



FOREprints

THE NEWSLETTER OF FORE SCHOOL OF MANAGEMENT, NEW DELHI

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Message From Director



Last year saw a deterioration of business environment in the country and a downturn of the economy. These posed major challenges and FORE has been able to meet the challenges and come out successful. The fact that FORE has been able to improve its position among the top business schools in the country bears testimony to its success.

At FORE constant efforts are made to improve opportunities for students, be they at curricular, co-curricular or extra-curricular levels. The FORE students have always grasped those opportunities and converted them to their advantage.

FOREprints gives a glimpse of activities at FORE School of Management and contains the achievements and accomplishments of the members of the FORE family.

I appreciate and congratulate the student editorial team, the faculty and staff for their efforts in bringing out this newsletter.

Dr Jitendra K. Das

Editor's Desk

Faculty Editor



The Indian economy decelerated during the current fiscal year and the official advance estimates indicate a growth rate of below 7 per cent, a slowdown from 8.4 per cent in the last two years. While the worsening of the world economy with the looming eurozone debt crisis is partly responsible for this slowdown, the Indian economy can bounce back next year if there is a definite reversal of policy environment. Policy reforms are fortunately anticipated at this moment.

At FORE School of Management we had an eventful period during the past six months. FOREprints attempts to capture that eventful life at FORE. It contains the endeavours, achievements, hopes and aspirations of students, alumni, faculty and staff at FORE School of Management. As the school turns out yet another group of new managers who will soon take up positions in different sectors of the economy, it is hoped that this issue of FOREprints will etch for them indelible memories of a lifetime.

Dr Mathew Joseph

Student Editor



It gives me immense pleasure to present to you the February 2012 issue of FOREprints highlighting the achievements and diverse activities of FORE students both on and off the campus.

FOREprints reflects the feelings of students during their sojourn at FORE. Present issue not only showcases the snapshot of various academic and non-academic activities beginning with a seminar on HR interventions, student exchange program details, Faculty China visit but also events such as Genesis, sports tournaments and various cultural events.

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India Corporate Governance & Sustainability Vision Summit 2012 20th February 2012, New Delhi

Indian Chamber of Commerce organized the India Corporate Governance & Sustainability Vision Summit on 20 February 2012 to recognize and honour the enormous endeavour towards creating a sustainable development model for the society at large. FORE was the Event Partner (Co-organiser) for this Event. More than fifty companies participated in the Corporate Governance & Sustainability Vision Awards.



The eminent dignitaries who attended the summit are Dr M Veerappa Moily, Hon'ble Minister of Corporate Affairs, Government of India, Mr Kamal Nath, Hon'ble Minister of Urban Development, Dr Sanak Mishra, CEO, Mittal Steel, summit co-chairmen Mr S K Roongta, Managing Director, Vedanta Aluminium and Dr Bhaskar Chatterjee, Director General, Indian Institute of Corporate Affairs.

Dr. Jitendra K. Das, Director, FORE was one of the speakers for the session "Minimising Risk and Maximizing Opportunities - The Drivers for Corporate Sustainability" for this event. He was accompanied by the following prominent co-panelists:

- Mr Sumit Mazumder, Vice President, Indian Chamber of Commerce
- Mr Dipankar Ghosh, Partner – Climate Change and Sustainability Services, Ernst and Young (P) Ltd
- Mr Ravi Chaudhry, Chairman, CeNext Consulting & Investment (P) Ltd
- Mr P K Mukherjee, Managing Director, Sesa Goa Ltd

Pearson Launches Prof Upendra Kachru's Book on 'India: Land of A Billion Entrepreneurs'

Pearson Education, India's leading publishing and education house launched the book, *India: Land of a Billion Entrepreneurs* written by Prof. Upendra Kachru at India International Centre. The book was launched by Meira Kumar, Hon'ble speaker of Lok Sabha. The experts in the panel who participated in the discussion were Ajay Singh, former Indian high commissioner to Fiji; Naveen Raheja, chairman and managing director, Raheja Developers; Suresh



Thakur, chairman-Aapka Faisla; and Harish Bahl, founder and CEO, Smile Interactive Technologies. The book chronicles the life stories of domestic entrepreneurs and traces the rise of entrepreneurship in India.

There was a large gathering of over 100 guests who attended the book launch. Mr. R.C. Sharma, President, FORE and Dr. B.B.L. Madhukar, Vice President, FORE were amongst the august gathering.

The chief guest for the occasion, Meira Kumar said, "One of the most striking features of this book by Professor Kachru is that he acknowledges the contribution of the unknown heroes of Indian business, the 'nano entrepreneurs', the *panwallah*, the vegetable vendor, the hawker, the rickshaw puller and such people who are the backbone of Indian economy. These entrepreneurs play a pivotal role in integrating the Indian economy, serving as a crucial interface between the rural and the urban as also between the organized and unorganized sectors."

People Matters Conclave: "Dialogue with Winners - Great Place to Work® 2011"

FORE was the Academic Sponsor for People Matters Conclave: "Dialogue with Winners - Great Place to Work® 2011" held on 3 August 2011 at Oberoi, Gurgaon.

Dr. Jitendra K. Das, Director, FORE School of Management, New Delhi was Moderator and Speaker in the session on "Best Practices from the Winners". Panelists included:



- Jyoti Rai, Vice-President - HR, American Express
- Krish Shankar, Executive Director - HR, Bharti Airtel
- Prithvi Shergill, Lead-Human Resources, Accenture India.

Surging Ahead With Moments Never to be FORE gotten....



Rahul Sarin, FMG-19
President, Student Council 2011-12

Let me tell you all a little story. It's a tale of dreams; a story of aspirations; a story of determination; a story of success and failure; a story of individuals and their stories. This story does not begin easy and does not define an end.

For some of us, it began the day we entered the hostel building. For some, it was when they stepped foot inside the campus on the day of the induction. For others, it started only when the foundation courses kicked in.

My own journey has been a healthy mix of highs and lows. Getting the much hated 'F grade' in the very first term was a totally humbling experience. In a country where we are fed with the notion early on in our lives that getting into a good college is the recipe for a successful life, this failure instantly grounded me and I realised that success can never be easily achieved. The first year opened up my mind to every single aspect of management – be it finance, HR, marketing, operations or IT.

"The grass was greener
The light was brighter
With friends surrounded
The nights of wonder "

Putting up in the hostel marked the deletion of the word 'sleep' from our dictionaries. It was not just the projects and presentations but also the endless chatter and gaming that kept us awake each night. However, it did

sometimes show its adverse effect during the classes, where we wandered off course into our own little worlds of 'magnets and miracles'.

FORE isn't just a reputed institute famous for its rigor and tough coursework, it also gives you the opportunity to get into administrative roles. The Students' Council is ever evolving and gives ample opportunities to get into positions of responsibilities in an environment where mistakes are just some bonus points you get for putting in the extra effort. They don't lead to a penalty.

Wherever the college lacked, the students made up for it in spirit. With no playing ground of our own, we FOREians made the woods of *Sanjay Van* our field. Even the absence of a common room failed to deter us as we made good use of the dhabas across the road to unwind, relax and socialize.

I could go on about the late evenings in the library, the quick snacks between classes, and the camaraderie during college events but then I wouldn't ever finish this story. Neither does this story have the same beginning for all and nor will it have the same end. The one thing that remains common to everyone's story is the time in the middle – the 20 months we spent at FORE School of Management. Stretch it sideways as per your liking and this could be your story! This tale that I narrated, is a mashup of 240 similar tales.

As we now pass out, we're more confident that we ever were. We're prepared for a life of challenges. We're comfortable with extra responsibilities. The programme has defined a manager within each one of us and groomed us for the life ahead. We've grown.

All of us had different sets of expectations when we entered this institute. Some of us were only concerned with a plum job offer while others wanted to challenge their limits during this last likely tryst with formal education.

Whatever the objective, the two years at this institute have changed most of us forever in ways we shall only fully appreciate as time passes.

NHRDN Seminar on HR Value Proposition: "Driving Business Excellence through People"

FORE was the Academic Partner with National HRD Network (NHRDN) for its Seminar on HR Value Proposition, "Driving Business Excellence through People" held on 20 May 2011 at India Habitat Centre, New Delhi.



Dr. Jitendra K. Das, Director, FORE School of Management, New Delhi was Chair and Speaker in the session on "Employer of Choice: An Employee Value Proposition". The panelists included:

- Rahul Gautam, Head, Talent Management, Schneider Electric
- Deepa Mohamed, Group Head, HR & L&D, SMC Group of Companies
- Imon Ghosh, Director, Academy of HRD
- Amit Shukla, CEO, Deccan Chronicle.

Placements 2011-12

The current graduating batch, with an average CAT score of 95 percentile, have proved their proficiency by virtue of being offered top of the line summer internships as well as final placement offers.

We are happy to share that the highest CTC offer has been ₹ 32 lakh per annum.

Workshop on Business Research Methods

QT/OM area organized a workshop on Business Research Methods jointly with Oxford University Press on January 23, 2012 in Virajam Auditorium. Dr. Emma Bell, Co-author of the book titled "Business Research Methods" was the resource person.

Dr. Bell from University Exeter Business School, UK has published more than 30 academic journal papers and book chapters. Her current research focuses on religious beliefs in



organizations and representations of work involving visual media. She is also on the editorial board of five international journals.

The focus of the workshop was on the methods and values involved in business and management research. The event was relevant to management students doing research projects and those who are interested in management research.



Faculty Focus: Papers Presented/Published

Dr Jitendra K. Das

Presented a paper titled "Customerization: The Organizational Change for Marketing Excellence" at the *Conference on Managing Change for Sustainable Development in the SAARC Region*, AMDISA's 11st South Asia Management Forum (SAMF), Administrative Staff College, Kathmandu, 16-17 May 2011. Paper accepted by AMDISA for South Asian Journal of Management.

He was speaker in one of the sessions "Building World Class B-Schools" at the AIMA's National Research Conference on Transforming Management Education for Sustainable Tomorrow held during 6-7 February 2012 at India International Centre, New Delhi.

Monograph

Das, J. K. and F. Swaminathan (2011) (eds) *B-School Conclave: Moving To The Next Orbit* proceedings, 1 December 2010, NHRDN, Monograph.

"CRM Magic at AIRTEL: Analyses of Technology based Customer Solutions", FORE School of Management, New Delhi, Monograph, 2011.

"Assessing CRM Metrics at Henkel India Ltd.," FORE School of Management, New Delhi, Monograph, 2011.

Working Paper

"Customerization : The Organizational Change for Marketing Excellence", Working Paper No. 1, FORE School of Management, New Delhi, December 2011.

Prof S Chandrasekhar

Speaker at *National Workshop on Recent Advances in Data Mining & Data Warehousing*, conducted by Indian Statistical Institute, DST, QAI, November 2011.

Presented a paper on "Credit Scoring for SME Sector" at international conference on *Facets of Business Excellence* conducted by IMT Ghaziabad, November 2011.

Speaker and Chair of session on "IT & Digital Marketing at GENNEXT Managerial Challenges & Opportunities", Jaipuria Institute of Management, Noida, 14-16 October 2011.

Talk on "Advances in DSS" to doctoral Students at AIMA, 16-17 September 2011, New Delhi.

In the Editorial Board of the following Journals:

Journal of Information Systems Management

International Journal of Knowledge Management and Research Institute Journal of Information Systems & Development.

Dr Mathew Joseph

"India and Global Governance" (Rajiv Kumar and Mathew Joseph), *In the National Interest: A Companion Volume* Santosh Kumar (editor), BS books, New Delhi 2011, pp 157-164.

"India-Japan Trade and Investment Relations and Their Future Prospects" presentation to *Symposium on Japan-India Relations in the 21st Asia Pacific Era*, Tokyo, 19 January 2012.

"Global Crisis Response and Its Implications, India Vs China", Working Paper No. 11, FORE School of Management, New Delhi, December 2011.

Dr Anita T. Lal

Presented papers in two international seminars:

"Return of Start-up's: A Post Recession Study on Entrepreneurship", 18th International Conference organized by University of South Dakota, USA, 29 September - 1 October 2011.

"Scope of Innovation in Start-ups - Post Recession", *2nd Annual Global Conference on Entrepreneurship and Technology Innovation*, Jointly organized by IIT Kanpur, Rensselaer Polytechnic Institute, USA, Mc Master University Canada, NEN India at IIT Mumbai, 1-3 December 2011.

Dr V M Mathur

Presented a paper titled "Bandwidth Management Dynamics in India's E-Governance" at *National Conference on e-Governance : Digitization to Delivery*, Institute of Public Enterprise (IPE), Osmania University, Hyderabad, 9-10 January 2012.

Dr Anupam Narula

Published an article titled "Schools Go Green" in *The Business & Management Chronicle*, November 2011 issue, Volume 15 No.13, pp: 58-60.

Published an article titled "Higher Education Systems in China and India: Historical Perspectives and Challenges" as Working Paper No.16, FORE School of Management, New Delhi, December 2011.

Dr Kanhaiya Singh

Presented a paper on "Growth of Household Savings in India in the Post liberalization Era" at *International Conference on Personal Finance and Investments* organized by Giffth University, Brisbane, Australia, 15-16 November 2011.

Best Teacher Award

Prof Vinay Dutta had been conferred with Devang Mehta "Best Teacher Award" in Financial Management Category in November 2011.

He has published an article "Money Redefined", Financial Planning Journal, Financial Planning Standards Board India, November-December 2011.



FORE School of Management's Faculty Visits China

As a part of the Faculty Development Programme, 20 faculty members of FORE School of Management visited China for 3 days during 28 October - 1 November 2011.

The visit was an attempt to provide the faculty knowledge about the culture, business practices and economy of the country. The faculty members visited Shanghai and Beijing as a part of the three-day trip.

The visit included interactive sessions with scholars from the University of International Business at Beijing. The important topics that were discussed were China's International Business Environment, Chinese Economy and its International Trade Policy, Logistics in China, Chinese Management and Negotiation Styles and Conflict Management.

The visit was an extremely enriching experience for the faculty members as it combined professional development with sightseeing.

Farewell - 2012



"Man's feelings are always purest and most glowing in the hour of meeting and of farewell" - Jean Paul Richter.

FORE School of Management bid *adieu* to the batch 2010-2012 in an event that spoke of energy and enthusiasm, fun and frolic and love and nostalgia. Coinciding with the Valentine's Day the much needed flavour and vigour was added to the evening. The event kicked off with the blessings and best wishes of our esteemed board members and faculty for the future of the graduating batch. Thereafter the evening was continued by seniors and sophomore students with full of funny and fun moments. Tags and awards were given by the juniors to the seniors. There were dance performances, Rock band performance and Karaoke. Mr. Foreian and Ms. Foreian were felicitated to Gautam Khantwal and Chitwan Garg from the senior batch respectively. To add to the fervour was the sparkling DJ Night followed by a sumptuous feast.

The carnival was beautifully organised and managed by the team Nexus with the junior batch's presence, expressing their love and gratitude to the seniors for their guidance and togetherness all the while and a promise of the same for the future. The event was truly a memorable one with feelings of nostalgia and love filled in the air.

Abhiwadan 2012

FORE School of Management organized a day for the senior citizens on 30 January 2012. The institute collaborated with the old age home, Gharonda, Mehrauli and invited the senior citizens to spend a day at the institute. In the event, the students performed on old songs for the senior citizens. The senior citizens participated with utmost zeal and enthusiasm and shared their experiences with the students.



Welcome To FORE Family



Prof. Reeta Raina
Ph.D (Orgl. Communication),
Mphil (Eng. Litt.)

She has over twenty four years of both teaching and training experience. Her last assignment was with MDI, Gurgaon.



Prof. Rakhi Tripathi
MS (Computer Science),
University Maryland System
(Bowie State University), USA;
Ph.D. (Submitted), I.I.T, Delhi

She has a research background of more than 7 years. She has worked on some prestigious projects on Networking and E-government at I.I.T.



Prof Shallini Taneja
M.A.(Economics);M.B.A
(HRM); M.Phil (Economics);
FPM - MDI, Gurgaon
(Pursuing)

She has around four years of teaching, research and Industry experience.



Prof. V. J. Thomas
M.B.A. (A.M.U.); UGC-NET;
Ph.D. – I.I.T. Delhi (thesis
submitted)

He has received several awards and fellowships, the most prestigious being the AICTE National Doctoral Fellowship (2006-2009) and the I.I.T. Bombay Best Paper Award (2011).



Dr. Mathew Joseph
PhD (University of Glasgow,
UK) Was Senior Consultant
(2007-2011) at ICRIER.

Worked in USAID India State Fiscal Reform Project as Deputy Chief and Senior Adviser (2005-2007) and as the Head of Research at ICICI Bank (1995-2002).

Worked with the Government of India, Ministry of Finance as Deputy Economic Adviser (1990-1995).



Dr. Subhasis Bera
Ph.D. (Economics)(JNU);
M.Phil (International Trade &
Development)(JNU); MA
(Economics) (Silver Medalist)

Worked as a Fellow at the Indian Council for Research on International Economic Relations (ICRIER). Worked at World Bank (New Delhi) as a consultant.



Prof. Vinay Asthana
MA (Economics) University of
Hyderabad; ICWA (ICWAI
Kolkata); FPM- IIM Lucknow

Completed the Fellow Programme in Management (FPM) from the Indian Institute of Management (IIM), Lucknow. Experience in entrepreneurship, equity research and government service and teaching.

Life Is A Journey... A Journey of Faith!

He came into a house, when pennies were a few
And all that was left, with time also blew

No dream, no desire, for this lad of eight
But what he had so dear was his faith

Each night when all would be asleep
With eyes so damp, his eyes would weep

"What can I do for those who love me so dear"
As days went by he started to fear

That sickness would soon be a guest in their house
As the food they ate was first tasted by a mouse

All his life seemed to be in vain
For all he saw was more and more pain

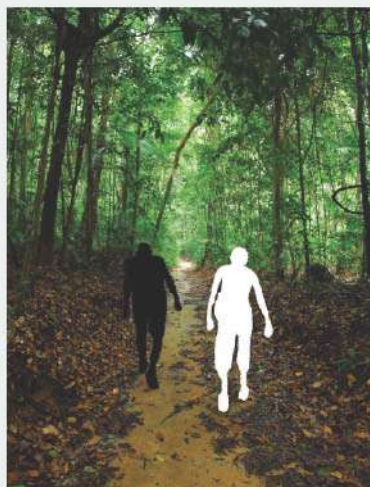
God had the mercy and gave him the power
To plant a bud that would become a flower

In the darkness he knew what was needed was light
Candles he would make, which would make the night bright

Each house would buy, plenty indeed
With the money he earned, his family could feed

Happiness had come in and pain just flew
The ray of light that he gave took away his sadness too

All he had was the faith in his heart
And God just gave him the light to start.



Dr Shalini Kalra Sahi

Centre for Entrepreneurship Development (CED), FORE

The Centre for Entrepreneurship Development (CED) organized a session on Entrepreneurship in association with TiE. The guest speaker for the session was Prof. James Hayton, the David Goldman Professor of Innovation and Enterprise at Newcastle University and Head of the Innovation and Enterprise Subject Group. He is also the Director for the Center for Research Knowledge, Innovation, Technology and Enterprise (KITE). He spoke about the challenges of sustaining an entrepreneurial organization and "Intrapreneurship". He explained that innovation benefits in social renewals and is a "function of adaptation", which is necessary for creating ideas of value that benefit individuals, corporates and societies.



The session was a huge success and saw many guests/entrepreneurs from the NCR, along with FORE students and faculty members attending the session to hear Prof. Hayton.

An Interface With The Corporate World - Anubhuti

In an *Anubhuti* session held on 16 November 2011, Mr. Srinivas Sastri, Head (HR) Birla Soft India, addressed the students at FORE school of Management on "Readiness for Global Transition".

On 6 January 2012, Mr Shammi Dua, Head-Logistics & Customer Operations at Akzo Nobel India Ltd. and a dynamic supply-chain-operations specialist with 13 years of international corporate consulting and diverse industry experience, graced FORE School of Management with his presence to share his experience of Supply Chain Management and Logistics.



The Corporate Interaction Division (CID) organized an session on January 13, 2012. Mr. KP Shashidharan, Director General at the Office of the Comptroller and Auditor General of India was invited to speak on the topic "Public-Private Partnerships".

He stressed that various social challenges can be successfully tackled with the support of private enterprises. He also addressed the need for complete transparency in the process.

The session was a great success and addressed many questions students had about building successful public private partnerships.

On 31 January 2012, Mr. Vineet Arora, Senior Manager (Training), One 97communications Limited addressed the students of FORE School of Management, about the expectations of corporates from fresh MBA graduates.

Team ANTAR's initiative

Sanrakshan - FOREver green

FORE School of management successfully conducted a 'Go Green' plantation drive on 3 December 2011 in 18 institutes and organizations in Qutub Institutional Area.

Environmental issues are becoming increasingly important worldwide, and we all have a duty to do our bit to protect our future by being as 'green' as possible. For the past 2 years several saplings have been planted in more than 30 institutes and organizations in Qutub institutional area.



The event witnessed an active participation from the students of FORE this year. The event commenced with planting the first sapling



within the campus of FORE School of Management by Dr. Prachi Bhatt, Faculty Mentor, Team ANTAR. Thereafter, members of Team ANTAR and volunteer students planted saplings in the campuses of various colleges, schools, hospitals, government organizations and private organizations.

Alongwith the plantation drive, an online contest - "What is Your Great Green Idea?" was organized for the students of FORE.

The idea was to obtain some 'Green' idea that was innovative, practical and feasible which could be implemented at FORE School of Management.

"We eagerly wait for this annual event of your college. This event focuses on the importance of planting green trees in today's time. The children learn the importance of planting trees from this event" said Principal, MCD Boys Primary School.

Joy of Giving! - Vastrasamman

For the last 2 years vastrasamman has been one of the major events run by Team antar and we have contributed in excess of 600kgs of clothes through collections from students and faculty. This year was no different. Team ANTAR in association with GOONJ had run a collection campaign called vastrasamman, where Team ANTAR with overwhelming response from FOREians, faculty collected old or new wearable clothes, stationary and other usable items for the needy.

Till last year, our focus was primarily on collecting old and new wearable clothes. This year Team ANTAR visited GOONJ's office and workstation at Noida.

The innovation and commitment of people working at GOONJ was unbelievable, recycling and value addition at its



best. Some of the examples are converting cassette tapes into cassette purse, cotton suits, bed sheets into stationary napkins, whole range of waste paper products etc.

Who is Fit and who is Unfit - RBI is watching...

The Union Finance Minister, in his budget speech for the year 2010-11 had said: "I am happy to inform the Honorable Members that the Reserve Bank of India (RBI) is considering giving some additional banking licenses to private sector players. Non Banking Financial Companies could also be considered, if they meet the RBI's eligibility criteria."

So now, the question that the RBI faces is, who is fit and who is unfit, to become a new bank in India? For this, RBI has come up with the new banking license policy rules & guidelines. Let us have a closer look at some of the important considerations for a new bank.

The agenda this time while formulating new license policies had been, "financial inclusion". For this, RBI has laid down a restriction of opening at least 25% of the total branches in unbanked rural areas. This was needed as our rural sector is highly deprived of banking services. For banks these unbanked areas are an opportunity - the need is already there - and what is required is a proper business model.

The opportunity, a huge chunk of it, also lies with the SME sector, which has been growing rapidly in the past decade. Here is the untapped potential market which needs to be catered.

Now, let's analyze some pros and cons of the companies who are vying for the banking licence.

Will public money be safe in these banks?

How will it assure that a new Global Trust Bank (GTB) does not emerge again?

Will these banks ensure the greater good of the economy or the main motive will be to add to the personal profits?

Learning from mistakes and the way ahead

RBI was very keen to formulate the new guidelines keeping in view the loopholes that led to the failure of a few banks in the past. Talking about Global Trust Bank, the serious mistake that the RBI did then was leaving unchecked the huge exposure of the bank

to secondary equity market. Consequently, GTB was in deep trouble when the Ketan Parekh scam hit the stock market. Hence, this time the RBI has put a restriction of 10 % of the paid up capital and reserves (of the bank)

on exposure to secondary market. Minimum initial paid up capital required has been increased to ₹ 500 crore which will restrict the entry of non-serious investors in this banking industry.

Groups with diversified ownership, sound credentials, integrity, and a successful track record for at least 10 years shall be eligible to promote banks. The RBI may seek feedback on applicants from other regulators and agencies like Income Tax, CBI, Enforcement Directorate, etc. Not just of the companies, but the track record of their directors and the promoters will also be taken into consideration for the issuance of the licence. These clauses rule out a first-generation entrepreneur and the companies with bad track records, hence reducing the chances of default.

Bank within the two years of operations has to get listed on stock exchanges to increase transparency in their operations. Also prior approval of the RBI will be required every time the company wants to increase its paid up capital. This intervention of the RBI in expansion in the business will facilitate detection of flaws, if any, at the earliest stage.

Framing the rules and policies do not ensure that the system will become error proof. The main challenge that lies ahead with the RBI is the implementation and adherence to these documented rules and policies and controlling wisely, the deviation from these rules.

Thus, for both the corporates and the central bank, the task ahead is full of challenges and opportunities. Meanwhile, we, the *aam adami*, will have to wait and see how it all turns out.



Prateek Jain
FMG-19

FORE Premier League 2012

FORE Alumni Network (FAN) of FORE School of Management organized a cricket match on 19 February 2012 as a part of the effort to reach out to the former students of the institute. The match was held at the grounds of Gyan Bharti School, Saket. The alumni comprised of who's who of the corporate world.

The atmosphere at the grounds was very festive and cheery with alumni sharing their experiences about the college and the corporate world with the current students who were present to cheer the players on. Amongst all this sharing of information the match began.



The match was of 20 over's and teams were named 'The Veterans' (above 32 years of age) and 'The Young Guns' (below 32). Each team also had a few current students to give them a chance to interact with the current crop of talent that FORE possess. It was 'The Veterans' who were put in to bat first and scored a respectable total of 129 all out in 19.4 over's. During the innings break snacks were served and the players engaged in some friendly and good natured banter. When play resumed it was 'The Young Guns' time to chase down the total. At one point they were reduced to 86/6 in 14 overs. In the end, it was The Young Guns who won only with a few balls to spare. Akhil Dewan of Young Guns, Batch 16 was adjudged 'The Man of the Match' and was presented with a small token of appreciation. The entire match saw enthusiastic support of Foreians

who turned up in good number to interact with their alumni.

At the end, each alumnus was presented with a miniature bat and a cap as a token of appreciation. This entire event was much applauded and appreciated by the alumni and they said they look forward to more such events. We also have to thank the efforts of FORE Alumni Network (FAN) and Professor-in-Charge FAN for their efforts in making this match a success.

Achievers' Column

Congratulations to Mr. Rohit Goyal and Ms. Pallavi of FMG 19 for their outstanding performance in the inter-collegiate competitions held outside FORE.



Rohit Goyal

- Mr. Rohit Goyal secured first position both for *Cross-Sword* (Debate competition) and *Genesis* (Idea generation) at the event *Udaan 2011*- Seventh Inter College Management festival of Jaipuria Institute of Management, Noida held on 25 and 26 November, 2011.

- Mr. Rohit Goyal has participated in the national level Summer Project presentation contest *Spardha 2011* organized by Faculty of Management Studies and Institute of Rural Management, Jaipur during September-October 2011 and secured second position in the marketing stream.

- Ms. Pallavi and Mr. Rohit Goyal secured 1st prize in Launch Pad event organized by IILM Institute of Higher Education, Delhi.



Pallavi

- Ms. Pallavi and Mr. Rohit Goyal won third prize in *Inception - A Business Model*, competition held on 25 January 2012 at Jesus and Mary College, Delhi University.

Is the World Flat Anymore?

Shanta Mohanty
FMG-19



One of the most informative novels that I read in my life would have to be Thomas L Friedman's 'The World is Flat'. The book is an account of incidents in the history of the world which have had a significant impact in making the world what he calls 'flat', in the novel.

A string of events over the past few years must have warranted good writers like Mr. Thomas L Friedman to write another book about how the world is again moving towards clusters and divisions. How we have found yet again a reason to be divided?

According to me the following events might have significantly changed the course of history rendering the world to be 'flat' no more: The 2008 recession, the euro crisis, the Arab Uprising, the rise of BRIC.

The 2008 Recession

There are a lot of reasons why the crises came upon. It had a tendency to unite the world in the misery it spread across markets and economies. There are two major things which the crisis brought to the limelight: the "too big-to-fail" concept and the effectiveness of the western developed world as spenders of the money which the Asian emerging economies saved. The former was a reiteration of the '*chaebol*' lessons learnt from the Asian Tigers, crisis. It is like the world need to be reminded that there is nothing like a "too big to fail". If globalization was a primary reason behind calling the world flat, I wonder how much of that is true anymore.

The Euro crisis:

The unification of Germany, east and west, the first in the list of Thomas L. Friedman was symbolic of Europe moving towards a better future. This glory was continued into the nineties giving way to the signing of the Maastricht treaty which led to the birth of the Euro. For anybody tracking how the countries across the world have united, this was a very significant step. It was going all hunky dory till about two years ago when the first signs of the eurozone financial crisis started appearing. So while Germany and France always could use the fluctuations in the value of the euro in the world market, the other countries could not. Suffice it to say that, the

lack of control over monetary policy has hurt some countries while it has left some others unscathed. It is but only a matter of time that the 'flat' eurozone gives way.

The Middle East Uprising

Egypt, Tunisia, Jordan, Yemen, Libya, Syria and so on: welcome to the Arab Spring. Year 2011 has witnessed a major event in the history of mankind. The last time so many countries had a regime change must be during the late forties when a number of European colonies got independence from their colonial powers. But this situation is not very reminiscent of the end of the colonial era; it more resembles the beginning of that era. The current revolutions in the countries of the Arab world leave behind a world of possibilities for external powers to intervene. Though most world forces have kept a distance from the Arab uprising directly, I can't help but believe that they would not be able to hold back for long considering the excess wealth of resources and the absence of any supreme authority to take over from the autocrats.

It would be too optimistic to believe that the world powers with all their influences and powers would divide the resources equally among themselves. It is only a matter of time before which different countries from the developed world along with the emerging economies start poking their noses into the Arab world.

The rise of BRIC

BRIC: Brazil, Russia, India and China are countries which according to various reports and by various standards have been classified as almost advanced economies. It is appropriate to mention at this point that countries like South Korea and South Africa can soon join this group with equal growth potential and opportunity. BRIC has engendered a shift in the direction in which the policies are made by various organizations of the world. All this started after a declaration in the first BRIC summit on June 16, 2009 in Yekatarinburg, which sought for a more democratic and multi-polar world order. The rise of BRIC has been termed by some people of the likes of Martin Jacques (in context of China), as the single most democratic movement of world power in the modern era. For the first time in an era, the less populated west does not fully have a right and power to control the more populated east.

It is not surprising that US which stands to lose its biggest economy in the world to China by 2020 and to India by 2050, would cry foul at presumably the most significant development in the world history: Globalization. Though this outlook is very bleak, we would have to agree that the world is not that 'flat' anymore.

Seminar on Corporate Excellence Through HR Interventions



In addition to the three speakers from FORE - Dr. J.K. Das, Director, Dr. S.P. Chauhan and Dr. Sanghamitra Buddhapriya, Professors (OB & HR), ten eminent speakers who took part in the deliberations and discussions as panelists were: Mr. Suresh Tripathi, President – HR, (SRF) Mr. A.C. Chaturvedi, Executive Director, PMI, (NTPC) Dr. V.M. Kaul, Director – HR, (Power Grid Corp of India Ltd.) Mr. Deepak Bharara, Director – HR, (LANCO); Mr. Surendra Singh Chaudhary, President Group – HR, (RICO Auto Industries); Mr. Srinivas Shastri, Vice-President and Head – HR, (Birlasoft); Mr. H. Sharma, General Manager - HRDI, (BHEL); Dr. V.P. Singh, Executive Director (HR), (RKJ Group); Mr. Praveen Kumar, General Manager – HR, (Jindal Steel & Power Ltd.); and Mr. V. Manjunath Rao, Sr. Vice- President – HR, (LANCO).



A one-day seminar on *Corporate Excellence through HR Interventions* was organized by FORE School of Management, New Delhi on 29 November 2011 at its campus in New Delhi. It was aimed at bringing together HR practitioners and academicians to deliberate on topical issues related to HR with a view to making HR a strategic partner in the organizational pursuit for corporate excellence.

The four themes discussed in the seminar were: Strategic Role of HR; Attracting and Retaining Talent: Employer Branding; Succession Planning and Leadership Development; and Managing Employer-Employee Relations.

The seminar was attended by 50 participants from Government, public and private sectors in addition to some faculty members from B-Schools and management

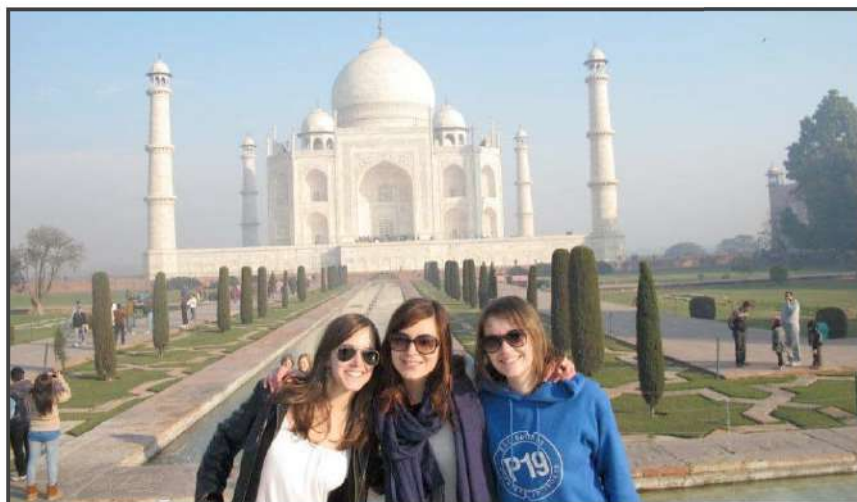
students from FORE. Some of the senior executives who attended as participants were: Chairman, Director (HR), Principal Scientist, General Manager (HR), Dy. General Managers, Asstt. General Managers representing organizations like - RITES Limited, Power Grid Corporation of India Limited, Hero Electric, CSIR, AMTEK India Limited, Uttaranchal Gramin Bank, Gabriel India Limited, AVTEC Limited, Translational Health Science & Technology Institute, UNIPATCH Rubber Limited, University of Petroleum & Energy Studies, Donaldson India Filter Systems Pvt. Ltd., and SJVN Limited.



Student Exchange Program

With a view to bringing international perspective to the students, FSM embarked upon the journey of building international networks a few years back and has now redoubled its efforts to have the widest possible network of international institutions.

FSM has broad-based MOU/bilateral agreements with institutions such as ESC Rennes School of Business (France), Asian Institute of Technology (Thailand), Savannah State University, College of Business Administration (COBA), Georgia, USA and Faculty of Business, University of New Brunswick (UNB), Canada. These agreements also include student exchange programs.



SPIC MACAY Event



The SPIC MACAY event was held in grand style at the FORE School of Management on 20 January 2012. The programme commenced at 11.30 AM with the speech to welcome renowned artist Pandit Vishwa Mohan Bhatt, who is the inventor of the Mohan Veena and also the recipient of the prestigious Grammy Award (1994) for his work on the fusion album "A Meeting by the River". He was accompanied by Pandit Shubh Maharaj on the Tabla. The warm welcome by students was followed by lighting of the lamp by Mr. RC Sharma, President FORE, Pandit Vishwa Mohan Bhatt, Pandit Shubh Maharaj and Prof. Vinay Dutta as per the FORE tradition. The artists mesmerized the audience with their superb rendition of Raga Nata Bhairavi.

Sports & Games

Carve 2011

FORE Sports and Cultural Division organised an intra college table tennis tournament starting from 22 November 2011. They invited participation for boys singles and doubles and girls singles and doubles.

The competition was held at the room beside our canteen and saw enthusiastic participation. Students could be seen cheering for their friends heartily.

Blitzkrieg 2011

FORE Sports and Cultural Division conducted intra college Chess competition starting from December 23rd. They invited students to test their mental prowess and as all events at FORE participation at this event was also thick. The event was held at the cafeteria during the break or after classes. One other positive outcome of this tournament is that the students have really taken to chess and are seen playing after classes. Hopefully this increases their reasoning and analytical skills. The winner was Hariram S.G. and runner up was Ishan Jain, both from the 2011-13 batch.

Smash 2011

The intra-college badminton tournament was held inside the college premises during 11 – 24 January 2012.

The tournament had matches for men's doubles and singles, women's singles and doubles and also mixed doubles.

Winners of the tournament are:

Men's Singles	: Nitin Gandhi
Men's Doubles	: Nitin Gandhi and Vaibhav Manocha
Mixed Doubles	: Nitin Gandhi and Soumya Srivastav
Women's singles	: Neena Gangwani.

GENESIS 2011

The Annual Festival of FORE School of Management, New Delhi

With a planetary theme this time, Genesis 2011 struck the right chords and rhythm to a successful beat for both the days November 11 and 12, 2011.



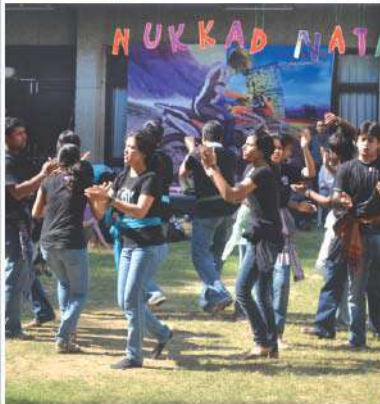
Held over two days i.e. 11th and 12th of November, Genesis 2011 was a rousing success. Organized by the committee Nexus of FORE School of Management, Genesis became a platform for Foreians and their peers in B-Schools across the country to showcase their talent and talent was to be seen in abundance on those two days. The cultural event was declared open by our president Mr. R.C. Sharma in the presence of other executive board members, Director Dr. Jitendra K. Das, faculty and the students of FORE. Prof R.P. Billimoria, President (Emeritus), FORE, Dr. B.B.L. Madhukar, Vice President, FORE, Dr. J. K. Das, Director, FORE and Prof. Vinay Dutta, Chairperson - Student Affairs graced the event and encouraged the students with words of wisdom. The opening was marked by some inspired cultural performances by our students.

Each of the committees excepting Nexus and special interest groups held their various competitions. The participation for all the events was lively and almost all the major B-schools across the country participated including the IIMs.

There was a plethora of events and competition taking place on those two days and it ranged from dance competitions to debate to quizzes to a banking event - *Aadhikoshann*. The initial qualifier rounds for most of the event took place online days in advance and only the best were invited to the campus for the final round. The students of FORE have to be given special mention here for their zeal and support of their team and the sportsman's spirit they displayed when beaten by a better opponent. The events were held all across the campus from the auditorium to classes to sunken garden all of these places was appropriately decorated to go along with feel of euphoria and frolic prevalent in the campus. Eminent personalities from the corporate and cultural world were invited to judge the competitions. Some events saw more crowd participation than the others and the crowd pullers were *Nukkad Natak* (street play), *Aadhikoshann*, calculus-slide rule, tug of war, dance competition, etc.



GENESIS 2011



A Day To Remember

Events were held across 2 days resulting in immense participation from multiple colleges and the presence of renowned and eminent Judges.



One here has to thank team Nexus for their tireless efforts in making Genesis 2011 a success that it was, and to top it all up they even provided some delicious food stalls and stellar performances from renowned DJ's and bands of the city. Genesis 2011 is over and the countdown for Genesis 2012 has already begun.

Alumni Retrospection

My Wonderful Days at FORE

It was my final year of Engineering and like all other students, I also had to make a choice whether to study further or join a job at a private manufacturing company or at a PSU or may be, spend around 2 years preparing for UPSC without any certainty of success. The government employment was the craze among the majority of engineering guys across India.

I finally chose to study further and appeared in GRE and TOEFL as I wanted to do my Masters in Industrial Engineering in the US. But probably as luck would have it, I could not get the scholarship in the college I wanted to do my MS and thus had to drop the idea. But no dream was shattered as I got to know about FORE School of Management, and co-incidentally the entrance exam dates were matching with my calendar. Finally I landed in the first batch of FORE School.

Everyone working in one's capacity to make FORE a great Institution of future. Sessions like *Anubhuti* where we met with folks like CR Rangarajan, then RBI Governor, Ashok Soota, then Wipro's Sr Executive (and now a great entrepreneur), Muktesh Pant, a big name in FMCG Industry, Mr. Lal of Eicher group and many more. I remembered that we got the world class faculty in those days and Professors from FMS, IIFT, IIT and IIMs were there apart from actual industry stalwarts teaching us all the view-point of management education. The most wonderful experience was study of Eastern Management principles which talked about growth of Japan; and movement of China on growth trajectory. We now see how China is driving the world business. This was, then coupled with the amazing experience of YOGA in the sunken garden by expert Yoga guru. Best content, great faculty, encouraging environment for entrepreneurial endeavors, connectivity with industry and a very good placement in its first year are probably the reasons of why most of my batchmates are doing exceedingly well in their professional life.

A little stint of mine as an entrepreneur in year 2000-Dotcom days also had its inspiration in my education at FORE. Of course, the dotcom failure of mine, have opened great opportunities of professional success and growth subsequently for me in Indian IT Industry. I owe it to my *alma mater* and my teachers there. Thanks FORE School of Management.



Manoj Chandan Jain
Batch 1-FMG
Vice President
and Business Head for
South Asia, Middle
East and Africa,
Birlasoft (India) Ltd.

It seems writing inspirational clichéd memoirs from your academic days have become – well clichéd to say the least. So, when I was given the privilege to jot a few words for this newsletter, I felt honoured. Having invested (not spent) many years in the field of human resources, being honest to one is much more than a corporate gobbledygook.

Allow me to reflect on human resources as a career path – not the typical destination of an aspiring corporate honcho pursuing MBA. They are supposed to become strategy consultants or investment bankers or, in the true spirit of the qualification, CEOs in the making. During my MBA days, my friends thought that only those who don't have the stomach for 'real' business go for a degree in HR. Some even hinted at joining social work if the interest in people is so strong. Well, that was then and now is now. Today, HR sits in the middle of the most compelling competitive battleground in business, where companies deploy and fight over that most valuable of resources—workforce talent.

Let me share the academic and not so academic learning that have helped me as a human resources professional. The phrase 'think out of the box' acquired a new meaning only after I got a job. It was handed over to me (and I did shoulder it with much burden) during my course. The 'box' connotes an office room or a chamber. If you stick to your 'box', you restrict external influences. Never be dwarfed or daunted by disruptions. Evolution is a result of disruption and compels one out of the comfort zone to strive for excellence.

It is startling how a function like human resources sometimes is the most loathed in the organization. We forget that it's all about people. And this very people connect is something that I learned during my days at FORE School of Management. A little bit inside the class and a whole lot outside of it. Knowing that employees have many stresses and have many challenges in the workplace is quintessential to success in human resources – just like being sensitive to your family and friends. A personal touch is always valuable. People skills can make challenging tasks much more manageable. Communication is probably one of the most important skill sets any person in human resources has.

HR is not about paperwork. But you do need to develop organizational skills (how many times did we hear that during our course?). Being in HR places you in a position to be seen differently by many people in the company. Being aware of your actions can ensure that when you do have to be the stickler for rules, no one can accuse you of double standards.

One of the biggest lessons that I learned during my days at FORE School of Management was to explore the very fringes - future is unlikely to take shape in the corner office or the conference room. It starts acquiring form, on the edges, around the bend. If you want to keep yourself and your organization changing ahead of the times, you have to be willing to get out of your comfort zone and venture into unlikely and uncomfortable domain. It is much easier to sum it all in the immortalized words of Steve Jobs – "Stay Hungry, Stay Foolish".



Reema Malhotra
Batch II-FMG
Head (HR)
Nokia-Siemens

ALUMNI Views on Student Exchange Programme

ESC Rennes is one of the world-renowned universities for management studies, and it was a privilege to have studied there during my MBA exchange semester. The programme is incredibly dynamic with a variety of different teaching styles including practicals, lectures, self paced and problem-based learning.



Nikhil Khandelwal
FMG Batch 18

I think the most important thing is that the class discussions that have made me critically evaluate everything I read or take in – it has helped me to think more independently.

The academic curriculum was designed in such a way that each subject builds on previous classes while at the same time complementing both the classes and projects running concurrently. Classes were taught in an interactive fashion, allowing building on own experience by learning from my classmates as well as the lecturer.

Studying a different language gives you the intercultural skills you need in today's global world, living in a country like France gives an overall exposure to the developed world and an opportunity to see and explore other countries.

Rendezvous 2011

Rendezvous 2011 was held on 9 December 2011 at FORE School of Management. The event was organized by the FORE Alumni Network in an attempt to invite our Alumni back to their *alma mater* to share their valuable experiences and insights into the corporate world. The speakers for the evening were Mr. Neeraj Tomar, Sr. Vice President, Jones Lang LaSalle and Mr. Vivek Malhotra, Marketing Head, Idea Cellular. They talked to students about their industry experiences and what to expect in the corporate world. They emphasized on the importance of constantly updating knowledge and working with integrity. It was an enriching experience for the students who were able to get their queries addressed by the stalwarts of the corporate world.

Mr. Tomar and Vivek Malhotra was kind enough to answer a few questions put to them before speaking to the students in Rendezvous.

Mr. Vivek Malhotra

A graduate in Economics from the Delhi University, he is a marketing professional with nearly 15 years of diverse experience in managing brands, sales organization and also looking at the service delivery and quality. He started his career in the Telecom space in the year 1995, worked with HFCL and was engaged in building the organization in Mobile Communication field.

He is a graduate of Batch 1 and is currently working with Idea Cellular and handling the marketing for two circles of Delhi NCR and Haryana. Prior to this organization, he worked in building brands in the consumer durable space with Salora International.

What are your fondest memories of FORE?

"There are too many memories of my 2 years at FORE to pick any one. However, the parties and get togethers remain the most cherished. I have a number of colleagues at Idea who are FORE alumni, so it's good to stay in touch and catch up on the old times."

What is that one suggestion you would like to offer the batch about to join the industry?

"Apart from bookish knowledge, companies look for a pleasing personality and expect honesty from employees. Show total commitment to whatever job you undertake."

How do you manage your work-life balance?

"It is a tough balancing act. You need to be conscious of your responsibilities in personal life and always remember that work is never ending but you need to work towards managing this balance."

Do you think management education imparted to students is relevant in real life?

"Education is meant to prepare you to understand situations that may arise. However, only when you actually face a situation can you learn to handle them and education imparted at management schools is achieving this. However, Students need to bear in mind that in the present scenario where knowledge becomes redundant very quickly, you must only strive to always keep learning."

Mr. Neeraj Tomar

A graduate of Batch 6, he has been working with Jones Lang LaSalle for over a decade now. He currently holds the designation of Senior Vice President. His intellect and commitment towards his work have been instrumental in making him one of the best professionals in the industry.

What is your fondest memory of FORE?

"There were so many of them; it would be unfair to highlight one".

What is the one suggestion you would like to offer to the batch currently in the pipeline to join the industry?

"The best advice I can give is be thoroughly read. Be fully prepared. One has to know everything one can about a particular topic. Nothing beats the fundamentals".

How do you manage your work-life balance?

"Well I don't work on the weekends, they are reserved for my family. That's not to say that I'm a weekend dad. I watch my kids play football and even act as the manager to their school football team. They play every Sunday. It's important to unwind on the weekends after a tiring week of work".

How relevant do you think management education imparted to students is in real life?

"I know it's going to sound clichéd but it's vitally important. Management education acts as a stepping stone into the corporate world. It teaches you to stick to deadlines, work in groups and most importantly how to multi-task. The situations and problems taught in B-Schools actually do happen in real life and having dealt with them before helps a lot".

Management Development Programmes (October 2011 – February 2012)

FORE School of Management conducted following 16 open programmes at its Campus at New Delhi during October 2011-February 2012:

- Project Management Excellence through ICT Tools conducted by Dr. V.M. Mathur during October 13-14, 2011.
- Enhancing Managerial Effectiveness through Self-Awareness conducted by Dr. Neetu Jain during November 8-9, 2011.
- Effective Communication and Presentation Skills conducted by Dr. Anita Tripathy Lal during November 14-16, 2011.
- Effective Purchasing Skills conducted by Prof. Mohita G. Sharma during November 17-18, 2011.
- Effective Client Management Techniques conducted by Prof. Freda J. Swaminathan during November 28-29, 2011.
- Understanding CRM for Developing Winning Strategies conducted by Dr. Jitendra K. Das during December 1-2, 2011.
- Advanced Corporate Finance conducted by Prof. Vinay Dutta during December 7-9, 2011.
- Enhancing Assertiveness & Positive Attitude conducted by Dr. Anita Tripathy Lal during December 15-16, 2011.
- Coaching & Mentoring for Personal and Professional Excellence conducted by Dr. Sanghamitra Buddhapriya during December 19-20, 2011.
- Effective Selling Skills conducted by Dr. Asif Zameer during January 16-17, 2012.
- Interpersonal Skills at Workplace conducted by Dr. Sanghamitra Buddhapriya and Dr. Anita Tripathy Lal during January 19-20, 2012.
- Finance for Non-Finance Executives conducted by Prof. Vinay Dutta during January 23-25, 2012.
- Disciplinary Proceedings and Domestic Enquiry jointly conducted by Prof. Neeraj Kumar and Dr. S.P. Chauhan during February 1-3, 2012.
- Emerging Trends in IT conducted by Dr. V.M. Mathur during February 6-7, 2012.
- Enterprise Risk Management for Creating Risk Intelligent Organization conducted by Prof. Vinay Dutta during February 9-10, 2012.
- Enhancing Managerial Effectiveness jointly conducted by Prof.



Neeraj Kumar and Dr. S.P. Chauhan during February 13-15, 2012.

A total of 183 participants attended these programmes. Some of the well known companies which participated in our open programmes included: Apollo Munich Health Insurance Co, AVIVA Life Insurance, Ayurved, Bergen Systems, Bharti Foundation, Biogen Idec, Biotech India, Brahmos Aerospace, Central Bank of India, Central UP Gas, Chambal Fertilizers & Chemicals, Corning SAS, Denso Haryana, DHFL, DISH TV, ECGC, EDAG Engineering & Design India, Edcil (India), Elixir Web Solutions, Engineers India, GHCL, GNFC, Gujarat State Petroleum Corporation, Gujarat State Petronet, Hero Exports, Hindalco Industries, Honda Motorcycle & Scooter India, ICICI Lombard General Insurance, Idea Cellular, IFFCO, IFFCO Chhattisgarh Power, Indian Compressors, IRCON International, Jain Irrigation Systems, JUSCO, KSS KazStroy Service, Lakshmi Vilas Bank, MAHA Vitaran, Max India, MAX New York Life Insurance Co, MAX Speciality Films, MMTC, Musashi Auto Parts India, Nainital Bank, NBCC, National Housing Bank, NIIT, North Eastern Council, Northern Coalfields Ltd, NSIC, NTPC, Oil India, Ortel Group of Companies, ONGC Tripura Power Co, Paramount Group Of Companies, Pawan Hans Helicopters, PCRA, PNB Housing Finance, Promed Exports, Punjab National Bank, Railtel Corporation of India, Sage Publications, Seclere, SIMON India, Smile Foundation, Subros, Synergy Environics, Tamilnad Mercantile Bank, Tata Chemicals, TATA Pigments, STC, Torrent Power, Uttaranchal Gramin Bank, VATIKA Group, etc

FORE also conducted/is scheduled to conduct following customized in-house programmes during this period:

- Stress Management for Indian Oil Corporation conducted by Dr. S.P. Chauhan on October 20-21, 2011 at Faridabad.
- Communication for LNG Petronet conducted by Dr. Reeta Raina on December 2-3, 2011 at Dahej, Gujarat.
- Managing Change for the Senior Executives of Indian Oil Corporation conducted by Dr. S.P. Chauhan on February 3, 2012.
- Superannuation Planning for State Trading Corporation conducted by Prof. Vinay Dutta on February 21-22, 2012.
- Interpersonal Skills for State Trading Corporation by Dr. Sanghamitra Buddhapriya on February 28, 2011
- International Trade & Shipping Logistics for State Trading Corporation by Prof. Pradip Chakrabarty on March 16-17, 2012.

