using Facebook Advertisements. From selecting the right target group to engaging a massive audience, the project was an immersive experience for all. The participants gained a holistic outlook on digital marketing insights which subsequently aided them in analysis and decision making.



Shashwat Narayan

Student's Corner

Digital Marketing



Kumar Abhishek

The ever changing world is now becoming a witness to the dawn of Digital Era. For a brand the need of the hour is to embrace and evolve with this change. According to '2015 Statistical Fact Book' by Digital Marketing Association, 80% of companies are looking to substantially increase their spending on Digital Marketing. Thus it is now most

important to know the ins and outs of Digital Marketing.

The soul of Digital Marketing lies in the virtual identity of a brand which is showcased by its Website. It acts as a gateway for a consumer to experience the brand online. There is a common misconception that having a website is all about selling online. But Coca-Cola's website, which doesn't sell online, is visited by about 45,000 people daily (as per Alexa.com) shows how a brand can use its website for engaging people and turn them into prospect customers. In fact the websites are confined not only to showcasing the products but they move ahead by propagating a positive imagery of the brand with the use of CSR activities and other stories.

Internet is a dense network where a brand needs to forge an identity of its own, thus the next step in digital marketing is making your virtual presence felt or in other words showcasing your website to the maximum number of people. One of the most popular way of doing so is by optimizing your website as per different search engines, popularly known as Search Engine Optimization (SEO). SEO makes it possible for a website to be placed ahead of others in a particular search result related to a brand or category.

Even though Digital Marketing is a relatively new concept, but still it is evolving rapidly. The latest dimension which is gaining wide popularity is 'Social Media Marketing'. The emergence of social media giants like Facebook and Twitter with humongous user base provides an opportunity for brands to reach a larger audience. It is a two-way communication medium where brands can interact with consumers and at the same time consumers can also give their feedbacks. According to socialbakers.com, Starbucks (a global coffee café chain) has 10th biggest Facebook page in world in the brands category with a following of over 35 million people. It makes its



Mayank Gupta

customers more engaged by interacting with as many people as possible, thus exemplifying the usage of social media in marketing. It is also a platform where brands are able to establish emotional connect with their consumers giving the fact that they are just a click away.

For any company to sustain it is important to provide a personalized

touch to users, this is where Analytics come into picture in Digital Marketing. Analytics is an indispensable tool from strategic point of view as it enables the marketer to understand the customers' online behavior. The most popular analytics tool is 'Google Analytics' which provides marketers with invaluable insights pertaining to the user's online behavior. Once a marketer understands a user's preferences he or she can then adopt a customer-centric strategy and propagate the relevant brand value.

Digital Marketing is not only assisting the existing brands but also acting as a boon to the enthusiastic entrepreneurs. Upcoming new ventures are finding it easier to target their audience at a lower cost by the use of Digital Marketing.

The success story of startups like Flipkart and Paytm serves as a testimony for the potential of Digital Marketing in India. In fact, Flipkart gets over 19 lakh visitors daily from Facebook itself which gives us the glimpse of importance of social media in Digital Marketing and E-commerce. Here it should be noted that India has just about 19% internet penetration so the true internet potential of digital India is yet to be explored.

One interesting thing to note about digital marketing is that perhaps it is more dynamic than any other sector. The concept of digital marketing gained widespread marketing only in last one decade but even in this short span of time a major change which has the potential to completely change the outlook of digital marketing sphere has emerged.

With the improving internet infrastructure all over the world, it is absolutely clear that digital marketing is here to stay. The big companies around the world are already taking cognizance of this fact and the new entrepreneurs are using this tool to challenge existing giants like never before. But still digital marketing is in its nascent stage and those who ride this wave of change in the marketing sphere will be the ones leading the world.



Sayantana Mitra

Oil, Money And Terrorism

The story in brief

How many of you have been often confused with the dynamics behind the falling oil prices? How many of you find a link of terrorism with the oil prices? How many of you can forecast a Federal Reserve move from the

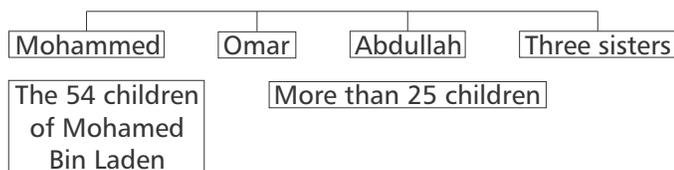
current chain of incidents? Well, they all are events which leave several unconnected dots.

Oil economics is one of the most important variables in deciding a future move since it is a crucial requirement driving industry, manufacturing and production in an economy. Oil has mostly been linked notoriously with politics played between the west and middle-east countries. But of late, new developments have taken place and we have heard the OPEC nations getting engrossed in internal battles while America remain silent. ISIS is growing to power, Russian fighter jets are being shot down in Turkey, Saudi Arabia is using its coercive power to manipulate oil prices and many more. Read on to find out more about oil, money and.....

Oil, money and terrorism have always been an interconnected chain of events. While today we see the China crisis looming amidst growing terrorism from a rising militant group called ISIS, the previous decade has seen the dominance of Al-Qaeda and Taliban. With the oil industry often playing a major role in the wealth of the middle-east countries, the rise of Al-Qaeda has had a long history behind its trajectory to prominence. A gentleman was forced to turn himself into a jihadi activist to counter the western world's aggression towards the oil economies. The long story can be traced from the rise and fall of the Bin Laden dynasty.

Born from mid-1940s to 1950:

The Bin Laden Dynasty



Sons: Salem, Ali, Thabit, Mahrous, Hassan, Omar, Bakr, Khaled, Yeslam, Ghalib, Yahya, Abdulaziz, Issa, Tareq

Daughters: Aysha, Fatima, Sheikha, Su'add, Tayyeba, Wafa, Nour

Born from 1951-1959:

Sons: Ahmad, Ibrahim, Shafiq, **Osama**, Khalil, Saleh, Haider
Daughters: Salma, Zeenat, Ruqqeiya, Randa, Zubaida, Najiah, Samiah, Muna, Saleha, Mariam, Fowziyah, Raja, Huda, Seema

Born from 1959 to 1967:

Sons: Saad, Abdullah, Yasir, Mohammad

Daughters: Raedah, Eman, Aetedal, Sahar, Ilham, Sana'a, Malak, Muneera

(Referred from 'The Bin Ladens' by Steve Coll)

The Bin Ladens travelled a long way from Mecca and Medina to Las Vegas and Disney World to gain limelight in the western business world. But like every other business roots, they too had a very humble beginning. Mohammad Bin Laden, the father of Osama Bin Laden, started off initially as a porter in Jeddah. He was poor and uneducated. But he possessed a shrewd business mind. After having worked as a brick layer and mason for Aramco, an Arabian American Oil Company, he started off his own construction company which became very successful. His company won several contracts from the kings and princes of Saudi and it eventually amassed assets in excess of US \$5 billion.

Despite the royal associations and grand wealth, Mohammad Bin Laden lived a relatively simple life when compared to other wealthy Saudis. It is this strict religious and moral code which got ingrained into his children, especially Osama Bin Laden.

The Saudi BinLadin Group (SBG)

Salem Bin Laden, the eldest son of Mohammad Bin Laden, took charge of the huge empire after his father's death in a plane crash. The company came to be known as the Saudi BinLadin group (SBG). Incidentally, SBG was one of the many companies which recently won the contract to build the tallest building in the world, Jeddah Tower in Jeddah for a contract amount of US \$ 1.23 billion. Osama Bin Laden, being a half-brother of Salem, joined the company and became a loyal worker. He took care of the operations in Saudi while Salem was busy handling larger contracts in the US.

Salem was educated in Britain and expanded the family business to USA and other countries. He adopted a westernised culture in operating the business which was contrary to the culture that SBG imbibed under Mohammad. This distraught Osama Bin Laden.

The success of SBG brought USA government in close ties with the royal family of Saudi through mutual connections of the Bin Ladens. In 1990, during Iraq's Kuwait invasion, American troops were allowed by the Saudi royal family to battle against the Iraqis from Saudi land. Thus began the long drawn war of America against Iraq and Saddam Hussein.

The rise of Osama Bin Laden

Osama was completely against the move. He left his family as

well as Saudi soon after he realized that his family would in no way oppose this move from the Saudi royal family. He settled in Sudan in 1991 where he started training jihads. His family decided to expel him as a shareholder from the Muhammad Bin Laden Company due to his growing militant connections. The Saudi government stripped him from Saudi citizenship. These incidents turned Osama into an angry sheep. He started denouncing the Saudi royal family publicly. Sudan government too, under immense pressure from USA, expelled Osama from their country. He finally landed up in the harsh grounds of Afghanistan. Under isolation from his family and anger towards the Americans, he began his notoriously infamous organisation, Al-Qaeda, a Sunni militant group.

When Al-Qaeda finally struck US...

James Fallow in an article in The Atlantic had described a conversation that he had with a friend on September 11, 2001 when Al-Qaeda struck the World Trade Centre and the Pentagon in America in their terror attack. James' friend was working inside the Pentagon when it was hit. He said over a telephone conversation to James, "We don't know where the attack came from," to which James had replied, "But I can tell you where the response will be: in Iraq."

This proved that US government feared oil economies more than terrorism.

Consequences of the Al-Qaeda terror: War on Iraq in 2003

Many believed that America had captured Iraq to destroy terror. In a report dated March 20, 2014 published in The Guardian, it has been described how America's invasion into Iraq in 2003 was largely due to the "unprecedented energy price volatility" which was caused due to Iraq's unpredictable energy export policies. It was feared that Saddam Hussein might remove Iraqi oil from the market for an extended period and that would make the entire US economy crumble as it was heavily reliant on oil supply from the middle east, especially Iraq.

The oil price crash of 2015

The oil prices globally has plunged to almost \$40 per barrel in this year. The Islamic State has grown to power through barbaric acts of terrorism. Al-Qaeda and Iraq has been successfully demolished by the United States. The scenario, today, hasn't changed much from what it was in the previous decades except the fact that US has interrupted infrequently. The current terrorisms have caused them lesser tensions unlike the past.

Why USA no more worries about middle-east terrorism, oil and money?

USA has, off late, progressed in the extraction and processing of the West Texas Intermediate, also popularly known as the WTI form of crude oil. This form of crude is available under the soil only in the United States. The crude form of the oil is extracted through a process called **hydraulic fraction** which

mainly involves fracturing shale rocks found deep inside the earth. High speed jets are pushed through hydraulic pipes which hit the rocks hard and fracture the crust. A liquid spills out from the rocks. This is pulled up to the surface through vacuum technology and is processed further to get the WTI crude oil.

This technology advancement has reduced America's dependence on the middle-east for their oil consumption needs. Previously, out of the **15 million barrel per day consumption needs of USA**, around 11 million barrel needed to be imported daily. In 2014, they produced almost 9 million barrels per day through shale gas manufacturing.

State of the OPEC Countries, now....

The middle-eastern countries now have a very small territory to supply their oil produce. America was one of their largest customers. China and India are now the only major oil consuming economies left. China's economy has also been going through a dry run. Fears of infrastructural over capacity and sluggish global demand have kept their factories operating below optimum capacity. The low capacity utilisation has led to lower demand for oil imports. Saudi Arabia, which now is the undisputed leader among the OPEC nations, has declined to reduce the oil production in a bid to retain its market share despite prices remaining low consistently. But is this fight is unsustainable? While Saudi Arabia and Russia break even at \$105/barrel for extracting the brent (currently trading at \$35.62/barrel), USA needs only \$40/barrel to break even for their WTI version. Hence, USA doesn't mind the plunging oil prices, but how long can the OPEC nations continue making losses?

Growing intolerance among the OPEC nations....

Political leaders from Russia and Iran have confessed that Saudi has strategized the move to keep production levels intact with America, so as to punish Russia and Iran. While some sight this to be a measure to curb the ISIS movement, others see it as a conflict spawning at home. The long association of Saudi with America might work out this strategy for the time being but will America support Saudi in the days to come? Saudi is losing its might with depleting reserves and ballooning fiscal deficits which has already reached record levels of 5% of GDP.

The way forward...

With conflict setting in within the OPEC countries, it seems that America has yet again destroyed another threat to the global economy, THE CARTEL OF THE OPEC. However, unlike its previous attempts, this doesn't seem to further instigate terror unless the OPEC countries get involved in internal battles among themselves. If that doesn't happen, then the world might enjoy lower oil prices for long else it might lead to the middle-east becoming the brooding territory of destructive terror.

Alumni Retrospection

Ms. Renu Misra, FMG- Wave III Managing Director - Grohe India Private Limited



I still recall how undecided I was when I joined FMG at FORE as to what I wanted to do in my career. I took up a PGDBM since I did not want to pursue ICWA or CA after B.Com (Hons). When I did start the course, it changed my life completely. It was the curriculum designed by

FORE School of management, the teachers and my peers. Most of them were joining a course after a work experience and their perspective has made a big difference in what I think today.

I started as Finance - MBA at a time when markets were at low ebb and the options of placements at financial institutes /banks were not abundant. At that time I opted for a corporate finance role which is traditionally taken up by CA or an ICWA. As I moved to join a telecom software start up, I was exposed to all functions – IT, HR, administration as they did not have resources for the positions and I was willing to learn.

With the next role in an IT software firm I took up supply chain and CRM tool management along with Finance as my core role. While these were not defined responsibilities for the job, they were offered to me as and when they came up, looking at my willingness to expand my learning base. I spent 9 years between these two organisations learning the ropes of all support functions largely existent in any company. Then I moved to mid size and large size organisations in office automation & FMCG space with specialised roles in Finance which helped me gain depth into my core competency.

In 14 years between four organisations & four different industries – large, mid sized and start up's, I did garner complete width & depth of experience into various functions making me a right candidate for a CFO role with my current organisation. This experience has gone a long way in shaping up my career the way it looks today .

When I joined Grohe as CFO, it was a mid size set up in a very competitive industry. I took up various functions like supply chain, IT, administration & HR into my fold and set up complete SOP's to turn it around to a structured organisation as it looks today. My next role as CEO of Grohe came in close

to 20 months of my being a CFO and as I complete 4 years into this role , I can say that there is no looking back if you invested your initial years wisely into learning. As World's No.1 brand in water technology and a leader in India, Grohe throws up challenges every day and I have learnt something new each day that I have spent on the field with my team & the customers.

My movements across different industries & roles make me believe that there is no dearth of opportunities if you are willing to take the challenge ... Explore & take risks, Perform and see results.

I strongly believe that no one can be successful individually. Ensure that you take your teams along and be inclusive in every way. Be passionate about your work & do it with 100% integrity. There are no short cuts to success and good work always gets noticed. And in the end have the courage to change ... Love what you do, if you don't Change it to make it worth !

Mr. Manish Parbhakar, FMG- Wave IV Regional Head - Middle East, Turkey & CIS - Apollo Tyres (ME) FZE.



When I was asked to write this note about my years in FORE, I had to race my mind hard, to turn back pages of my life. I was surprised that 18 years have passed, a time which is taken by most of us to finish our childhood & reach college. A lot changed around us, however

there are some unique attributes which, I believe, we adopted as students in FORE & they must have stood with many of us. I was part of FMG- Wave 4 & got admission into an institution , which was very young. Foundation for Organizational Research & Education- the name 1st appeared in my life when a leading news channel covered it for its thought provoking pedagogy & methodology of management teaching. It was the time when management institutes were limited to few big names & universities & many tall heavy weights were the one who existed.

The stark difference was realized the very first day, when I slipped into school dress & struggled with knots of tie. It was as if I was going back in time & almost felt demoted while

wearing that uniform. The experience scaled up when we were lined up for the morning prayer. There was a class of Eastern Management & Yoga and this is where we encountered a management methodology alien to us. During that point of time, all these looked strange, out of place, waste of time & meaningless. However today when I look back - all this made perfect sense. The dress was a symbol that all of us were equal with no distinction & also probably was a custom which imbibed in us feeling of belongingness or some may call seriousness. All this tuned us to a way of thinking which today world is following – ie. how to manage stress or eastern philosophy in work culture to make organizations a wonderful place to work. Most of the time we are not aware of complete road map. If we believe in something good then we must build on that. This is how many great companies are formed. If we today analyze failure of the start up – Single common error will be not able to carry along the spirit on which the set up was founded & questioning the broad picture mid way. FORE at one point was a start up based on certain methodology & today have come long way.

In the middle of our classes we used to have Anubhuti sessions. There were interesting speakers & boring speakers. Many of us used to bunk or attend depending upon the weight of organization the names of speaker carried or persona around him. However today if I recall some of the most powerful lessons were shared by people from unexpected quarters. I believe Interaction with Industry & personal experience shared during early years are worth as much as reading a book. Anubhuti created a platform for us which gave a unique opportunity to all of us to learn. Learning is learning whichever, whatever form it comes- Period.

In the very 1st trimester we were thrown into plethora of projects, group presentations & assignments & what not. It was a stress & I often questioned it- what the heck, what is the use and why are we just being rushed to catch one train after other without any plan or learning. The time flew in catching up with one subject after other without realizing what we are learning & suddenly after two years I realized that I was just MANAGING. And the stress I took in those years in managing multiple projects & assignments & subjects became a foundation for me to take me through the tough work culture expectations & tight timelines – which will be the 1st challenge we all face as we move out of college into the real

world. One year down the line during my management trainee, our CEO remarked to me- A good manager is one who knows little about every thing – Be it Finance or Marketing or HR. This is what all of us are trained for in management schools. FORE gave an excellent ground where in we were put into grueling schedule, where we faced an assessment every 3 months, unlike many other management institutes which were having semester system. This one attribute of managing within time frame will take any one long way.

In the 1st year, we were asked to take an industry project. It seemed so meaningless at that time, especially for those who enrolled in the course without any prior work experience. I picked up 1st project on Price war between TOI & HT. This was done visiting Bennett & Coleman and HT offices. We tasted industry interaction in the 1st few week of joining the course. During those years it was very uncommon to get into industry interface in the 1st month. Time flew fast in research, interaction & finalization of project findings to printing & presentation. Entire process right from scouting the project & taking favors to cold call to get the appointments to printing was a learning. It is the Do it yourself (DIY) 1st which I guess I learnt & it become handy while undertaking new projects or new assignments in my career. Few years down the career I was interacting with a senior manager in health care industry, which was a new field at that time, and I questioned – even being a doctor & not trained in management, how have you been able to bridge the gap of managing a leading hospital. She smiled & replied - DIY from scratch till you invent or integrate systems by involving yourself in each stage & then repeat to plug the holes before you move projects to the independent team. This is what most of students who go out will face & fail at. To be a good leader one must be 1st a good manager & to be a good manager one must be a good entrepreneur. Learning to take ownership of small things will be a habit which will help us in succeed in long run.

In the end FORE gave a ground to rehearse which prepared many of us to take on or manage the battle we will face in corporate world. Those who rehearse well will survive the battle long. I wish all of you good luck & wonderful two years. There is a world outside which is waiting for you as a blank canvas. What you paint & how you paint is upto you, but the basic tools & skills you will use will be imbibed in you in these two years. Use these years well.

Faculty Focus

Prof. A. K Puri

Prof. Puri has been nominated in the Advisory Committee, DST-CPR at Punjab University, Chandigarh, constituted by Department of Science and Technology, Government of India and attended the first meeting at Chandigarh on November 14, 2015.

Union Science and Technology Ministry, Government of India, has constituted a Committee of Experts to review Policy Research Centres and to relook STI Policy-2013 and to prepare a Roadmap for its implementation. Prof. Puri has been nominated as a member in the committee.

Prof. Puri has designed and conducted a novel Workshop on Research Management for aligning research output with societal goals at Institute of Microbial Technology, Chandigarh on December 10-11, 2015.

Prof. Puri delivered a talk in a seminar on Financial Inclusion for Entrepreneurship and Innovation organized by ASSOCHAM on December 10, 2015.

Prof. Puri received an award as 'Best faculty for Careers Development Skills' instituted by Education Post and ASSOCHAM, presented in Ahmedabad on December 22, 2015.

Prof. Alok Kumar

Presented a paper entitled "Inventory Model for New Product Diffusion under Inflationary Condition and Deterioration with Shortages" at *International Conference on Multidisciplinary Research For The Achievement Of Academic Excellence In Higher Education & Industry (MRAEHEI)-2015*, Fatorda Margao, Goa, October 26-27, 2015.

Chaired a session at "*FORE International Operations Conference 2015 (FIOC 2015)*", FORE School of Management Campus, New Delhi, November 26-27, 2015.

Presented a paper entitled "Inventory Model For Repeat Purchase Under Innovation Diffusion Criterion" at *FORE International Operations Conference 2015 (FIOC 2015)*, FORE School of Management Campus, New Delhi, November 26-27, 2015.

Presented a paper entitled "A Model to Forecast Sales Using Store, Promotion, and Competitor Data: A Technique for Operational Excellence" at *FORE International Operations Conference 2015 (FIOC 2015)*, FORE School of Management Campus, New Delhi, November 26-27, 2015.

Presented a paper entitled "Stage-Wise Innovation Diffusion with a Dynamic Market" at *FORE International Operations Conference 2015 (FIOC 2015)*, FORE School of Management Campus, New Delhi, November 26-27, 2015.

Prof. Anil Kumar Singh

Presented a research paper "Configuring Dynamic Capability Architecture For Understanding Change" at the *Strategic Management Forum 18th Annual Convention* (December 17-

19, 2015) at IIFT, New Delhi.

Singh, A. K., & Burhan, M. (2015). Factors influencing organizational change and health - Evidences from the Indian pharmaceutical sector, *Journal of Business Chemistry*, 12 (3), 69–84.

Prof. Anupam Narula

Invited as external expert member of Doctoral Research Committee (DRC) by Amity University, Noida on December 09, 2015.

Reviewed Papers for *Apeejay Journal of Management Sciences and Technology*, Greater Noida and for *Journal of International Consumer Marketing*, Routledge, Taylor & Francis Group.

Presented Paper titled "Changing Paradigm of Online Retail Market: A Study of Grofers' Operational Excellence" at *FORE International Operations Conference* organized by the FORE School of Management, New Delhi on November 26-27, 2015.

Presented Paper titled "Global e-Business Models for Innovative Service Marketing Practices: A Case let of eBay, Amazon and Groupon" at *FORE International Operations Conference* organized by the FORE School of Management, New Delhi on November 26-27 2015.

Narula, Anupam (2015). "Changing buying behaviour of global consumers: A case let of Italian consumers" in Das, J.K., & Arora, Hitesh (ed) *Reviving Italy: Reflections* PP. 54-60, Bloomsbury Publishing India Pvt. Ltd.

Narula, Anupam., & Mani, Mukta (2015). Financial Exclusion in India: Causes & remedies. In Puri A.K., & Singh, Kanhiya (ed) *Emerging horizons in finance*, PP. 225-237, Bloomsbury Publishing India Pvt. Ltd.

Prof. Basant K. Potnuru

Potnuru, Basant K. (2016). Economic migration of women: Challenges and policy with reference to Indian emigration to the Gulf, in S. Irudaya Rajan (Eds), *India Migration Report 2015: Gender and Migration*, Pp. 44-61, Routledge: London.

Invited to participate in the expert group meeting on "Governance of Migration: Opportunities, Challenges and Way Forward", organised by International Labor Organisation and UN Women on November 27, 2015 at New Delhi.

Prof. Hitesh Arora

Arora, Hitesh (2015, December 21). IIM Bill must create a level playing field, *The Pioneer* (National) <http://www.dailypioneer.com/columnists/oped/iim-bill-must-create-a-level-playing-field.html>

Book Edited: Das, J.K., & Arora, Hitesh (2015). *Reviving Italy: Reflections*. New Delhi: Bloomsbury Publishing India Pvt. Ltd, pp.134.



Dr. Jitendra K. Das addressing at the Multi-Stakeholder conference at IIC, Delhi

Prof. Jitendra K. Das

Dr. Jitendra Das, Director, FORE School of Management was invited as a Speaker to address on "Complementary Policy Measures - Perspectives for Mandatory CSR Reporting in Improving Labour Conditions" in the Multi-Stakeholder Conference on "Social Dimensions and Impacts of India-EU Trade Relations" organised by European Institute for Asian Studies (EIAS), Ambekar Institute for Labour Studies (AILS) and Maniben Kara Institute (MKI) on December 21, 2015 at India International Centre (IIC), New Delhi.

Book Edited: Das, J.K., & Arora, Hitesh (2015). *Reviving Italy: Reflections*. New Delhi: Bloomsbury Publishing India Pvt. Ltd, pp.134.

Prof. Kanhaiya Singh

Presented a paper entitled "Use of Internal Value Chain Linkages in Operations" at the 48th Annual Convention and International conference of Operational Research Society of India held on December 17-19, 2015 in Bhubaneswar.

Singh, Kanhiya (2015). *Management Accounting- Concepts and Strategic Costing Decisions*, Delhi: Wiley publishers.

Singh, Kanhaiya., & Singh, Poonam (2015, November-December). Efficiency assessment parameters of public sector banks in India, *Global Business Review journal*, 16 (6), 112-1126. The Journal is listed in ABDC category of international journals. It is also indexed in SCOPUS.

Prof. Mohita Gangwar Sharma

Sharma, Mohita G., & Srivastava, Samir K. (2015). Leveraging the social welfare chain to provide resilience during disaster. *International Journal of Logistics Research and Applications*, (B-Category in ABDC). Taylor and Francis online available from <http://www.tandfonline.com/doi/full/10.1080/13675567.2015.1090963>.

Prof. Muqbil Burhan

Singh, A.K., & Burhan, M. (2015). Factors influencing organizational change and health - Evidences from the Indian pharmaceutical sector, *Journal of Business Chemistry*, 12 (3), 69-84.

Prof. Nikunj Kumar Jain

Presented a paper entitled "Impact of Operational Drivers on Repurchase Intention in e-fulfilment", at the *IEOM International Conference on Operations Excellence and Service Engineering*, Orlando, Florida, USA, September 10-11, 2015 (Best Track Paper Award for E-business/E-services Track).

Jain, Nikunj., & Sadh, Ashish (2015). Determinants of shopping satisfaction and brand loyalty in e-tailing. *Proceedings of the 14th International Conference Marketing Trends-2015*.

Prof. Shallini Taneja

Prof. Shallini Taneja and Ms. Radhika Modi (FMG-23) presented a paper entitled, "Compliance of section 135 of Companies Act 2013 among Indian Companies" at *FORE International Operations Conference* held on November 26-27, 2015, New Delhi.

Taneja, Shallini (2015). Corporate social responsibility practices in Italian companies: An exploratory study, In Das, J.K., & Arora, Hitesh (ed), *Reviving Italy: Reflections*, pp.96-109, Bloomsbury Publishing India Pvt. Ltd.

Prof. Shilpi Jain

Prof. Shilpi Jain represented FORE as a panelist / speaker at ASSOCHAM – International Technology Summit, Le Meriden, Delhi in one of their sessions "e-Learning: "Transforming the way of Education" on November 20, 2015.

Presented a paper along with Asadullah, A. M, entitled "Crowd sourcing for API documentation: A Preliminary Investigation" in the Workshop on Alternative Workforces for Software Engineering (WAWSE) 2015 as part of Asia Pacific Software Exngineering Conference (APSEC). New Delhi on December 1, 2015.

Presented a paper along with Purohit, A, entitled "Estimating earned business value for agile projects using relative scoring method. *FORE International Operations Conference (FIOC 2015)*, November 27- 2015.



Prof. Shilpi Jain addressing at the International Technology Summit of ASSOCHAM

Prof. Sriparna Basu

Presented a paper entitled “A Conceptual Framework to evaluate Issues and Challenges for MNEs during Merger and Acquisition” with Dr. Pinaki Dasgupta, Academy of International Business (SE), Savannah, USA, November 12-14, 2015.

Prof. Subhasis Bera

Bera, Subhasis (2015). Economic and political determinants of bilateral FDI between Italy and India, In Das, J.K., & Arora, Hitesh (ed) *Reviving Italy: Reflections*, pp.1-16, Bloomsbury Publishing India Pvt.Ltd.

Bera, Subhasis (2015, December). India Uzbekistan bilateral merchandise trade relations. *Working Paper No.2015/16*, FORE School of Management, New Delhi.

Staff Column

Dr. Rajesh Kr. Bhardwaj (Librarian)

Bhardwaj, Rajesh Kr. (2015). Scientometric analysis and dimensions on international business literature. *Scientometrics*, 106 (1), 299-317. <http://link.springer.com/article/10.1007/s11192-015-1777-1>. The Journalist listed “A” category in ABDC category of International Journal.

Bhardwaj, Rajesh Kr. (2015, July-August). Re-positioning of library and information services at FORE School of Management: A case study. *International Journal of Information Sources and Services*, 2 (4), 63-76.

Bhardwaj, Rajesh kr (2015, October). Open access: Concerns of LIS professionals, *Indian Library Association Newsletter*, Vol. 31, Issue no. 10.

National Round Table Conference of BRICS CCI in collaboration with IICA ‘CSR Feedback & Fast Forward’

FORE School of Management was the Academic Partner to the First National Round Table Conference (RTC) organized by the BRICS Chamber of Commerce and Industry (CCI) in collaboration with Indian Institute of Corporate Affairs (IICA), GoI, on “CSR Feedback & Fast Forward” held on October 19, 2015 at India International Centre, New Delhi. The inaugural session was graced by Shri Jayant Sinha, Hon'ble Minister of State for Finance and Col. Rajyavardhan Singh Rathore, Hon'ble Minister of State for Information & Broadcasting. The Round table brought together the key stakeholders such as professionals, representatives from NGO's, academicians, policymakers and experts to discuss the challenges of past one year through their own experiences. Three panels were constituted to discuss one year of CSR legislation: experience of stakeholders key priorities and focus area to enhance the



Dr. B.B.L. Madhukar and Dr. Jitendra K. Das felicitating Col. Rajyavardhan Singh Rathore, Hon'ble Minister of State for Information & Broadcasting

efficacy of implementation in CSR and the road ahead with special focus on CSR in healthcare and sanitation: challenges & opportunities.

Dr. Jitendra K. Das, Director, FORE School of Management was the moderator of one of the panels on “One Year of CSR legislation: Experience of key stakeholders” in this conference. He was accompanied by the following prominent co-panelists:

- Dr. Joy Deshmukh Ranadive, Global Head CSR, TCS
- Mr. V.M. Bansal, Founder Chairman, New Delhi Institute of Management
- Mr. Nikhil Pant, Chief Programme Executive, NFCSR, IICA, GOI
- Mr. Uttam Sengupta, Deputy Editor, Outlook
- Dr. Jitendra Aggarwal, Founder & CEO, Sarthak Educational Trust

Prof. Shallini Taneja was the co-convener of this conference. The contribution made by FORE School of Management was highly appreciated by BRICS Chamber of Commerce and Industry (CCI).



Prof. Shallini Taneja proposing vote of thanks at the conference

Book Release –“ Emerging Horizons in Finance”.



Book Launch by Hon'ble dignitaries

FORE School of Management organized “FORE International Finance Conference 2014” on November 27-28, 2014. It provided a forum to analyze, discuss and debate the underlying logic of events, actions, practices and perspectives in the finance domain. There were 43 peer reviewed research papers presented in the conference by participants from USA, Canada, Iran and Nepal and across India.

Based on relevance to theme of conference and blind academic reviews selected research papers presented at the Conference have been compiled in a book titled “Emerging Horizons in Finance”. The book has been edited by Prof. A. K. Puri and Prof. Kanhaiya Singh, Senior Professors at FORE. The book carries Foreword by Prof. Prasanna Chandra, an eminent academician and former Professor, IIM Bangalore. The book has been published by Bloomsbury.

The book was released in an august gathering of speakers and delegates at inaugural ceremony of FORE International Operation Conference (FIOC) 2015, on November, 26, 2015. Mr. R.C. Sharma - President, FORE, Dr. Yasho V. Verma - Former COO-LG Electronics India Pvt. Ltd., Mr. Anupam Saronwala - Head, IBM Research, Dr. B.B.L. Madhukar – Vice President (Finance) & Treasurer, FORE, Col.(Dr.) S.P. Wahi- Former Chairman - Oil and Natural Gas Corporation (ONGC) and Dr. Jitendra K. Das, Director – FORE graced the occasion and released first copies.

Publication Division of FORE and Bloomsbury have contributed to the production quality and efficiency in

compilation and printing. The book has been circulated to all the paper contributors, academicians, policy makers and professional bodies.

The book is available for libraries and as personal collection through its publishers.

Award - Business School with Best Academic Input



Prof. Hitesh Arora receiving the award on behalf of FORE School of Management

FORE School of Management has been bestowed with the award “Business School with Best Academic Input (Syllabus) in Human Resources” at 23rd Business School Affaire & Dewang Mehta National Education Awards held on November 28, 2015 at Taj Lands Ends, Mumbai.

IGNITE 2015: Marketing Conclave



Speakers during the Marketing Conclave

The Corporate Interaction Division of FORE School Of Management organised the IGNITE - Marketing conclave on October 18, 2015. The first half of the event was about Start-Up Marketing. There were four speakers for this session; Mr. Vibhor Gupta (Founder and Director, WeekendR), Ms. Shikha Chaudhry (Co-Founder, NewsBytes), Mr. Shantanu Das (Deputy General Manager, Indian Oil Corporation), Mr. Shantanu Bhattacharyya (Co-Founder at Repairwale.com)

Ms. Shikha Chaudhry started the session on a light note mixing humour while sharing her experience about her start-up journey. According to her, even though ideas, passion and obsession are required for a successful start-up, still it is the execution of all that is what matters the most. Next came up Mr. Vibhor. According to him, the first aim should be about getting to "Know your Customers". He also talked about the importance of analytics in today's time.

Up next came Mr. Shantanu Bhattacharya. He also shared his experience as an entrepreneur. He said that money should not be the sole motivator for us. In US, out of 100 start-ups only 13 survive after the first 5 years. In India, that number would be even lower than that. One should always be ready to live out of their comfort zone just like he did when he decided to shut down his business of 14 Crores to focus on his venture of repairwale.com. The final speaker for the session was Mr. Shantanu Das. He said that he was a "jack of all trades" kind of person as he has worked in areas of marketing and business development, strategic planning, IT-programming, in Human Resources department and is currently the deputy general manager in Information Systems for Indian Oil Corporation Ltd. According to him, anybody is capable of doing a business.

The second session of the event was about Emotional Marketing. There were three speakers for this session;

Ms. Rejitha R. Pillai, Regional Market Manager, Steelcase Inc; Mr. Rajesh Menon, Managing Director, Impact Marketing Services Pvt Ltd; and Mr. Anirban Mozumdar, Co-Founder and Strategic Planner, ITSA, a Brand and Adv. Company.

Ms. Rejitha started this session by having an interactive session with the students and constantly asking for their inputs instead of giving a presentation. Talking about the importance of emotional marketing, she said that insurance agencies are heavily dependent upon them and constantly use it in their advertisements. As an ending note, she said that product features alone are not enough and they need emotions to attract and make an appeal to the potential customers. The first and foremost challenge is to create an image of trust about the product and ourselves in order to succeed.

Next came up Mr. Rajesh Menon. He said that emotional marketing is a tool which can be played around with. He mentioned Edward Bernays, who according to him is the father of emotional marketing and also at the same time, responsible for millions of deaths as he was the first one to say that "it was okay for the women to smoke". He even added that it helped them in staying fit and that smoking would make them happier.

The final speaker for the day was Mr. Anirban Mozumdar. According to him, emotional marketing is becoming more and more about "why the company is doing business. A few of the motivational zones of emotional marketing regularly used by marketers are: Power, vengeance, family, hunger, romance, status, order, independence etc.

He concluded the session by saying that in today's time all marketing is emotional marketing. The marketing conclave was an extremely insightful event and helped to impart a lot of knowledge to the students.



Audience listening in rapt attention

Business-Plan Competition By CED FORE Workshop on Idea Generation To Business Plan



Prof. Anita T. Lal, Mr. Sanjeev Malhotra, Mr. Pramit J. Nathan along with the winners of B-plan competition and CED Team

Center for Entrepreneurship Development (CED), FORE organized the Intra-College B-Plan competition on November 4, 2015. This competition was a platform for the budding entrepreneurs to showcase their business plans based on the learnings imparted during the workshop. There were three jury members in the competition and they were - Mr. Sanjeev Malhotra (Managing Partner – ProSight); Mr. Pramit J. Nathan, (Director-Strategy, Creative Inc. and Prof. Anita Tripathy Lal (Prof-in-charge, CED FORE).

The event was divided into two rounds.

There was phenomenal response from the participants and 9 teams were shortlisted for Round one. Each team came with innovative business ideas.

Each team had a unique product and the competition turned out to be very interesting for the audience & the judges to decide the winners. Every Plan & Presentation was judged on various criteria like - Uniqueness of Idea; Market Research; Industrial Analysis; Operational Plan; Marketing Plan; Financial Plan; Team; Implementation; Risk Mitigation and Delivery.

After much evaluation based on the criteria, judges declared the winners and they are as follows:

Winner: Team Swachh Plastic (Rahul Gupta; Mandar Mukhejee; Pranay Thakur; Pragya Rathore; Parul Sethi).

First Runner Up: Team Alligators (Kavish Mohan Garg; Ravi Choudhary; Shailesh Kumar Rai).

Second Runner Up: Team Part n Parcel (Abhishek Sharma; Anurag Soni; Ashima Gupta; Rajat Sharma; Vaibhav Agarwal).

Third Runner Up: Team BookZilla (Bharat Mendiratta; Ankit Arora).

The best part of this competition was that at the end each of the 9 teams got a detailed feedback team the judges to improve the respective B-Plans.

The Center for Entrepreneurship Development (CED), FORE School of Management under the mentorship of Prof. Anita Tripathy Lal organized a workshop on "Idea Generation To Business Plan", October 19-21, 2015, with an aim of transforming the creative ideas of students into brilliant business plan.

The workshop began with an Introduction to Entrepreneurship by Dr. Anita Tripathy Lal (Prof.-In Charge, CED FORE). The session focused on Growth & History of Entrepreneurship. Dr. Anita T. Lal stated that, 'real entrepreneurs base their direction on purposeful innovation in response to consumer demand and not on the desire to make a quick buck.' Through an interactive quiz it was highlighted that Entrepreneurship is not a new thing but has been prevalent since centuries; anybody and everybody can be an Entrepreneur and the only difference is that different individuals possess drive for motivation in different degrees. This stimulated the students to generate various business ideas in the following Idea Generation session where students got into a series of activities.

The second day began with a session of Prof. Anupam Narula (Faculty, FORE) to provide an in depth insight on the Marketing Plan from the perspective of an Entrepreneur who is developing a B-Plan. He took the students through a case and emphasized the various aspects of the Marketing Plan. Focused on many important concepts like Value Creation, Cost benefit analysis and others. Prof. Narula closed the session by asking the avid listeners not to take competitors for granted instead one must evaluate their strengths and formulate strategies to counter it. Following the Marketing Plan was the 'Operational Plan' and Prof. Vikas Chandra (Faculty, FORE) discussed the importance of the Operational aspects of a B-Plan where he took examples from his experience and guided students into "Building a better mousetrap". He ended the session by mentioning the 7 M's of resources for operation which were, "Man, Machine, Material, Method, Measurement, Management and Mother nature" and asked the audience to be informed about all of them while formulating a B-Plan.

The concluding day of the workshop began with a focus on the financial aspects of a B-Plan by Prof. Vinay Dutta (Faculty, FORE). He discussed the importance of a financial plan and the things that an Investor or VC looks for in a B-Plan.

Concluding the workshop, Prof. Anita T. Lal conducted the last two sessions and discussed extensively with examples on how to develop the building blocks of a 'Business Model and Business Plan'. She also focused on the 3 Tests of a B-Plan – Reality; Competitive & Value Tests and for which a 'TEAM' has to be in place with the Vision aligned with the goals & objectives. Then she focused on how to 'Write a B-Plan' and how to deliver an Elevator's Pitch.

Management Development Programmes (October - December, 2015)



Participants of an MDP with faculty

FORE School of Management conducted following 10 open programmes at its Campus at New Delhi during October-December, 2015.

1. Effective Supply Chain Management conducted by Prof. Mohita G. Sharma & Prof. Vikas Chandra during October 7-9, 2015.
2. Foreign Exchange Risk Management conducted by Prof. Himanshu Joshi during October 12-13, 2015.
3. Understanding Rural Marketing: Contemporary Thoughts and Practices conducted by Prof. Asif Zameer during November 19-20, 2015.
4. Cost Management Dynamics in Business Operations conducted by Prof. Kanhaiya Singh during November 23-24, 2015.
5. Nurturing the 5th Dimension of Leadership conducted by Prof. Anita Tripathy Lal during November 26-27, 2015.
6. Advanced Corporate Finance conducted by Prof. Vinay Dutta during November 30-December 2, 2015.
7. Enhancing Assertiveness and Positive Attitude conducted by Prof. Anita Tripathy Lal during December 9-11, 2015.
8. Creating Winning Sales Teams conducted by Prof. Asif Zameer and Prof. Anupam Narula during December 14-15, 2015.
9. Advanced Management Programme conducted by Prof. A. K. Puri during December 16-18, 2015.
10. Coaching & Mentoring for Personal and Professional Success conducted by Prof. Sanghamitra Buddhapriya during December 21-22, 2015.

A total of 77 participants attended these programmes. Some of the well known companies which participated in these programmes included: ATC Tires, Numaligarh Refinery, SRF Limited, Bangalore Metro Rail Corp., IRCON International, Canara Bank, J&K Bank, Dredging Corporation of India, Hindustan Petroleum Corporation, Gujarat State Fertilizers & Chemicals, Jain Irrigation Systems, SJVN Limited, Relaxo Footwears, NTPC Limited, National Cooperative Union of India, IL&FS Financial Services, Gujarat Energy Training & Research

Institute, HT Media, Delhi Transco, Kolkata Metro Rail Corp., Centre for Development of Telematics ONGC Tripura Power, Shriram Pistons & Rings, Aforeserve.Com, Jubilant Food Works, United India Insurance, G.D. Foods Mfg., De La Rue Cash Processing Solutions India, NIIT, UCO Bank, Mahatashtra State Electricity Distribution, Blue Dart, Kush Plastics, GAIL etc. FORE also conducted following customized in-house programmes during this period :-

1. "Oral Presentation Skills, Business Etiquette and Non Verbal Communication" for Power Grid Corporation of India Limited conducted by Prof. Anita Tripathy Lal on October 12-14, 2015 at Ballabgarh.
2. "Effective Supply Chain Management" for MetLife Global Operations Support Center Pvt. Ltd. conducted by Prof. Mohita G. Sharma and Prof. Vikas Chandra on November 5-6, 2015 at Noida.
3. Leadership Development Programme on (AAROHAN-1) "Leading Self" Batch-2 for Engineers India Limited conducted by Prof. Sanghamitra Buddhapriya on November 6-7, 2015 at Gurgaon.
4. Training Programme on "Superannuation Planning" for Oil India Limited conducted by Prof. Vinay Dutta on November 16-17, 2015 at Assam.
5. Training programme on "Finance for Non-Finance Executives" for IFFCO Limited conducted by Prof. Vinay Dutta on December 7-9, 2015.
6. Training programme on "Finance for Non-Finance Executives" conducted by Engineers India Limited on December 10, 2015.
7. Leadership Development Programme on (AAROHAN-1) "Leading Self" Batch-3 for Engineers India Limited conducted by Prof. Sanghamitra Buddhapriya and Prof. Anita Tripathy Lal on December 11-12, 2015 at Gurgaon.
8. Training Programme on "Communication Skills" for Powergrid Corporation of India conducted by Prof. Sriparna Basu on December 14-16, 2015 at Ballabgarh, Faridabad.
9. Training Programme on "Planning for Superannuation" for Engineers India Limited conducted by Prof. Vinay Dutta on December 15-16, 2015 at Gurgaon.
10. Training Programme on "Emotional Intelligence" for ONGC Academy conducted by Prof. Sanghamitra Buddhapriya on December 14-16, 2015 at Dehradun.
11. Leadership Development Programme on (AAROHAN-2) "Leading Self" for Engineers India Limited conducted by Prof. Sanghamitra Buddhapriya and Prof. Anita Tripathy Lal on December 18-19, 2015 at Gurgaon.

A total of 234 participants attended these In-House Management Development Programmes.

A unique Short term Certificate program on "Big Data and Data Analytics" was successfully launched. The program will be conducted by Prof. Ashok Kr. Harnal and Prof. Asif Zameer

from December 5, 2015 to Mid Feb, 2016. A total of 20 participants have enrolled for this programme.

Faculty Development Programmes

FORE School of Management conducted following 2 Faculty Development Programmes at its Campus at New Delhi during October-December, 2015.

1. Partial Least Squares – Structural Equation Modeling (PLS-SEM) conducted by Prof. Nikunj Kumar Jain during November 23-24, 2015.
2. Understanding Consumer Behavior : Contemporary Tools and Techniques conducted by Prof. Asif Zameer, Prof. Anupam Narula and Prof. Rakhi Tripathi during December 17-18, 2015.

A total of 24 faculty members and research scholars from reputed institutes attended these Faculty Development Programmes.

FDP @ FORE: In Retrospect

(This is an outcome of my learning and understanding FDP at FORE. I just thought to share through FORE PRINT. The views are personal and they do not carry any biasness)

It is said that the great leaders have more concern and a serious thought to the values, ideas and visualize things in the desired direction they are passionate of. Their vision is also guided by these considerations. Wenely Kapp was still a college student when she dreamed of making American schools better by creating a cadre of young and enthusiastic teachers. She wanted to make a difference in struggling schools and got her generation more involved with education and poverty. There are numerous instances where leadership role, style, vision, approach and attitude played a prominent role in shaping up the growth of an organization.

The FORE School of Management has been unique in many ways right from its inception as a renowned research organization in its initial phase. I happened to meet a very senior Executive of a public sector undertaking who hails from Maharashtra. He mentioned that in early eighties he was searching for some reputed organization to pursue his research interests. The experienced academicians and professionals suggested him to approach FORE. This was the glory FORE enjoyed even in those days. True to its origin as a research organization, the management has been laying stress on developing and strengthening the research activities at FORE. In tune with this, it was early in 2009 when President, FORE addressed the issue and his very concern for developing research aptitude before all faculty members. An exclusive financial provision was made to develop faculty acumen in research and publications.

A new concept, which is unheard in B. schools, was promoted to expose all faculty members to feel an experience of

different countries across the continents. The motive was to enthuse the faculty members to develop interests in research areas keeping in view the global developments. The FDP was aimed to feel the real experience in different countries, analyze various issues and thus strengthen the research aptitude and interest in more creative manner.

The Faculty Development Program (FDP) began in 2009 and since then it is continuing without any brake. Not only this, FDP has taken several dimensions in these years adding more value to it. Before we take a stock of variety of experiences gained through FDPs, the details of FDP organized in the years 2009 to 2015 are furnished hereunder;

Year	Cities Visited	Country
2009	Bangkok	Thailand
2010	Dubai	Dubai (UAE)
2011	Beijing and Shanghai	China
2012	Kuala Lumpur	Malaysia
2013	Rome	Italy
2014	Tashkent	Uzbekistan
2015	Ho Chi Minh City	Vietnam

In all, the FDPs being organized at FORE have been contributing in many ways in terms of faculty exposure in learning the economic conditions of different countries, business environment of the country concerned, regulatory aspects and overall the culture and attitude of the people involved in business decisions. These inputs certainly enrich the learning horizons on one hand while on the other it provides new vistas to expand analytical skills in different ways. The live and in depth interactions with the invited experts on various issues by the participating faculty members also gives a positive indication about the faculty involvement at FORE. This is well recognized and leaves a lasting impression on the expert speaker about FORE. This also encourages an active involvement by one and all. Apart from the, so called, academic learning, the other observations and experiences on various social issues and social life in the country concerned becomes a learning experience.

Another important aspect which is more interesting is the group behavior where each one understands the others' about their personal interests, choices and so on. This is also a forum which very much helps in creating and developing feelings of oneness. There is one more very crucial aspect of FDP is inclusion of spouses. This has tied up relationship beyond the FORE.

To conclude my impressions, I can say that the initiatives taken by FORE to promote research with across the country visits have helped to a larger extent to widen knowledge and learning in different ways. It is only up to an individual to utilize this opportunity and contribute more vigorously for the growth of research and publications and maintain the glory of FORE as renowned research institution.

Prof. Kanhaiya Singh

'Get-together' Diwali and New Year

"The more we can get-together and talk about various perspectives, feelings, beliefs, the better." - William P Leahy

This year it was no different, like the previous years FORE organized the get-together for the Festival of Light on November 9, 2015 and for New year on December 31. Members of Executive Board, faculty and staff were present on both occasions. The get-together was very pleasant because of the happiness of everyone meeting and greeting each other in a relaxed environment. The emotional bonding within each one's heart could be felt in the air!! After relishing the scrumptious lunch everyone bid adieu to each other.



For me, relationship is very important. I can lose money, but I cannot lose a relationship. The test is, at the end of a conversation or a negotiation, both must smile. - Sunil Mittal



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