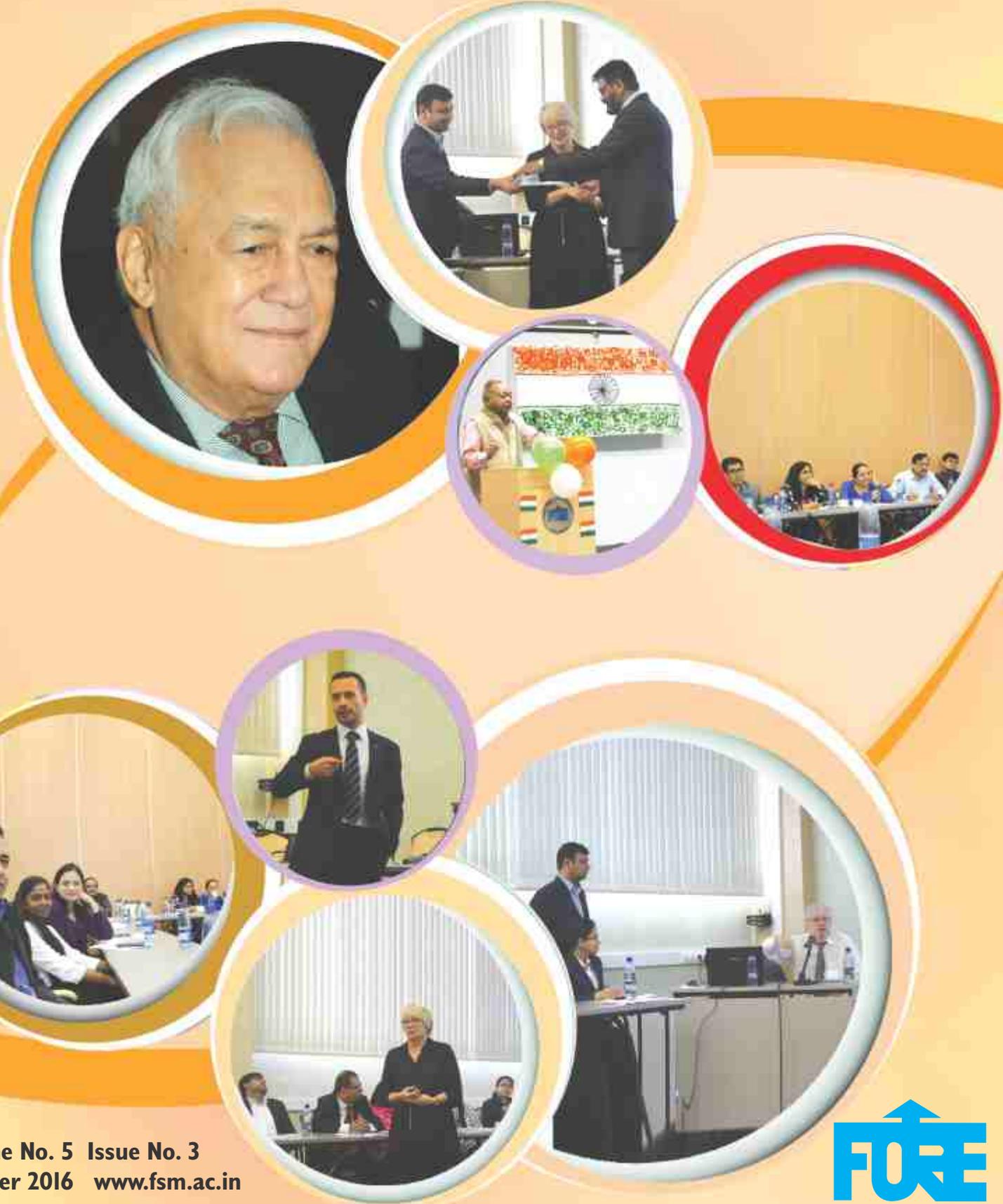


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# FOREprints

The Newsletter of FORE School of Management, New Delhi



Volume No. 5 Issue No. 3  
October 2016 [www.fsm.ac.in](http://www.fsm.ac.in)



## Message from Director



The century old model of higher education system in India needs a critical examination in a rapidly globalizing world. Despite impressive reforms in almost all sectors of economy, higher education remains the least reformed or rather untouched sector in India. It is a moot point to say that, besides the government, the private sector must play an important role in facilitating higher education.

The higher education in India has undergone phenomenal growth in terms of number of institutions, types of programs, etc., but not on the line of a planned healthy development. The policy framework - that is heavily drawn from the British education model of the 1940s - has failed to address the needs of the current times, if one goes by the current standing of Indian higher education institutions in the world. The most acute weakness plaguing India's higher education system is the lack of their independence, autonomy, ability to be innovative and a master-slave kind of relationship with the regulators leading to poor governance and thus below par delivery of higher education objectives.

Many commissions and committees since 1948 have examined the higher education system in India and recommended changes. For example, one of the first reports was in 1948 by the University Education Commission headed by eminent educationist Dr. S. Radhakrishnan and one of the recent one was in 2015 by the AICTE Review Committee headed by Mr. M. K. Kaw, a senior bureaucrat. It is lamentable that the many major recommendations made by these committees continue to remain as file notes and there has been no serious effort for their implementation.

Over the last couple of decades or so some ad-hoc actions and notifications of the government - both at the central and the state level as well as by other regulatory agencies - without dovetailing them to the emerging changes in the market structure has increased inefficiency and ineffectiveness in higher education domain. In few cases some institutions resorting to judicial interventions to safeguard their position has led to 'digging the heels' by the stakeholders that further complicated any reforms process.

The higher education policy viewed in the light of a variety of legal, economic, social, bureaucratic and political issues is fundamental to the well being of a civilized and growing nation. Education is in the 'Concurrent List' in India meaning that both Central and the State government can make laws governing education. Thus, an education institution in India will have to fulfill regulatory requirements at both levels. Further, for various inherent social/cultural values in India education is seen as a social good. Hence, any liberal view on cost of education is prima-facie seen as an undesirable outcome and so a higher fee structure is seen as profiteering and thus attracts political mudslinging. Add to this the inertia of the higher education regulatory bodies in India to not change as it has no benefit for them, for they are not

## Editor's Desk



As I sat in my balcony on the post-Diwali Sunday for this write-up, I was engulfed not merely by ideas and thoughts but more so, by SMOG! In the background, I could hear my son sneezing. I could barely see the nearby buildings. Is this what we celebrated the festival for? Festivals are celebrated for happiness and prosperity. But, bursting fire crackers among other contributing factors has

polluted the air so much that schools had to be closed in the interest of the young ones (the future of India). This year the slogan was 'Say No to Chinese Crackers and Candles'. Why could the slogan not be 'This Diwali ONLY with Indian Diyas!'

Management thought has evolved over the years from the traditional formal approach to the Human Relations approach to the Situational approach on how to manage businesses, industries, technologies and the economy. It is time that Management thought is interwoven with *concern for the blue planet* for the survival of humanity. Today, India is growing at an accelerating rate. Businesses are being re-engineered, new innovations and new technologies are being created every day. Students, the great challenge for all of us is to *create change* in the society towards the conservation of eco-system so that we can handover at least those natural resources which we have enjoying at present to the coming generations if not more. Be 'Environmentally Intelligent'!

**Dr. Hitesh Arora**

## Student Editor



With this issue, we welcome our junior team, who worked tirelessly to give you an all encompassing snapshot of the last three months, which saw some big events like *Rakhtdaan* by *Antar* or *Tathagat* by Thinktank, and students from FORE participating and winning events in other colleges. All our issues of FOREprints, including this one, would not have been possible without our editorial and publication team. I thank everyone who has been part of the process and who have contributed to this issue.

**Alokita Sharma**

accountable for any superior or inferior performance of higher education institutions under their regulatory control. Many times the higher education institutions themselves are not interested in any reform, for any change in the institutionalized process may 'jeopardize' their existing interests. Thus emanates the complexity in the Indian higher education system making it difficult for both central and state governments to implement programs of reform in any systematic and coordinated manner.

Most nations in the world are working towards reducing regulatory control over their higher education systems, but India is moving in a reverse direction by tightening government control. It must also be understood that any superior quality of education will come at a price. Even China, known for its socialistic policies, is breaking the 'glass ceiling' by bringing their higher education at par with the international standards in terms of quality and the associated cost (fee). India needs to act fast. Governance and policy making in higher education sector needs urgent attention and overhaul.

Central government must consider autonomy, quality, competition and regulatory parity in government and private institutions as the guiding principle to fast track reforms to bring it at par with best practices of the world.

**Dr. Jitendra Das**

## A Spirited FDP/Faculty Retreat in Russia



FORE faculty along with Dr. Jitendra Das and Prof. Andrei Dementiev during the FDP in Russia

To incorporate the vision of our President, Mr. R. C. Sharma, FORE School of Management initiated International Faculty Development Program to build a strong team of faculty members who can together achieve greater individual and institutional goals. The first International Faculty Development Program was organized in December 2009 at Bangkok, Thailand. Since then it has become an integral component of our academic calendar to visit a foreign country and collaborate with a reputed foreign university to conduct international faculty development program for FORE faculty members. The prospects of such a program are many: Intermingling of intellectual thoughts, bringing together different realms of individuals and help them working as a team, to gain support and cooperation for obtaining the best individual and collective goals, and the exotic wares and fares of a foreign land.

In this series, 8<sup>th</sup> Faculty Development Program/Faculty Retreat was held from September 8-11, 2016 organized in Moscow and St. Petersburg, Russia. A group of 30 faculty members, led by our Director, Dr. Jitendra Das, broadened their horizon of learning during the tour. This program was organized in collaboration with Higher School of Economics, National Research University, Moscow. The academic program was inaugurated by Dr. Jitendra Das, Director, FORE School of Management on September 8, 2016 at the Conference Hall, Hotel Izmailovo Delta, Moscow. Four academic sessions were conducted by faculty members of HSE, National Research University, Moscow. Prof. Irina Ivashkovskaya, Head Professor, Department of Finance took the first session on Corporate Governance in Russia, followed by a session on BRICS Studies by Prof. Leonid Grigoryev, Head of Department of World Economy, Faculty of World Economy and International Affairs. On September 9, 2016 Prof. Andrei Dementiev delivered two sessions on "Economy of Russia in Modern Times", and "Doing Business in Russia." All the Sessions were high on content and perspective. Deliberations in FDP generated lot of interest in Russian economy, BRICS grouping

and Russia-India economic and political tie-ups.

The FDP tour incorporated major sightseeing places in its itinerary with an opportunity to get glimpses of Russian culture. St. Sofia's Embankment, Kremlin, Cathedral of Christ, New Maiden Convent, Moscow State University campus a panorama platform on Vorobiovy (Sparrow) Hills followed by world famous Russian Circus were some of the main attractions on the first day. On the second day, group visited Moscow's famous Red Square, and Grand Kremlin Palace. Group also visited and voyaged World famous Moscow Metro Tour, which is considered to be world's most beautiful metro network. On the third day group departed from Moscow to St. Petersburg via High Speed Sapsan Train covering picturesque journey of Russian country site. In St. Petersburg panoramic city tour and visit to Hermitage Museum were the main attractions.

Participants of the tour returned homewith excitement, enriched knowledge and a memorable exposure to Russian economy, business environment and culture on September 12, 2016. Continuing with the practice, Faculty members of FORE School of Management are expected to bring out 'Working Papers' on a theme related to his/her area of interest with regards to the Moscow/St. Petersburg FDP. The combined intellectual output from this FDP is likely to be published in the form of a book.



Dr. Jitendra Das and Faculty in front of Moscow State University

## Massmerize 2016 - Retail, FMCG & E-Commerce Convention



Dr. Jitendra Das along with other panelists at the conference

FORE School of Management in association with The Federation of Indian Chambers of Commerce and Industry (FICCI) organized the conference on “Massmerize 2016: Retail, FMCG & E-Commerce Convention” on Thursday, September 01, 2016 at The Lalit Hotel, New Delhi. More than 300 delegates from various corporate participated in this conference.

The eminent dignitaries who had attended the summit are Mr. Krish Iyer, Chairman-FICCI Retail & Internal Trade Committee and President & CEO, Walmart India Pvt. Ltd; Mr. Sanjiv Puri, Chairman-FICCI FMCG Committee and Chief Operating Officer, ITC; Mr. D Shivakumar, Chairman & CEO, PepsiCo India; Mr. Harish Bhat, Member GEC, Tata Sons; Mr. Raghava Rao, Finance Director and CFO, Amazon India; Mr. Akash Gupta, Partner and Leader, Regulatory Services, PwC; Shri Ram Vilas Paswan, Hon'ble Minister of Consumer Affairs, Food and Public Distribution; Dr. A Didar Singh, Secretary General, FICCI; Shri. Hem Pande, Secretary, Ministry of Consumer Affairs, Food and Public Distribution; Mr. Sunil Kataria, Business Head-India & SAARC, Godrej Consumer Products; Shri. Atul Chaturvedi, Joint Secretary, DIPP, Ministry of Commerce & Industry; Mr. Bijou Kurien, Board Member, L Capital Asia; Mr. Jamshed Daboo, Co-Chair FICCI Retail & Internal Trade Committee and Managing Director, Trent Hypermarkets Limited; Mr. Devendra Chawla, Co-Chair FICCI Retail & Internal Trade Committee and Group President -Food FMCG, Brands, Future Group; Mr. Latif Nathani, Managing Director, ebay India; Mr. Shailesh Chaturvedi, Managing Director & CEO, Tommy

Hilfiger Apparels India; Mr. Vasanth Kumar, Executive Director, Max Retail; Mr. Juvencio Maeztu, CEO, IKEA India; Mr. Anurag Mathur, Partner and Leader, Consumer & Retail, PwC; Shri Anil Bahuguna, Joint Secretary, Ministry of Consumer Affairs, Food and Public Distribution; Mr. Paritosh Joshi, Member, ASCI; Mr. Narendra Ambwani, Ex-Chairman and Board Member, The Advertising Standards Council of India; Mr. C K Venkataraman, CEO, Tanishq; Mr. Bejon Misra, Consumer Activist & Founder Trustee at Consumer Online Foundation; Mr. Maheshwer Peri, Founder & Chairman, CAREERS 360; Mr. K Radhakrishnan, Co-Founder, Grocermax; Mr. Mahesh Murthy, Founder, Pinstorm; Mr. Gaurav Mahajan, President, Raymond Apparel Ltd; Mr. Ashutosh Pandey, CEO, Tata Cliq; Mr. Rajesh Jain, Managing Director & CEO, Lacoste India and Mr. Vineet Gautam, CEO & Country Head, Bestseller India.

Dr. Jitendra Das, Director, FORE School of Management was invited as a Session Moderator in one of the session titled “Changing Consumption Patterns: Past & Present” in this conclave. He was accompanied by the following prominent co-panelists:

- Smt Madhulika P. Sukul, Additional Secretary, Ministry of Consumer Affairs, Food & Public Distribution
- Ms. Alpana Parida, Managing Director, DY Works
- Mr. Nitin Passi, Director, Lotus Herbals Pvt. Ltd.
- Mr. Udai Kunzru, President APAC Region, Dyson
- Mr. Kinjal Shah, CEO, Crossword Bookstore (Shopper's stop)
- Mr. Sanjeev Agarwal, CEO, Gitanjali Export Corporation Ltd.

## Partnering with the Board for Good Corporate Governance: Role of CHRO



Dr. Jitendra Das along with other panelists at the conference

FORE School of Management in association with The Association of Independent Directors of India (AID India) has organized the conference on “Partnering with the Board for Good Corporate Governance: Role of CHRO” on Friday, August 26, 2016 at The Leela Palace Hotel, New Delhi. More than 60 delegates from various corporate participated in this conference.

The eminent dignitaries who had attended the summit are Ms Rita Menon, Former Textiles Secretary; Mr Varadarajan Srinivasan, CHRO & Head of Corporate Affairs at TATA SIA Airlines Limited; Dr Aquil Busrai – Programme Director, Chief Executive Officer - Aquil Busrai Consulting; Mr. Bimal Rath, Founder and Managing Director, Think Talent Services and Former Group VP-Management development, Tata Sons and Mr. P Dwarkanath, Group HR Head, Max India Limited.

Dr. Jitendra Das, Director, FORE School of Management was invited as a speaker in one of the session titled “CHRO-Board Partnership for Good Corporate Governance” in this conclave. He was accompanied by the following prominent co-panelists:

- Mr. Srikanth Balachandran, Global Chief Human Resources Officer, Airtel.
- Mr. Mahendra Swarup, Founder, Managing Director, and Partner at Avigo Capital Partners and Independent Director, Micromax Informatics Limited.
- Ms. Veena Swarup, Former Director, Engineers India Ltd.
- Mr. Rajiv Khurana, Managing Trustee & Director, International Consulting Professionals' Institute, Principal Consultant The Personnel Lab.

## FORE Alumni Association - Kolkatta Chapter Meet



Prof. Freda Swaminathan along with alumni at the Kolkatta Chapter meet

September 17, 2016, the Kolkatta Chapter of FORE Alumni Association (FAA) met at Hotel Kenilworth for a gala dinner. The meeting was presided by the Professor-in-charge - FAN, Prof. Freda Swaminathan; President (FAA: East Chapter) Mr. Faroque Ahsaan, IMG-1 (2009 batch) and Vice-President (FAA: East Chapter) Mr. Abhijeet Mohanty, IMG-3 (2011 batch). The evening started with the lighting of the lamp and an address from the President, Vice-President and Prof. Freda Swaminathan. Alumni were represented from major organizations like Vodafone, Honda, ICICI Bank, Darashaw, Kotak Bank, Unilevers, Balmer Lawrie, Varun Beverages, Tata Steel, Tata Classedge, IMRB and Hero MotoCorp.

The role of FAA as an important body in involving alumni was reinforced by the Professor-in-charge, FAN. Alumni were informed that those who wanted to be part of the organizing team need to volunteer their name. Amal Dev from Vodafone volunteered his name to replace Anirban Sammadar, who was Secretary, but is unable to devote time because of extensive travel. Amal Dev will therefore take on the role of Secretary. Alumni's role play an active role in inviting companies to participate in Placements at FORE was reinforced.

Alumni were updated about the latest news of FORE in terms of accreditations, new building etc. They were encouraged to participate with FORE faculty in the development of cases and caselets. Alumni were informed that Jubilate 2016 will be held on October 15th at the India Habitat Center in New Delhi. The importance of alumni to leverage FORE's extensive alumni network was reinforced.

The meeting ended with suggestions from alumni on how to strengthen the FORE Alumni Association, Eastern Chapter and the role that FAN students and faculty can play in engaging all stakeholders. The alumni enjoyed the meeting and networking that happened with a gala dinner.

## Quality Education for All Role of Affordable & Accessible Technology



Dr. Jitendra Das lighting the lamp at the conference

FORE School of Management in association with Associate Chambers of Commerce and Industry of India (ASSOCHAM) organized the conference on “Quality Education for ALL: Role of Affordable & Accessible Technology” on Tuesday, August 30, 2016 at Hotel Royal Plaza, New Delhi. More than 150 delegates from various corporate participated in this conference.

The eminent dignitaries who had attended the summit are Mr. Babu Lal Jain, Senior Member, Managing Committee- ASSOCHAM & Chairman, Cyber Security Integrators (India) Pvt Ltd; Mr. Shantanu Prakash, Managing Director, EDUCOMP Solutions Limited; Mr. Shigeru Aoyagi, Director and UNESCO Representative to Bhutan, India, Maldives & Sri Lanka, UNESCO; Dr. Neena Pahuja, Director General, Education and Research Network (ERNET); Dr. Hrushikesh Senapaty, Director, National Council of Educational Research and Training (NCERT); Smt. Punya Salila Srivastava, Secretary, Directorate of Education, Government of NCT of Delhi; Dr. Subhash Chandra Khuntia, Secretary, Department of School Education & Literacy, MHRD; Mr. S. C. Aggarwal, Chairperson Micro Finance Council ASSOCHAM and CMD of SMC Global Securities Ltd; Ms. Rina Ray, Additional Secretary, Department of School Education & Literacy, Ministry of Human Resource Development; Dr. Santosh K. Pandey, Scientist C, E-Infrastructure/ E-Learning Group, Department of Electronics and Information Technology (DeiTY), Ministry of Communication & Information Technology; Dr. Huma Masood, National Programme Officer (Gender & Education), UNESCO; Ms. Divya Lal, Chief Operating Officer (COO), Educomp Smartclass; Prof. Sandeep Sancheti,

President, Manipal University Jaipur; Ms. Amy Lightfoot, Assistant Director, English Partnerships-Academic Quality Assurance British Council India; Mr. Praveen Arya, General Secretary, Ekal Sansthan and Mr. Gyanendra Pandey, Lok Sabha Television.

Dr. Jitendra Das, Director, FORE School of Management was invited as a Speaker for the inaugural session in this conclave. He was accompanied by the following prominent co-panelists:

- Mr. Babu Lal Jain, Senior Member, Managing Committee- ASSOCHAM & Chairman, Cyber Security Integrators (India) Pvt Ltd.
- Mr. Shantanu Prakash, Managing Director, EDUCOMP Solutions Limited
- Mr. Shigeru Aoyagi, Director and UNESCO Representative to Bhutan
- Dr. Neena Pahuja, Director General, Education and Research Network (ERNET)
- Dr. Hrushikesh Senapaty, Director, National Council of Educational Research and Training (NCERT)
- Smt. Punya Salila Srivastava, Secretary, Directorate of Education, Government of NCT of Delhi
- Dr. Subhash Chandra Khuntia, Secretary, Department of School Education & Literacy, MHRD
- Mr. S. C. Aggarwal, Chairperson Micro Finance Council ASSOCHAM and CMD of SMC Global Securities Ltd.
- Ms. Neha Kumar, Project Manager, Private Sector Development, GIZ-India

## 2nd Intelligentsia Summit-2016 on “Branding in Education: Role of Social Media and Technology”



Dr. Jitendra Das along with other dignitaries at the summit

FORE School of Management in association with The Education Post has organized the “2nd Intelligentsia summit on Branding in Education: Role of Social Media and Technology” on August 22, 2016 at India International Centre, New Delhi. More than 150 delegates from various corporate participated in this conference.

The eminent dignitaries who had attended the summit are Shri Shiv Khera, Author, educator, Business Consultant; Prof. Furqan Qamar, Hon'ble Secretary General, Association of Indian Universities; Dr. Hari Krishna Maram, Chairman & Founder-CEO, Imperial College and Prof. G D Singh, Founder & President-CIAC, Global & CIHF.

Dr. Jitendra Das, Director, FORE School of Management was invited as a Speaker for the panel discussion titled “Branding in Education: Role of Social Media and Technology” in this summit. He was accompanied by the following prominent co-panelists:

- Dr. Rajesh Pillania, Associate Professor, MDI Gurgaon
- Dr. KJS Anand, Executive Director, IMS Noida
- Dr. H Chaturvedi, Director, BIMTECH
- Prof. M J Xavier, Vice Chancellor, Karuny University
- Mr. Braj Kishore Gupta, President, Giant Step
- Dr. Harsh V. Verma, Professor, FMS
- Mr. Arvind Passey, Sr. Columnist, The Education Post

## Building World Class Manufacturing: Enhancing National Competitiveness



Dr. Jitendra Das along with other panelists at the conference

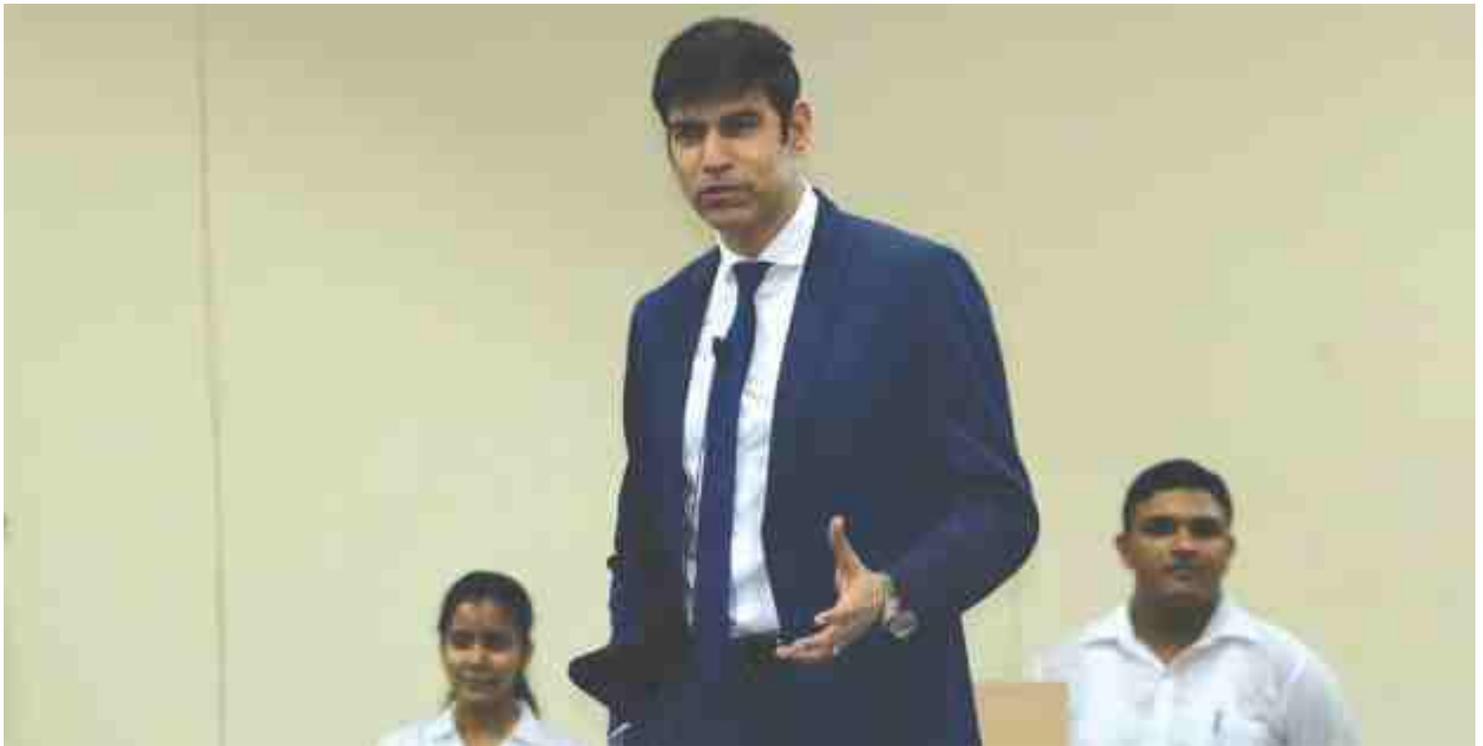
FORE School of Management in association with the Confederation of Indian Industry (CII) has organized “Building World Class Manufacturing: Enhancing National Competitiveness” organized on September 28, 2016 at Hotel Radisson, Noida. More than 150 delegates from the corporate participated in this summit.

The eminent dignitaries who had attended the summit are Mr. C. P. Gupta, Chairman, CII Western UP Zonal Council & Managing Director, Ambica Steels Ltd; Mr. Ramesh Suri, Conference Chairman & Chairman, Subros Ltd; Mr. Vinod Sharma, Managing Director, Deki Electronics Ltd; Mr. S. Y. Siddiqui, Chief Mentor, Maruti Suzuki India Ltd; Mr. Arvind Kapur, Chairman, Special Task Force on Manufacturing & Chairman & Managing Director, RICO Auto Industries Ltd; Mr. Deepak Agarwal, Chief Executive Officer, Greater Noida Industrial Development Authority; Mr. Ajay Shankar, Chairman Expert Committee on Pre Investment Regulatory Approval, Government of India; Mr. Aayush Munjal, Executive Director, Majestic Auto Ltd; Mr Jagdish Prashad, Additional General Manager, Bharat Heavy Electricals Ltd; Mr. Varadharajan Raman, Group Lead - Innovation, Bosch Ltd; Mr. Sanish Dubey, SMC Pneumatics India Pvt Ltd; Mr. T. K. Chakraborty, Head Operations, Saint-Gobain India - Glass Business, Bhiwadi and Ms. Richa Mishra, Regional Head Business Banking, IDFC Bank Ltd,

Dr. Jitendra K. Das, Director, FORE School of Management was one of the Session Moderator for the session “Total Employee Involvement” in this conference. He was accompanied by the following prominent co-panelists:

- Dr. Balvir Talwar, General Manager, Bharat Heavy Electricals Ltd.
- Mr. P. Sinha, Plant Manager, Shriram Pistons & Rings Ltd
- Mr. Satya Prakash Patel, Additional Chief Executive Officer, Yamuna Expressway Industrial Development Authority

## Anubhuti – An Interface with the Corporate World



Mr. Sunil Chopra addressing the students of FORE School of Management

On August 30, 2016, Corporate Interaction Division organised the second session of *Anubhuti* which was met with an overwhelming response from the students. The topic was “Three Power Tools to Sharpen the Saw” and the guest speaker was Mr. Sunil Chopra, CEO, Talisman Advisors Pvt. Ltd. He is an alumnus of Indian Institute of Management, Lucknow and associated with many prestigious organisation including GE Capital where he served as the HR Leader.

The speaker had a very interactive session with the students. He asked them about their expectations and also asked them why they feel it is important to sharpen the saw. The speaker took around 4-5 suggestions and stated that he will be following a “Learn through Sharing” approach for the session.

The topic was divided into three parts and the first session was titled as “Power of Emotional Bank”. He compared emotions of the students to a traditional bank where students virtues serves as the deposits and vices serves as the withdrawals. He called it as emotional bank and added that it is a very powerful tool used by effective CEOs. He told the students to make frequent deposits in their emotional bank with virtues like kindness, courtesy, trust, loyalty etc. He also mentioned that one should look for increasing the deposits rather than causing withdrawals with vices like rudeness, ignorance, being ego centric etc.

The second part of the session was titled as “Power of Affirmation”. He started the topic with a quote of the legendary boxer Muhammed Ali. He told about the effectiveness of creative visualization and affirmation in achieving our goals. He explained the topic by citing an incident happened in the life of the popular Hollywood actor Jim Carrey. The speaker also shared an incident from his own life where he created a work culture in the Jaipur branch of GE Financials using the same tool. At the same time he also warned the students that

creative visualisation and affirmation can be highly delusional also, so it is very important to work for the same instead of just visualising the thoughts. One of the students contributed to the topic by saying that writing affirmation is also an effective tool.

The final part of the session was titled as “Power of the unspoked word”. This session dealt with the importance of non-verbal language in communication. The speaker said that a large deal of effort and time is spent on improving the verbal skills but that constitutes only 7% of the communication. He explained how one’s tone of voice can create different responses for the same message. He also explained the topic on the basis of cross cultural context and shared an incident happened in his life which gave a better idea of the topic.

He concluded the session by saying that one does not need any special skills to achieve these three tools that are very important in life for successes. He urged the students to practice them in everyday life so that it becomes a habit.



Students during the Q&A session of *Anubhuti*

## Faculty Focus

### Prof. Alok Kumar

Presented a paper entitled “Optimal Replenishment Policy Under Fuzzy Environment for Dynamic Advertising Approach: A Supply Chain Management Perspective” at the *SPIJMR - POMS India Chapter Conference on "Big Data Analysis for Optimising Supply Chains"* S. P. Jain Institute of Management and Research, Mumbai during July 29-30, 2016.

Presented a paper entitled “Effective Marketing strategy using Two-warehouse Inventory model” at the *International Conference on Marketing Technology and Society*, IIM Kozhikode, during September 29 - October 01, 2016.

### Prof. Amrish Gupta

Prof. Amrish Gupta, Sr. Professor, FORE, was invited by the BRICS Chamber of Commerce and Industry, New Delhi, to take a session on 'Emergence of Ind ASs' in the conference on 'Ind AS- Future of Financial Reporting' organized by the Chamber on August 31, 2016 at the India Habitat Centre. He spoke on the various issues and challenges faced/to be faced as a result of implementation of newly formed IFRS converged Indian Accounting Standards.



Prof. Amrish Gupta addressing at the conference on 'Ind AS- Future of Financial reporting'.

### Prof. Anupam Narula

Narula, Anupam., Taneja, Shallini., & Tyagi, Abhishek (2016). The changing trends in biscuits consumption pattern: A study of McVities digestive biscuits in Jaipur. *Abhigyan*, 34 (2), 26-41.

Prof. Narula reviewed two research papers for Bharati Vidyapeeth Deemed University, IMR, New Delhi.

### Prof. Faisal Ahmed

Singh, V. K., & Ahmed, Faisal (2016). Econometric analysis of financial cointegration of least developed countries (LDCs) of Asia and the Pacific. *China Finance Review International*, 6 (2), 208-227.

Prof. Faisal Ahmed was invited as Panelist in a Round Table Discussion organized by Centre for Asian Strategic Studies, a foreign policy think tank on South China Sea geopolitics and the role

of ASEAN, on July 15, 2016 at Le Meridian, New Delhi. He spoke on the economic implications of this conflict for India, China and other regional and multilateral stakeholders.

Prof. Faisal Ahmed's interview was broadcasted by Vietnam News TV Channel from Hanoi on August 5, 2016. He was interviewed as a Trade & Geopolitical Expert on contemporary geopolitical volatility in the South China Sea and India's role in the region, in the light of the recent verdict of The Hague based Permanent Court of Arbitration.

### Prof. Freda Swaminathan

Swaminathan, Freda (2016). Creativity and innovation in Vietnam - A perspective, *Working Paper No. 2016/21*, FORE School of Management, New Delhi.

### Prof. Hitesh Arora

Arora, Hitesh., & Keller, Gerald (2016). Book on Business Statistics- *BSTAT: A South-Asian perspective*. (Adapted book) New Delhi: Published by CENGAGE Learning.

### Prof. Jitendra Das

Das, J. K., O. Prakash., & V. Khattri (2016). Brand image mapping: A study on bathing soaps. *Global Business Review*, 17(4), 1-16.

Gangwar, M., J. K. Das., & K. N. Singh (2016). *Greendust: Revolutionizing the returns process*. [Case No.: 9B16D010] Ivey Publishing. Ivey Business School at Western Ontario.

Das J. K. (2016, September 15) IIM bill: Is coherent higher education policy a distant dream now? *Governance Today*, 02 (12).

Das, J. K. (2016, September 19). We need a balanced higher education policy. *The Financial Express*, p. 12.

Das, J. K. (2016, September 27). Incentivise private sector education. *The Pioneer*, p. 9.

### Prof. Kanhaiya Singh

Presented a paper entitled “Unleashing Vital Impact of Big Data” at the *SPIJMR - POMS India Chapter Conference on "Big Data Analysis for Optimising Supply Chains"* S P Jain Institute of Management and Research, Mumbai during July 29-30, 2016.

### Prof. Mohita Gangwar Sharma

Gangwar, M., J. K. Das., & K. N. Singh (2016). *Greendust: Revolutionizing the returns process*. [Case No.: 9B16D010] Ivey Publishing. Ivey Business School at Western Ontario.

### Prof. Payal S. Kapoor

Presented a paper entitled “Impact of Anonymity and Identity Deception on Social Media eWOM” at the IFIP Conference on e-Business, e-Services and e-Society, at Swansea University Bay Campus, U.K. during September 13-15, 2016.

### Prof. Prachi Bhatt

Bhatt, Prachi., & Kaur, Sumeet (2016). Waiting in the Wings @ SGH, *Working Paper No. 2016/25*, FORE School of Management, New Delhi.

### Prof. Reeta Raina

Raina, Reeta (2016). Seeking interpersonal needs gratification

through social media networking, *Working Paper No. 2016/23*, FORE School of Management, New Delhi.

Prof. Reeta Raina conducted a workshop on Interpersonal communication for CBI officers on July 29, 2016.

**Prof. Sanghamitra Buddhapriya**

Buddhapriya, Sanghamitra (2016). Status of women in post-revolution Viet Nam: The battle for parity continues, *Working Paper No. 2016/24*, FORE School of Management, New Delhi.

**Prof. Savita Gautam**

Prof. Savita Gautam & Sinchita V. Bhattacharya presented a paper entitled “Creating Happy Organisation; The Buddhist Perspective” at the National Conference on Strengthening Values & Ethics for Sustainable Growth : Role of Indian Philosophical Traditions, MDI Gurgaon, during September 22 - 23, 2016.

Prof. Savita Gautam was invited as a subject expert to take a lecture for BIMSTEC participants who had come to India for the sectoral discussions on 'Transport and Logistics' organized by National Academy of Indian Railways, Vadodra (Ministry of Railways, Government of India) on September 29, 2016. The subject delved was on 'International Trade and Regional Development' particularly with reference to South Asia and South-east Asian Countries.

**Prof. Shallini Taneja**

Narula, Anupam., Taneja, Shallini., & Tyagi, Abhishek (2016). The changing trends in biscuits consumption pattern: A study of McVities digestive biscuits in Jaipur. *Abhigyan*, 34 (2), 26-41.

**Prof. Shilpi Jain**

Presented a paper entitled “Exploring the impact of Security Measures on Perceived Vulnerability of Cyber Bullying” at the International Conference on Marketing Technology and Society, IIM Kozhikode, Sept. 29 - Oct 01, 2016.

**Prof. Sriparna Basu**

Basu, Sriparna (2016). Multiple paths to globalization: The India-China story, *Working Paper No. 2016/22*, FORE School of Management, New Delhi.

**Prof. Subir Verma**

Presented a paper entitled “Management Styles and Effective Organizational Response to PEU during Economic Crisis in India” at the 76th Annual Meeting of Academy of Management (AOM), Academy of Management, Anaheim, California, USA, during August 5-9, 2016.

**Prof. Sumeet Kaur**

Bhatt, Prachi., & Kaur, Sumeet (2016). Waiting in the Wings @ SGH, *Working Paper No. 2016/25*, FORE School of Management, New Delhi.

**Prof. Rakhi Tripathi**

Tripathi, Rakhi (2016, July 7). Unofficial education on social media. *Governance Today*, 2 (9).

## Certificate Program on Big Data and Data Analytics



Participants of the certificate program at 'Big Data and Data Analytics' along with Director and faculty

A Short term Certificate Program on “Big Data and Data Analytics” 2<sup>nd</sup> Batch was inaugurated on July 23, 2016 and was successfully concluded on October 1, 2016. The program was conducted by Prof. Ashok Kumar Harnal and Prof. Asif Zameer. A total number of 30 participants from different domains like Government to Corporates like WIPRO, Copal Research, Piramal Foundation, Times Business Solutions, Genpact, Aristocrat, Principal Cloud Solutions, Srijan Technologies, TLG India, American Express, Nucleus Software Exports, High Beam Global, Sopra Steria, Impetus Infotech, DS Group, Tetra Pak India, Isource Opportunities, NIIT Technologies, KRONOS Solutions India, Disha Water Treatment, Webhelp India, Ministry of Corporate Affairs, L.I.C. of India, Lime Road.com, IQRUP and Ritz, G.L. Bajaj Institute of Tech. & Management, India Today Group, Cabinet Secretariat, Govt. of India, Extramarks Education, Groupon India, The World Bank, Wiley India, Amtek Auto, National Physical Laboratory and Ministry of Science & Tech. etc. attended the programme.

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**Prof. Vandana Gupta**

Presented a paper entitled “Identifying Key Predicators of Financial Distress for Indian Companies using Survival Analysis Approach” at the 20th EBES Conference - Vienna, IFM - Real Estate and Facility Management, TU Wien in Vienna, Austria, during September 28-30, 2016.

**Prof. Vinay Dutta**

Invited by National Institute of Banking and Corporate Studies (NIBSCOM) for a session on “Wealth Management” in a training program titled “First Time Branch Managers with Special Emphasis on Controls and Profitability” on September 5, 2016.

## Independence Day Celebration at FORE



Students performing at the Independence Day celebration

*"...Sarfaroshi ki tamanna ab humare dil mai hai, dekhna hai zor kitna  
baazu-e-kaatil mein hai..."*

The patriotic fervor was palpable in Virajam Auditorium, when the students of FORE gathered to celebrate Independence Day on August 12, 2016 in full ethnic gear.

The celebrations - skillfully organized and executed by the creative team at NEXUS - re-ignited the pride we share on being Indian as we were once again reminded of just how much our forefathers sacrificed for our freedom.

The occasion began with an inspiring address from Dr. Jitendra Das (Director-FSM), urging the students to be good citizens of the country by giving their best in everything they do and following the principles of integrity and sincerity. Dr. B. B. L Madhukar (Vice President (Finance) & Treasurer- FORE) instructed the students to put their country first - before religion, race and all that divide us. This was followed by a beautiful rendition of Ram Prasad Bismil's oft-quoted poem 'Sarfaroshi Ki Tamanna' by Tanveer Singh of FMG batch and a humorous yet moving skit depicting the pain of partition through the eyes of a Hindu and Muslim by the super-talented Raunak from



Nexus Team in front of the decorated Virajam Hall.

FMG. Dipanjan Sinha from IMG touched hearts by his soulful singing and Piano playing of VandeMataram and the graceful dance performance by Samriddhi Gupta and Sanna Chawla lifted everyone's spirits. Nimin Mathew and Bhavyata were unanimously chosen 'Best-Dressed'.

The day was all about celebrating unsung heroes, with intermittent slide shows about lesser-known revolutionaries like Peer Ali Khan, Matangani Hazara, Veer Savarkar and the like, whose efforts, though lost in the pages of history, are the reason we stand free today. Representatives from the NGO 'Sound of Silence' graced the occasion with their presence, and ended the celebrations with a special version of the National Anthem.

All in all, a day of pride, patriotism and positivity for the students at FORE.

## Personality Enhancement Cell

Being future managers students at FORE are aware about the importance of reading newspapers to stay aware of the day to day happenings and keep abreast with the current issues. So, Personality Enhancement Cell started weekly news sessions where students discuss on major news of that week. Started from August 6, 2016, students are finding these newsroom sessions quite productive and it covers all major business news like acquisitions, Government policies like GST, mergers, start-ups etc.

Also, as SIP process is going to start and GD is the 1st major elimination round of almost every company, so PEC also organized mock GD for juniors on September 14, 2016 in which 50 students took part and they were told about their weaknesses, strengths and the ways to stand out in GD.

## Welcome to FORE Family

### Prof. Sunny Arora

Assistant Professor (Marketing), PhD, IIT Bombay (Thesis submitted); MBA, NMIMS, Mumbai; B.Sc. (H), Hansraj College, Delhi University.



Sunny is pursuing his PhD in Marketing from SJMSOM, IIT Bombay. He has an experience of about 08 years that straddles across corporate and academics. Sunny has been associated with organizations like Mahindra Comviva,

International School of Business & Media and Kotak Mahindra Bank. He also conducts Management Development Programs with corporate regularly. He has conducted corporate trainings for Zycus Infotech, Tata Motors and AstraZeneca Pharma India. He has to his credit articles published in top International journals such as Journal of Brand Management. He has presented his research at various conferences, such as at Hong Kong Polytechnic University, Hong Kong, IIM Ahmedabad, IIM Lucknow amongst others. His teaching interests include Marketing Management, Brand Management, Consumer Psychology, Marketing Research and Brand Strategy.

## Students from FORE stand Second in Finance Quiz by Symbiosis, Pune

Ashna Gupta and Prachi Jindal, students of FSM participated in Stratefin-an annual flagship finance quiz and case study competition at Symbiosis Institute of Management, Pune. The competition had a series of rounds, online quiz, case study, flyer-checker, trading in stocks and IPL auction. Ashna Gupta and Prachi Jindal were motivated by the immense support and guidance from FORE faculty, friends and family to participate in this event. Their hard work paid off and they won the second prize, despite it being their first time in an Inter College National Level Competition.

Participation in the event helped them to learn and apply of the classroom learning, it also offered a fresh perspective from other participants, their strategies and approach to the various rounds.

## FORE Tech Q-Factor



Winners and Runner Ups of Q-factor along with the FOREtech team.

FORE Tech conducted its flagship event-Q-factor- a theme-based online quizzing marathon spread across 4 weeks to invigorate challenge and brain tickling. First 3 weeks were online quiz and the 5 teams with highest cumulative scores in these 3 rounds would advance to the Final Face-Off round.

The event witnessed huge number of participation as 120 teams geared up to compete. Prizes worth Rs. 12000 were up for grabs.

Inspired by the intelligence of Sherlock Holmes, the first quiz started on Friday, August 19, 2016, to test the curiosity of FOREians about this astounding world. The theme was General Knowledge. Amidst heavy responses, the round was won by Team Knisel and Team Masters came second.

The second round was aimed to test the FOREians on their Sports & Entertainment knowledge. It was held on August 26, 2016. The round was won by Team Pahaadi and the second position was won by Team H-Square.

This was followed by the third round on September 2, 2016 which tested the Business & Technology Acumen of the contestants. Winners were Team Thug Life And Team Proctor came second.

The online quiz concluded with final battle of Face-Off round held on September 14, which witnessed top 4 teams sweating it out for the final place.

The winner of Q-Factor was Team Pahaadi, first runner-up was Team Knisel and Second runner-up was Team Nerds.

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Ashna Gupta and Prachi Jindal during the Stratefin at Symbiosis, Pune

## Fresher's 2016



Winners of Fresher's, Safal Tyagi and Diksha Jaiswal along with previous year's winners.

Fresher's is an initiation ceremony hosted by seniors to welcome new batch and take them under their wing. It is a great opportunity to break the ice. This year it was held on August 3, 2016 on the theme of 'Queen of hearts and king of spades'. The decoration was also in line with the theme. The auditorium, the venue of the event, was revamped. The lighting was dim and the chairs were moved out to make space for dancing. Everyone was dressed up to the nines. The event organised by team nexus saw a good turnout. The event began around 6 pm with last year's Mr and Ms Fresher's, Tathagat Jain and Kshitja Chauhan formally starting the session.

The nominees for the titles were supposed to come up on the stage and perform some act. There were also some group events. A Punjabi dance group performed on some groovy number. Guitar and song performance by Rishabh Sareen and Ankit Punia (group) and Safal Tyagi (solo) mesmerised the audience with their performance.

Dr. Jitendra Das, Director and faculty joined the gathering for a while. Dr. Jitendra Das informally addressed the student asking them to have a great two years and give their best.

One of the major parts of fresher is to select Mr and Ms Fresher's. For this nominated members were called up on the stage were asked to do anything they liked i.e., showcase their talent. They did impromptu ramp walk and talked to the audience. They danced, they sang. They were further asked to play games. In one of the rounds the pairs were chosen and shown a thirty seconds video over which they had to act to. This resulted in quite funny sequences. The winners Safal Tyagi and Diksha Jaiswal were given the crown by Tathagat and Kshitja.

There were many small games like best tattoo, shortest skirt, maximum number of push ups, ramp walk. The toastmasters had many tricks up their sleeve with jokes everywhere. They poked fun at various things and specially the committee selections process which according to many was tougher than getting into this school. This kept the party rocking and rolling. A pleasant surprise was a dance performance by seniors ending with everybody joining the stage and dancing. The event ended on a high note with team nexus announcing the results of nexus selections. After all this the dj played peppy numbers for people to just dance. The party ended with refreshments being served in the gaming room.

The party was a much needed break from the hectic schedule. While the fresher's was a awaited event, it was also been looked forward for entirely another reason that the juniors will no longer have to wear formals everyday (save for few) and can wear casuals. It was a nice opportunity to let loose and put on dancing shoes.



Faculty and students during the "Fresher's Day" celebrations

## Super 8 - Cricket Tournament



Winners of Super 8 - Cricket tournament

FORE Sports and Cultural Division organized a cricket tournament Super 8 went on from August 25 to September 5, 2016. The venue of the tournament was DDA ground, Jia Sarai. There were 8 teams who participated in this event. The teams exhibited great zeal and enthusiasm. This was evident by the sportsmanship shown by them and their passion for the game. The tournament witnessed some outstanding batting and bowling performances. The Super 8 tournament was won by AlphaQChampions and the runners up were Knights team. Man of the Match trophy went to Shreya Rawal of AlphaQChampions team. Special recognition was given to the standout performances of the tournament. Arun Singh Rajawat of AlphaQChampions was declared Best Batsman while Arindam Mukerji of Knights was declared as Best Bowler.

## Rahat: The Contribution Drive by Team Antar

The second edition of *Rahat*, the contribution drive, by the *Antar* occurred during July 25, 2016 to July 31, 2016. The team associated with a Delhi based NGO named Goonj for this event. Due to massive floods, wide scale devastation happened in Assam, Madhya Pradesh and Uttarakhand, lot of life and belongings were lost as a result of this and the drive was meant for the victims of the flood.

The drive was opened for seven days and a deposit box was opened in front of the cafeteria. Students were asked to contribute things like clothes, dry ration, utensils, footwear, candles, toiletries, school materials etc. The drive was met with huge participation from the students. They whole heartedly contributed with wide range of items. The deposit box over with wide range of items within hours of the event's inception.

A total of 45 kg of rice, 30 kg of sugar, 36 kg of pulses, 5kg of salt and 21 packets of biscuits were collected from the contribution drive. It was handed over to Mr. Uttam Kumar Sinha, one of the volunteers, at the Delhi office of Goonj.

## Underpinnings from my Chevening Experience



Prof. Mohita Gangwar Sharma

Chevening Rolls-Royce Science and Innovation (CRISP) Fellowship has been a truly life changing experience. What better platform for 14 professionally diverse participants to collaborate and learn together than the CRISP fellowship. We came in with varied experiences across different sectors but there was one thing that united us all - the zeal to widen our

perspective and add more value to the work we were doing.

The very first day of my CRISP experience will remain etched in my memory forever. I was a student once again - this time at Oxford University. All my course mates were experts in their respective fields. What we managed to do together is what, to me, defines the success of this programme. The CRISP fellowship was a journey of creating meaningful dialogue between interdisciplinary participants. It helped us, mid-career professionals, break boundaries and enabled us to think laterally. It gave us wider perspectives to various problems and the world at large.

My most memorable experience at the Chevening Rolls-Royce Science and innovation Leadership program was the visit to the Business, Innovation and Skills (BIS) Centre in London. As part of the Q\_A session with Ms. Claire Durkin Head of International Knowledge and Innovation (Global), Department for Business, Innovation and Skills (BIS), UK, we asked her view on how India should turnaround to be an innovative nation. One of the things that she mentioned was standardization and standards as a roadmap to innovation. Me as a management educator got intrigued by it because this seemed radical and a regular business sense considered it be an antithesis. So I got on this journey to explore the relationship between innovation and standardization. As I searched I found that this relationship is nascent but what is fascinating is the impact it makes across the value chain. What transpired was, standardization helps as a channeling agent for specific new technologies which helps in creating a critical mass for that technology or industry. This further builds in credibility for that technology and gets investment and complementary technology build around it. Again for already established technologies, there is benefit of economies of scale, reduction of transactional costs and trust and credibility in the technology. Although there are cons in terms of reduction of options and at times leading to monopolistic behavior but this relationship cannot be ignored. I believe, this take away should be actively pursued by the policy makers and business community in our attempt of making an Innovative India. For me, the main takeaway, as a learner and a management educator, has been the process of holding an innovation challenge. I found unconventional ways to arrive at solutions to problems.

## HR-Knockout - SIGHR's First Event Concludes on a High Note



Prof. Bishakha Majumdar with the SIG-HR team.

Human resource management is one of that area where every organisation is focusing on as different organisation has different needs and therefore it is essential that their human resource policy reflects so. This is precisely what the Special Interest Group-HR intended portray through their event HR-Knockout. This event comprised of two rounds. Round 1 was a online quiz of twenty minutes. Through this five best performing teams were selected. These five teams were given a sector like banking, automobile, IT, e-commerce, and FMCG. Teams were supposed to pick one organisation of their choice and design a HR policy best suited to that organisation's need. Every team had to present their policy in a powerpoint presentation. The evaluation criteria were on the basis of relevance and insights drawn from the presentation. The presentations were judged by Prof. Bishakha Majumdar (faculty of FORE), an expert in organisational behaviour and HR management. The teams touched on various aspects like recruitment, training, performance and reward management, career development etc to stress upon how these policies play an important role in retaining talent and provide meaningful career growth in line with organisation's vision. The first position was secured by Aby John Mathew and Rijul Reji, second position by Aayush Shahi and Vibhor Premi, and the third position by Alokita Sharma and Dimple Anand.

### Stocker

Stocker, a virtual trading competition, was organized by the FORE Economy and Finance Forum in the month of August. It was a 10 day

event that started on August 24 , 2016 and ended on September 2, 2016. It met by a lot of enthusiasm from the students who participated in large numbers. A portfolio was allocated to each team. The name of the portfolio was the same as the team name. A share had been allotted to all teams which was mandatory to be maintained in their portfolio. This was done to maintain a parity between all teams. 10 Ashok Leyland shares were allocated to all the teams. Hence, there was no gain no loss due to this purchase as all the teams lay in the same boat. This ensured fair trading by all teams. Trading was done through 'www.moneybhai.moneycontrol.com', a free online virtual stock trading game. Additionally, teams were graciously provided with some pointers on trading basics and current favorable stocks, namely of the StockerWarmup, by the FORE Economy and Finance Forum team. The trading week was quite competitive, several teams suffered losses since the market was down for most of the period. Though the market shown an improvement towards the end of the period, it was not marginal. However, those who kept their wits and took the right decisions at the right time were eventually emerging as the competent ones. Their trading acumen shown throughout the trading week. It was difficult to discern the outright winners due to a close competition between the teams. However, the following teams were the biggest winners of the virtual stock trading event; Yash Pise and Harit Bhardwaj of Team Buy It were in first place, Raghav Kathruia and Shaswat Trivedi of Team Tradesmen were in second, and Vaibhav Sharda and Tusha Kochar of Team Trading Bulls were in third place.

## Rakhtdaan 2016



Students campaigning for blood donation

The 6th annual blood donation drive “Rakhtdaan” organized by Antar and FORE Sports Division(FSD), along with Rotary Blood Bank, New Delhi was held on August 31, 2016 at Virajam Auditorium. The event saw a great turnaround with the highest participation of students in the history of FORE School of Management. A total of 121 students donated their bloods.

The blood donation drive had three phases. In the first phase the interested students

were asked to register online. The second phase happened on the day of donation where the students had to fill a form with the volunteers that were outside the cafeteria. There were provisions for onspot registrations also. Once the process was done, the students were checked by the doctor whether they were eligible or not. There was not a dull moment while donating blood, not for the students or for the volunteers who were overlooking all the proceedings. Both the senior members of Antar and FORE Sports Division, and also Mr. B. L. Gupta, President of Rotary, Civil Lines made sure that the students were comfortable while giving blood and gave information regarding the same.

With every donation, the donors were given a patch that said 'I donated blood today'. The faces of the donors reflected with proud and happiness for being part of such an event. A donor card was given to every student who donated blood. With the help of this donor card, the students can easily get blood from blood bank during a moment of necessity. A certificate of blood donation was also given, alongwith goodies, juice and various refreshments provided by team Antar and Rotary Club. All the junior members such as Charuvi Singhal, Parth Sarthy Garg, Sahil Khanna etc. took the reins with great ardour and made the blood drive a huge success with overall 121 donors. The number is an echo of the hard work done by both team Antar and FSD.



Students donating blood

## FORE Students Stand First at NIPM Quiz



Samta Marwaha and Samrat Dey along with dignitaries

On July 30, 2016, the National Institute of Personnel Management (NIPM), Delhi NCR Chapter, organized a Quiz Contest for second-year management students from prominent b-schools of the entire NCR region. The subject was general business awareness with a focus on HR issues and trends. Samta Marwaha and Samrat Dey of FMG24 Batch participated in the competition as a two-member team representing FORE School of Management. There were similar teams from nearly thirty b-schools participated in the preliminary round.

The event was commenced with a welcome address from Mr. S.C. Gupta, Secretary, NIPM and was graced by the presence of Mr. Rajendra Prasad Singh, Director HR, IFFCO as the Chief Guest. The competition began with a written preliminary round in which, out of around 30 teams, 6 teams including FORE were selected for the next stage. The different rounds included a picture round, direct HR round, audio-visual, buzzer and rapid-fire.

The team from FORE School of Management won First Place and chosen to participate in the National Level NIPM Quiz, to be held in Mumbai.

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## Tathagat



Judges announcing the winners of *Tathagat*

The final round of *Tathagat* was held on September 5, 2016 in FORE School of Management. It was the eighth edition of the event that is held annually by the Think Tank committee of the college. *Tathagat* is a strategy based event in which the participants have to come up with creative and logical solutions to the problem at hand. It was a two-week long event which began on August 24, 2016 with the opening of registrations for the event. Teams from every management institute in the country were invited to participate. Prizes worth Rs. 25,000 were up for grabs in this event. The theme of this year was “Origin of Global HMD oy”. A caselet on the topic - “Reinvigorating Nokia - A Branding Saga” was given and teams had to come with their ideas for the same. In the first stage, the teams had to submit an executive summary regarding this topic by August 28. A total of 170 teams registered for the event. B-Schools from all over the country such as MICA, IMI, XLRI, FMS participated in the event. For the final round, 8 teams were selected from various colleges. In this round, the selected teams had to give a presentation

on their action plan, which they had submitted in their executive summary in the first stage. It was conducted on September 5, 2016.

There were three judges for the event; Mr. Tarun Mudgal who is the Senior Account Director for Gartner Inc. He is also an alumnus of FORE. The other judges were Mrs. Garima Verma who is the Senior Human Resource Manager for Tata Teleservices Ltd and Mr. Pankaj Jha who is the vice president of Consumer and Accredited Mortgage Professional Director for Tata Teleservices Ltd. The teams were allotted random sequence numbers to give their presentation.

As an ending note for the event, the judges gave their feedback and suggestions about the event. They were impressed by the content of the presentations and also by the meticulous analysis and excellent presentations by the participants. They also praised the fact that the whole event was very well handled and expressed their desire to judge such a contest again.

The final results are as follows:

Team Name	Member 1	Member 2	College	Prize
Immortalz	Chandrasekhar V.	Vishnu Prasad	IMI, Delhi	Rs. 15000/- + Certificates
1+1	Mohit Choudhary	Prashant Verma	FMS, Delhi	Rs. 7000/- + Certificates
Masters of Mayhem	Nishant Bindraban	Gaurav Dutta	IMI, Delhi	Rs. 3000/- + Certificates

## Management Development Programmes (July-September, 2016)



Participants of an MDP along with Faculty

FORE School of Management conducted following 6 open programme at its Campus, New Delhi during July-September, 2016.

1. Developing an Intrapreneurial Mindset for Effective Leadership conducted by Prof. Anita Tripathy Lal during July 11-12, 2016.
2. Finance for Non-Finance Executives conducted by Prof. Vinay Dutta during July 27-29, 2016.
3. Advanced Microsoft Excel 2013-Managers Perspective conducted by Prof. Rajneesh Chauhan during August 3-4, 2016.
4. Effective Communication for Women in the Workplace conducted by Prof. Sriparna Basu and Prof. Reeta Raina during August 8-9, 2016.
5. Problem Solving and Decision Making conducted by Prof. Sanghamitra Buddhapriya & Prof. Neeraj Kumar during September 19-20, 2016.
6. Effective Communication & Presentation Skills conducted by Prof. Anita Tripathy Lal during September 22-23, 2016

Companies which nominated their participants in these programmes are: Indian Oil Corporation, EdCIL (India), NBCC, RITES, Indian Coast Guard, Agilent Technologies, Mosaic India, Drugs for Neglected Diseases Initiative, SOS Children's Villages International, Blue Dart Express, Jubilant FoodWorks, Kush Plastics, Marks and Spencer, Edynamic Softech Solutions, Client Associates, Minda Sai etc.

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

1. "Superannuation Planning" for Engineers India Limited conducted by Prof. Vinay Dutta during July 11-12, 2016 at Gurugram.

2. "Mentoring Conclave" for Indian Oil Corporation conducted by Prof. Subir Verma during July 15-16, 2016 at IIPM, Gurugram.
3. "Effective Planning and Organizing" for GAIL Training Institute conducted by Prof. Sanghamitra Buddhapriya during July 21-22, 2016 at Noida.
4. Series of programme conducted by Prof. Subir Verma on "Mentorship Development Programme" for Coal India Limited during July 21-23, 2016, August 17-19, 2016 and September 22-24, 2016 at Indian Institute of Coal Management, Ranchi.
5. Sessions on "Emotional Intelligence, EQ and Managing Stress at Work" for Power Grid Corporation of India conducted by Prof. Sanghamitra Buddhapriya on July 26, 2016 and August 3, 2016 at Gurugram.
6. "Finance for Non-Finance Executives" for IFFCO Limited conducted by Prof. Vinay Dutta during August 1-3, 2016 at Gurugram.
7. Sessions on "Research Methodology and Case Writing" for Power Grid Corporation conducted by Prof. Sumeet Kaur on August 11, 2016.
8. "Corporate Etiquettes" for PTC India Financial Services Limited conducted by Prof. Anita Tripathy Lal during August 16-17, 2016 (Post Lunch) at New Delhi.
9. "Superannuation Planning" for Indian Oil conducted by Prof. Vinay Dutta on August, 24, 2016 at Panipat Refinery, Haryana.
10. "Communication Skills" for IFFCO Limited conducted by Prof. Reeta Raina during September 5-8, 2016 at Gurugram
11. "Negotiation Skills and Strategies" conducted by Prof. Subir Verma for IFFCO Limited during September 19-21, 2016 at Gurugram.
12. "Outbound Learning Programme" for Support Staff of Oriental Insurance Co. Limited conducted by Prof. Sriparna Basu during September 23-26, 2016 at Junga Camp, Himachal Pradesh.

A total of 516 participants attended these In-House Management Development Programmes.

### Faculty Development Programme

FORE School of Management conducted a Faculty Development Programme on "Developing an Intrapreneurial Mindset for Effective Leadership" at its Campus at New Delhi during July 4-5, 2016. It was conducted by Prof. Anita Tripathy Lal. A total of 9 faculty members and research scholars from reputed institutes attended the Faculty Development Programme.

## First Impressions at FORE



**Aby John Mathew**

The transition from an engineering student to a management student was smoother than I expected, thanks to FORE for the same. It's been two months in this whole new world. The schedule is getting more and more hectic with all the projects, quizzes, assignments.

But life at FORE is like that Elvis Presley song – “I can't help falling in love with you”!

Be it in academics or in extracurricular activities, each and every day at FORE is a new learning experience for me. Acquainting with new people from diverse backgrounds, honing my communication skills, giving back to back presentations, the great marketing stories behind the ads that I've seen umpteen times in my life, the balance sheet that hardly balance - trust me, the list is unending!!!

What I love most about FORE is the opportunities and the exposure it offer. Almost every day, I get a mail in from various student committees about a new event. Participating in various competition and events helps me to develop my managerial skills. I consider my greatest achievements in FORE so far are getting into a student committee and topping the HR Knockout competition.

It's been just two months and I know I have a long way to go. I hope the almighty God will let me make use of the rest of FORE-life to the fullest.

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**Akshat Gupta**

It's been just two months and I know I have a long way to go. I hope the almighty God will let me make use of the rest of FORE-life to the fullest.

It's been around 2 months that I am a part of FORE. It always feels good to be a part of the prestigious B-School.

Environment in FORE has always been motivating, one feels to give his 100% in each and every task, whether it is an academic task or some extra curricular activity. Students are very competitive and thus, one needs to put much hardwork to match pace with majority. I never felt uncomfortable in any of the situation, seniors and

faculty were always there to guide me. Curriculum at FORE is so relevant, practical, I always feels that I am dealing with real life scenarios. Apart from academics, there is much emphasis on extra curricular

activities like Cricket tournaments, case challenges, e-poster competition etc. These activities, together with academics, extracts a manager out of a normal graduate. One starts thinking, taking decisions like a manager and that is a motto of any B-School. FORE has been achieving this motto successfully.

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**Ishmeet Kaur**

Being accepted to one of the most sought-after management institutions of the country was a blessing, and I had immense expectations from FORE from the very start. I am glad to say that I was not disappointed. The past 2 months at FORE have been a refreshing, growth-inducing and exhilarating experience for me.

As evidence of the sheer diversity of students at the institution, I have made friends with students from all over the country which has helped me broaden my perspective and open my mind to multiple and varied viewpoints and opinions.

The industry-driven approach at the institution was evident from the very beginning. The lectures are relevant, highly-informative and interactive. They are designed in a way that prepares the students for the challenges and responsibilities of the corporate world. The focus on student growth and development is felt in the way they are encouraged to ask questions and share their views in class.

Possibly the most important thing I have learnt so far is the value of team work. With the sheer amount of presentations, projects and assignments, not only are we constantly in 'learning-mode' - getting better at skills imperative for our future and developing our personality - but also understanding group dynamics and how to navigate within them.

The faculty have been immensely supportive. The committee-selection process was another highlight - an opportunity to indulge in our interests while we learn, grow and connect better with our seniors.

All in all, a truly memorable experience.

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(Contd.....)



**Anuja Prakash**

My experience at FORE School of Management has introduced me to new things and varied experiences in life. This kind of exposure has helped me develop new interest and broaden my horizon of knowledge. Last two months at FORE School of Management has been a whirlwind of activities from different competitions to midterms. Attending

Anubhuti have been an enriching experience. Getting a glimpse of the world outside is fascinating. To be a good manager, one needs to balance every aspect of one's life and the busy pace at which the PGDM program runs gives us an insight as on how to do it. As MBA study is intended to prepare you fully for the business world, the classroom is the place that this process starts from and I am lucky to be taught by the faculty that FORE provides that benefits us in enabling approach. The classes are mostly interactive involving real life examples and engaging students in group activities so as to instill confidence and team spirit. My experience till now has been fun-filled, enriching and a truly memorable one. This is micro-picture of my experience, I am pretty sure this picture is experienced with everyone who is involved with FORE in some or the other way.

## Advishkaar – SigMa Event

SigMa, the Special Interest Group of Marketing at FORE School of Management kicked off the second innings of their flagship event-'Advishkaar 2.0' on August 26, 2016, amidst much zeal and zest. The event witnessed participation in huge numbers, as students thronged to showcase their inner creativity and marketing prowess. The unique 3-day event required students to come up with innovative digital posters, linking a Movie, TV-series or Cartoon with an existing brand and consequently posting them on the official Facebook page of SigMa. As part of the competition, there was much scrambling to garner likes, as participants came up with novel ways to convince their friends to like their posters.

At SigMa, events are designed in such a way as to instill an understanding of key marketing concepts in the students in a fun way. In *Advishkaar*, the underlying concept was of Brand Communication, Ad Placement and posting.

At the end of the event, the SigMa Facebook page was chock-a-block with humorous, witty and original entries, and competition was fierce. Posters were judged for their creativity in terms of brand awareness and how well the brand was connected with the chosen movie, TV series or cartoon.

The winner of the competition was Team 'Mighty Mates' - Vibhor Premi and Vishal Dhiman, and the runners-up was Team 'Hashtag' - Ankita Single and Ashish Aggarwal. Their stunning posters were much appreciated.

## Farewell to Prof. Kanhaiya Singh



FORE School of Management bid adieu to one of our dear faculty Prof. Kanhaiya Singh, Professor (Finance & Accounting) on August 31, 2016. He was associated with FORE for nearly a decade including visiting assignments initially for a couple of years. He retired on account of superannuation after serving FORE School of Management for the last 8 years. On this occasion, a memento of FORE was given as a token of appreciation by Director honoring his service to FORE School of Management. FORE faculty extended their sincere gratitude and conveyed their heartfelt wishes for a bright and successful future to Prof. Kanhaiya Singh. It was an emotional moment for every one at FORE to bid farewell to Prof. Kanhaiya Singh who left an indelible impression on the minds of the students, faculty and staff.

## Expert Talk on Corporate Sustainability



Dr. Rajat Panwar, Prof. Shallini Taneja along with Students of WMG-24

On August 13, 2016, an expert session was organized for the students of WMG-24 on Corporate Sustainability. In this session Dr. Rajat Panwar, Faculty member in the area of Sustainable Business Management at the University of British Columbia, Canada talked about the major hurdles in achieving corporate sustainability. He elaborated the concept by sharing the sustainable practices of Canadian companies related to energy, water & sanitation as well as technology. The faculty and students thanked the expert for sharing the global perspective in the area of Business Environment.

## Alumni Retrospection

**Mr. Ashit Ranjan**  
**FMG wave 1**  
**General Manager - Quality and Consulting**  
**WNS Global Services Pvt. Ltd.**



I can never forget that day 22 years ago when I landed in Bareilly, Uttar Pradesh to start my first assignment after FORE. There was anxiety, excitement and a sense of achievement all mixed up and playing in my mind. It was a tough call to not stay in Delhi but come this remote corner and work. But looking back today I can say without hesitation that this was the best thing I did. I went through the grind of a factory personnel department and learned the basics which even today holds me in good stead. It seems ancient today when I talk about that year in 1994, working in an environment with no computers, cellphones or even a good landline connection. Everything was paper driven, if you wanted to hold a discussion you walked up to the person, discussions were held over a cup of tea and not emails. The environment was tough but I can confidently say today that FORE had prepared me for the grind. It had taught me to keep smiling in adversity. More than anything else it had taught me to not be daunted by the situation but take it in the stride and keep learning.

Learning was one of the greatest gift that got imbibed in FORE and it has been my constant partner as I traversed the gullies of the corporate world. And this learning is not limited to just books and texts but about the business, culture, people, processes and systems across different functional areas, geographies and industries. Over the two decades of international corporate experience, I have worked in manufacturing, Telecom, IT, Power sectors and have consulted with in many other sectors including consumer and luxury goods, auto and automotive, packaging and renewable energy. I have worked in the areas of HR, Client relationship, business development and project management and execution. If I were able to attribute one reason for this diversity, it was the hunger to keep learning and treading on unknown paths and making it successful.

I have over the years interacted with many students, across the country, from top engineering and management colleges to students from undergraduate colleges. I feel the students are a privileged lot today with the ease of communication and availability of information - computers, mobile phones and internet and so on. They have tools and techniques that make them more productive and efficient. If we had to write a report we had to research in multiple libraries - JNU, ITPO and FORE library in addition to primary research by visiting different companies, markets etc., today all this information is available at the click of a button. But I believe that this ease has taken the focus away from some basics fundamentals like interpersonal relationships, one to one networking and above all imbibing a habit of constant learning. I feel sometimes that students now lack patience and experience in handling failure which inhibits their exploration ability which in turn hampers learning and prevents them from 'getting their hands dirty' as they say.

Students must start exploring more and more, learn about things that do not necessarily fall in their domain or their area of expertise. They must learn to appreciate other people's skill & knowledge and others successes as much as they celebrate their own. While on one side they need to spend time and learn to be patient, they also need to internalize their failures so as to make successes out of that learning. While it is important for students to focus on their own skills and knowledge they also need to not carried away with influences of their peers. One must develop their own individuality. To be satisfied and successful always keep asking the question 'what can I do better, how can I do it better' and you will find the answers forthcoming.

With just a year to go for our silver jubilee of association with FORE (we joined FORE in 1992), I can say that I am proud of the solid foundation that FORE provided me. It gave me some brilliant teachers, lifelong friends (how can I forget Tanku) and an ability to tread paths that I had thought were not possible to be walked on. I have found some and I continue to find more - knowledge, experiences and understandings which constantly help me as I glide my way in life.

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 It's nice to be remembered by your school after 16 years of graduating. I have many memories and best friends that I cherish from my days at FORE school. It was my decision to do MBA after graduating from Delhi University. Frankly, FORE was not my first choice but now when I look back, I do not regret anything.

**Ms. Sarika Saxena**  
**Batch VII FMG**  
**Recruitment Leader, Genpact**



My journey started in 1998; I was young girl with 100 dreams and along with that, a million fears. All my life I had gone to all girls schools and college so, FORE was my passage to a completely new world. Freshman year of college is always unforgettable. For me, it was filled with anticipation, some anxiety, and a

whirlwind of discoveries. From, two years of living away from home, managing my own expenses, the immense work load, short deadlines and the seemingly endless nights of studying, FORE certainly made me a stronger, bolder, and an independent person. Going to college is very much about discovering yourself as it is about getting that degree. I was blessed to find a mentor, guide and guru in Professor R. P. Billimoria to coach me throughout my 2 years of MBA.

My first job was at Times of India, right after graduating from college. It lasted for 7 months before I got married to the love of my life. Yes! I met him while representing FORE at IIM Lucknow campus fest. He was offered a job in US by Deloitte; hence, I had to move with him.

Not so excited to leave my country, I landed in US with no job or friends. I put together a good resume, and started sending it out to many companies with HR openings but every day I received two-three letters, thanking me for my interest in their companies, praising my great qualifications, and expressing deep regret for not being able to offer me a position. After several months of my ambition to become HR generalist, I was ready to pick up any job-anything just to work, to see people and get out of the house.

And, at last, fortune did smile on me. I got an interview call from a small boutique consulting firm in Pennsylvania. Where I started my career of HR generalist and IT recruiter. My goal was to impress everyone in the company and climb the ladder of success. No matter how cool your first job is, entering the workforce for the first time in US inevitably entails steep learning curves that can be as daunting as they are instructive. From sharpening skill sets, to navigating, and the office politics, the takeaways from those early professional experiences often prove invaluable when it comes to shaping your career growth. Soon, I realized that HR in US is quite different from India. I decided to go back to school for another Masters.

With a 6 month old kid and a fulltime job in hand, I decided to do MS in Human resources from Villanova University. What was I thinking! It was a great decision but wish I did it right after coming to the US. Studying at Villanova gave me a totally new perspective and network. I learnt a great deal from, creating resumes, to dressing up for interviews. The process of finding a job for an immigrant is a real test of your patience and your capabilities of networking. Being on H1 visa, it was not easy to find an employer who was willing to invest in you. My Dean, Dr. David, referred me to a small consulting firm where I joined as an IT recruiter. My career had officially started! I worked in the firm for 2 yrs. and then moved on looking for bigger and better roles.

During my 15 years in HR, have worked for some of the brightest employers. Sure, I have had many ups and downs, but those are all learning experiences which I can grow from. It was a tough journey to reach here being a mother of two. My 14 year old daughter, who is a freshmen in high school is going through the same things as I had to when I was a freshman at FORE. I watch her go through long nights, juggle between choir, theater, and golf, and manage to get all her honors classes' homework done. Many times through these 14 years of being a mother I have debated leaving my job to focus on my children. However, I never did so because I wanted my children to learn how to become independent and give priority to their dreams. I chose campus recruitment leader role with Genpact to share my experiences and mentor students who struggle, due to the lack of guidance in their initial years. Here is what I would like you all to remember, make best out of these 2 years. This golden time will never come back! One day I would like to visit FORE and share my experiences with you all in person.

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**Ms. Navrsham Kaur Grewal**  
**FMG Batch 14**  
**Founder - Metalmate Robotics Pvt. Ltd.**  
**Founder-ChangeBhai-A product of Change22 Infotech Pvt. Ltd.**



Looking back at the years I spent at FORE School of Management, there is just one word that comes to my mind.

*Transformative.*

The years spent at FORE were indubitably two of the most memorable and pivotal years of my life. And no, it wasn't for the fun that

we had in the canteen (Ok, whom am I kidding! I mean the dhaabas outside the campus gates) or the long chat and brain-storming sessions at the 'Pentagon'. Other than the extremely wonderful faculty that made the tough curriculum so insightful for us, what I remember and will always remember about FORE is the placement committee I was a part of.

FORE Career Division, more popularly referred to as the FCD.

Some of my finest memories, or rather the experiences are from the time I spent with my small but close knit team in that one room office, everybody called the Placement Cell. It was much more than a Placement Cell for all of us. I will take the liberty and say this on behalf of the entire team at FCD, that whatever we have achieved today can be attributed to the time we spent and the experiences we gained in that one room office.

From cold calling companies and working as assistants to our senior team in our first year to coming into our own in the final year and taking the responsibility of bringing bigger and better companies to our campus, each experience was better than the previous and taught us so much more than we could have ever learnt in the corporate world as Management Trainees. The experience of balancing the heavy (add very;) study load along with FCD operations taught us way more than we could have ever expected. Things went horribly wrong. Responsibilities increased manifold each day. Inter-personal relationships changed. Just one thing didn't. The tremendous will to work together and get as many companies as we could to our campus. That was one dream that made each one of us hustle and work tirelessly each day.

Everything we achieved at FORE was a product of hard work, incessant planning and lessons learnt the hard way. We realized very soon in our lives that there were no short-cuts to success.

*You set a goal, plan things, hustle hard, face the challenges life throws at your each day and try to execute your plans to perfection. Period.*

Looking back, those experiences came to my rescue not only at my corporate job as a Brand Manager at Idea Cellular but more so, when I decided to quit my well paying job to start out on my own. The challenges were countless but by then, I knew what was to be done.

*I set a goal, planned things, hustled harder than most people, faced the challenges head on and executed my plans to the best of my ability.*

Today, after having founded two start-ups, acquiring top notch clients in a short span of time, winning a few awards (one of my start-ups, ChangeBhai was featured in The Economic Times this year as 'a Top 30 innovator that could change your future in India') and publishing a book, I can proudly look back at the days spent at my alma mater and pat myself on the back for choosing FORE.

## Imperfect Perfections

Perfection derives from the Latin word "perfectio", which means to finish or to bring to an end, so, in literal sense, the word means finishing. Finishing what depends on the individual who is using this word. Incidentally, it was best described by Greek philosopher, Aristotle, who said that perfection can be of three types, fulfilling all the requirements, being the best and nothing compares to it or what has accomplished its purpose. Hence, the word depends on the perception of the person judging the result or the product. Who decides what is the best and nothing compares to it, who gives the seal of approval that this person or thing has achieved its purpose or that this is what fulfills all the requirements.

This "who" is the reason that something can be perfect and yet have imperfections for someone else. To level the playing field, standards were created by men and by those standards men have been able to achieve perfection that he/she deems it to be. We are there, yet not really there. This has been the fundamental problem, the idea of perfection in itself is imperfect. There is always a scope of error when a human is involved. No matter how much we decrease the error range or tolerance range, scientifically speaking, we will always have some error.

Yet, these errors are what make the world beautiful. These imperfections create personalization, they create stories. For example, a watch that has been passed on from generation holds more mettle than a newly bought watch. It has been through so many years of experience with its wearer, it is impossible for a new watch to compete. The new watch may meet newer standards but it lacks depth of experience and feelings attached with the old watch. It is akin to humans, with age comes experience and with those experiences new standards are created, and then new ways of achieving those standards are discovered.

What we find perfect today, might not be, five years down the line. Through change of time, technology, environment, needs, etc., the idea of perfection also changes. When an innovation happens, it creates disruptions in the market, which is nothing but imperfections and some day that innovation will be rendered obsolete through newer technology and the cycle goes on.

Instead of looking at perfection as a destination, it should be seen as a journey, riddled with imperfections. So, achieving perfection should not be about the outcome but how many imperfections were removed in the process, how much we learnt, how much we accomplished. Because perfection will always be one step away from us. That is the inherent imperfection that comes with this word. There is no one way to achieve absolute perfection.

It is a mythical creature that everyone talks about and everyone has a different way of discovering that creature. It is judged by various parameters by various people and there is no consensus as to what they consider this mythical creature's absolute standard. Without having any absolute standard to hold it against, perfection is imperfectly perfect.

**Alokita Sharma**



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