

# FOREprints

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## Message from Director



In modern history, fewer countries have seen economic growth, the likes of which China has demonstrated in the past few decades. It is rightfully credited for lifting more than 500 million people over extreme poverty and is predicted to be on the track to become a 'developed economy' in another decade's time. That is, if it is able to sustain this growth without falling into the Middle-Income Trap.

The Middle-Income Trap is an economic concept, as per which, due to certain economic situations, an economy achieves a certain level of income and gets stuck at that level. Currently what we see in China hints that this might be the case. After years of consistent growth, on the back of their booming manufacturing sector, China had seen a slowdown in the early 2010's. The Chinese government countered this by boosting state investments in infrastructure and making an orientation shift from manufacturing to consumption lead growth. This however, seems to have faltered in 2018. China is predicted to have a growth rate of 6.2% in 2019, almost half of what it was in 2010.

There are multiple reasons for this slowdown – many of which seem beyond China's ability to control. On the external front, the US-China Trade war has deeply hampered Chinese exports. US intensified the trade war, Donald Trump even ask the General Motors to stop making cars in China. US is China's largest trading partner – and with President Trump not likely to back-down on his protectionist stance, China should be prepared to hurt more. Similar protectionist movements across the globe, do not help China's case when it's the world's largest exporter. Global politics aside, China's bad reputation in upholding intellectual property, transparency and labour right, has hampered global companies from majorly investing in China. Adding to this, China has been countering the slowdown by taking on debt from the World Bank. Much of these debt-backed projects have murky backgrounds – like many in its Road and Belt Initiative where it is unclear when, or if at all, China would be able to get a return for its investment.

On its domestic front, the situation is no better. China's real-estate market, once a pillar of strength in China's majestic growth, now lies gasping for breath – with many projects remaining unsold, and further many seeing delays in completion. China's automotive sector fares no better in this regards. Rising wages have put a dent on the competitive advantage that Chinese exports have. It is therefore no surprise that the Chinese stock market and its currency have been battered by major creditors and investors. China's GDP is already heavily fueled by State backed investments, and it is unlikely that consumer spends can take on this burden.

But whichever way this situation unfolds, it is sure to have a lasting significance on the world – and especially on India. China is India's largest trading partner, and for the better-and-worse, has its fate tied. Beyond the low end items like toys, crackers, electronics and cheap plastic utilities; China is also a major investor in construction and technological projects in India. Chinese cell phone players are a growing force in the Indian market. In all essence, the Indian market is vital for Chinese industry – which also results in the lopsided trade deficit with China – where India imports more than it exports.

Therefore, for the Indian government to insulate itself from the shocks in the Chinese economy, it would be prudent to put in place a comprehensive strategy with the objective of making India more self-sufficient. Additional support should be placed behind initiatives like Make in India, Skill India, etc to counter the growing influence of Chinese players. India also needs to bring China on the negotiation table with regards to market access. While Chinese regulations put limitations on entry, ownership and deny protection against intellectual theft, India offers rather benevolent terms for Chinese players.

## Editor's Desk



India is witnessing a tussle between the Modi government and the Reserve Bank of India on a variety of issues such as management, functioning and powers of the central bank all basically boiling down to the contentious issue of 'autonomy' of the national regulator. The so called 'difference of opinion' is nothing new for RBI and has always considered it as the foundation of the spirit of democracy. However, it appears that the

issue has taken larger dimensions with the RBI Governor Urjit Patel resigning on grounds of 'personal reasons'. Now, Shaktikanta Das is the new boss thus changing the way the central bank functions. Hints have been dropped at invoking Section 7 by the government according to which the government can issue directions to the apex bank. The seriousness of the situation is highlighted by Deputy Governor, RBI Viral Acharya's explosive speech at A.D. Shroff Memorial Lecture in Mumbai in October warning the government of dire consequences induced by the financial markets if the RBI's functioning is undermined by the government. I have had the pleasure of meeting Viral Acharya at IIM Bangalore where he spoke on shadow banking. Of course, he was not the deputy governor at that time. His concern for systemic risk of NBFCs with concern towards wider financial inclusion showed his balanced approach.

One might argue that the functioning of RBI needs to be revamped in tune with the global trends. However, it should not be forgotten that RBI has unarguably played an exemplary multi-dimensional role as a forex manager, as a debt manager and as a regulator during the global crisis of 2008. It addressed the liquidity issue through an optimal combination of instruments at its disposal and helped the nation to survive the crisis.

With the country goes to the polls in 2019, speculation regarding government's efforts to draw larger amount of reserves out of RBI's surplus to infuse liquidity in the economy is not going down too well with the economists and academicians. What we need today is a close coordination and effective communication between the government and the RBI in order to ensure appropriate measures to deal with the various problems plaguing the economy.

**Dr. Hitesh Arora**

## Student Editor



We learn from the people who have come before us, those who have come after us and everyone in between. A toast to that spirit of learning has come in the form of the current edition. From organizational learning shared by professionals to domain-specific knowledge imparted by experts, these months were an experience to gain insights from. I would like to thank the entire editorial

team behind this edition of FOREprints, to bring forward an evidence to reminisce the events of the past.

**Shibli Baig**

We also need to reconsider the use of duties and policies that allow Chinese players an advantage, while disadvantaging domestic businesses.

While there lies a greater need for both the countries – China and India to cooperate and grow together, historical and ideological differences make a harmonious relationship less likely. The next best alternative is to meet as equals. India has vast resources – economical, technological and human, with equal or greater potential than China. It should be a call to India's policy makers to correctly align ourselves and empower the economy to balance the Chinese slowdown. India should also take note of the lessons from this Chinese episode, and highlight to the world how it presents an alternative with respect for democratic values, fairer trade rules, transparency and a prudent financial conduct. With China's slowdown, if India plays its cards correctly it could be a chance for India to take the mantle of being the driving force for the global economy

**Dr. Jitendra K. Das**

## FORE International Conference on Digital Innovation



Dr. Vinayshil Gautam addressing the gathering at FORE International Conference

With an objective to provide a collaborative platform for researchers and experts to discuss the impact of digital technologies for creating safer cities in India, FORE School of Management in partnership with The London School of Economics & Political Science and King's College London and Department of Management Studies (DMS) IIT Delhi conducted the International Conference, at FORE School New Delhi. The International Conference on Digital Innovation 2018 is the 7th conference of the international conference series hosted by FORE School of Management New Delhi, India.

Key topics of the conference include: Smart Cities, Urban Governance and Planning Using ICTs, Digital Economy & Practices, Cyber Security, Women's Movement, Double Marginalization, Women's Rights, Occidental and Oriental Cities, Gender Relations, Community Vs. Cosmopolitan, Community Programming and Participation, Policies and Practices, Gender Budgeting & Social Institutions. Academicians, practitioners, research scholars submitted research papers and business cases on the topic. Prof. Rakhi Tripathi, Area Chair, Information Technology, FORE School was the Conference Convener.

The conference was chaired by Dr. Jitendra Das, Director, FORE School of Management, New Delhi who set the context by talking about Industry 4.0, Internet of Things (IoT), cognitive computing and its role in creating smart cities and safer places, specially for women and children.

Dr. Vinayshil Gautam, Founder Director, IIM Kozhikode and Board Member, FORE School of Management, addressed at the inauguration ceremony and touched upon rapid urbanization taking place in India at a fast pace while integrating the development plans with urbanisation process need proper understanding. What works for one city may not work for another. Planning, designing and most importantly, implementation is something which needs utmost care.



Prominent Speakers for the International conference on Digital Innovation

Dr. Ayona Datta, from King's College London, was the keynote speaker at the conference who spoke about post colonial urbanism, gender issues, social consciousness and the need for interdisciplinary research in smart cities. "Misogyny and patriarchal mentality has to go first before we create smart and safer cities for women", she said.

Ms. Shivani Singh, Lead, Delhi Metro, Hindustan Times said, "Smart Cities are all about mobility and opportunity. You don't need out-of-the-box ideas; it is about running cities efficiently."

Ms. Shalini Sinha, Delhi Focal City Coordinator, WIEGO, raised issues like lack of proper infrastructure like wash rooms and toilets for women has been adding up to harassment issues. "Cities are not meant only for the big and the well-off", she said.

Speaking at the round-table session on 'Creating Safer Cities - Opportunities, Challenges and Future Directions', Ms. Julie Thekkudan, Lead Specialist Gender Justice, Oxfam shared how Oxfam has been working on issues like child marriage and domestic violence, and training youngsters to create safe spaces for women.



Dr. Joanne Entwistle from King's College London, listening keenly



Dr. Ayona Datta talking about issues affecting the growing Indian digi-scape

In the Valedictory Address, Professor Yogesh Dwivedi, Professor of Digital Marketing and Innovation, Swansea University, UK reviewed the learning from the 2 Day - Conference, said, "I am glad this conference has raised issues regarding the security of women. We are less smart, in terms of our traditional system. Today, the degree of change and sophistication has become very high. We need to make committed efforts.

Dr Y. V. Verma, Former COO, LG Electronics (India) and Board member, FORE, delivered special address at the Valedictory session. He talked about the role of digital technologies in solving social issues such as safety and security. He gave various relevant examples. He also added that not only the Governments all across the globe are moving towards digital technologies but also the Companies are adopting them.

Also present were Mr. Jagan Shah, Director at National Institute of Urban Affairs - promoting integrated solutions for urban India, Dr. Y. Suresh Reddy CSR Lead SRF Limited and Head of SRF Foundation, Dr. Kalpana Viswanathan CEO at SaftiPin.com, a tool based application providing GIS data and tools for safer and inclusive cities, Ms. Amrita Vesudevan from IT for Change - Non-profit organisation working on information and communication technologies and social changes, Ms. Amrita Gupta from FoundationAzad; Dr. Basheer Hamad from Web Foundation; Dr. Ravi Raman of Kerala State Planning Board; Ms. Sunita Dhar from Jagori Foundation; Jo Entwistle, North London University Researcher, Kings College London among other dignitaries and delegates.



Ms. Shalini Sinha discussing her views about Digital Innovation in India and its correlation to safety in Indian Cities

## Seminar on Recession Free Entrepreneurship



Dr. Shallini Taneja presenting a token of appreciation to the dignitaries during the seminar

In the words of Nelson Mandela, education is the most powerful weapon which you can use to change the world. With this intent, Centre for Sustainable Development (CSD) at FORE School of Management (FSM) organised a seminar on Recession Free Entrepreneurship on December 13, 2018 at FORE campus. The event was facilitated by Mr. Madhukar Swayambhu and Mr. Naveen Verma from Vedic Cownomics Private limited, an organisation reinstating the cow-based economy in complete harmony with nature. The event gave new insights into the business models that can be built using vedic sciences, which are essentially recession free and sustainable over generations.

The event began with Mr. Madhukar Swayambhu talking about the broader need for entrepreneurship. His analogy of a caged bird and bird living in the wilderness, put forth the real reasons why students should pursue entrepreneurship. He also urged the students to look beyond the conventional business models while starting - up and look for businesses that strive to serve the general masses in fulfilling basic necessities of life namely food, clothing & shelter. Further, he illustrated how by adopting their business philosophies and innovative solutions assisted many farmers to revitalise farming by removing chemical & even human intervention from the entire ecology. He emphasised on doing business by living in harmony with the nature. Then Mr. Naveen Verma addressed the students by introducing the concept of recession free business which can start with a mere one acre of land, harbouring all aspects of the ecosystem. He iterated the steps involved in creating a scaled version of the entire ecosystem, which starts by making a small water body in the farm. This pond of water is subsequently brought to life using natural process and inputs of vedic sciences. Once in its full grandeur, this pond acts as the main element of the entire ecosystem which harbours significant amount of life. This water life can be farmed and a multitude of other activities can be undertaken around this water body to accrue greater economic gains. Thus, building a sustainable revenue model. Overall the event was very insightful for the students who understood the implications of vedic sciences in creating sustainable business model, which can be truly leveraged to change the world. The event concluded with a vote of thanks by Prof. Shallini Taneja (Prof-in-charge, CSD).

## Jubilate2018, the Alumni Meet - A Homecoming to Remember



Dr. B. B. L. Madhukar along with Dr. Jitendra Das lighting the lamp marking the inauguration of Jubilate 2018

FORE School of Management, New Delhi celebrated its annual Alumni Meet, Jubilate on December 1, 2018, at the FORE Campus, New Delhi. *Jubilate 2018* brought together the proud alumni of the B-School from destinations far and wide. FORE School has over five thousand strong alumni in various leadership positions in business and industry, spread across 15 countries of the world. The distinguished gathering of alumni at the school, celebrating the achievements of their peers, further strengthened the bonds of the FORE family.

The organizing committee of the event, FORE Alumni Network (FAN), led by Professor Sriparna Basu, Professor-in-Charge, extended the alumni a warm welcome. Dr. Jitendra K. Das, Director, FORE School of Management, highlighted the growing list of alumni making their mark in their respective fields. In his inspiring address, he said: "An institute is known by its alumni and we are proud of you all. I would love to see the alumni come back to the institute and carry the brand forward by participating in institutional activities."

Mr. R. C. Sharma, Former Director CBI, and President of FORE, expressed in his message that students and alumni of FORE have spread knowledge, professionalism and humanitarianism across the six continents today, in diverse fields and with premier brands. The institution's emphasis on social



Dr. J. K. Das presenting the Award for Contribution to Alma Mater to Mr. Gaurav Joshi



Dr. B. B. L. Madhukar presenting Mr. Girish Banwait with Alumni Recognition Award

responsibility and commitment to each other has enabled this network to thrive over the years.

Dr. B. B. L. Madhukar, former CMD MMTC, and Vice President (Finance) and Treasurer of FORE, said that the value of life lies in its happiness quotient, and nurturing relationships is one of the ways to reach that quotient.

At Jubilate 2018, the alumni recognized the contributions of stalwarts by honouring them with awards. Mr. Girish Banwait, Sales Head of Franke Faber, received the Alumni Recognition Award for Executive Leadership; Ms. Haneet Bhasin Vohra, Marketing Director, KSB Designs, won the Alumni Recognition Award for Entrepreneurship; and Mr. Gaurav Joshi, Director Asia-Pacific, Bacardi Global Travel Retail Division, was awarded for Contribution to Alma Mater. Receiving the award Mr. Banwait said, "To be recognized by an institution which has prepared me and taught me, how to be a good leader and marketer, is something very special. I think I'll remember this not only for the rest of my career but the rest of my life." Speaking for her batch mates Ms. Haneet Vohra said, "I'm extremely humble, very grateful and accept this on behalf of a whole lot of Alumni of FORE School." Mr. Gaurav Joshi, in his speech, said, "As a student, it's every person's dream to be recognized by their institute about having done well. I feel honored and humbled to receive this award."



Ms. Haneet Vohra receiving the Award for Entrepreneurship from Dr. Jitendra Das



Prof. Sriparna Basu addressing the visiting Alumni and other participants of Jubilate 2018

The theme for Jubilate 2018 was “Back to School”, and this seemed to contribute to the energy and bonhomie created throughout the evening, with the alumni revisiting their old class rooms and cafeteria where the journey had begun.

With the evening drawing to a close with big smiles on all faces, and promises to be back ringing in the air, the grand celebration drew to a close.



FORE Alumni Network team with Prof. Sriparna Basu

## Farewell to Dr. A. K. Puri



Dr. A. K. Puri, Senior Professor (Finance & Accounting) was given a farewell by FORE School of Management, New Delhi on November 30, 2018. He retired on account of superannuation after serving FORE School of Management almost 7 years in three different periods. On this occasion, a memento was given as a token of appreciation by Dr. Jitendra K. Das, Director honoring his service to FORE School of Management. Also the FORE faculty extended their sincere gratitude and conveyed their heartfelt wishes for a bright and successful future to Dr. Puri.

## Alumni Retrospection



“Offer a closed loop feedback sustainable solution to your customers' real needs,” advised one of FORE's Founders, Nuffield Fellow and my mentor, Late Prof. R. P. Billimoria at the conclusion of Wave III's two-year long capstone Swadhyaya Chakra project in 1996 (first year two-member team case study then comparatively analyzed

with other students' case studies in second year). Today, where problem solving and continuous improvement are a given, this advice continues to guide me as a tenured Associate Professor of Management at California State University Sacramento.

This culminating advice was one among many valuable lessons I garnered at FORE; including real market surveys by Prof. Mehra, payroll and the assembly line at Ballarpur mentored by the Prof. Billimoria and Mr. Kulshrestha, video-recorded presentations by Prof. Ravi Shankar and Financial case analyses by Prof. Chaddha. In 1994, Prof. N. K. Singh struck an innovative deal with the Business and Political Observer economic newspaper for providing evidence based analysis on business management. Since I had taught at Lawrence School Sanawar and worked with the Confederation of Indian Industry, Prof. Singh invited me to lead as a Research Fellow and author articles with FORE students based on research and CEO interviews such as with Maruti's Jagdish Khattar. These lessons landed me an unexpected first job after a national search by Ernst & Young as HR head of a Silicon Valley startup, Risk Management Software in India. Also, project based research skills and FORE's diploma facilitated my admission into a top PhD program at Rutgers University, USA in 2003.

Over the two years at FORE, I made many friends not just in class projects, but also while organizing Genesis '95. When sponsorships were difficult, students along with staff such as Ms. Vinita Sinha innovatively sought support from export houses like Creative Nanda, exhibition props from Pavilions and Interiors and complementary vouchers from Taj for prizes. I have fond memories of working closely with many through long nights on-campus, in the hostel and even during my wedding after graduating from FORE.

FORE provided important support in applying for my PhD in Industrial Relations and Human Resources to the School of Management and Labor Relations at Rutgers University, US. From Prof. Billimoria's and Prof. Mehra's recommendation letters, to Ms. Mathew issuing transcripts explaining FORE's trimester and grading systems, Swadhyaya Chakra and research fellowship, and more recent attempts at expanding the alumni network are all indicative of the faculty, staff and institutional commitment that I have seen demonstrated in academic institutions across the world.

For students, vision every course as a building block towards your future success and not just a grade. In business education,

activities beyond the classroom also lead to learning, so engage FORE's out-of-class extra-curricular and social life. Continuously improve, so be life-long learners after graduating and enroll in FORE's executive education. As an HR manager with Whirlpool in India we participated in campus placements; similarly return, hire students and stay connected to FORE.

**Dr. Michael, Boniface, ( Batch III FMG)**

**Associate Professor of Management**

**College of Business Administration**

**California State University Sacramento, USA**

### 3<sup>rd</sup> Higher Education Summit Harnessing an Entrepreneurial Network



Dr. Jitendra Das, Mr. Mahesh Munjal and Mr. Aditya Berlia releasing the Higher Education Report at the 3<sup>rd</sup> Higher Education Summit

The entrepreneurship ecosystem has emerged as a strategic approach focusing primarily on broad-based high impact strategies and practices that are oriented towards creating meaningful kinship between entrepreneurship, sustained economic growth and improved wellbeing. It is a response to dealing with existing youth unemployment and financial crises in developed economies and is becoming a futuristic response to developing countries to coping up well with dynamics of economic change thus to moving a way forward from individual based to group/community based entrepreneurial development. In view of the above to discuss and deliberate upon the various issues FORE School of Management, New Delhi in association with Confederation of Indian Industry (CII) organized the 3<sup>rd</sup> Higher education Summit -Harnessing Entrepreneurial Network on December 18, 2018 at Silver Oak Hall, India Habitat Centre, New Delhi.

More than 180 delegates from industry and academia participated in this conclave. FORE was the academic partner for this event.

Dr. Jitendra K. Das, Director, FORE School of Management addressed the gathering at the inaugural session of the 3<sup>rd</sup> Higher Education Summit. Dr. Jitendra K. Das was accompanied by the following prominent panelists:

- Mr. Mahesh Munjal, Chairman & Managing Director, Majestic Auto Ltd.
- Mr. Aditya Berlia, Convenor, CII Delhi Panel on Higher Education, and; Member of Management Board, ApeejayStya and Svrans Group, and; Pro-Chancellor, ApeejayStya University

## Idea Generation to Business Plan



Prof. Anita T. Lal with team CED during the Workshop

Team Centre for Entrepreneurship Development (CED) at FORE School of Management kick-started its 3-day Entrepreneurship Workshop on "Idea Generation to Business Plan". The Prof-in-charge Dr. Anita Tripathy Lal commenced the session by giving an introduction to the history and growth of entrepreneurship. In this interactive session, the students shared their viewpoints on what characteristic features of an entrepreneur are. Dr. Lal threw light on why people choose to become an entrepreneur and how important innovation is when it comes to entrepreneurship.

The first day's session concluded with an "Idea Generation Exercise" where the students were given a self-assessment exercise to scan and analyse their internal and external environment and come up with an idea to start a business.

"Opportunity Evaluation and Business Model" were the highlights of Day 2 of the 3-day workshop on "Idea Generation to Business Plan" organised by Centre for Entrepreneurship Development (CED), FORE. Prof-in-charge Dr. Anita Tripathy Lal carried forward the ideas discussed in previous day session and took them for a test drive through the "Seven Domain Framework for Opportunity Evaluation" by John Mullins. Various cases and examples were discussed by Dr. Lal to highlight the details of preparing and developing a business model.

Towards the end, the whole class of 1st-year students were provided with a business model canvas on which they painted their ideas and brought the nine building blocks of their business model to life.

The third & final day of the workshop saw the various aspects of the 'Operational Plan' were presented by Prof. Vinaytosh Mishra (FORE). Whereas, the 'Marketing Plan' was discussed with a case study and worksheets by Prof. Anupam Narula (FORE). The details of the 'Financial Plan' were discussed with numerous examples by Prof. Vinay Kumar Dutta (FORE). Finally the workshop concluded with Dr. Anita Tripathy Lal's session on 'How to Write a Business Plan' and sharing tips on delivering an 'Elevator Pitch'. These three days were very exciting for the first year students as they were meaningfully engaged in a series of interesting activities to develop a Business Plan.

## Anubhuti- An Interface with the Corporate World It's Time to Get Charged



Mr. Amit Pandey (COO, Exicom Telecommunication) interacting with students

In a yet another exciting *Anubhuti* session organised by the Corporate Interaction Division of the FORE School of Management on November 14, 2018, Mr. Amit Pandey, COO, Exicom Telecommunications was invited to enlighten the students on the theme, *'it's time to get charged'*. A motivational speaker and a recipient of many reputed awards such as HR Leader of the year, Supply Chain Visionary of the year etc. and commonly nicknamed as a 'human charger', Mr. Pandey initiated the session by comparing the percentage of efforts required & the percentage of efforts originally put with regards to domain expertise & soft skills. He skilfully demonstrated that in an output driven society, technical skills have been devoted a highly considerable proportion of our time.

Mr. Pandey used a video to showcase the reality that leadership doesn't depend upon age, education, gender or any other parameter. He then asked the student-opinions regarding what they wanted from their lives. He further asserted that the much cliched question, *'where do you want to see yourself in the next five years'* actually provides a vision. He also highlighted the importance of laughter and conveyed the fact that as one becomes mature, he/she gets controlled by others, further reinstating the direct relationship between control and happiness. He, then asserted that a metamorphosis can occur from a discontent to an extremely happy and satisfied personality if one gets rid of the negative elements around.

All this while, Mr. Pandey gave many inspirational quotes that were well received by the audience. He highlighted the importance of introspection and getting rid of inherent fears while concluding the session showcasing the futility of designation. With his amazing sense of humour and wittiness, Mr. Pandey made the session, one of the most entertaining *Anubhuti* session and ended it with a group photograph.



Mr Amit Pandey with the students

## My Adventures with Electives in 2nd Year & How I worked up to my Dream Job



Mr. Rohit Koshy addressing the students during an *Anubhuti* session

On December 10, 2018 an *Anubhuti* session was organised by the Corporate Interaction Division of FORE School of Management. Mr. Rohit Koshy, Director, EY was invited to enlighten the students on the theme - My Adventures with Electives in 2nd Year & How I worked up to my Dream Job, keeping in mind the dilemma faced by the students in order to make a choice from the various electives in the second year.

Mr. Koshy started by narrating his personal experiences such as having interest in Finance but not choosing Finance as a specialisation as he felt that he had studied enough Finance, hence there was a need for him to study something else and diversify his pool of knowledge. He then asked the students whether they had interest in start-ups and shared his experience of joining 7 start ups in the last 7 years. After sharing his entire journey, Mr. Koshy asked the students to ask their questions and clear their doubts regarding the selection of the most optimal electives as suited to them. Questions such as internship and its dependence on the electives, best combinations of two specialisations, is HR-Marketing, HR-Finance a good combination, how difficult is to switch job roles when one comes to a realization that the electives he/she chose wasn't the best suited for him/her, election impact on jobs etc. were well answered by him.

In the terminal part of the session, Mr. Koshy advised the students to participate in diverse competitions as every competition is a different learning experience that goes a long way in the future workplace and may provide assistance during the job. The session proved to be a fruitful one as many students got rid of their ambiguity and doubts after Mr. Koshy answered their queries.



Engaged students paying attention to Mr. Rohit Koshy



## A Practical Approach To Corporate Finance



Students listening to the speaker during an *Anubhuti* Session

Focussing on Corporate Finance, the Corporate Interaction Division organised another intriguing *Anubhuti* session on November 29, 2018 where Mr. Punish Oberoi, Vice President, Yes Bank enlightened the students regarding 'a practical approach to Corporate Finance'.

At the outset, Mr. Punish talked about loans and how a loan is procured along with credit analysis and decision making in the infrastructure sector. A case study based on airport finance with respect to developing a Greenfield airport at Jewar, Uttar Pradesh was provided in advance to the audience where they were asked to draft a term sheet, which was well explained by Mr. Punish. Analysing the case, it was decided that the term would be of 15 years, the rate of interest was calculated as 9.5 as cost plus 1.5 as margin totalling 11% and a corporate guarantee along with a charge on all project assets would serve as a security. Meanwhile, Mr. Oberoi elucidated the factors affecting the rates of interest viz. credit rating, own cost of funds i.e. deposit cost etc. He then, shared the thumb rule for commercial banks for lending to the power sector which is, 'lend for 80% of 20 years period as the period of 20 years is profitable in the future. Further, the criteria and number of days after which a bank can report to RBI in case the company defaults were explained by him.

Mr. Punish, then mentioned a special condition i.e. a call option where a bank possesses the right to call the entire loan amount at a certain negotiable period. Towards the end of the session, he explained debt service coverage ratio and restrictions on any investment/ loan given by companies. Mr. Punish, with his deep expertise and valuable insights not only made the session a highly interactive one, but also helped the audience enhance their knowledge and interests in the Corporate Finance area.

## How to Validate Your Idea and Begin Your Entrepreneurial Journey



Dr. Sarthak Bakshi enlightening the students about how to validate their own ideas

On November 26, 2018, the Corporate Interaction Division of FORE School of Management organised another inspiring *Anubhuti* session on the entrepreneurial theme of 'how to validate your idea and begin your entrepreneurial journey'. The speaker for the session was Dr. Saarthak Bakshi, CEO International fertility Centre, a Forbes 30 under 30 and an angel investor.

At the outset, Dr. Bakshi cited the fact that more than 90 % of the entrepreneurs would experience failure in their first venture and that is an absolutely normal process. He corroborated his argument by narrating examples of famous successful entrepreneurs such as Elon Musk, Bill Gates, Sachin Binny etc. who all experienced initial failure before achieving massive success. He, then highlighted that though money can be recovered after a failed-entrepreneurial venture, time and resources cannot and hence in order to succeed it is important to be perseverant, dedicated and diligent. Further, Dr. Bakshi revealed the distinctions between a business and a start-up and then he talked about innovation and evolution and asked the audience, their viewpoints regarding the same. He also guided the students about a presence of a tolerance factor and an artificial demand/hack which has been well exploited by the FMCG companies. Further while giving the example of Truecaller, he pointed three important features viz. UBP- Unique Boastful Proposition, Irreversible Behaviour and a Tolerance value of product.

In order to succeed in an entrepreneurial venture, Dr. Bakshi enlightened the audience about the presence of 6 important focus points that needed to be taken care of viz. Affordability, Micro-Configuration, Brand, Collective Participation, Market Readiness and a Learning Effort. While concluding the session, Dr. Bakshi motivated the students by narrating that failures should never deter one from trying and this is the perfect time for 1st year student to delve deeper into entrepreneurship.



Dr. Sarthak Bakshi being presented with a token of appreciation by a member of team CID

## Genesis 2018 Inauguration Ceremony



Dr. Basant Potunuru, Dr. B. B. L. Madhukar with Dr. Jitendra Das at the inauguration ceremony of Genesis 2018

November 16-17, 2018 marked the arrival of the greatest and much awaited event of FORE School of Management- the Genesis. These two days provided an opportunity to the students to relax, enjoy and celebrate amid the hectic MBA schedule thanks to Team- Nexus, the organizers. Coca-Cola was the title sponsor of the event.

The event was initiated with the customary lighting of lamps. Dr. Basant Potnuru, Chair (Student Affairs) was the first one to be invited for addressing the audience. Mr. Potnuru thanked the senior management and team Nexus and talked about the high levels of excitement regarding the Genesis. Dr. Jitendra Das, Director, shared a feeling of nostalgia regarding college fests and talked about his past experiences of attending them. Dr. Das, who was an active participant himself during his college fests, reminded the students about the charged atmosphere and the buzz in the college regarding the various events of the Genesis. Further, he talked about a presence of high levels of energy because of getting surrounded by a lot of young people and advised the audience to learn together as a team with a sense of responsibility. At the end of his speech, Dr. Das thanked team Nexus for doing a great job in terms of getting amazing sponsors. After Dr. Das, it was the Vice President, Dr. B. B. L. Madhukar who took the stage and emphasised the fact that it is important to celebrate happiness and participate in various events rather than merely engaging in academics. Dr. Madhukar shared the example of Swami Vivekananda, who wasn't an A-grader himself, and emphasised the importance of extra-curriculars. He, further talked about the Indian culture and language and advised the students the importance of accepting their own culture. In the end he congratulated the students and enjoy the event. After this, the students of FORE displayed amazing singing and dance performances to celebrate the inauguration of the fest. Followed by these performance the inauguration ceremony concluded and the audience proceeded towards various events scheduled for the day.

### Genesis Events

#### Jagrukta

For *Antar*, Genesis began with *Jagrukta*, the street play competition! It was held on November 16, 2018.



Dr. Jitendra Das presenting the winning team for the event Prerna, with gifts. The event was a massive success due to Team *Antar's* efforts and the stellar performances by the 9 participating teams. The winning team Navrang from Institute of Home Economics showcased the plight of male rape survivors and won Rs 15,000/-. The Runners-Up Team Vayam from Shivaji College portrayed the issues faced by the unorganized sector of labor and took away the prize money of Rs 10,000/-.

Mr. Arjun Sahni, an excellent performing artist with a teaching experience at Barry John Acting Studio was invited as the Chief Judge.

All the last minute hustles and a month of hard work paid off well. The event was accepted by the teams wholeheartedly and created a mesmerizing effect on the audience.

#### Prerna

Day 2 (November 17, 2018) began with Prerna: CSR Plan Competition witnessed participation from 10 teams from varied colleges such as MICA- Gujarat, IMI- New Delhi, etc. pitching their best plans that would prove beneficial to the society at large. The proposals ranged from making the tea vendors a part of an organised sector the economy, boosting the Paralympic participation of the country, prevention and eradication of long term life threatening diseases such as diabetes, high-low blood pressure and many more. It was a privilege to have Ms. Anupama Dutta- Director at HelpAgeIndia as one of the judges for the event. The event was an interactive one due to the active involvement of the audience members. The first position was secured by Team Strivers of IMI which won Rs. 8,500/- followed by Team JB Greenery of FORE on the second position which took away Rs 5,500/-.



Team FOREword with Judges and winners for the event Design-it-Out



Participants showcasing their artistic sides during *Pratibimb*

### **Pratibimb**

*Pratibimb*- a Face Painting Competition which highlighted several social issues and spreading awareness about the same in the form of an art. The concerned issues ranged from global warming, equal rights for LGBTQ community, corruption and many more. It was a fun event which involved participation from over 15 teams. It was an honor to have Ms. Shailija Singh, former President of fine arts society of Lady Irwin College as guest of honor and chief judge for the event. Team Power puff Girls from FORE as the winners which took away Rs 3,500/- as the prize money. Team Rocket from FORE were the runners-up with Rs 2,500/-.

### **The Wolf of Comic Street**

The Wolf of Comic Street, the flagship event of Personality Enhancement Cell in Genesis, is a stand-up comedy competition. The competition consisted of four rounds. All the 3 rounds after the online screening round were conducted in the campus of FSM on November 17, 2018.

There were participants from multiple colleges with some really good entries from FORE as well. The students of FORE rocked the show by bagging both the prizes.

### **UNIAD**

Sigma's first of its kind branding and advertising based event where participating teams were assigned a product and asked to come up with an alternate use of the product held on November 17, 2018. Each team came up with an alternate use and a marketing strategy complete with 4p's and STP for the assigned product. Teams which made through this round were asked to come up with a 2 minute advertisement for the new product in the form of video, skit or digital ad. Winners were: Team Chronicles and Runner up: Team Aggressive Achievers.

### **Impersonate**

This Genesis, team SigMa conducted its first case study event - Impersonate: Think like a CMO, where participants had to put their marketing knowledge and analytical skills to test and try to



A titillating dance performance by one of the participating team of Step-up come up with a revival strategy for Google Plus. The event witnessed participation of students from colleges across India. Out of total registrations, 8 teams made it to the final round and presented their solution to the panel of judges. After a tough fight, Team Strivers from IMI, New Delhi emerged as winners while Team Backbenchers from FORE was the runner up.

### **Raffle 1.0**

Genesis, 2018 saw another exciting competition by Team IBE. The team organized the first edition of Raffle, which lasted over two days and drew participants from many B-schools in the country, making it a huge success.

The first round began with a fun-filled 'Bingo Quiz' which was - A Tryst between Knowledge and Fortune. It was followed by 'Country Bidding' - the second round wherein the qualifying teams from round one bid for a pool of 3 countries, within a budget of 100 crores. The third and the final round - 'A Challenge to Challenge', a twist that required their wits to prove that they had the best pool of countries in the room.

### **Ba-Czar**

The two day extravaganza of Genesis'18 is incomplete without the mention of Ba-czar. It is a two day intra college event Organized by CED for the first year students wherein they implement their "Street Business Ideas" and get a hands on experience of entrepreneurship. Six teams participated from the college & served a range of delightful cuisines which helped them garner revenues totaling to ₹1.5 lakhs.



A participating Team conducting a *Nukkad Natak* for the event *Jagrukta*



Judges for the event *Jagrukta* along with team *Antar*, enjoying the entertaining performance

### **Videosis**

The Videosis'18, an inter college short movie making competition, was organized by team FORE Connect on the first day of Genesis'18. The event encouraged students to exhibit their creative and innovative self by creating a short movie on any of the following themes: Freedom; If Daily Soaps were Real; Types of Classmates.

### **Tasveer**

As part of our annual fest Genesis'18, Team FORE Connect organized a photography competition *Tasveer*'18 on the second day of Genesis, for management students all around the country. With the beautiful theme, "Emotions" in mind and cameras in their hand, people stepped out on the streets to capture something astounding and subtle enough to be missed by the naked eyes.

### **Backflush**

The Operations and Strategy committee of FORE School, brought their event called *Backflush*. It was a three round event, the first of which was a quiz taken online. The second and the third round were on-campus rounds. Teams which qualified after the first round participated in both the rounds with 40-60 % weight reserved for them respectively. The aim of the event was to present a real world case to the students about a problem which is very well in front of the society and then invite solution in form of a presentation. The best solution as well as deep understanding of the problems were the criteria for winning.

### **Fast Food Hunger**

This event by FORETech was conducted online. The idea behind the event was a game where the participants will be playing as a restaurant owner. They will have to take care of their supply and demand and manage a restaurant. The event was a big success and over 130 teams participated in the competition, from over 30 colleges. The competition tested the operations and the strategy making ability of the students. The entire game was over half an hour long and at the end of the game, the winners were decided based in parameters decided by the FORETech team.

### **War Room**

This Genesis, Team FFFF organized a simulation based game where the participants were tested upon their counter intuitive logic and decision making. The first round of the competition was an online quiz testing the basic awareness of the candidates



Students of FORE warming up the crowd by exhibiting their excellent singing prowess

in field of topics ranging from Strategy, Finance, Economics and General Awareness. Top 12 teams from this round were selected for the 2nd and the last round that was the war. Each team, in the second round, had to select an area (each area having certain characteristics disclosed during the game) to build their city.

### **Corporate Buddha**

Michael Porter said strategy is about making choices, trade-offs; it's about deliberately choosing to be different. One must make choices by assessing the overall situation and come out with a logical & ethical solution. *Corporate Buddha*, organised by Team Think Tank, is one event that tests these qualities. It is a team based event to test your acquired skills across various domains from logical thinking to business ethics, and your ability to analyse economic, financial and market scenarios to find new opportunities and take them to new heights. It had multiple rounds and participants had to compete with the best from around the country. The Top team got the crown of "Corporate Buddha" and a cash reward.

### **Kurukshetra**

*Kurukshetra*, organized by Corporate Interaction Division provides a debating platform to spark discussions between teams, under the guidance of the most distinguished and learned corporate fraternity there by providing them with an opportunity to portray their intellectual prowess, creativity and business acumen.

### **Vyamaham**

*Vyamaham* 2017 was organized by SIG HR to test the skills of students in the HR field. The competition was divided into two parts: Online Case Study Analysis which was the preliminary



A snap shot from the opening ceremony of Genesis 2018



Lead Singer of the Band Euphoria, Palash Sen, thrilling the crowd on the closing night of Genesis 2018

shortlisting round. The shortlisted teams were called for the debate round.

### **Design it Out**

Team FOREword organized a Design Thinking based event, Design it Out, comprising of two rounds. The teams were given an online case to solve and the shortlisted teams were invited on campus for the final round. The teams were given a real world problem statement and provided time to develop their solutions. The judges were given money to invest in these solutions and the team with the highest investment was declared the winner.

### **Argumentative Indian**

In the words of Joseph Joubert "It is better to debate a question without settling it than to settle a question without debating it". Going by this thought FOREword organised. The Argumentative Indian which provides a platform to enthusiastic debaters to put forth their views. The event had two rounds, the first round was twisting minutes in which a participant had to speak on a randomly given topic, for the motion for one minute & against the motion for one minute. The second round was a debate with interjection & the topic was "Is corruption the price for democracy".

### **Concoct**

Concoct is the annual Business Plan Competition by CED at FORE School of Management, conceptualized with a vision of providing budding entrepreneurs a platform to showcase their business ideas. It is designed to give the enthusiasts a platform to present the feasibility of their entrepreneurial dreams. Over the years many teams from premier institutes have taken part in this event and this year it was no different. The event saw massive participation and tested the entrepreneurial minds of the participants.

### **Technoslides**

The tech committee of FORE school of management, brought an event which aims to push the presentation making techniques and slide designing techniques of management graduates and help them earn cash reward in the process. The event was organised in two stages, the first round of the competition was an online round where participants had to submit 3 slide presentation on a topic chosen from a list of 5 topics given by



A traditional performance by Step-up participants engaging the crowd FORETech. This was an elimination round after which select participants were invited for an on-campus round.

### **Step Up**

FORE Sports & Cultural Division came up with the event of the evening with step-up. This event is, as the name suggests, a dancing competition. The participants had to impress judges with their dance moves and the team who were able to do that won. The tournament received participation from many colleges in and around NCR. All the teams were filled with enthusiasm and they entertained the crowd with their thrilling performances. The entire areas were filled with viewers clapping with every dance moves and gravity defying stunts. The teams were able to drag the entire footfall to one location with everyone's eyes looking at the stage, mesmerized.

### **The Amazing Race**

Race against time is quite tough & adrenaline intensive. One has to be quite agile and strategically flexible to race against time & to facilitate showcase of these qualities Team Think Tank organised The Amazing Race. The event had a theme "Bollywood" where in the participants had to travel length & breadth of Delhi, decipher clues & perform tasks. They had to reach the final spot in designated time.

### **Movers & Shakers**

As part of Genesis the annual management festival of FORE School of Management, New Delhi, team FEFf presented a competition where participants were tested upon their speed, wit and judgment to see if they survive in the trade market. The competition was held in three rounds, wherein, Round 1 was an online quiz and Round 2 was checkers round. The 3rd round was a mock trading session where teams were allocated money according to their scores in round 2.



Audience encouraging the event Jagrukta

## Faculty Focus

### Prof. Alok Kumar

Kumar, Alok (2018). Trade credit induced inventory model for new products. In Arabinda Tripathy., Rabi Narayan Subudhi., Srikanta Patnaik., & Jyotiranjan Nayak (eds.) *Operations research in development sector* (pp 1-14), Singapore: Springer Nature.

Prof. Alok Kumar was invited as a Guest Speaker on the topic 'Application of Regression Analysis' to the students of Jaipuria Institute of Management at the Jaipuria Institute of Management, Noida on December 27, 2018.

### Prof. Ambrish Gupta

Gupta, Ambrish (2018). Insights into Dutch corporate governance Code 2008 and analysis of its compliance by The Netherlands Listed Companies. *Working Paper No. 31*, FORE School of Management, New Delhi.

Gupta, Ambrish (2018, November). Evaluation of the impact of IND AS 113 fair value measurement on financial statements. *Indian Journal of Finance*, 11(12), 7-22.

Dr. Gupta's Working paper 'Insights into Dutch Corporate Governance Code 2008 and Analysis of its Compliance by The Netherlands Listed Companies' has been acquired by the Library of Congress in Washington D.C. for itself and other research libraries in the United States, which offer facilities for research on South Asia.

Dr. Ambrish Gupta was invited to be a member of the Congress Scientific Committee of the 18th International Business Congress to be held in Osmaniye (Turkey) on May 2-4, 2019, hosted by Osmaniye Korkut Ata University, Faculty of Economics and Administrative Sciences, Department of Business Administration.

Dr. Gupta's article 'Do We Really Need Independent Directors', Written on invitation from the prestigious PRIME Database, published in The PRIME Directory 2018.

### Prof. Anita Tripathy Lal

Prof. Anita Tripathy Lal she was a member of the special jury to assess and award the 'Best WEE Women Entrepreneurs' on November 22, 2018 at IIT, Delhi.

On December 19, 2018, Prof. Lal was again a part of the esteemed jury in the national level 'Business Plan Competition- Lakshya' at Amity University, Noida.

While on December 20, 2018, Prof. Lal was an expert speaker cum session chair in the Panel Discussion - 'Educational Entrepreneurship Market: Opportunities and Innovations' during the National level summit on 'Entrepreneurship and Leadership' at Amity University, Noida.

### Prof. Anupam Narula

Dr. Narula's working paper on "Changing Buying Behaviour of Global consumers: A Caselet of Dutch consumers in Netherlands" got selected for Library of Congress office in New Delhi for the Library of Congress in Washington, D.C and other research libraries in the United States for research on South Asia.

### Prof. Basant K. Potnuru

Potnuru, Basant K., & Binod Khadria (2019). Have the London

dreams of Indian doctors come to an end. In Irudaya Rajan (eds). *India migration report 2018: Migrants in Europe*, London: Routledge.

### Prof. Bishakha Majumdar

Majumdar, Bishakha (2018). Developments and innovations in Human Resource Management: An evolutionary perspective, *Working Paper No. 30*, FORE School of Management, New Delhi.

### Prof. Faisal Ahmed

Prof. Faisal Ahmed was invited by the Embassy of People's Republic of China, New Delhi and Ministry of Foreign Affairs, China PR as part of an Indian Scholars delegation to visit China from November 18-24, 2018. Delivered a series of presentations and participated in deliberations on India-China geo-economics across universities and think tanks in Beijing, Haikou and Guangzhou cities.

Prof. Faisal Ahmed Co-chaired a technical session in the International Conference on "Global Water Crisis: Agriculture and Food Security in the era of Climate Change" organised by Department of Geography, AMU, Aligarh (December 1-3, 2018). Ahmed, Faisal (2018). "Geopolitical Instruments of U.S.-India Stances in the Indo-Pacific", Policy Note#6, November 2018, published by CUTS Washington D.C.

Ahmed, Faisal., & Kumar, P. (2018). Toward a national participation index for developing countries in the global value chains: A graph theoretic modelling approach. *Journal of Modelling in Management*, 13(2). 475-494.

Kumar, P., Ahmed, Faisal., Singh, RK., & Sinha, P. (2018). Determination of hierarchical relationships among sustainable development goals using interpretive structural modeling. *Environment, Development and Sustainability*, 20(5), 2119-2137.

Ahmed, Faisal (2018). Preparedness and integration in Africa: A study with reference to APRM. *African and Asian Studies*, 17(3), 205-254.

### Prof. Harshita

Harshita; Singh, Shveta; & Yadav, Surendra, S. (2018). Post - earnings-announcement drift anomaly in India: A test of market efficiency. *Theoretical Economics Letters*, 8, 3178-3195.

### Prof. Himanshu Joshi

Joshi, Himanshu (2018). Corporate risk management, firms' characteristics and capital structure: Evidence from Bombay Stock Exchange (BSE) Sensex Companies, *Vision*, 22(4), 1-10. (Indexed in Scopus and Scimago).

Joshi, Himanshu (2018). Firm level determinants of cash holdings: Empirical evidence from Indonesia, *Working Paper No. 34*, FORE School of Management, New Delhi.

Joshi, Himanshu (2018). Fair employee treatment and financial characteristics of firms. *Working Paper No. 29*, FORE School of Management, New Delhi.

### Prof. Jitendra K. Das

Dr. Jitendra Das, Director-FORE was invited as a panelist at the "B-School Excellence Conclave 2018" on November 20, 2018 for the panel titled "Customization of Specialization: Do we need to break the old structure of mono and dual specialization?" organized by The BW Education at The Taj Mahal Hotel, New Delhi.



Dr. Jitendra Das receiving a memento at the B- School Excellence Conclave Das, Jitendra Kumar (November 15, 2018). Higher education: Reform it now, *Deccan Herald*, Hyderabad, p. 10.

Das, Jitendra Kumar (December 21, 2018). India should create more opportunities to stop brain-drain. *Business Standard*, New Delhi. ([https://www.business-standard.com/article/news-ani/india-should-create-more-opportunities-to-stop-brain-drain-dr-jitendra-k-das-118122100954\\_1.html](https://www.business-standard.com/article/news-ani/india-should-create-more-opportunities-to-stop-brain-drain-dr-jitendra-k-das-118122100954_1.html))

#### **Prof. Mohita Gangwar Sharma**

Sharma, Mohita Gangwar (2018). Public private partnership: prudently treading on the rails to development, *The Case Centre, North America*, 618-0050-1.

#### **Prof. Prachi Bhatt**

Buddhapriya, Sanghamitra., & Prachi Bhatt (2018). Intrinsic motivational potential inventory: Development of a measure. *International Journal of Indian Culture and Business Management*, 17(4), 478-501.

Dr. Prachi Bhatt, organised a workshop on “Workplace Competencies & Assessments” on October 8, 2018. She invited Ms. Rashmi Mansharmani, Corporate Head-HR, Wave Infratech, Noida. Workshop covered discussion about important competencies corporate look for in a candidate; and that the 'right people' are vital to business's future success. With the help of practical exercises such Role Play; STAR Technique, etc. the workshop was very well received by the FORE students.

Dr. Prachi Bhatt, organised a workshop on Psychometric Tests-Significance & Test development”, on December 7, 2018. With the help of activities and discussions, this workshop aimed to familiarize participants with significance, tools and application of psychometric tests. Test-development fundamentals along with the issues associated with it were also discussed.



Prof. Prachi Bhatt and Ms. Rashmi Mansharmani along with the participants of the workshop



Prof. Sriparna Basu along with dignitaries during the seminar at Claridges

#### **Prof. Rakhi Tripathi**

Tripathi, Rakhi (2018). From information to interaction': website and social media usage and trends in top Indian higher education institutions. *International Journal of Business Information Systems*, 29 (2), 139-154.

#### **Prof. Sanghamitra Buddhapriya**

Buddhapriya, Sanghamitra., & Prachi Bhatt (2018). Intrinsic motivational potential inventory: Development of a measure. *International Journal of Indian Culture and Business Management*, 17(4), 478-501.

Buddhapriya, Sanghamitra (2018). Intrinsic motivational potential predicting performance: A study of the future managers, *Working Paper No. 32*, FORE School of Management, New Delhi.

#### **Prof. Sriparna Basu**

Basu, Sriparna., & Simarjeet Makkar (2018). Influence of emotional intelligence on workplace behavior among bank employees in Mumbai, India: An assessment of the moderating role of job stress. *South Asian Journal of Management*, 25 (3), 136-158.

Prof. Sriparna Basu led the session on Leveraging Emotional Intelligence to enhance Leadership skills and access to seat on Boards and in Business Leadership in Seminar on “Accelerating Gender Diversity on Boards and in Business Leadership” organized by Association of Independent Directors of India (AIDI) and International Finance Corporation (IFC) (World Bank Group), on October 9, 2018 at Claridges, New Delhi.

#### **Prof. Sumeet Kaur**

Prof. Sumeet Kaur was invited as resource person to conduct five day FDP on Advance Research Methods in Banarsi das Chandiwala Institute of Professional Studies under IP University, Dwarka, on December 10-15, 2018 for 40 participants.

#### **Prof. Vinay Kumar Dutta**

Felicitated with “Bharat Vikas Award” for outstanding performance in the field of finance and risk management by Institute of Self Reliance, Bhubaneswar on the occasion of National Seminar Intellectuals' Social Responsibility, held on December 1, 2018.

#### **Prof. Vinaytosh Mishra**

Mishra, Vinaytosh (2008). Patient attitudes and intentions to adopt technologies in diabetes self-management. *Working Paper No. 33*, FORE School of Management, New Delhi.

## 'From College to Corporate'



Ms. Samira Gupta addressing the students on the topic "From College to Corporate"

The Special Interest Group- Human Resources of the FORE School of Management organised a well -interactive session on October 18, 2018, titled 'From College to Corporate' by Ms. Samira Gupta, Senior Image Consultant, Life-leadership-executive presence coach and a corporate trainer. A recipient of many esteemed awards such as Leadership & business excellence-IMPA, Ms. Gupta started the session by asking the audience about their expectations from the session.

Ms. Gupta, then asked pertinent questions related to one's personality such as whether one smiled that day, along with it, she talked about culture, mood and attitudes. She further invited volunteers and made the audience aware of the key distinctions between formal, semi-formal and informal dressing styles using the volunteers. She demonstrated, how tied hair in the case of women can increase the level of professionalism and weighted upon the fact that the basic idea in the corporate world is 'conservativeness', which implies that there should be no attention-seeking additions to the professional attire. The speaker, then talked about the 'first impression' which consisted of four aspects such as clothing, grooming, body language and etiquette and also emphasised the importance of standing out from the crowd in this cut-throat competitive world. She further used many pictorials displaying two contrasting personalities and asked the audience regarding their choice between the two. In this way, she demonstrated the importance of clothing and appearance.

Ms. Gupta illustrated an important 'Albert Mehrabian' Research which involved a composition of the message conveyed, that assigned 55 % to the expression, 7 % to the words and 38% to the sound of the voice and suggested that it is imperative to have a mixture of all the three aspects i.e. verbal, vocal and visual communication. She further showed an interesting video regarding 'bad handshakes' and concluded the session with a group photograph. The session was well received by the audience who asked several questions, which were skilfully answered by Ms. Gupta.



One student of FORE with Ms. Samira Gupta

## FORE Alumni Speak



Ms. Rashi Chatrath, a notable Alum, interacting with students during FORE Alumni Speak

FORE Alumni Network organised an Alumni Speak session on November 21, 2018 at FORE School of Management and invited Mrs. Rashi B. Chatrath who graduated from the very same institute back in 2006. Mrs. Rashi B. Chatrath started in 2006 as a management trainee and is currently the director - market HR at American Express, India. She established the topic of the speech broadly as how the agile mind-set is necessary for future proofing the workforce and adapt to the changes in the work environment. She has worked for different divisions and stressed on the fact as to how different jobs give insights on different business cycles in any organisation.

The session was one-on-one with the students and extremely interactive with all the students raising their queries ranging from situations involving HR departments to the effects of disruptive technologies. The changing business and talent scenario was explained by Mrs. Rashi B. Chatrath in depth and she discussed how humans will be ever more important with the emergence of new skills across all functional domains.

Mrs. Rashi Chatrath also talked about "21 jobs of the future" by Cognizant and shared a few tips on how to stay on the top of the corporate game and progress with the future. Recollections from her days at FORE and her experiences at the institute were also shared by her with the students. The session ended with FORE Alumni Network giving a vote of thanks to the speaker.



Students interacting with Ms. Rashi Chatrath



## Delhi HR Conclave on “Emerging Human Resource Ecosystem”



Dr. Jitendra Das with other dignitaries of Delhi HR Conclave

FORE School of Management, New Delhi in association with the Confederation of Indian Industry (CII) has organized the Delhi HR Conclave on “Emerging Human Resource Ecosystem” on Wednesday, October 10, 2018 at Silver Oak Hall, India Habitat Centre, New Delhi.

More than 160 delegates from industry and academia participated in this conclave. FORE was the academic partner for this event.

The conclave focused on issues like New Developments in Technology - Rise of Robotics and Artificial Intelligence, Technology has a profound impact on the workplace of today and of tomorrow; Gender inequalities in the workplace: The effects of organizational structures, processes, practices, and decision makers; Importance of Industrial Relation for Employees and Employers - Fostering Industrial Peace; Managing Performance and Rewards in changing times: Opportunities & Challenges

The inaugural session of the event was graced by Mr. Nikhil Sawhne, Chairman - Delhi State, Confederation of Indian Industry (CII), and; Vice Chairman & Managing Director, Triveni Turbine Limited; Mr. Rajiv Kapoor, Executive Director - Group HRM, UNO Minda; Mr. Harbhajan Singh, Co-Chairman, Delhi HR Conclave 2018 & Director - General & Corporate Affairs, Honda Motorcycle & Scooter India and Mr. S. Y. Siddiqui, Chairman, Delhi HR Conclave 2018 & Executive Advisor Maruti Suzuki India Ltd.

Dr. Jitendra K. Das, Director, FORE School of Management was the moderator for the Session on “Managing Performance and Rewards in changing times: Opportunities & Challenges” in this conclave. Dr. Jitendra K. Das was accompanied by the following prominent panelists:

- Mr. Rajiv Sahdev, Group CHRO, JBM Group
- Mr. Dipak Roy, Chief HR Officer, Bharti Infratel
- Mr. Anshul Bhargava, Chief People Officer, PNB Housing
- Ms. Sunieta Ojha, Managing Partner, TRS Law Offices

## Walkathon 2K18



Participants of Walkathon 2k18

FORE's Centre for Sustainable Development (CSD) supported an NGO- Anugraha in association with Ministry of Social Justice and Empowerment, Government of India. FORE was as an academic partner in organising Walkathon 2018 for senior citizens on October 1, 2018 which is observed as the International Day of Older Persons by United Nations every year to promote their rights and to ensure their ability to lead a healthy lifestyle. The event was held at Common Wealth Games Stadium, Delhi. In today's world, where senior citizens are most prone to asthma and heart diseases, this event highlighted the importance of exercise, yoga and walk for them.

The event commenced at 6:30 am on October 1, 2018 with participants (senior citizens) enthusiastically joining the venue from different geographies of NCR in their groups. Honourable Union Minister Shri Thaaawar Chand Gehlot (The Ministry of Social Justice & Empowerment, Govt. of India) was the Chief Guest who highlighted number of key initiatives of the government for the elderly such as providing wheelchairs, spectacles, dentures and financial support among others. His speech was followed by Tamil Nadu police band performance and finally the walk of around 3000 senior citizens, who were the participants. Senior citizens not only participated in Walkathon but also showcased some great performances on stage like singing patriotic songs and reciting insightful poems. The volunteer students from CSD enthusiastically and patiently handled the event well. They interacted with many senior citizens and also encouraged them by following a healthy routine. It was a great learning experience for the students to interact with senior citizens from different old age homes and welfare societies across Delhi NCR. Dr. Aabha Choudhary thanked the CSD at FORE for extending their kind support throughout the event.



CSD Team members excited after a successful Walkathon

## Sensitization Program on Inter-Generation Bonding



CSD Team with the eminent speakers after an effective Sensitization Program

In light of the vast multitude of activities responsible for sustainable growth, Center for sustainable development (CSD) organized a Sensitization program on “Inter-Generational Bonding” for the first year students of FMG, IMG and FM batch on November 27, 2018 at FOREcampus. The program was sponsored and in association with Anugraha, a national NGO, works as Regional Resource & Training Center on Ageing, under the aegis of the Ministry of Social justice & empowerment, Government of India.

Dr. Shallini Taneja, Prof-in-charge- CSD welcomed Dr. Abha Chaudhary, Founder Secretary and Chairperson of Anugraha and Ms. Geetanjali Goel, additional District & Sessions Judge, Delhi State Legal Service Authority with a sapling as a token of sustainability in association with our Green Partner PDS International Pvt. Ltd. Dr. Abha Chaudhary talked about the importance of inter-generation bonding and efforts done by Anugraha to engage senior citizens in recreational activities. She highlighted how it helps them in breaking the monotony of their daily life routines. It gives an opportunity to senior citizens to share their experiences and also to learn new things and knowledge about using various gadgets from the younger generation. She highlighted the importance of spending quality

time with family especially with grandparents so as to make them feel less lonely and unwelcomed in the household. She shared various case studies in this domain with the students. She also urged the students to visit various day cares and old age homes to devote their time and effort for a greater cause. Justice Goel on the other hand talked about the legal services authority Act and its provisions provided under this law to the senior citizens. She apprised the students about the tribunals working towards the betterment of the senior citizens by protecting their property rights and maintenance rights. She also mentioned that legal aid is provided to the weaker section of the society and the fact that tribunals hire lawyers for the senior citizens under such disputes. Both the speakers addressed the challenges and concerns which the young students face when they deal with their grandparents especially in nuclear family. The speakers encouraged the students to visit and spend time with senior citizens at the various centres of Anugraha in Delhi NCR supported by the Ministry of Social Justice and Empowerment, GOI. The notion of this seminar was to sensitize the students to spend more time in a healthy way with their grandparents. The event was concluded with a vote of thanks by Dr. Shallini Taneja.



Dr. Shallini Taneja presenting Ms. Geetanjali Goel with a token of appreciation



Students and participants of the sensitization program listening intently

## Spic Macay



Qutubi Brothers spellbinding the crowd with their music

FORE Sports and Cultural Division, in collaboration with Society for the Promotion of Indian Classical Music and Culture Amongst Youth (SPICMACAY), organised a cultural event at FORE School of Management based on a live Qawali music performance. The performers for the evening were the Qutubi Brothers. All the students were dressed in ethnic wear to attend this soulful event. The Director, Dr. Jitendra K. Das, along with other faculty members were also present at the venue.

Spic Macay is a non-political nationwide voluntary movement that is involved with organising programmes of classical music and dance, folk arts, crafts, yoga, classic movie screenings etc for academic institutes throughout the world to educate students and make them aware of the Indian as well as the world heritage.

Qutubi Brothers are one of the renowned Qawali artists in the contemporary scenario. They put up an energetic, vibrant and melodious performance for the audience. The mood was set for the evening and the students as well as faculty members had immense pleasure with the immersive experience of Qawali music. At the end of the session, Dr. Jitendra K. Das and Team FSCD thanked the artists for taking their time and coming to FORE for exhibiting such a brilliant display of culture and heritage.



Students applauding the enthralling performance of Qutubi Brothers

## Sanrakshan - 2018



Team *Antar*, with other enthusiastic participants for the drive

The effects of global warming are becoming increasingly evident and planting trees is one way to counter these effects. To do their bit, Team *Antar* of FORE School of Management successfully conducted the tree plantation drive -*Sanrakshan* - on October 14, 2018 at the Archaeological Society in the Qutub Institutional Area. To motivate the students and spread awareness about the issue, team *Antar* also held a competition called 'Nurture Nature' a few days before the event. In the competition, the participants had to give caption to an image regarding the importance of trees and share the image on various social media platforms. The competition was a success; it helped in creating a buzz regarding the plantation drive and in encouraging more people to be a part of the event. The morning of 14th started with putting up the banners, collecting saplings, and dividing the volunteers in groups to plant the saplings. Mr. Satish Kataria, an Executive Engineer in the South Delhi Municipal Corporation, was the chief guest for the event and he planted a sapling himself and appreciated the event. With the efforts of all the members and volunteers, the tree plantation drive turned out to be a great success. This tree plantation drive was a great opportunity for the students to show their concern for Mother Nature and help diminish the unfavorable effects of climate change.



FOREians participating in the tree plantation drive

## Welcome to FORE Family



### **Prof. Chandra Sekhar**

Ph.D. (Thesis Submitted) ABV-IIITM Gwalior, MBA (HRM & Finance) ABV-IIITM Gwalior, BBA (HONS) SHIATS Allahabad. He has submitted his PhD thesis in the area of Human Resource Management where he studied the Human Resource Dimensions

and Firm Performance. His research aims to develop insights about the role of mediators viz. Management innovation, Employee Stock Options, HR flexibility etc. in the relationship between HR dimensions and firm performance. He has published his work in International Journals and conferences of repute and doctoral consortium - COSMAR (IISc Bangalore), Society of Operation Management conference, Indian Academy of Management Conference, to name a few. He has attended many academic writing workshop, MHRD Sponsored QIP short-term course, faculty development programme (FDP) and management development program at institute of national repute. He has received 'University Gold Medal' in academics for his outstanding performance at graduation level. Additionally, he is a recipient of 'Best Management Article Award' for article of the month at IBS Hyderabad, and 'Best Poster Presentation Award' at ABV-IIITM Gwalior.



### **Prof. Lalit K Jiwani**

Ph.D., IIT Delhi; M.Tech. (Integrated Electronics and Circuits) IIT Delhi; MS (Physics), IIT Kanpur; BSc(H) Physics, Delhi University.

Experienced academician and researcher with interest in Digital Signal Processing and Decision

Science. His primary interest is in the creation and application of Information Technology for Business and Management. He has taught courses in the area of Digital Signal Processing, Electrical Sciences, Statistics and Random Processes. He conducted research and published in the area of Digital Signal Processing and Analysis, Image and Video Compression. His PhD work introduced a new concept of "Signal Conditioning based Wavelets" useful for compression and fast transmission of multimedia data. He has presented his work in leading conferences of IEEE and European Signal Processing Society in USA, Canada, Denmark, Singapore and India.

He was the Session Chair for 2016 IEEE Region 10 Conference (TENCON 2016) Singapore. He is a member of IEEE and IEEE Signal Processing Society.



### **Prof. Mukul Joshi**

Ph.D., IIT Kanpur; MBA, IIT Kanpur; B.Tech. (Mechanical Engg.), NIT Jalandhar

He has a Ph.D. in the area of Entrepreneurship and Innovation where he studied the context of innovative new venture creation. His research aims to develop insights about innovative new

ventures in a variety of contexts through the narratives by practitioners and share these insights with the budding entrepreneurs, innovators, and students in the classroom. He has presented his work at reputed international conferences organized by Strategic Management Society (SMS) and Australian Centre for Entrepreneurship Exchange (ACERE). He has been awarded Junior Research Fellowship (JRF) by the University Grants Commission (UGC). Prior to his Ph.D., he was an associate consultant with Infosys Limited.



### **Prof. Nirmalya Bandyopadhyay**

Ph.D., (Bansathali University); Fellow in Management (XLRI-Pursuing); MBA (Marketing) Calcutta University; MSc (Marine Sciences) Calcutta University, ITP (HEC, Paris), BSc (Zoology) Calcutta University.

After spending 6+ years in the corporate in the sales and marketing function he joined academics. He has 12 years of experience in academics major part of which was spent in Goa Institute of Management and IIM Rohtak. In 2012 he was awarded full scholarship by HEC Paris to pursue International Teacher's Program in France. He has in his credit a number of publications in reputed National and International journals like Marketing Intelligence and Planning, International Journal of Bank marketing etc. He attended and presented his research in reputed national and international conferences like AMA Summer Educators (Boston, USA), Harvard Business School (Boston, USA), ANZAM (Melbourne, Australia), International Marketing Trend Conference (Venis, Italy), MARCON (India), NASMEI (India) to name a few.

## Confluence 2018



Esteemed panel for Confluence 2018, being addressed by a member of team CID

On December 6, 2018 Team Corporate Interaction Division of FORE School of Management organised its second conclave of the year, Confluence 2018, at the venue of the B-school. The previous conclave was based on Finance and IT, while this time, it was based on Operations and HR.

The Operations conclave was held first and CID introduced the speakers for the session. Mr. Chandan Ghosh, an established entrepreneur and co-founders of various ventures, was the moderator for the afternoon. The topic of discussion was based on the dynamic nature of the world of operations management. The speakers for the afternoon were Mr. Neeraj Gera (SVP & COO, BFS Vertical, Genpact), Mr. Aval Sethi (Founder and CEO of ProTaiga), Miss Barnali Sarkar (VP, Supply Chain and Projects, Smartworks) and Mr. Rajeev Ranjan (ex VP, Coca Cola). Everyone shared his/her personal understanding of supply chain management and cited examples of how crucial it is in the domain of business, historically as well as currently. The floor was open to questions from all the students and a very interactive session followed. The Operations conclave ended with Team CID giving a vote of thanks and gifting mementos to the speakers.



Mr. Neeraj Gera interacting with students during the Operations and HR Conclave

In the second half of Confluence, the HR conclave was held. The moderator for the HR conclave was Mr. Ram Prasad (VP, Talent Acquisition, Deloitte). He introduced the topic for the session which was focussed on how to be corporate ready. The speakers for this evening session were Mr. Subhankar Ghose (Chief People Officer, Zoom Insurance Brokers Pvt. Ltd), Mr. Gaurav Bakshi (co-founder and managing partner, Strat-Board Services) and Mr. Ankush Arora (VP and Head - Human Resources, Grofers). The speakers shared their experiences on how they began their career and how they transformed themselves eventually to become ready for the corporate world. Students raised interesting questions regarding human resource aspects of business and the questions were answered collaboratively by the speakers. Team CID gave a vote of thanks and offered tokens of appreciation to the attendees of the conclave.

## Leadership Guest Lecture Future of Work

On November 19, 2018, FORE Career Division organised an informative seminar on “Future of Work” at FORE School of Management. The speaker for the session was Ms. Smriti Singh, Associate Director - Custom Research and Consulting at International Data Corporation, India. She has had an experience of 23 years in the industry, concentrated in and around the area of business research and consulting space. She has recently joined IDC in August 2018 and had earlier been with Oracle as a Senior Research Analyst as well.

Ms. Smriti Singh initiated the seminar by asking the students of FORE as to what their opinions are when it comes to discussing future work space, work force and work culture. As of 2017, 7% of India's GDP was estimated to be digitalised. It is anticipated that by 2021, 60% of the GDP of India will be digitalised. IDC helps the world in accelerating the innovations that will lead to such outcomes. She also talked about related topics such as differences between augmented and virtual reality, the building blocks of the future of work, existing shared work spaces and how organisations are sourcing for such innovations. The students were also asked to opine on how technology might impact jobs in the future.

The barriers of implementation of such technology were also talked about, particularly the issues of security, lack of skill sets adapting to new technologies and the changing legacy systems that are currently in use. The seminar came to an end with the speaker showing a video made by Jones Lang LaSalle Incorporated, the investment management company. The video showed how corporates might work in 2030 and even though highly innovative, the world is possibly facing towards such a work environment.

## Pranniti 2018



Mr. Pankaj Aggarwal addressing students keep about fields of operations and strategy

Team Fostra, the Operations and Strategy special interest group of FORE School of Management, on October 18, 2018 organised 'Pranniti'-a panel discussion event on the topic-' Technology in Operations Management', where top industry leaders were invited to discuss, share their knowledge and experience in their areas of expertise.

The speakers for the event were- Mr. Pankaj Aggarwal, Associate Vice President, Hero Motocorp Ltd., a global business leader with 24+ years in heading purchasing, operations and company-wide transformation in world's largest organisations such as Hero MotoCorp, Lufthansa Airlines, etc. Mr. Rajan Bhandari- COO & Regional Director, Hitachi Systems MC, with over 20 years of enriched IT experience, Mr. Bhandari had a well-established track record of success in customer acquisition for cloud business, IT software and infrastructure. The third speaker was Mr. Rohit Manghnani- Head of India and South Asia American Healthcare company- 'RESMED' who had experience across large enterprises and new business incubation roles. There was a healthy discussion on the given topic which further included the evolution of supply chain with the use of machines and robots. Next, the speakers touched upon Industry 4.0- which is a name given to the current trend of automation and data exchange in manufacturing technologies, which was followed by all the speakers sharing their experiences regarding the impact of automation robots and technology in their respective industry.

In the end, the speakers took up the questions of the audience. The interactive discussion proved to be a great learning experience and helped the students to enrich and enhance their existing knowledge regarding technology and automation in operations management.



A participant interacting with the panel members

## Impugnibiz '2018



Winners of Impugnibiz with Dr. Anita T. Lal and distinguished panel of Judges

Team Centre for Entrepreneurship Development (CED) of FORE School of Management hosted their annual intra-college B-plan competition event "Impugnibiz '18" on October 26, 2018. Only 8 teams were shortlisted as the best business plans among the 34 teams that had submitted their B-plans. Prof. Anita Lal Tripathy, faculty coordinator of CED, started off the much awaited event with a warm welcome and introduced all the judges in the panel.

Mr. Mridul Upreti has had ample work experience in the finance, real estate and private equity industries. Dr. Neelam Saxena has had more than 25 years of experience across industry and education and is currently the professor and head of Amity Centre for Entrepreneurship Development at Amity University, Noida. Mr. Sanjay Kapoor is a merger and acquisitions advisor, helping businesses divest stakes, attract investors, exit industries or create alliances. Mrs. Dolly Bhasin is a value added information services provider, having more than 30 years of experience in the ICT industry.

Once the panel was introduced, the teams started presenting their business ideas one by one, along with addressing the questions by the judges after every presentation.

Team Y Nots brought with them a concept, a solution and a fix to provide easy and hassle-free portable home solutions. Team Humble Monsters came up with a business plan centred on lean management. Team Comfy Homes shared a unique, cosy idea on providing housing facilities within a small space and making the lives of people more interconnected and comfortable. Team Tiffin Gainz offered a tiffin service business plan that the students living away from their homes related to very well at the venue. Team Edify's start up plan is based on skill development of students of B-school with respect to Power point presentations. Team Mr. Clean Laundrywala came up with the business idea of picking up used, unwashed clothes from hostels and apartments and then return them clean. Team Avishkar introduced a business idea that is to essentially help adults with breaking their materialistic attachment to expensive luxury suits and rent them instead of buying them. Team The Bakers' Street idea revolves around providing good quality and timely home-cooked food to students or adults in need of such a service.

After all the presentations were done, each member in the judging panel took to the podium and shared some of their insights on entrepreneurship and why it is so important in this modern era to think and act like an entrepreneur. To sum it all up, thinking differently and acting on it was reinforced as the need of the hour. The event was wrapped up with Prof. Anita Lal Tripathy announcing the results and congratulating all the teams in doing the best within a brief time limit.

## MOU with JAAGRUTI



Dr. Shallini Taneja with Mr. Vivek Mehta exchanging the MOU between FORE School of Management and Jaagruti

Under the 'Waste Management Initiative' by Center for Sustainable Development (CSD), FORE School of Management, New Delhi signed a MOU with JAAGRUTI-Waste Paper Recycling Services, New Delhi for Recycling the waste papers of the institute. This is a non-monetary initiative that revolves around an in-kind exchange of recycled paper products against the quantities of the various grades of paper collected from FORE for the purpose of recycling. The MOU was signed by Mr. Vivek Mehta, Co-Founder & Director, JAAGRUTI and Prof. Shallini Taneja, Prof-in-Charge, CSD-FORE.

## Management Development / Executive Education Programmes (October-December, 2018)



Participants of a Management Development Program with faculty

FORE School of Management conducted 3 open Management Development Programmes at its Campus at New Delhi during October-December, 2018. The details are as follows:

1. A Handshake with Disruptive Digital Technologies conducted by Prof. Shilpi Jain during October 15-16, 2018.
2. Making the Supply Chain Responsive conducted by Prof. Mohita G. Sharma during November 21-22, 2018
3. Managerial Leadership and Team Building conducted by Prof. Sanghamitra Buddhapriya during December 3-4, 2018.

A total of 29 participants attended these programmes. Some of the well known companies which participated in these programmes include: RITES, Ummeed Housing Finance, Relaxo Footwears, SOS Children's Villages India, Airports Authority of India, NABARD, SRF Limited, Indian Coast Guard, Mannapuram Finance Limited, Indian Oil Corporation Limited etc..

FORE also conducted following customized In-house programmes during this period:-

1. General Management & Changing Role of HR Executives for Airports Authority of India conducted by Prof. Prachi Bhatt on October 10-12, 2018 at IAA, Vasant Kunj, New Delhi
2. Executive Development Programme for Airports Authority of India conducted by Prof. Sanghamitra Buddhapriya on October 15-17, 2018 at IAA, Vasant Kunj, New Delhi
3. Entrepreneurship and Innovation for GAIL Training Institute conducted by Prof. Anita Tripathy Lal on November 1-2, 2018 at Noida



Prof. Shilpi Jain interacting with the participants of an MDP

4. Data Analysis and Visualization for Salesforce for RELAXO Footwear conducted by Prof. Shilpi Jain on November 24, 2018 at FORE Campus, New Delhi
5. Training the Trainer for POSOCO conducted by Prof. Subir Verma on November 26-28, 2018 at IAA, Vasant Kunj, New Delhi
6. HR Analytics for NHPC conducted by Prof. Subir Verma on December 10-12, 2018 at Faridabad.

A total of 125 participants attended these In-house Management Development Programmes.

Five Days FDP on "Deep Learning and Artificial Intelligence" conducted by Prof. Ashok Kumar Harnal on December 17-21, 2018 at FORE Campus, New Delhi. A total of 21 faculty members and research scholars from reputed institutes attended this Faculty Development Programme.

After successful completion of 3rd batch, 4th batch of Online Certificate Programme in "Big Data Analytics for Business and Management" in collaboration with University of California, Riverside, Extension USA will start from December 29, 2018. Prof. Ashok Kumar Harnal is the Programme Director.

11 Months Online Executive Management Programme (EMP) for Collabera Services Pvt. Limited, Vadodra is continuing. Prof. Asif Zameer and Prof. Sanghamitra Buddhapriya are the Programme Directors. A total number of 27 participants are going through this programme.

## Deepawali: Get-Together

*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 6, 2018. Members of Executive Board, Faculty and staff were present on the occasion. The get-together was very pleasant because of the happiness of everyone one meeting and greeting each other in a relaxed environment and everyone relished the scrumptious lunch. The emotional bonding within each one's heart could be felt in the air!!



FORE Faculty and staff along with Management enjoying a Deepawali get together

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