



FOREprints



Message from Director



Over a period of time, both UGC and AICTE came to be known for their arduous way of regulating higher education akin to a 'license raj' with many stories of distress. IITs and IIMs (and IISc) are not regulated by any of these two regulators. The ground truth is that no university or an institution under the regulation of UGC or AICTE have been rated in top 100 universities in a reputed international ranking that can be taken as a benchmark for world class education. Of course, a few things under larger Indian system have been a hindrance to achieving world class status, such as, diversity in nationalities among students and faculty members, compensations levels of faculty and passing out students, etc. But, this can have, at worst, a miniscule impact. Much needs to be done to not only reform, but completely change the Indian higher education system.

It is essential to have a competitive environment in higher education that ensures both public and private funding. The institutions must constantly keep developing and reinventing itself considering sweeping changes in ways technology is changing and the way technology is being deployed to harness resources available and people's capabilities. Thus, the institutions must be very responsive and innovative in the ways they do things. The role of regulators becomes crucial and critical in achieving these ends. It is crucial to have better and greater coordination of activities and the government as well as the private institutions must co-exist and mutually support to fill in the gaps in higher education.

To meet the huge demand for education facing India, private sector participation in higher education must not only be encouraged, but rather incentivized. Also, government must consider making regulations based on need model and objective driven. This means all higher education institutions in India must have a common regulatory framework and be not divided on government versus privately funded institutions very much akin to a common corporate law that governs public and private corporations in India. All such institutions may, for sure, be not-for-profit. The government must encourage private investment in higher education and also recognize the necessity of the financial autonomy for the private institutions. Among many possibilities of incentivizing private funding, if only a tax rebate incentive is given to private funding for 'not-for-profit' education institutions, the government would be able to mobilize about three times the money it has forgone as tax into the education system.

A policy for privately funded university/institution with the kind of regulatory freedom similar to as enjoyed by the IITs and

Editor's Desk



I welcome the new batch who have recently embarked on their journey at FORE. This new journey would involve regular class room lectures, constant assessments, summer internships, involvement in various co-curricular activities including committee participations among other things that would require 24x7 hard work from morning till night. You would be groomed as future global leaders. Your entire life is changing with lots of opportunities and challenges in store. This change needs to be managed properly. What is your preparedness for this change?

As you may know that while the U.S. presidential candidates Hillary Clinton and Donald Trump kick off a fierce general election battle for the elections in November 2016, work has been initiated on the impending change. On May 6, 2016 Barack Obama signed an executive order - Facilitation of a Presidential Transition which calls for the establishment of a *Transition* Coordinating Council to provide eligible candidates with information that is useful and appropriate on issues like national security etc. This is the policy of the United States to undertake all reasonable efforts to ensure that presidential transitions are well-coordinated and effective, without regard to party affiliation.

It is always a good strategy to plan well for a transition to obtain optimum results. For a smooth transition, you would need both ambition and courage; energy and perseverance; and conviction and optimism to help you succeed in all your endeavors.

All the Best!

Dr. Hitesh Arora

Student Editor



As the new replaces the old, I am immensely grateful to be working on the first edition of this year. An array of events have taken place over the last four months. From the travels of the senior class to Singapore for International Immersion Program, to for most students their first corporate interaction for the Summer Internship Program, from our college students making strides in France, to we welcoming a new batch of 2016-18, it has been very eventful. All the glimpses and highlights are captured in words by our team and students who have been keen to write and contribute to our newsletter. I thank my team and everyone associated with the newsletter for their contribution to this edition of FOREprints.

Alokita Sharma

the IIMs has the potential to produce dozens, if not scores, of world class universities/institutions in about 10 years. A comparative data on public and private universities in the USA would be an eye-opener.

All it takes to be a world class university/institution is: a) fund availability, and b) conducive regulatory framework. If these are in place the quality infrastructure, quality faculty and robust internal systems can be acquired. These are the two areas the government needs to look at for a reform in higher education. The apartheid practiced by the government in higher education must be done away with, that is, having different regulations for government and non-government institutions.

Dr. Jitendra Das

XXIII Convocation of FORE School of Management, New Delhi



Lamp Lighting at the convocation ceremony

XXIII Annual Convocation of FORE School of Management, New Delhi was graced by Ms. Neelam Dhawan, Managing Director, Hewlett Packard Enterprise, India on Friday, July 8, 2016. 174 students of PGDM (FMG-23 Batch), 59 students of the PGDM-IB (IMG-8 Batch) and 18 students of the PGDM part-time (WMG-22 Batch) received their diplomas.

This batch saw a very strong placement trend. The highest salary for Batch 2014-2016 came with a high earning potential of Rs. 21 Lacs while the average CTC was Rs. 9 Lacs this year. Apart from higher salary packages, there has been improved recruiter diversity as well.

In terms of roles, Consulting offers represented 40% of the total, Marketing 40% and Finance 10%. The sectoral distribution was: Consulting and IT 50%, 20% BFSI and 10% E-Commerce. Accenture, PwC, KPMG, Deloitte, JP Morgan, Bank of America, Amazon, Quikr, Hindustan Unilever, Asian Paints, Hector Beverages, and Maruti Suzuki were some of the prominent companies that hired from campus.

The Batch of 2015-17, who have just moved into 2nd year, Summer Placements were strong. The highest summer internship was of Rs. 40,000/- per month. Most of the students secured paid summer internships. Some of the prominent Summer Internship companies



Mr. R. C. Sharma along with Ms. Neelam Dhawan at the convocation



Faculty and graduating students at the convocation



Ms. Bhavya Sachdeva receiving the diploma from Mr. R. C. Sharma, President, FORE. The students who were Deloitte, KPMG, Coca Cola, ITC, United Biscuits, Maruti, Jindal Steel, Mahindra, Ericsson, etc.

Dr. Jitendra Das, Director-FORE, welcomed the Chief Guest and presented the Activity Report for the year 2015-16 mentioning the various awards and other achievements of the institute. A special emphasis was made on the tremendous placement season. "This year, FORE followed a mantra of 'The first offer need not be the best offer'." Students who got an offer of less than Rs. 7 Lacs per annum were allowed to sit for subsequent rounds so that the students could improve their compensation packages. Consequentially, both the average and median CTC this year are close to touching Rs. 9 Lacs, a substantial improvement over last year.

Dr. G. V. G. Krishnamurthy, Chief Patron-FORE through his special address emphasised upon the role of "Vedas" and how they motivate us to give the best for all-round development as a human-being.

Mr. R. C. Sharma, President-FORE, congratulated the students on



Mr. Neelutpal Saha, Gold Medalist (WMG-22) receiving the certificate from Chief Guest



Ms. Aditi Gupta, Gold Medalist (FMG-23) receiving the certificate from Chief Guest this occasion. While wishing them luck, he stressed that "what lies ahead is the real test and your process of learning shouldn't stop. This is an appropriate time for you to set your life goals and work towards them."

Chief Guest, Ms. Neelam Dhawan, while addressing the students said "the next phase of your lives will be the longest and it is your passion that will set you apart. Do not hesitate in making decisions at workplace." She cited instances from her career, motivating the students to work hard and move up the work pyramid.

Dr. B. B. L. Madhukar, Vice President (Finance) & Treasurer-FORE proposed the vote-of-thanks and emphasized the importance of being a better human being, beyond being just a good manager.

The Convocation ended with the students dressed in their graduation gowns ceremonially throwing the tussle hats in the air, with huge smiles on their faces and looking forward to their journey ahead, bubbling with confidence to excel in their field of choice.



Ms. Aparana Mittal, Gold Medalist (IMG-8) receiving the certificate from Chief Guest

List of Honours

	FMG-23 (2014-2016)	IMG-8 (2014-2016)	WMG-22 (2013-2016)
First	Ms. Aditi Gupta	Ms. Aparana Mittal	Mr. Neelutpal Saha
Second	Ms. Garima Sindhwani	Ms. Himangi Malik	Mr. Divyanshu Kataria
Third	Ms. Ananshi	Mr. Gaurav Katyal	Ms. Sakshi Gupta

Induction Ceremony - Batch 2016-18



Mr. R. C. Sharma (President, FORE) addressing the gathering at the induction ceremony

The Induction Programme for the FMG-25th and IMG-10th batch was held on July 1, 2016. The dignitaries who attended the event were: Mr. R. C. Sharma, President FORE, Dr. B.B.L. Madhukar, Vice President (Finance) & Treasurer, FORE; Dr. Jitendra Das, Director FORE; Prof. Sanghamitra Buddhapriya, Chair-PGP and faculty members. The Chief Guest for the event was Mr. Nikhil Dubey, Former Managing Director, Financial Institutions Coverage, Barclays Investment Bank, and the Guest of Honour was Ms. Vandana Sharma, Partner, Business Operations and Continuous Improvement Lead, Mondelez International-both of them, distinguished alumni of FORE.

The event started with the lighting of the lamp and it was followed by invocation song by two students of FORE who also sang the FORE song. The performance was cheered by the audience.

Prof. Sanghamitra Buddhapriya welcomed the new batch and highlighted the role of values and hard work in life. Dr. Jitendra Das welcomed the guests and in his deliberation, he dwelt on the importance of rules and regulations in an academic institution and how 'discipline' was given topmost priority in FORE. Dr. Das administered the induction oath to the new students. President

Mr. R. C. Sharma shared his own life's experiences and emphasised the role of 'communication' in every walk of life including business.

Ms. Vandana Sharma exhorted the students to utilize their next two years at FORE to the fullest and underlined the importance of good networking. She advised the students to be friendly with each other, citing examples from her own life as a student and narrated how friends made in the college went on to become her lifelong friends.

The Chief Guest for the evening, Mr. Nikhil Dubey, shared his corporate experiences with the students and highlighted two important points which were critical in today's business world-(i) Corporate Social Responsibility (CSR), and how it should be a moral responsibility of every individual in an organization to contribute to the society; (ii) Diversity issues which include sensitivity towards gender issues and LGBT, and how important it was on the part of every organization to respect its female and LGBT workforce.

Dr. B.B.L. Madhukar, while delivering the vote of thanks, lightened the atmosphere with his words of poetry and conveyed his message elegantly that moral values and ethics contributed majorly towards shaping one's personality.

The event came to a close with the singing of the National Anthem.



Faculty and students at the induction ceremony



Lamp Lighting ceremony at the induction programme

Business Sustainability and Reporting Summit 2016



Dr. Jitendra Das addressing the gathering at the Summit

FORE School of Management, New Delhi in association with PHD Chamber of Commerce & Industry organized a two-day Business Sustainability & Responsibility Reporting Summit during June 24-25, 2016 at PHD House, New Delhi.

The two day event comprised deliberations on Business Sustainability and Workshop on National Voluntary Guidelines & Business Responsibility Reporting (SEBI Guidelines). The deliberation was focussed on the emerging need of sustainability in business; to make the new and innovative ways of doing responsible business. The emphasis was given on holistic approach about the importance of sustainability for the better conducive environment for the society.

The eminent keynote speakers were Dr. Mahesh Gupta, President PHD Chamber & Chairman and Managing Director, Kent RO System Ltd., Mr. Anil Khaitan, Vice President, PHD Chamber; Dr. Jitendra Das, Director, FORE School of Management, New Delhi; Ms. Gayatri Subramaniam, Convener and Chief Programme Executive (CSR), National Foundation for Corporate Social Responsibility (NFCSR) Indian Institute of Corporate Affairs (IICA); Mr. George N. Sibley, Minister Counselor for Economic, Environment, Science and Technology Affairs, Embassy of the United States of America, New Delhi; Ms. Anna Ferry, Counsellor for Trade and Economic Affairs, Embassy of Sweden and Dr. Jatinder Singh, Sr. Secretary, PHD Chamber. The other dignitaries who graced the occasion included Dr. Y. Suresh Reddy, Director SRF Foundation; Mr. Amit Saha, Chief Sustainability Officer & VP Quality, Hindustan Coca-Cola Beverages Pvt. Ltd.; Mr. Shankar Venkateswaran, Chief, Tata Sustainability Group; Mr. Vivek Prakash, Associate Vice-President-CSR, Jubilant Life Sciences; Dr. Miniya Chatterji, Chief Sustainability Officer, Jindal Steel and Power Group of Companies; Mr. Saharsh David, Head CSR, Sandvik Asia; Mr. Ajay Poddar, Managing Director,

Synergy Environics Ltd.; Ms. Panudda Boonpala, Director, ILO DWT for South Asia and Country Office for India; Ms. Nisha Agrawal, CEO, Oxfam India; Ms. Elin Åström, Sustainability Manager, H&M India Retail; Muni Shree Jayant Kumar, Jain Shwetamber Terapanthi Sabha; Prof. Radha Sharma, MDI Gurgaon; Mr. Ritesh Sinha, Director CSR, DLF Limited; Ms. Jyotsna Bhatnagar, Head-Corporate Social Responsibility, Castrol India Limited; Dr. S. Chandrasekaran, Co-Chairman, Committee on CSR, PHD Chamber; Dr. Shallini Taneja, FORE School of Management, New Delhi and Dr. K. K. Upadhaya, Industry Expert.

Dr. Jitendra Das, Director, FORE School of Management, New Delhi while delivering the "Theme Address" sought the participation of all citizens of the world to resist all attempts intended or unintended so that production methodologies of any economic activity is prevented from hurting the environment.

The other sessions on the first day included Catalyzing Business Leadership for Accelerating Sustainability and Integrating Sustainable Development Goals in Business Sustainability.

The second day was the workshop on National Voluntarily Guidelines (NVGs) and Business Responsibility Reporting (SEBI Guidelines) conducted by Dr. Shallini Taneja, FORE School of Management, New Delhi and Dr. K. K. Upadhaya (Industry Expert). The workshop was exhibited in the form of activity, where each aspect of National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business and Business Responsibility Reporting (SEBI Guidelines) were discussed.

On this occasion, FORE School of Management, New Delhi signed the MoU with the Indian Institute of Corporate affairs (IICA).

More than 100 delegates from Industry and Academia attended the two-day summit making it a huge success.



Dr. Shallini Taneja conducting the workshop at the Summit

Symposium on “Towards an Age Inclusive Society: Advancing Sustainable Goals”



Dr. Jitendra Das along with other panelists

FORE School of Management was the Academic Partner in the symposium, “*Towards an Age Inclusive Society: Advancing Sustainable Goals (3&11)*” organized by Anugraha, marking an observance of “World Elder Abuse Awareness Day” in collaboration with United Nations Information Centre (UNIC) and Global Compact Network India held on June 15, 2016 at the UN Conference hall, New Delhi. The symposium was organised to create awareness about the challenges in building an age inclusive society, including elder abuse.

The inaugural session was graced by the chief guest, Mr. Taj Hassan, IPS, Special Commissioner (Crime), Delhi Police, who highlighted the initiatives undertaken by the Delhi Police regarding the safety and security of senior citizens. Mr. Rajiv Chandran, National Information Officer for India & Bhutan, UNIC presented the welcome address, where he quoted Pearl S. Buck who had stated that ‘the development of the society is dependent on the empathy of the youth towards the elderly. Dr. Jitendra Das, Director, FORE School of Management, New Delhi delivered the key note address and enlightened the audience with anecdotes representing the variation in the society’s response to inclusion of the elderly across the globe, dependent on indigenous culture and economy. Mr. Uddesh Kohli, Senior Adviser, UN Global Compact discussed about his organization’s efforts towards the fulfilment of the broad UN MDGs (Millennial Development Goals) and their regular follow up with sustainability reporting practices. Dr. Aabha Chaudhary, Chairperson, Anugraha captured the audience’s attention with a moving presentation on contemporary elderly abuse and the pressing need to combat the same.

Two panels were constituted to discuss the relevance of the two sustainable goals, 3 and 11 pertaining to “*Good health & Well-being*” and “*Sustainable Cities & Communities*” respectively in developing a society capable of rising above the shackles associated with age and debilitation. These panels brought together key stakeholders such as corporate professionals, representatives from NGO’s, academicians and expert policy makers.

In second panel which was chaired by Ms. Nishtha Satyam, Head, Strategic Partnerships, Policy Impact and Public Relations, UN Women. Dr. Shallini Taneja, Faculty, FORE School presented case study of ‘ABHIWADAN’, one of the flagship social initiatives of Team ANTAR (student social wing) at FORE School of Management to honour senior citizens of old age homes. She familiarized the audience with the socially responsive role of an academic institute such as FORE in sensitizing the youth with the contemporary issues regarding the societal status of the elderly. She also mentioned the future partnership with the NGO’s such as Anugraha, which would allow *Abhivadan* to scale greater heights. She was accompanied by co-panelists, Dr. Ajit Kalyath, Environment Specialist, South Asia Urban knowledge, Hub National Institute of Urban Affairs (NIUA); Dr. A. Madhvi, Deputy Director, Dept. of Social Welfare, Govt. of NCT of Delhi and Lt. Gen. Rajender Singh, CEO, DLF Foundation who also shared their views on the theme. The article on ‘ABHIWADAN’ was also published in the booklet released on the occasion of World Elder Abuse Awareness Day.



Dr. Shallini Taneja along with other panelists

Alumni Retrospection



Mr. Pramit J Nathan
FMG - Wave III
Director, Creative Inc.

I graduated from FORE in 1996 and in our 20th anniversary year, moving slightly away from the theme, I dedicate this space to a fabulous group of people who constituted my batch - Wave 3. In the process I also take this opportunity to emphasize one thing, the most important thing, that I learnt at FORE.

I don't know what it was about our motley bunch but we seem to have clicked the moment we met, and in the two decades since parting ways we never

lost touch, in fact, our bonds only seem to have got stronger with every passing year. Nothing exemplifies this better than the fact that 16 of us started the 20th anniversary celebration right in January at Goa (sans spouses). We revisited the golden moments at FORE and recounted the numerous memories we have shared after FORE. But that was just the beginning!

Having got so charged up after Goa and feeling almost guilty of missing out on meeting others, we gathered over two-thirds (85 of 120) of our batch on a Whatsapp group to announce a grand 20th year reunion bash. Over 40 of our batchmates along with their spouses attended the glittering event in Delhi this March which extended the bonhomie of our closely knit group to our families.

What intrigues me the most about our batch is that even after two decades, those meeting for the first time pick up things right from where they left. It speaks volumes not just of the quality of time spent together but also the quality of people and the relationships they have forged. And this is exactly the lesson I learnt at FORE which I claim is the most important ingredient for happiness in life, and usually for success in career too - people and relationships.

The reason why I credit FORE for this important 'life lesson', which one usually learns during one's work experience, is because we were lucky to have been imparted regular business education tinged with an Eastern perspective, whereby people always come first!

FORE had such a strong influence on me that my connect with my alma mater has only grown over the years across various roles- Visiting Faculty, Guest Speaker & Judge, Admissions Interviewer and Founding President of FORE Alumni Association. It is also the reason why FOREians across batches have been my team members, partners, vendors and customers.

In hindsight apart from my career, my teaching assignments at FORE and other B-schools for over 9 years or the training programs I have conducted across various corporate entities or my successful stint with social media were all due to my relentless desire to be in touch with people and constantly learn and grow in the process.

I have always noticed that happy and fulfilled individuals infuse their 'personal touch' in their professional relationships, selflessly nurturing every past relationship while they develop new ones, even connecting them all together thereby creating a network of interdependent associations which spawn many more.

My advice to anyone reading this is when it comes to relationships both quality and quantity matter. Seek out opportunities to meet people and set apart time & effort to maintain relationships because only 'people and relationships' are the solution to all your challenges. When you look back, you will not remember the milestones achieved or the accolades gathered as much as the people who stood by you and helped you to do so! And in my case a lot of them happen to be FOREians!



Mr. Manish Arora
FMG - Wave VII
Executive Vice President
XDuce Corporation Inc.
Greater New York, USA

provided you work towards your goals and do the right things. The big question is what are the right things and that is where our environment, peers, teachers & education help us to find the right path with right priorities.

When I was at FORE, I had my own dreams and goals but neither the guidance nor the path. FORE definitely helped me to shape my thoughts by getting the right environment, right knowledge, mix of academics and practical life. FORE was not only a place to learn theory but also know the practical world, thanks to some of the teachers who had worked in corporate sector before coming to FORE. I joined FORE School because I want to join it. The campus of those days, the students, the calm location within the city and above all a mix of teachers from academic and corporate background, who were able to show value in each class ranging from basic communication chapter to complex Statistics & Operations management. Most of the business schools have the same curriculum and it is the teaching techniques, which help a student to acquire the right knowledge and that is where I found FORE School to be of a lot of value to me personally.

Many of us also believe that campus and classroom teachings do not have much application later on however that is not true when you look at your career 10 years or 20 years from now. Each of the subjects taught in the classroom and the practical trainings done in the lab environments as well as organizations during course has some its application in career and life both. Whenever you want to skip a subject, fast forward your thinking by few years to see its application and you will see the relevance in my argument here.

FORE School of Management has shaped my career well and it has benefitted me tremendously in my career with the application of its learnings and I am certain it will help you too. Go, set your goals and work towards achieving it at FORE.

Faculty Focus

Prof. Alok Kumar

Kumar, Alok., & Chanda, Udayan (2016). Economic order quantity model for new product under fuzzy environment where demand follows innovation diffusion process with salvage value. *International Journal of Procurement Management*, 9 (3), 290-309.

Kumar, Alok (2016). An inventory model with dynamic advertising effects. *Working Paper No. 2016/08*, FORE School of Management, New Delhi.

Added his name to reviewer database to review manuscripts for the *Journal of Modelling in Management*, Emerald.

Prof. Ambrish Gupta

Gupta, Ambrish (2016). Salient features of the law of securities in Vietnam with specific reference to securities offerings in the Vietnamese capital market. *Working Paper No. 2016/14*, FORE School of Management, New Delhi.

Prof. Anita T. Lal

Prof. Anita T. Lal was invited by SMVD University to conduct two sessions on 'Communication Strategies of an Effective Leader' for the Indian Forest Service Commissioners on May 19, 2016.

Prof. Lal delivered sessions on Business Etiquette and Interviewing Skills in the SIDBI program organized by Department of Management Studies, IIT Delhi on June 24, 2016.

Prof. Lal was invited to take sessions on Crafting Business Plans in the EDII Ahmedabad Entrepreneurship Program organized by Amity University on June 28, 2016.

Prof. Anupam Narula

Narula, Anupam (2016). Consumer buying trends in emerging economies: A case let of Vietnam. *Working Paper No 2016/19*, FORE School of Management, New Delhi.

Narula, Anupam., & Joshi, Himanshu (2016). Innovative marketing practices of global e-business firms and its impact on firm valuation. *Working Paper No 2016/15*, FORE School of Management, New Delhi.

Invited as external expert member of Doctoral Research Committee (DRC) by Amity University, Noida on June 8, 2016.

Reviewed research paper for Rajagiri Management Journal, Cochin.

Appointed as member-Editorial review board of "International Journal of Hospitality Administration and Management (IJHAM)" indexed in international societies like EBSCO database, Elsevier database, Journal Seek, Google Scholar.

Prof. Asif Zameer

Zameer, A. (2016). A study of organized retail plus opportunities and challenges for online retail in Vietnam. *Working Paper No. 2016/18*, FORE School of Management, New Delhi.

Prof. Basant Potnuru

Potnuru, Basant (2016). Indian medical education, migration of doctors and sustainable workforce. *Working Paper No. 2016/12*, FORE School of Management, New Delhi.

Prof. Himanshu Joshi

Joshi, Himanshu (2016). Global equity allocation and frontier

markets: A case of Vietnam. *FORE Working Paper No. 2016/17*, FORE School of Management, New Delhi.

Narula, Anupam & Joshi, Himanshu (2016). Innovative marketing practices of global e-business firms and its impact on firm valuation. *FORE Working Paper No. 2016/15*, FORE School of Management, New Delhi.

Prof. Jitendra Das

Das, Jitendra, (2016, June 3). It's time for a coherent education policy, *The Pioneer*, 2016, p. 9.

Das, Jitendra, (2016, June). Time for a coherent education policy framework, *Governance Today*, 02 (09), p. 44.

Das, Jitendra, (2016, June 27). Why a coherent education policy framework is a must. *The Financial Express*, p. 12.

Prof. Kanhaiya Singh

Singh, Kanhaiya; & Singh Poonam (2016, March). Exploring synergies in bank mergers: A case study. *Finance India*, 30 (1). A Journal indexed in ABDC category.

Prof. Reeta Raina

Raina, Reeta (2016). Exploring the correlation between the efficacy of intra-level communication and organizational effectiveness in relation to Indian automotive sector. *Abhigyan*, 34 (1), 1-16.

Raina, Reeta., & Zameer, Asif (2016). Communication competence of the professionals from India and Turkey. *The Indian Journal of Industrial Relations*, 51 (3).

Prof. Savita Gautam

Varma, Sumati., & Gautam, Savita (2016). Comprehensive Economic Partnership Agreement (CEPA) between INDIA and JAPAN-An analysis of product tariff reduction and consumer welfare of select sectors. *Working Paper No. 1089*, Forum for Research in Empirical Research in Empirical Research (FREIT).

Prof. Savita Gautam successfully defended her PhD thesis on 'Trade and Environment Measures' from the prestigious TERI University, New Delhi in June 2016.

Prof. Sriparna Basu

Presented a paper titled 'Multiple Paths to Globalization: the India-China Story' at *The Sixth Asian Conference for Cultural Studies* at IAFOR, Kobe, Japan between June 2-5.

Basu, Sriparna (2016). The silence of the alienated: The slippery confluence of employee silence and alienation. *Working Paper No. 2016/20*, FORE School of Management, New Delhi.

Prof. Vinay Dutta

Member of Group Discussion Committee for promotion from Top Executive Grade VI (Deputy General Manager) to Top Executive Grade VII (General Manager) of Punjab National Bank.

Member of Interview Committee for promotion from Senior Management Grade V (Assistant General Manager) to Top Executive Grade VI (Deputy General Manager) of Punjab National Bank.

Staff Column

Dr. Rajesh Kr Bhardwaj (Librarian)

Bhardwaj, Rajesh Kumar (2016, April). NPTEL platform: An initiative by MHRD: A webometrics review. *ILANewsletter*, 32(4), 3-5.

Manufacturing Innovation Conclave



Dr. Jitendra Das addressing the gathering at the Manufacturing Innovation Conclave

FORE School of Management, New Delhi in association with Confederation of Indian Industry (CII) has organized the Manufacturing Innovation Conclave “Transforming India through Innovation”, “Competitiveness through Innovation in Manufacturing” - Manufacturing the future, on Friday, June 24, 2016, ITC Maurya, New Delhi.

Dr. Jitendra Das, Director, FORE School of Management, New Delhi chaired a Session on “Innovation and Technology” delving into

- New Technologies that transform manufacturing,
- Customer centric design and reducing time to market for new products/services/solutions, and
- innovation and the art of disciplined experimentation.

The other members included Dr. Chandan Chowdhury, Managing Director, Dassault Systemes India Pvt. Ltd.; Mr. Kiran Deshmukh, Executive Vice Chairman, Sona Koyo Streering Systems Ltd.; Mr. Anil Gupta, Vice President-Platform Strategy, DataWind and Dr. Harshal N. Mathur, Chief Executive Officer, Vimaan Aerospace.

The other sessions included

- Transforming India through Innovation (Inaugural Session),
- Leading Innovation,
- Leadership and Innovation,
- Innovation Governance-Role of Leadership,
- Innovation Lifecycle Management-front end of innovation,
- Successful Innovation Teams.

The conclave also included a Panel Discussion titled “Disruptive Ideas for Driving Innovation in India” and a CEO Panel Discussion titled “Innovation and R&D Keys to make in India's success”.

More than 150 delegates from industry and academia participated in the one-day Summit.

Upcoming Event

FORE INTERNATIONAL OB & HR CONFERENCE 2016



FORE INTERNATIONAL OB & HR CONFERENCE (FIOHC) 2016 is the fifth international conference organised by FORE School of Management, New Delhi.

FORE INTERNATIONAL OB & HR CONFERENCE 2016 is the forum for academicians, practitioners, research scholars, and students in people management and allied disciplines. Join us for the technical sessions, business case and management research competitions, invited lectures from great minds across the globe, and panel discussions. All these and more, as you network, build and renew professional ties, enrich and disseminate your knowledge in the capital of the nation.

Theme of the Conference: **Riding the New Tides: Navigating the Future through Effective People Management**

Decision about **BEST PAPER AWARD & BEST BUSINESS CASE AWARD** will be made by a panel of jury comprised of distinguished academicians and practitioners from India and abroad.

Selected papers and business cases will be published as part of an edited volume with ISBN number in collaboration with **EMERALD PUBLISHING**.

Please visit conference website for more details on sub themes, submission guidelines and conference registration.

Submission of extended abstracts/ full papers	: September 30, 2016
Communication of decision	: October 15, 2016
Early-bird Registration opens	: October 15, 2016
Early-bird Registration closes	: October 30, 2016
Final Registration closes	: November 10, 2016
Conference dates	: November 24-25, 2016

Patron: Mr. R. C. Sharma, President, FORE

Conference Chair: Dr. Jitendra Das, Director, FORE

Conference Conveners

Prof. Subir Verma, Professor, OB & HR

Prof. Prachi Bhatt, Associate Professor, OB & HR

Prof. Priyanka Jaiswal, Assistant Professor, OB & HR

Prof. Bishakha Majumdar, Assistant Professor, OB & HR

**For registration/submission of abstract and research paper/
any other information, please visit Conference Website**

FORE School of Management

Conference Conveners
“Adhitam Kendra”

B-18, Qutub Institutional Area, New Delhi 110016
Phone: (011) 4648 5507/530/537, 4124 2424 (Extn. 414)
Conference e-mail: fioh2016@fsm.ac.in
Website: <http://fioh.fsm.ac.in>

Management Development Programmes (April – June, 2016)



Participants of an MDP along with Faculty

FORE School of Management conducted following One Open Management Development Programme at its Campus at New Delhi during April-June, 2016.

1. Spreadsheet Modeling for Business Valuation conducted by Prof. Himanshu Joshi during May 19-20, 2016.

A total of 5 participants attended this programme. Some of the well known companies which participated in this programme included: NTPC Limited, RailTel Corporation of India Limited and Telecommunications Consultants India Limited etc.

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

1. "Driving Operational Efficiency through Finance" for HVS Professional Skills Development conducted by Prof. A. K. Puri on April 5, 2016 at Hotel JW Marriott, Aerocity.
2. "Research Management" for CSIR-Institute of Himalayan Bioresource Technology conducted by Prof. A. K. Puri on June 2-3, 2016 at Palampur, Himachal Pradesh.
3. "Personal Financial Planning" for Numaligarh Refinery Limited conducted by Prof. Vinay Dutta on June 13-14, 2016 at Guwahati.
4. "Mentorship Development Programme" for Coal India Limited conducted by Prof. Subir Verma on June 23-25, 2016 at IICM, Ranchi.

FORE also conducted following Faculty Development programmes (FDPs) during this period:-

1. "SPSS and Research Methods" conducted by Prof. Sumeet Kaur during May 5-6, 2016.

2. "Multivariate Data Analysis" conducted by Prof. Sumeet Kaur during May 12-13, 2016.
3. "Emerging Trends in Human Resource Management" conducted by Prof. Sanghamitra Buddhapriya and Prof. Prachi Bhatt during May 16-17, 2016.
4. "Advances in Finance" conducted by Prof. Vinay Dutta and Prof. A.K. Puri during May 19-20, 2016
5. "Machine Learning & Data Analytics" conducted by Prof. Ashok Kumar Harnal and Prof. Alok Kumar during May 23-27, 2016.
6. "Effective Methods of Teaching Business Communication" conducted by Prof. Anita Tripathy Lal during June 21-22, 2016

A total of 61 participants attended those Faculty Development Programmes.



Participants of an FDP with Faculty and Staff

Student Exchange Programme at ESC Rennes, France-Reminiscence



Anupriya Nagpal

I chose to go for an exchange program as I wished to widen my perspectives and wanted to add an international flavor to my education. It turned out to be a huge learning experience and an achievement in itself.

I would describe Rennes as a small, peaceful, calm and friendly city yet full of life with mostly student's crowd due to presence of many educational universities.

A semester in Rennes was a unique experience in itself. I

was impressed by the different approach to learning there, as students are encouraged to be more inventive and experimental and the deadlines are not hectic which gives immense time to brainstorm and prepare. I got a chance to interact with students of different countries and have them in my project groups.

We had 5 subjects. However, only 3 had written exams, the rest were assessed on the basis of project assignments solely. Mid-term pattern of examination is not followed there. Our class had students from China, South Korea, Russia, Mexico, Morocco, India, of course France and some other countries too.

I learnt a lot from the classrooms in France, but the most important lessons I learnt were outside of the classroom. They helped me a great deal to come out of my introvert nature.

I managed to explore nine countries during the program including Germany, Belgium, Italy and Spain which gave me ample chances to talk with people of different intellectual background and culture, got to know different points of view, other's perspectives about India, came to know so many things about other cultures, and even got to share my own.

It's good to experience awesome weather, soothing landscapes, the systematic procedures in -public transports, taking hostels, getting insurances, following traffic rules and lots of other things. Student discounts, Google maps, Mega bus, TGV trains, Trip adviser had become the everyday vocabulary words.

Every small thing was a challenge from searching for vegetarian food to adjusting for spiceless food, from exchanging currency to using translator every time, from spending nights at airports or bus stops to grasping unfamiliar lifestyles, and in turn all these, taught valuable lessons and made us all more easy-going, adaptable and flexible.

The excitement of visiting a new country, incredible scenic beauty, aesthetic castles and cathedrals, enriching museums, trying different ethnic cuisines (churros, waffles, pan cakes, crepes) amazing football stadiums, iconic views, beautiful beaches, adventurous tracks, extreme cold weather, informative walking tours, stunning wonders, long walks, exploring new things, canal rides is just awesome.

Towards the end I went on a solo trip which made me more independent, outgoing and spirited.

I now can say that I am open to new ideas, appreciate my family and friends here more, and more confident about myself, while I am equipped with a lot of stories to share and a ton of memories which I will always cherish.



Kumar Abhishek

Time flies by when you start living it. Reminiscing the day I got selected for 'Student Exchange Program' I still cannot fathom how quickly time passed. I boarded the flight from New Delhi to Rennes with a mixed feeling of excitement and a little fear of the unknown.

Rennes is the capital city of Brittany and is a nice little quite place. In the heart of this city, is situated ESC School of

Business where I had to spend one trimester. On reaching Rennes, we were greeted and received by "WELCOME TEAM" of ESC School of Business. I was taken back by their hospitality and the way they helped us during the initial week of our stay. There was a "Welcome Party" organized by them for the Exchange Students like us in order to interact with others. The following week, I was in the campus of ESC School of Business for the Orientation Class. The way of teaching and the pedagogy followed there was much different than the one I was used to in India. It all made me little nervous about the way to go about it, but thanks to the help and constant support from the professors this transition was seamless. On a personal note, I loved the weather of Rennes. It rained a lot and it was much colder than India which I happened to like. People of Rennes are very helpful and very courteous. They often go out of their way to help you out and all they need is 'Merci' (French word for 'Thank You') in return. Before I could realize I was engrossed into the routine life there. Everything and everyone started to become familiar. I made some friends from different countries like, Morocco, Germany, France, Romania and many more. I was getting an exposure unlike the one I ever had. I got to know about their culture and tasted their native delicacies. It all helped me a lot in improving my personal self. A global perspective was taught at ESC School of Business which was very important for broadening the horizons of my thinking. Having group projects and working on them with people of different origins was a way to learn how to connect with them. It was all part of a fun filled trimester where I was fortunate enough to take the best out of it.

To summarize, these four months of my life were the best. I enjoyed a lot in it and most importantly learnt lessons for life. This experience has made me a better person and more adept to get along in future.

International Immersion Programme - Singapore



Faculty and Students at Nanyang Business School - Singapore

The day couldn't have come sooner, the date marked by all the FOREians (FMG 24 and IMG 9) since the day they became FOREians, yes it was the day when the students travelled to Singapore for the much awaited International Immersion Program at Nanyang Business School, a week long (April 4-9, 2016) programme to provide the students with an exposure to the international business environment, a must have for any Future Business Leader in the increasingly Globalized World. The programme is a mix of classroom courses, industrial visit and Singapore city tour. The classroom courses were conducted at Nanyang Business School, a part of Nanyang Technical University, one of the top ranked Business Schools in the world. The topics of Finance, Role of Internet in Business, Managing Cultural Diversity in Workplaces and Human Resource Development were taken-up by professors coming from varied backgrounds and varied nationalities; giving an exposure of Singapore's multiculturalism in true sense.

The first day at Nanyang University was filled with both anticipation and nervousness. It was a foreign country and a foreign university. But, when Professor Vijay Sethi started his lecture on Business



Students at Nanyang Business School - Singapore



Students at the Sentosa Island

Strategy in Digitalized World, there was nothing else didn't to think about other than what he was teaching. He talked about disruptive innovation and how it affects today's businesses and what the businesses should look into. The concepts were taught in a way that they were easily understandable. The next day the students had the class of Professor Buen Sin Low and he gave an overview of what financial markets deal in and what are the six factors on which a country can aspire to become a global financial hub. He took the example of Singapore and what they have done to achieve that. It was an enlightening session, because of the content as well as how Professor Low taught it. The students were introduced to Cultural Intelligence by Professor Guido Gianasso who took through the four pillars of cultural intelligence (CQ) and how much of an importance it holds in businesses that wish to go global. An interesting session on Human Resource Development with Professor Olexander Chernyshenko helped the students understand that the job of HRs is no longer to manage people but the jobs assigned to them.

On an industrial visit to Urban Redevelopment Authority and NEWater Visitor Center the students received insights of history and development of Singapore and how with the help of sewage treatment at NEWater they are overcoming the growing need of water in Singapore.

Among all places visited, Sentosa Island was the most memorable- the place where your inner child will become akin to Tony Stark on a sugar rush surrounded by next-gen Iron Man suits to wear. From the amazing Luge to the unforgettable memories of Universal Studios, Sentosa has it all and more. Singapore-a city state, of which no one can literally not get enough of. Given a chance none would deny another opportunity to visit this fabulous country again. Thank you, Singapore.

Summer Internship Experiences



Chiranjeev Singh Sethi
ZYCUS Infotech

The past two months of my MBA have been quite frantic. I had just landed from Singapore on the morning of April 10, 2016 from the annual International Immersion Programme organized by FORE School of Management and the same evening I had to travel to Mumbai as my internship at ZYCUS Infotech was due to start the very next day. The internship which was

scheduled to last for 9 weeks really started with a great deal of energy.

On my first day I was introduced to the batch of interns who had joined the organization along with me and were assigned to different product teams within the organization. The first week was action packed as long back to back sessions were organized for the interns so that we could learn about the different products and services which were offered by ZYCUS in the market. This entailed a deep study of the domain in which the company worked, the clients which it catered to and how the products impacted their business. A vast amount of information was coming our way and we were absorbing it like dry sponges. By the time the first week ended the mentor assigned me my project and the real work now began.

Having worked in the IT industry before I had a fair understanding of how product management for software products happened and how such products were evolved to fit the market requirements. What took me by surprise was that how deeply everyone was involved in this process of evolution. The ideal drilled into me was very simple yet focused "Make the customer experience better". It amazed me to see that how feedback sessions held amongst the product management team were highly constructive and helped achieve this goal by leaps and bounds. Despite of me being an intern my mentor encouraged me to talk to clients over conference calls in order to get a better requirement understanding for my project. I went on calls with clients from different parts of the world and from even more different business domains. This gave me a great deal of exposure to the business ethics followed in different part of the world. It also enabled me to understand how the same business process varied across different business domains.

I worked on two projects over the span of two months. A project usually entailed developing a concept solution for an existing software tool made and sold by ZYCUS. Each solution when developed was validated and groomed by several teams. It taught me a very valuable lesson that an unbiased third party perspective is very essential while evaluating your work. This provides critical viewpoint and helps you identify the gaps in your solution. And the

more these gaps are identified and filled the more stable and reliable the solution will be.

The two months passed really fast and before I knew it was time to head back to college. The great culture at the organization had helped me form a bond with my fellow colleagues and my mentors. It was really difficult to bid them good bye. Hence the great journey into the industry ended and I returned back to Delhi with a two months' worth of great experiences and even greater memories.



Jaskaran Singh Goraya
Genpact Limited

On my first day I was bit nervous as it was my first corporate experience. But, HR staff at Genpact was really supportive. First few days they made sure that us interns felt good and got familiar with their working culture. This helped me to work better and showcase my talent. Till the last day, I had made so many friends with whom I share lots

of memories during these two months like team parties, team meet, CSR activity etc. We learnt that problem is just an end result of something that is not working properly so, one should analyse a problem from various perspectives and dwell deep into a problem to know about the key issue that is causing it. Practical thinking is a key trait that I have learnt during my internship which I believe can't be taught in any formal education and can only be learnt through experience. There were a lot of situations during my summer project, when I gave solution which seems to be good but practically not applicable. So I learn to incorporate these aspects and then propose a better solution for my project. Classroom learning at FORE is in sync with what corporate expect from us. I am greatly thankful to all my professors at FORE who, apart from education, share their valuable thoughts which actually help, ready to face corporate world.



Akansha Choubey
Toyota Financial Services

Toyota is brand name that is popular for its work culture. Toyota has been generator for many operation management principles. I was fortunate to get an opportunity to work at Toyota Financial Services. Toyota Financial Services is a strategic subsidiary of Toyota Motors which finances Toyota cars. My project was in operations. The aim of my project was to improve the

operational process of daily operations.

The task was challenging as the operations in Toyota as they already

had a lean way of processing the loan. My task was to do Kaizen in post approval loan process. In the first stage we analyzed the whole process to understand how every thing was executed. It involved Genchi Genbutsu which means to go and see the root cause of a problem. The second phase was to go through the data of daily information to identify the bottle neck through data analysis. The industry mentor and people in TFS were very supportive in this tedious project. At the end we were able to identify bottlenecks and reduce turnaround time.

It gives great satisfaction when your work improves working of an organization. I not only received tremendous corporate experience but also lifetime lessons. The work of each intern is being recognized by the Managing Director of TFS. Toyota Financial Services gives great importance to its interns.



Harjas Singh Kohli
Explorars

I remember sitting at the reception of the Company, Explorars, on the first day of my summer internship, the same way I remember my first day of college: excited, anxious, but out of place, as if I didn't belong. Having worked in a big MNC, I had apprehensions about the working culture of a Start-up.

From the very first day in the office, everyone welcomed me as a member of the team and genuinely expected me to make a contribution. After a small orientation program with the company's Director, straight away I started working on the tasks assigned.

The experience helped me better understand the company's vision and mission. This made me realize that the work I had to do was not trivial-it was integral to the planning, marketing and innovation responsible for carrying out the mission of the company. I eventually got involved in higher level strategic initiatives.

Explorars gave me full freedom to think on any front and suggest ideas. I was able to recommend one idea to the Founding Director of Explorars about including a different product space in their current offerings. He really liked the concept and asked me to make a report on market analysis and find a company which could provide similar product to Explorars. I was able to find one such company and made a report as per his expectations. Finally, the two companies came into a Strategic Partnership.

The work-meaningful as it was-was only a half part of what made my experience so special. Everyone I met, from all the Directors to all the team members, helped me grow, both as an intern and a person. My supervisor who was also one of the Founding Directors of the company, talked with me about my ambitions and hopes regularly. Their dedication to their jobs and their fellow employees is something I will never forget and became a great source of inspiration.

There are many reasons to consider interning at Explorars, but perhaps nothing is more worthwhile than being a part of something bigger than you. The important work done here-transforming learning through experiential travel and thus, changing lives. It has certainly changed mine.



Kumar Abhishek
OTRO-IT Consultancy

There is a first time for everything and my first exposure to the corporate world came in the sweet bag called 'Summer Internship'. I got my summer internship at a startup called "OTRO-IT Consultancy Pvt. Ltd". Working at a startup teaches you a lot and allows you to think beyond the confinements of general thinking. I was allotted the job

of a Business Developer where I got an exposure unlike other and the learning experience was something I couldn't fathom. Talking with different clients, handling their requirements, negotiating and eventually closing the deal was something I never thought I could do. My industry mentor was the person responsible for invigorating these qualities because of which I was able to perform these roles easily. I was also inclined towards the technical part of their workings and they appreciated and permitted my initiatives. I learnt to take up responsibilities and deliver in a stipulated time period. Classroom teachings proved very much helpful in working on the deliverables. I was enjoying the daily challenges and instead of dreading about tomorrow I looked forward to it. All in all it was a great experience which will work as a stepping stone for my future.



Madhu Vuppuluri
PwC

Eleanor Roosevelt said, "the purpose of life is to live it, to taste experience to the utmost, to reach out eagerly and without fear for newer and richer experience." And I think my internship at PwC has made my life richer. It was one of the best learning experiences. It served as a great foundation into the professional world and has provided me with valuable

resources that have greatly enhanced my knowledge as it gave a better understanding of the job, company and industry as a whole and develop attention to details and hone these skills even further. Overall, this internship has allowed me to grow personally as well as professionally. I consider myself fortunate to be a part of PwC for these experiences and not to forget, life long friends.

Demographic Profile of India: Opportunity or Threat



Jaskaran Singh Goraya

As per census of India 2011, India has 1.21 billion population, second most populous country in the world after China. Population projections show that by 2022, India will become the most populous country in the world. India has more than 50% of its population below the age of 25 and more than 65% is below the age of 35. It is expected that, in 2020, the average age of an Indian will be 29 years, compared to 37 for China and 48 for Japan.

Between now and 2030, India will add 241 Million people in working-age population, while Brazil will add around 18 million, China will add a meagre 10 million people during the same time. This demographic profile can become an opportunity as well as a threat to the nation's wellbeing if not planned properly for their living, education and employment. India's demographic profile, particularly the growth of young population, has attracted a lot of attention and is widely talked about. It is widely believed that Indian demographic aspect is going to prove pivotal in making India the world leader in coming years.

However, the caveat is that over the next few years we will have a surplus of 1.3 million untrained and less-educated people and the shortage of real talent with required skills would be about 5.3 million. As per the Team Lease Services Labour Report, the working age population in India is to increase from current levels of 567 million to 761 million by 2020. The government with its concerted efforts might be able to create about 10 million jobs every year, while the requirement will be more than 15 million a year. Even if we find 100 million new jobs, 170 million will be out of employment by 2020. If we fail to employ all this workforce gainfully then the large number of unemployed youth in India will be a reason for unrest in the country. Currently, there is a huge gap between the available skill centers now and the demand for such training. The formal training capacity is available only for 2.3 million, while approximately 21 million dropout from school after Class VIII, and 13 million enter the labour market every year. Only about 2-3 percent of the youth goes for formal vocational training in India compared to 96 percent in Korea, 75 % in Germany, 80 % in Japan and 68 % in the UK.

The crucial fact here is that 93 per cent of India's workforce is engaged in the informal sector. The country's ever-growing informal economy contrasts with the industry's constant desperation for a skilled workforce, indicating the 'jobless' nature of much of the growth and the widening gap in skills for workers. Therefore, there is need to deal with the informal economy seriously and systematically and to unlock its potential through skills development.

Currently, India has only 5,100 ITIs (Industrial Training Institutes) and 1,745 polytechnics compared to China's 5,00,000 VET (Vocational Education & Training) institutes. While the USA boasts of 1500 VET programmes imparting specific skills, India's programmes covered only 171 trades, imparting low-quality skills. We will need to ensure far greater availability of educational opportunities at the vocational and higher education levels so that

we have not just a literate youth but a skilled youth, with skills which can fetch them gainful employment.

There is also another opportunity knocking at India's door is that while India is emerging as a nation of youth population, the rest of the world, especially in the western developed nations, is ageing. For example, estimates show that the working age population (15-64 years) in EU will sharply decline to 56.7 per cent in 2050 from the current levels of around 65 percent. Retirement of the "baby-boom" cohorts are expected soon in great numbers. An analysis suggests that there could be a need of around 100 million jobs to be filled in the EU by 2020 to replace its retiring workers as well as filling new jobs requirements. This is also anticipated that overall EU along with other ageing economies will have a manpower shortage of 47 million by 2020. On the other hand, India finds itself with a youth bulge to contribute favorably both demographically and economically to the world of aging and labour scarce economies, particularly in the Europe and other advanced nations. The eleventh plan document of the Planning Commission of India opines that if India prepares well, it can have a skilled manpower surplus of approximately 47 million by 2020. The changing demographic trends of India and the rest of the world, especially developed nations, will have far reaching advantages for India.

However, again, the composition of skills arising from India may not match with the skill requirements internationally. For example, in EU, assessments of skill needs up to 2020 show that about three quarters of jobs to be created are in service sector, largely in high-skilled occupations, and with demanding higher and medium levels of education in the elementary jobs. It further adds that across sectors, transversal and generic skills like problem-solving, analytical, self-management, communication, ability to work in a team, linguistic, and digital competences will be increasingly valued. The economic crisis and structural factors like globalisation, technological changes, ageing populations and the shift to a low-carbon economy are all contributing to rapid change in the world labour markets and its skill requirements.

We have a window spanning 25 years from 2015-2040 wherein the youth workforce has enough potential to contribute to progress and lead India to development. Therefore, a better assessment and anticipation of future skill requirements taking into account of all these evolutionary changes in India and the world, and matching these future requirements with the existing skill levels in India would help to find gaps therein. Accordingly, India shall prepare to execute skill development for better matching the future skills required both in India and abroad. If this can be done, there is no doubt that India's demography prove to be an opportunity. The government is striving to enhance and make India's workforce ready for the global platform. Through National Policy on Skills, there is a focus to initiate and achieve formal/informal skill development of working population through educational or vocational training. This would make us employable not only in India but also globally.

India is evolving slowly as a knowledge based economy due to abundance of capable, flexible and qualified human capital. However there is a need to further develop and empower human capital to ensure nation's competitiveness and success using its youth bulge as an opportunity and avoid its threats.

MOU with Indian Institute of Corporate Affairs (IICA)



Dr. Jitendra Das and Mr. Nikhil Pant exchanging the MOU

FORE School of Management and the Indian Institute of Corporate Affairs (IICA) under the aegis of the Ministry of Corporate Affairs, Government of India has signed a Memorandum of Understanding (MOU) on June 24, 2016 during Business Sustainability and Responsibility Reporting Summit 2016, jointly organized by FORE and PHD Chamber of Commerce & Industry at PHD Chamber, New Delhi. The MOU aimed at undertaking short-term training programmes with joint certification, organizing round table conferences & seminars, research, publication (CSR gap analysis), development of knowledge product jointly and exchange of resources for research projects in the areas of corporate social

responsibility and sustainability

The MOU was signed by Dr. Jitendra Das, Director, FORE School of Management and Dr. Bhaskar Chatterjee, Director General & CEO, the Indian Institute of Corporate Affairs (IICA). Prof. Shallini Taneja (Summit facilitator) & Prof. Hitesh Arora, Professor-in-charge (Academic Services), FORE and Mr. Nikhil Pant, Chief Programme Executive, NFCSR & Ms. Mayuri Misra, Assistant Director, NFCSR from IICA were also present on this occasion. This MOU will provide impetus to the training and research activities at FORE besides providing a platform for research cooperation between the two institutions.

Students' Council (2016-2017)

President	Jaskarn Singh Goraya	Vice-President	Aman Malhotra
Committee	Coordinator	Co-Coordinator	
ANTAR	Vaibhav Agrawal	Abhinav Kumar Jayaswal	
CED	Naman Handa	Shashwat Narayan	
CID	Ishan Anand	Sonika Mittal	
FAN	Vibhanshu Singhal	Nilesh Kumar Jamunpane	
FCD	Ritu Kalra	Nikhil Sondhi and Arindam Mukerji	
FEFF	Himani Jain	Manish Kawarta	
FORE Connect	Niel Thomas Lobo	-	
FORE Fostra	Rajat Sharma	Nipul Jain	
FORE Tech	Abhishek Dhall	Shefali Gupta	
FOREWord	Alokita Sharma	Dimple Anand	
FSCD	Amit Suri	Nipun Charaya	
NEXUS	Siddharth Saxena	Adarsh Singh	
Personality Enhancement Cell	Abhishek Sharma	Devyani Jain	
SIG-HR	Ashima Gupta	Paras Bhandula	
SIG-Marketing	Anmol Verma	Ishita Saraswat	
Think Tank	Rahul Girdhar	Yasmin Kakar	

Addict - 2016



Addict 2016 - Presentation in Progress

Veteran Logo designer Paul Rand once said, “A logo doesn't sell, it identifies”. Taking a cue from it, 'Think Tank' at FORE School of Management organized “ADDICT 2016” for the first year students. It was aimed at bringing out the awareness and knowledge of students about world famous logos & brands. For the first year students, it marked an onset towards a year that will sway them towards the way a business school functions and many more such competitions to come where they can participate and learn.

The enthusiasm and excitement on part of first year students was unscalable. Responses were staggering and more than 200 students registered for this event. All these students had to form a team of 3 students each. The engaging topic of the competition infused different level of energy into participants. Event kicked off with much fanfare and support from the enthused audience. First round was a quiz where questions related to 'Taglines', 'Logos' & other brand related topics were asked and visual assistance was provided to participants. They had to guess the brand associated to it. Participants had to jog their memories to recall the correct names and answer correctly. It was an elimination round and 10 teams went on for the next round. Round 2 required each team to pick up a piece of paper containing the name of a brand. The person picking up the name had to answer 'Yes' or 'No' while one of the other team-mates was asking question to get an idea about the brand. Third member had to guess the right name depending upon the responses. It was a very entertaining round as participants tried in desperation to get the names right. Finally, 4 teams were shortlisted based upon the time in which they succeeded in giving the right name and without committing any fouls. 3rd and the final round required the teams to be innovative and creative. All the 4 teams were given one product and they had to device an advertisement along with tagline for the same. Participants were judged on the basis of their innovation, creativity, feasibility of their ads and way of presenting. Some came up with very quirky taglines while some showcased fascinating shayaris. It was a painstaking job for the judges as all the teams were very close to each other but only one could have been the winner. Finally, Team “Achievers” was declared winner for their creativity and the quirkiness of Team “Synergy” made them runner-up.

Event Coordinator and other members of Think Tank signed off by thanking the audience and the participants for making the event a phenomenal success along with best wishes for their journey at FORE School of Management.

Anubhuti - An Interface with the Corporate World



Mr. Sajith Sivanandan addressing the students

The first CID (Corporate Interaction Division) event (*Anubhuti*) for the session saw an overwhelming participation by the beginners at FORE School of Management. The guest speaker, Mr. Sajith Sivanandan is an alumnus of FORE who post graduated 20 years ago in marketing. Ever since he took his steps towards the international market, he hasn't looked back and continues to inspire. But he also believes and practices in getting back and serving the country. The interaction was mainly focused on emerging markets. Along with this, Mr. Sivanandan encouraged students to ask career related questions so that the management students can shape their career in a better way.

It was an honor to have the MD, Malaysia, Philippines, Vietnam and new emerging markets - Google, share his experiences about working in the best search engine in the world. He catered to numerous technological questions and challenges of gaining accessibility in difficult areas with lots of opportunities to prosper. He gave an insight into the rapidly changing world and how the company always focuses on innovation and building a larger customer base and expanding itself across the globe. He addressed a major problem in India which is execution of ideas. Even if better strategies are thought, proper implementation remains problematic. Other than these technological aspects, Mr. Sivanandan also showered light over issues like gender discrimination, pay disparity, working in countries with varied races which poses a problem in overall acceptance by the people. He shared an interesting observation that women self nominate themselves less for promotions even if they have equal or more capability than their male counterparts. Getting to questions related to career, he clarified that having a non technical background does not affect job prospects of a candidate. All we need to focus on is being skillful and knowledgeable about the area where we intend to go. Mr. Sajith Sivanandan is a living example of this and proves to be a great source of inspiration. His personal career path reflects that there is no limit to gaining more knowledge, if there is a will to succeed. “We must be ready to take risks, deviate from the generally followed norms, in order to stand out and be exemplary”. Thus, there was a huge takeaway from this interactive session which must be sustained for long and proved to be an apt introduction of the kind of speakers invited for students in FORE.

Freshers' Column



FORE is an unique place where erudition meets enchantment. A place where along with your academics, you chase your passion and hone your skills. At the end of this clubby journey with cognition, FORE make not just future managers but better citizens!

Aby John Mathew



There was never a dull moment in FORE school of management. Everyday is full of challenges and opportunities, from induction program to corporate interaction with Mr. Sajith Sivanandan to committee selection process. It is a welcome change from the humdrum affairs before. I joined this school to give a new direction to my career. I have come to realize that this can only be done when we constantly push our limits and explore new things. I am glad that I came here because with the support of the faculty, seniors and friends even difficult task becomes easy.

Anuja Prakash



Getting into FORE opened up new possibilities for me, a new high for my career. The eminent faculty base itself was quite impressive. Friendly and helpful seniors, location of the college were all icing on the cake. I am quite excited to see how this journey is going to turn me into an amazing manager.

Deepak B V



My experience at FORE till date has been exciting. Be it the Case Study Analysis done in class or the other analysis done in cafeteria, all of it has been wonderful. New city, new faces, new friends and I am just loving it all. Absolutely sure that the next two years will be memorable.

Mudith Katrela



College life till now was a whirlwind of strenuous activities. It exacted my energy but I felt as I was a part of something bigger with multiple collaborative projects and learning applications of the theoretical concepts.

Sakshi Negi



I am extremely satisfied with FORE. The pedagogy here was really amazing. I started getting the real feel of being at b-school in the very first month. The peer group here is quite competitive and friendly. I was extremely glad to receive generous support from the seniors of my batch. There is some space constraint for extracurricular activities and sports on campus as it is located in the heart of the city. I look forward to have a bright future and exposure at the institute.

Krunal Rajyaguru



FORE has met all my expectations from a B-school, and how! From the very moment I set foot in campus, I have had one great experience after another. It's a constantly challenging and thrilling environment, the faculty is stellar, the seniors both help you and push you to grow, I've made some great friends- all in all, I'm glad I chose to come here.

Ishmeet Kaur



FORE has a congenial ambiance, with a diversified bunch of students. Here the students come up with lots of ideas which are ameliorated with the knowledge of faculties. Hence they can significantly contribute to the business world, which they are going to step in.

Mayank Bhagchandani



It's just a start of a new journey and it's definitely has been an exciting one. From classes to cafeteria, it has been an amazing experience. The most interesting thing till now, was being part of whole committee selection process, it really helped me to realize that a B school is not only about placements, it's about experience you have by being part of it. Moreover, it's not just the life on campus but altogether a new experience of staying in hostel that helped me to interact with new people and have moments to cherish for life time.

Divyesh Kaushik Kumar Dave



Well it has been only a month since I started my journey at FORE, but it has been a great experience till now. I think FORE has a great learning environment where you will be challenged at every step and at the same time you will be trained to deal with that challenges with the help of extremely qualified teachers and seniors.

Sheeraz Rahman



The first day at FORE, everything that I'd heard about b-schools seemed to be true. Though the feeling of becoming a grown up all of a sudden struck to me from the first day itself, the warmth given by the cheerful faculty and the homely atmosphere created by seniors was overwhelming. Having spent around 3 weeks in this place, FORE School of Management has become an inseparable part of my life already. I look forward to unleash the fun filled journey this roller coaster has in store for me!

Shreya Srivastava



In the past few weeks that I've spent in FORE, I have met some really amazing people. The faculty members here are knowledgeable in their respective domains. Class participation is encouraged and valued. New ideas are promoted. Overall environment promotes growth and learning. Despite being a little hectic, it has been an interesting experience so far.

Sonia Kataria



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