

C.O.N.E.X.N.S.

COMMUNICATING OPPORTUNITIES, NEWS, EVENTS FOR
EXCHANGE OF NEOTERIC SYNERGY



AN EXTRACT

“ I MUST ALSO PAY A TRIBUTE TO THE EX-STUDENTS OF THIS INSTITUTE WHO HAVE JOINED TODAY’S FUNCTION TO BLESS THEIR YOUNGER COUNTERPART BY HANDING OVER TO THEM THE TORCH OF LEARNING TO ENABLE THE JUNIORS TO KEEP THEIR PATH WELL – LIGHTED IN THEIR ONWARD MARCH. I DO HOPE THAT SUCH AFFECTIONATE GUIDANCE WOULD CONTINUE TO BE AVAILABLE TO THE JUNIORS, IF AND WHEN THEY EVER NEED IT. ”

- PARAM GURU HUZUR DR. M.B. LAL SAHAB

(Extract from, “Discourses in Education in Dayalbagh : A Vision of Complete Education”, page 143, Radhasoami Samvat 187, published by Radhasoami Satsang Sabha, Dayalbagh, Agra, 2005.)

Integration of Education with Spirituality

“ I see education having three levels. One is the foundational education level, the primary level or the middle school level or even the high school level. Here the learning is by means of the well know 3 R’s – reading, (w)riting, and (a)rithmetic. When we have progressed to higher education and university education and scientific temper and scientific methodology, that education takes on the hue of another set of three R’s, characteristic of science (duly blended with integration provided by systems approach) : Reductionism, which represents the analytical power of science, Refutation of hypothesis which is the means by which science has made its spectacular strides in the modern world (and what we witness today has been made possible only as a result of availing of the advancements of science in the area of telecommunications). Then there is this third level and this is the highest level of spiritual education and that is education beyond this physical or material world, i.e., we go from Aparavidya to Paravidya. We go to transcendental knowledge of Brahmanda, or ultra – transcendental knowledge of Nirmal Chetan Desh and that is what Radhasoami Satsang is all about. It is spiritual education at the highest level. So, indeed, there is no distinction between the Satsang and education. They are different levels of hierarchy. It is a matter of variation in degree. Just as Param Guru Maharaj Sahab has stated that all the creation on this earth is just a matter of different degrees of the spirituality, so it is different degrees of spirituality in education. ”

- Revered Prof. Prem Saran Satsangi Sahab

(Extract from, “Expositions on Truth, Ultimate Reality and Supreme Being : From Vantage points of Radhasoami Faith and Sytems Science” , page 255, Radhasoami Samvat 199, published by Radhasoami Satsang Sabha, Dayalbagh, Agra , 2017)

CONEXNS

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Conexns 2019 aims to publish Articles on Values and Qualities as relevant to the field of Management Education and practice. Articles have been invited from Industry Experts and Mentors, Alumni, Faculty and Students.

For Private Circulation Only
Some pictures have been taken from Google Images.



The cover image reflects how Management graduates are spread all over the world and yet connected by a common thread of Shared Values.



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MESSAGES

INVITED ARTICLES

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DAYALBAGH EDUCATIONAL INSTITUTE
(Deemed University)

Prof. P. K. Kalra
Director

Dayalbagh, Agra



MESSAGE FROM DIRECTOR, D.E.I.

The Dayalbagh Educational Institute envisages a vision that believes in excellence with social relevance, imparting values-based and quality education, with the objective of reaching the last, the least, the lowest and the lost; contributing to the nation and the community.

It is a matter of joy and pride that the institute has been ranked 63rd in the University category, 69th in the Engineering category and 90th overall among institutes in India in National Institutional Ranking Framework, 2018.

It is gratifying to acknowledge that the Department of Management, Faculty of Social Sciences is organizing an Alumni meet, M.I.L.A.N. (Management Interaction for Learning, Assisting and Nurturing Generation Next) on April 6th, 2019. The Alumni meet is a channel that facilitates the much-needed close ties between alumni, students and the Institute for a pragmatic and mutually enriching experience.

I wish the organizers of M.I.L.A.N. the very best for all their endeavours and the event a splendid success.

Prof. Prem K. Kalra

Director, D.E.I.

April 04, 2019



From the Editorial Desk

It brings us great pleasure and joy to note that the Department of Management is celebrating MILAN 2019. Established in 2006 as a separate Department in the Faculty of Social Sciences, rapid progress has been made in various fields like teaching, research, projects and consulting.

The programmes offered include BBA, BBA (HONS), MBA (Bus. Mngt), B.Com/ B.Tech/ BBA - MBA Integrated, MBA (Agr. Mngt.), M.PHIL, PhD, PG Diploma in Urban Planning and Management, and B.VoC in Banking and Finance. In 2019, a BBA (Logistics) is being introduced, to provide students with better opportunity in the field of logistics in collaboration with LSC (Logistic Sector Council).

DEI has also embarked upon VISION 2031 looking 20 years ahead. Under this VISION, the Department of Management has set a bold agenda for itself. The key features of the program include:

1. Improve placements in terms of quality and quantity
2. Introduce case oriented pedagogy
3. Enhance research output
4. Increase research and consulting projects
5. Increase the number of management and faculty development programmes
6. Seek new MOUs with foreign universities and corporate

We seek your co-operation and support in accomplishing these goals.

We would like to thank all the authors who have submitted articles and especially Mr. Shabd Vaish, who has continued to expend valuable energy in designing the current edition.

Congratulations and a big appreciation to the organizers of MILAN 2019 and to everyone who is a part of it.

— The Editorial Team

CONEXNS 2019





A STAKEHOLDER VIEWPOINT ON THE CO-OPERATIVE MANAGEMENT INTERNSHIP PROGRAMME @ DEI

Prof. Shalini Nigam and Dr. Purnima Bhatnagar
Department of Management, DEI

The Co-operative Management Internship Programme was instituted as part of the Masters in Business Administration course at DEI in the year 2012, to enhance the work skills and alacrity of students. It completed 7 years in 2018. The present article provides a view of various stakeholders of the programme, defined specifically as the Institute, students and Industry mentors.

According to Prof. Shalini Nigam, the Head of Faculty Training and Placement Cell, "The Co-operative Management Internship Programme gives an atmosphere for enhancement of student learning, preparing them for corporate employability".

Industry feedback is sought on a 5 point rating scale on 13 parameters – 10 non-technical and 3 technical. The 2018 batch of 85 regular MBA and 19 Integrated MBA Co-op students scored well as a group on attitude and passion (with scores greater than 4.5 out of 5). A scope for improvement was observed in the mid-semester ratings on technical skills, corroborating the proposition that the internship programme fulfils a very

important need in enhancing the applicability of technical and functional knowledge for the students.

See Figure 1.

At the completion of the internship programme, feedback was sought from the students on their return to campus. 95 students responded to the survey. Since most of the questions were based on likert scale, the modes of the responses were taken into account to arrive at the most frequently occurring score. The students gave a rating of 5 to understanding their role in the organization, and being

able to learn continuously to improve their performance. They also felt valued as interns by the organization and vouchsafed that their industry supervisor and faculty mentors were available at critical times to help them. With respect to the work environment, the student interns gave positive feedback about it being supportive, encouraging creativity and innovation, and promoting team work. They observed that they had access to requisite technology. It was also observed that employee relationships with management were based on trust, cooperation and open

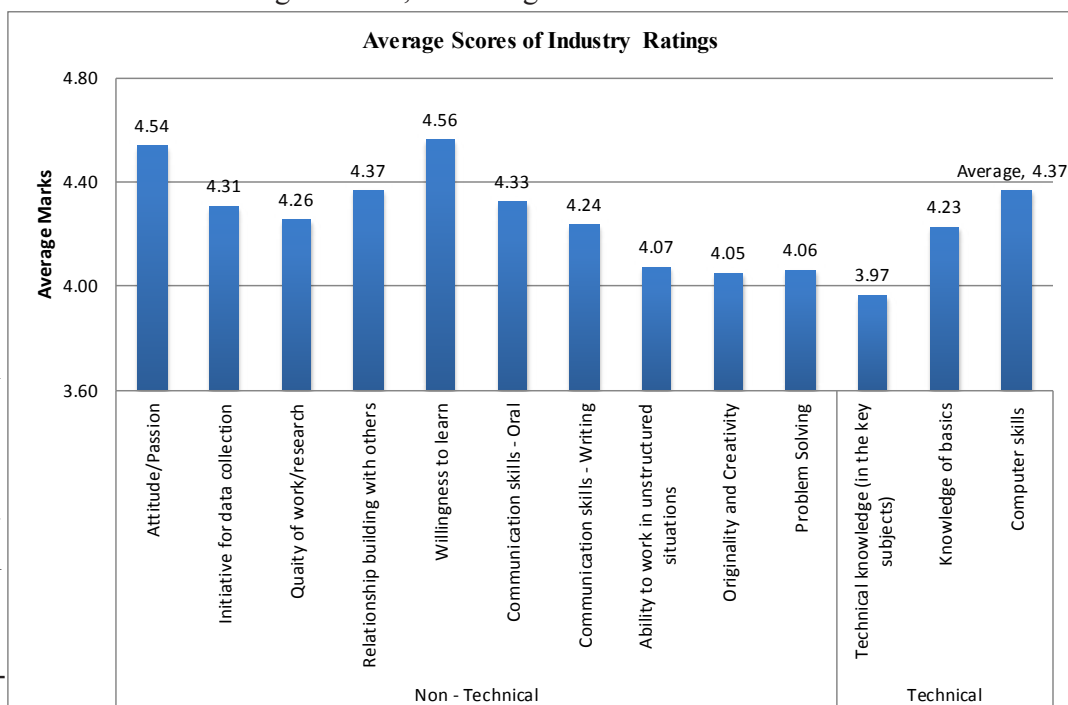


Figure 1: Mid - Semester Ratings of MBA students

communication. This helped them in holding themselves accountable towards meeting the targets and objectives.

A mode of 4 was received for the statement: "The curriculum of the course (MBA) is appropriate with respect to Co-op internship", which belies the belief that the co-operative management internship programme adds value in the lives of the student community. 42 students out of 95 received full time employment roles from the organizations where they had interned. Significant reasons for not taking up permanent roles after internship have varied from mismatch in salary expectations, location constraints, wanting to complete the MBA regular studies, and a desire to pursue higher studies. 1 student wanted to open his own business. Other reasons include looking for a better brand to work with, sector and functional preferences as well as perceived stability of the organization they had worked with. While the internship to hire model is yet to become a preferred mode of hiring for the DEI community, the students have by and large had a learning experience. Some of the student feedback is encompassed below.

"My experience in IFB was very memorable and distinct as it opened me up to employee engagement programmes and provided me with an environment to work responsibly and freely". - **Kanika Agarwal**

"It was an enriching experience for me as I got to learn a major software-SAP in finance. The journey from making its SOPs to actually working on it was much satisfying, making me leave a mark on my education as well as my personality." **Deeksha Jain**

"There is nothing comparable to a real world experience! Working as a sales intern at MSUPPLY. COM has been a great journey. It prepared me in a number of ways ranging from office etiquettes, to gaining knowledge of sales in different markets, to achieving sales targets and deadlines by implementing my formal education." - **Aayush Sharma**

"I think the curriculum must be improved in respect of assignments being given to students during training as this leads to lot of chaos in completing the daily task of organisation, also it gives a negative impact of our working to the immediate boss." **Krishna Khandelwal**

"I would like to suggest that for the benefit of all interns, we must make a common platform for all our alumni as well as present working students. This would create a strong relationship between college disciples and students and teachers and would create more future opportunities for coming batches students." **Vipin Gautam**



MANAGEMENT LESSONS IN DAIRY FARMING

Prakhar Mehra
(Batch of 2002)
Manager, RSS Gaushala, Dayalbagh

During my journey into the corporate world and before landing up here in my final role it appeared as if I was by design introduced to practical management principles which would come into the foreground to help me in my hour of need.



The journey which started in 2003 once we passed out of our MBM programme could become so adventurous and full of learning was least known to me. Getting into the dairy sector and spending over 14-15 hours with a herd of 1100 cows was not what one had on mind while applying for jobs fresh out of DEI. However, what stood by me were the strong fundamentals of management.

Dairy sector, especially animal husbandry, unlike any other sector is full of action. Few may compare it with Agriculture, but it's a bit more challenging and action packed. In plantations we can still take a day off, when it's raining or the crops are growing. Whereas living with cattle can make toughest muscles bend. During my journey into the corporate world and before landing up here in my final role it appeared as if I was by design introduced to practical management principles which would come into the foreground to help me in my hour of need. The starting point when entering the dairy farming sector was to unlearn

all that was learnt in banking and in the corporate sector and learn things from a scratch. This continues till date and the learning just never ends.

1. There is no Shortcut to Hard work

In dairy farming there are no shortcuts! The cattle just don't let you rest. You eat when they have eaten, you drink having ensured they have good water to drink; you sleep when you have made them safe from climatic stress. Dealing with large teams under a community participation model wherein people don't work for monetary gains is quite a challenge. Moments come when there is no one around and you have to work at all levels right from the shop floor to taking managerial decisions.

2. Work is the best medicine

It is proven that no one has fallen ill by doing work. Once you enjoy it, the same work heals you. Living with the cattle calls for your being on the ground where the action takes place even when you may feel a bit tired. But

once you hit the floor the body revives. Throughout the day activities take place impacting the breeding, feeding and health of the cattle over a short and long term span. Most of my ideas come when I am cleaning the road or chaffing fodder on the machine carrying a palli (bundle) of bhusa (hay) on my head.

3. Right man on the Right Job

It is very critical to have the ability to identify the strengths of your human resources and use those strengths for the benefit of the organisation by deploying them for the tasks they are best suited with. In addition it becomes also very important to ensure that they get a good healthy work environment and do what they are supposed to do. Problems arise when we suddenly shift people from one place or task to another to fill up the blanks.

4. Asking the Right questions

We all agree that we have to be very professional when we work. We get to interact with our subordinates for few critical minutes during the day. It is during these critical interactions that one must have the ability to ask the right questions. Unless we ask the right questions we cannot guide our teams in the right direction. It is an art to ask the right questions. Having asked the right questions you can sense that the team starts reading your mind and presents the correct facts to you even before you ask for them.

5. Ability to define your problem on a business card in an elevator

Most approvals are received from seniors when you can tap into them by presenting your problem in short and simple manner. Also when you go with a problem it is expected that few solutions are also in hand. Seniors



always appreciate problems being presented along with solutions. This accelerates the pace of work manifold. Driving change in dairy farming by understanding the present problem, working out solutions in advance has been very critical for me.

6. Algebra of Success

Planning, execution & monitoring are important. The execution gap is the biggest problem faced by any management. A good plan needs to be well executed on the ground and monitored at all stages. Any variable going into the negative can take you away from success.

7. The first revolution of the wheel

The first revolution always take a lot of effort and time, which reduces in the second, then third and by the fourth or fifth revolution momentum picks up. This is a catalyst for change. Many a times one gets disheartened in the start when things do not happen the way we want them to, but as revolutions take place, things start falling into the place.

8. Exception Management



The role of a good manager is to have a pulse of the each activity. Knowing the weakest link and those few tasks which can go wrong or need more attention is critical. It is these areas which need more of your attention and energy. Spending more time & energy on tasks which are as such working on an auto-pilot mode is futile.

9. Pareto Principle

The 80:20 principle i.e. 80% problems

due to 20% causes works wonders in dairy farming. 80% diseases caused in milking herd are due to 20% of the problems. This is addressed by homeopathic treatment of the herds. 80% milk production is received from near 20% of the cows. Proper care of the high performing cows enables improvement in milk yield.

10. Pluck the low hanging fruits first

Many a times we run for long term solutions and miss out on the short ones. It is important to prioritize the low hanging fruits for quick wins. Small initiatives like arranging



adequate and clean drinking water, improving ventilation, reducing climatic stress, making feed available make equal impact on milk production as much as long term breed improvement.

11. Marathon vs. 100 m dash

Dairy Farming is a marathon which you have to run for a long distance and conserve your energy. Not a 100 m dash that in few seconds you burn out completely. One needs an eye for detail and have a sixth sense to be able to make out what is wrong in this picture, what can go wrong and what else needs to be done to improve things further.

12. Slow Progress

Rome was not built in a day. Accordingly working in a herd with births and deaths happening constantly, all that one ensure is that this year be better than previous year and next year be better than this year in terms of four key pillars of Breeding, Feeding, Health & Facilities management for the cattle. ▴



It is always exciting to read business news and learn terms such as 'unicorns', multi million/billion funding and dizzying valuations of companies. Such news motivates and spurs young budding entrepreneurs to take the plunge. The tenacity in management students is certainly higher than others but they are not the only ones. The journey of entrepreneurship is alluring and more often than not an ignis-fatuu to affluence in a short span of time.

As an entrepreneur for nearly 15 years now, with moderate success and a fair share of failures, I often get approached by youngsters for tips to commence a business and it usually leads to a question - How do I raise money for my venture? This slapdash phenomenon has become incessant over the last few years. Hence I share three important and simple pointers to help budding entrepreneurs take the plunge irrespective of whether they have money or not.

1. Be inspired but punctilious

When one reads stories of success of entrepreneurship, they usually surface after the entrepreneur has put in a lot of effort beforehand (remember the PDCA cycle? Add an O - Observation to make it OPDCA cycle). This is something that every entrepreneur should do. This would ensure that

you have three important ingredients beforehand:

- Vision
- Failures of others
- A detailed plan

These three ingredients will help you in the execution stage of your venture.

2. Believe in the idea/product/service

Risk taking is a part of entrepreneurship. You need to understand the industry you want to be a part of. Tony Hsieh, the founder of Zappos, once said, "Don't play games you don't understand, even if you see lots of other people making money from them." Truly understanding your industry is the key to success.

If you know the industry or product, and you believe in the offerings you bring in and will not be ostensible to both, clients and prospective investors.

3. Money is important but not necessary

This is probably the most important point that budding entrepreneurs need to understand. If you have done the first two points mentioned above diligently, then kick-starting

your venture is relatively easy. If you have access to funds, the chances of your success are higher. If you do not have access to funds, you could and should start small. For products, you could begin with trading and getting an order first. For services, you can pitch to clients. For aggregators, your experience of working with technology would help. Once you have a working and profitable model, finding funds for scaling are easy. Four important ingredients of money are:

- Spend wisely
- Invest in people and technology
- Avoid early capital expenditure
- Save profits for reinvestments

There is a lot more to entrepreneurship but the above should help you start your journey with relatively higher chances of success. ▲

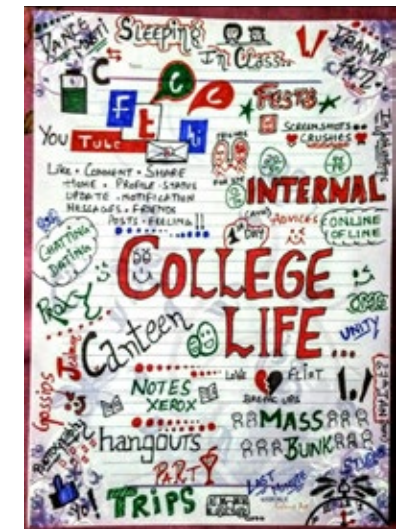
A New Learning Unlearned The Past?

Swati Bhalla (Batch of 2011)

I have had a very invigorating life so far. Eight years since I left DEI, four promotions to show a successful vertical journey up the corporate ladder, burning the midnight lamp, with zero social life, I am what one would call a high-flying executive with a fat pay cheque and a team of seven people, who (hopefully) love to work with me. I have developed a respectable reputation as a working professional and this leads me to my dilemma. Attending training at a premier institute recently, I learned that to be successful, one has to be ruthless, aggressive and exhibit no empathy in the workplace. What a stark contrast to the value system taught at DEI! When we talk of a better world, do we believe it can be based on uncompassionate and ruthless servitude to the profit motive? The dissonance that one feels is evident in relation to the happiness one gets in serving. The question then, that I would like to ask is why one needs to deviate from one's core value system to succeed? ▲



SWEET MEMORIES OF DEI



Sanjeev K. Dagar (Batch of 1994)

After completing my B. Com., I secured admission in AMBM in DEI. I was an average student with not a very good command in English but was very sincere in my efforts to learn and improve.

During my MBM programme, I came across different people from various fields which broadened my attitude towards life. I always behaved in a friendly and helpful way with everyone who needed my help.

I remember having stage fear because of my not-so-fluent English that made me nervous while giving seminars. My teachers and friends supported and encouraged me a lot to help improve my public speaking skills.

We used to skip classes; especially the Operations Management class. Bhaanamal's shop used to be our meeting and discussion point. My dream came true when I won the gold medal for our faculty in 5,000 and 10,000 meters race.



According to me, childhood and college life is the most enjoyable, lovable and memorable phase of our life that creates many nostalgic and immortal memories for us. And yes, the period

I spent in DEI has been the best phase of my life. It is only these sweet memories of DEI that have enabled us to remain connected since then. ▲

SUMMER OF '94



Malvika Varma
(Batch of 1994)

They asked a write-up from the alumni
Of days spent together in DEI
So that it could be shared with the next batches
And in some way inspire and motivate the fresh catches.

And as I sat to pen my thoughts
With the 'Gully Boy' hangover still fraught
I couldn't help but use poetry instead of prose
To describe the people & place, which to my heart is so close.

Looking back I realize I've no recollection of my class
And it still surprises me how with flying colours I could pass
Despite bunking and pursuing all other interests except studies
And believing the *Bhanamal* shop was the best place to hangout with buddies.

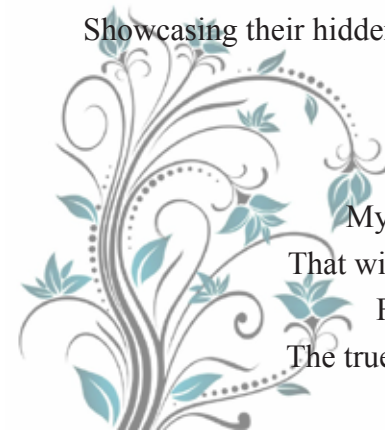
Since we were the third batch of a newly designed course
Operations Management, with its *dx* and *dy* was a reckoning force!
I remember enjoying the Strategic Management & the Pittsburg teaching methodology
Brought to us by faculty trained and excelling in adult pedagogy.

We couldn't wait to pass out and test our wings
Little did we know of the corporate world and its mood swings.
However the values inscribed on the REI walls
Of Beauty, Duty, Temperance & Humility
Came to our rescue and amongst all enhanced our credibility!

And as we grew, we kept alive in us the child
Even though we'd scattered far and wild
Not just in India, but Canada, US, Kenya, China and Dubai
And over the years touched professional pinnacles high.

Suddenly we were connected by WhatsApp, courtesy the China man
A connection which broke all the previously repressed feelings' dam
With all of us interacting more genuinely and bringing our personalities to the fore
Making us stronger friends than we've ever been before.
The trendsetting Academicians, Engineers, Accountants and Management hot-shots
Showcasing their hidden talents as Painters, Travellers, Bakers, Home Makers and Poets of all sorts.

And as I reminisce about things past and now
I marvel at the way we've blossomed and how!
My piece of advice to you all for life is to follow your bliss
That will keep you going and never a moment of fun shall you miss.
For sure that's what will get you accolades and friends
The true magic of our beginnings is - that they never know our ends. ▲



Continuing the Legacy Forward...

Avina Mathur (Batch of 1994)

Wow! It makes me nostalgic and really hard to believe that 25 years have passed since the completion of my MBA. The journey of my college life has been a bit different from other batch mates. I was married and carrying my first child when I took admission in MBM programme. Thus, it was difficult for me to finish my studies with flying colours. I was so blessed to have a caring family, good friends and supportive teachers with me who not only motivated and helped me, but never made me realize that I am sail-

ing in a different boat. They made me feel really special when I came back to college after having my beautiful baby girl, named Arshita. We all used to go together to watch movies, for parties and even bunked classes. The beautiful bond of friendship continues with my batch mates and we feel like we all have our extended family in each other. The teachings of DEI have made me a fighter in life. As soon as I passed MBA, I secured a challenging Marketing job in 'Coca-Cola' company. I remained in that line for 15 years and

then I got an opportunity to serve in DEI as MBA mentor in Ellora Distance Education Center. I found it the best way to contribute to the esteemed institution that has not only made me a successful entrepreneur (as I am running my own girl's hostel; Meher Girls' Hostel) but also a complete human being. I can say proudly that I am trying to continue the legacy of DEI by training our young MBA students. ▲



TRANSFORMATIONAL EXPERIENCES

Dr. Yogita Narang (Batch of 1997)

In the MBA course at DEI, one receives unparalleled life's education, a stepping stone into one's career, and endless opportunities to develop skills. In 1997, I distinctly remember my project work on mobile telephony, which was symptomatic of the impending transformation of the telecom space. This is similar to the change that we as students underwent at DEI by developing a commitment to quality, practicality and value systems. Looking back, I know I spent my time here on something which continues to move me deeply. ▲



DOWN THE MEMORY LANE.....

Priya Singh (Batch of 1993)



I remember the exact moment when I learnt in 1992 that I had been admitted to the Masters in Business Management program at Dayalbagh. I was elated since I earnestly desired to study in this Institute. With the course in its second year, the batch size was small and the students were like a closely knit family. The Institute helped me to develop the values of humility, compassion, courage, hard work and sincerity, to name a few.

Once in the corporate world, I appreciated the true value of this course which helped me to cope with the tests of life, in perceptive, rational and sensible way. ▲

ALUMNI RELATIONS AT DEI

Prof. Sanjeev Swami (Coordinator - Alumni Relations Committee, DEI)
Dr. Sumita Srivastava (Incharge - Alumni Portal and Annual Alumni Newsletter, DEI)

Alumni play an important role in the growth of an institution. They serve as the strong support system to their alma mater. This not only benefits the stakeholders of the Institute but also the society at large. Alumni associations at Dayalbagh Educational Institute have a very broad and holistic perspective. Alumni considers both the university graduates and the other students who have been associated with the institute at any level at any point of time since 1917. The institute had its first alumni association which was formed in the year 1926. The name of the alumni association then was 'REI Old Boys Association'. After approximately 50 years, this was made defunct and 'DEI Ex-Students Association' was formed in the year 1978 which was further re-constituted as 'Dayalbagh Ex-Students Association' in 1995. After 10 years of its existence, this association also got dissolved and 'The Association of Alumni of Dayalbagh Educational Institutions' came into existence in the year 2005. Apart from this, alumni have been actively associated at different departments and faculty levels and their interactions have yielded successful organization of alumni meets on a regular basis. Annual alumni meet organized by Alumni Welfare Association, Faculty of Engineering and Department of Management Interaction for Learning Assisting, Nurturing Generation Next (MILAN) organized by Department of Management are such regular alumni events hosted at the Institute. Apart from formally constituted alumni associations, alumni have contributed passionately for the initiatives of the Institute. DEI - Volunteer Group (DVG) is one such group of alumni and friends of the institute which has partnered with the Institute since the last few years. A large number of alumni and friends of DEI are also supporting its

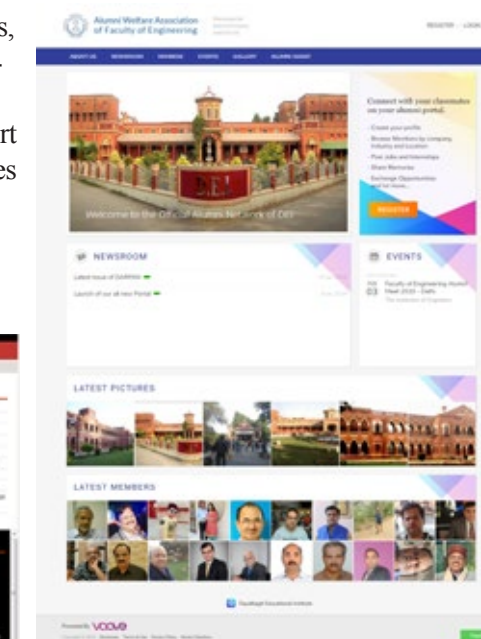
off-campus activities in various roles. Most recently, in order to provide a direct interface of the alumni with DEI, an alumni relations committee was recently formed in the Institute with representatives across various faculties and colleges of DEI. This committee launched the annual alumni newsletter - DARPAN (DEI-Alumni-(Re) Connecting-Partnering and Networking) on January 1, 2018. In addition to this, with active support from Alumni Welfare Association, Faculty of Engineering, a centralized alumni portal on DEI website was launched on February 3, 2019. The portal has been launched with the objective of strengthening social and professional networking amongst alumnus, sharing jobs and internship opportunities for the current batches, creating expert groups for counselling and mentoring students in upcoming areas of technology.

Ever since the formation of the first alumni association in the year 1926, the alumni of the Institute have partnered with the Institute physically, emotionally and financially (तन, मन, धन). They have contributed through three main functions, namely, advisory functions, brand building functions and fraternal functions. Under advisory functions, alumni support the Institute by providing student services like mentorship, counselling, guidance, governance, event management and resource mobilization. Under brand build-

ing functions, alumni support the Institute by strengthening the communication with all the stakeholders of the Institute and the outside world. Fraternal functions of the alumni association include the physical and emotional presence of the institute and its members. The Institute has already embarked upon an ambitious plan to achieve its Vision 2031. It plans to have a highly scalable expansion to make a significant contribution to the society by providing affordable and quality education to the least, last and the lost. The estimated numbers of students in DEI are projected to go beyond 30000 by the year 2031-32. This will require huge resources in terms of teaching faculty, industry mentors, learning associates, not only in India but also from abroad. Alumni of the Institute are committed to continue to shoulder this responsibility with the Institute. DEI is looking forward to the continued support of its alumni in achieving its mission and objectives. ▲



Link to Alumni Portal on DEI website



Snapshot of Alumni Portal

LESSONS OF A DECADE



Roohani Nayyar
(Batch of 2009)

The job: it's the fastest aspect of our life. It will make us laugh, cry, feel proud and satisfied. We usually think that life begins after college and perhaps for most people that may be true. I have overheard many people discussing endlessly about how they are not sure if they learnt anything in college, if they apply any part of their education at work, and if it was even worth the effort. But if my last decade out of DEI has taught me anything, it is that the lessons were not just in the books. The concept of consistency and routine builds discipline. The idea to empower and not compete shapes a leader. Sincerity and the will power to learn from anyone – young or old –

creates resilience, and of course hard work is unavoidable – just like that YouTube ad you really want to skip but can't.

I have often surprised myself in the simplest and severest situation at work and otherwise. The post-DEI decade has been a thrilling ride. I studied in one of the best graduate schools in the world. I have been awarded some of the most prestigious accolades in the Industry. I have worked with and learnt from some of the top business people and it has always come back to the very lessons I learnt here in DEI. Because my education here shaped my responses and experiences that came thereafter. ▲

FROM AN MBA IN FINANCE TO CONTENT MARKETING INTERN

It was in Class IV that an idea struck my mind - that of being a writer. Being an avid reader I consistently maintained endless diaries and boasted of my dream to everyone. Growing up amidst all this, I ended up graduating with a degree in Bachelors of Business Management (BBM). Consequently, I went ahead with MBA in Finance, but life has strange ways of showing you the mirror. Eventually, I came across an opportunity for content-writing internship. I knew this was my calling!

How Niswey Happened?
As a requirement for my MBA, I had to do a 6-months on-the-job intern-

Simran Sakshi
(Batch of 2019)

ship in any organization. While I kept applying for campus placements in finance companies, I was continuously searching for a content-writing internship. One day, an email popped up from Niswey for a role as a Writer, to which I applied immediately.



Fortunately, I got much more than I anticipated as a Content Marketing Intern. Amidst content and life sessions at Niswey, it was tough to decide "What after this?" Although I had plans, I wanted some more learning and experience. My joy knew no bounds when I was offered a pre-placement offer at Niswey. ▲

REINVENTING TALENT ACQUISITION



Avinash Singh
CEO of SystemGuru Inc.
Managing Partner of Destar Inc.

Every company in the current fast evolving technological and social environment is facing a rapidly changing market of customers and competencies. Customers are becoming more and more digital and demanding. Companies are increasingly turning to agile structures to foster collaboration, innovation and driving efficient, digital innovation. These trends, in turn, are leading to a hyper-demand for a completely new set of talents which not only bring the required technological skills but also have the ability to adapt very dynamically to much disruptive changes. The war for talent has reached a peak level not only due to these changes. The large number of millennials (those born between 1981 and 1996) who now

form the fastest growing generation in the workforce, are also accelerating some of these new shifts. The professional aspirations and social needs of this group are very different from past generations. They are much more technologically savvy, much more mobile, less risk averse and strongly believe in leading a balanced work-life. This also makes them more open to frequent job changes.

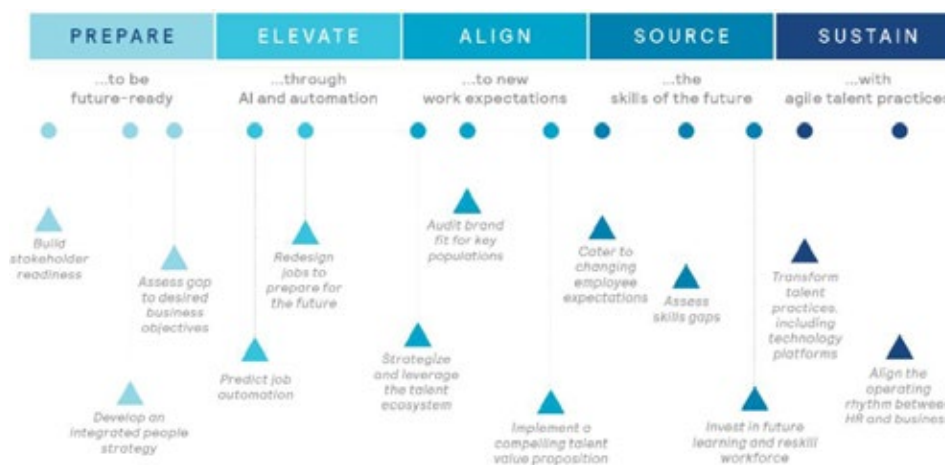
All of this is requiring organizations to completely re-invent their approach to talent acquisition. Soft and social skills now form a much larger part of the selection process as hard skills – both functional and technical - are found to be transient as the constant evolution of technology and automation requires a much higher aptitude to re-tool and re-skill periodically.

To be able to cater to this very diverse and broad set of skills required, or-

ganizations are aggressively leveraging technologies such as AI (Artificial Intelligence), ML (Machine Learning), RPA (Robotic Process Automation) to deliver the required talent much more efficiently. Big Data is playing a large role in taking data driven decisions based on people and social analytics. These AI and social technology tools are allowing for deeper segmentation of candidate pools and the ability to make hiring decisions in a hyper-personalized way.

The break neck speed of technological advancement is helping drive efficiencies which include cutting time-to-hire by one-third and optimizing focus on identifying more "customized" candidates. Behavioral profiling through "role play" etc. is now also a part of the recruitment process to ensure the required soft and social skills. Staffing firms have evolved into much more mature businesses to cater to these demands from their clients. There is an increased appetite for contingent workers from organizations to be able to address short term talent needs and synchronously workers are more open to taking contract assignments enabling them more flexibility as well as wider exposure to different technological and work environments.

Effective and multi-channel talent acquisition is now considered a significant competitive advantage and the very survival of companies depends on how progressive and proactive they are in addressing their evolving workforce needs. ▲





JUGAAD

AN INDIAN WAY OF INNOVATION

Palak Malhotra
(Batch of 2019)

Students of MBA presented a poster in the 41st *National Systems Conference on Super Intelligent Machines and Man*, held on December 3rd, 2017 and received the “Best Poster Award”. The topic for their poster presentation was “Jugaad - an Indian Way of Innovation.”

The phrase, ‘Jugaad Innovation’ intrigued me a lot. *Jugaad* and Innovation are two very different concepts and we don’t find them

complementing each other. The word, ‘Jugaad’ has found its way to the Oxford dictionary. Due to scarcity of resources people are forced to meet their needs in a flexible and frugal way and this is what we call *Jugaad*. We see *Jugaad* all around us. From giving missed calls as desired signals to our friends and family to buttermilk made in Punjab in washing machines. Using AC water in inverter’s battery to using cardboard pieces in windowpanes to beat the summer heat. Indian villages have become a hot bed of innovation, as its people develop inventions out of necessity like using motorbike to spray

pesticides in the farms to making shed from tin that can provide cool shade in the summers. In a business context, Jugaad is a “frugal, flexible, and inclusive approach to problem-solving and innovation.” So says Professor Jaideep Prabhu, author of *Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth*.”

Thus, we as the future managers must think of ways of implementing the concept of *Jugaad* in our management, not in any sense that hampers efficiency of our people but to fight the growing scarcity of resources. ▲



TASTES OF

L I F E

You will definitely become great
Just watch and wait
It is not in the hands of destiny and fate
But it is your actions that can create
Past is past, focus on the future
Forget it, you have many things to nurture
You will attain success because life is a teacher
Ups and downs will be your preacher
You might not become what expected
You might not be the one who get respected
There might not be a day in which you have rested
Everyday you are being tested
In a race some are in front and some are at back

Paawan Prakash
(Batch of 2019)

You have to run even though you crack
Just remember this is a mere track
You can win this thing even if you lack
You lose, you trip, you fall, and you flip
Do not hold too tight, you will lose your grip
Do not take strain or else you will be in pain
You won’t fall even though you slip
It’s not about how high you go

It’s not about how fast you flow
It’s not about how beautifully you glow
It’s not about how much you earn and spend to show
Life is bigger than what you have thought
It is full of struggle and everyone faces a lot
Do not waste time as it cannot be bought
Once gone it won’t come back as life is short
So feel motivated, stay elevated
For sure success will come, but maybe belated
You will regret what you have wasted
Enjoy what you have and what you have tasted. ▲

GLIMPSES INTO THE PAST



Alumni Friendly Football Match



Ms. Shahabi Owaisi (centre) Interning at The Oberoi Amarvilas



Classroom Experience



Reflections on Improving Selection Chances in an



V Prem Swarup

B.Sc. Engg. (Agra), MBA (IIM-B)

(Ex-Head of People Development SRF Limited, Gurugram)

Almost all MBA students are looking for securing a good job in a professional organization and want a good salary, a challenging role and a good location. Unfortunately, student's expectations do not match the outlook of the recruiting organizations, who look for Capability (talent), people who will perform within a month of joining, is ready to work in any location and willing to take on challenging roles. It is important to understand what capabilities get one selected for a job?

Capability gets observed in one's knowledge, skills, attitude (KSA) and motivation, which together may be called Achievement Orientation (AO), in different stages of the interview process. An excellent impression in any of the steps can lead to selection.

To take an example, I was interviewing a student in MDI Gurgaon in 2001. I asked him "Why you wish to join SRF?" His answer was: "Sir, SRF is my dream company and I have been planning since the last 6 months to enter your organisation". Although we planned 15 minutes/per candidate for the final interview, but it was extended to 30 minutes, as he shared his deep insights on SRF on each and every detail of our balance sheet, our strengths, weaknesses, our competition,

our past financial crises, how SRF came out of the crises, what strategic mistakes SRF committed in the past that led to such a situation, and, how SRF is now moving into positive territory with bright future. He came with all documents that he had prepared on SRF. We could not find a way to reject him as he showed his great passion in achieving his goal with dedicated efforts (AO).

There are few tips that I would like to give young MBA's who want to make a difference, in their career and life. I would classify them broadly into four areas as below.

1. KNOWLEDGE

Most often, it is assumed by us that marks are an indicator of subject knowledge. Unfortunately, the system of assessment focuses on "memory assessment" and not in depth knowledge assessment of how it is applied at work place (KNOW-HOW) and know theory /conceptual thinking behind the application (KNOW-WHY). A student who is good in these areas, is supposed to be meeting industry requirements. For example, a student may very well define performance management in an interview, but the interviewer is interested in

understanding whether the student knows to measure performance, how it may be rated, problems associated with measurement in different industries. Therefore understanding the application of concepts is critical.

To increase the application orientation of concepts, one needs to study as many case studies and professional magazines in the area of specialization as possible, regularly interact with Industry professionals, visit industries to know the application side of theory, read newspapers which have professional section, carry own research on some topic in depth and attend guest lectures of reputed experts. These are some of steps to increase one's conceptual knowledge base, but, there are many more.

2. SKILLS

There are two kinds of kinds of skills, where mastery is needed. One is technical or functional skill, and the other is management skill. While functional skill is important for selection, but, it is secondary for new entrants in the organization.

There are certain "Management skills" that an organization expects from management students i.e. (a) communication & presentation skills

including English language skills (b) analytical (logical) skills and (c) leadership skills. While language skills are easily observed, other skills are inferred basis interviews and group discussions. I would like to rate English language skills as critical for success in selection. One needs to spend at least one hour a day in creating mastery over it. This leads to supporting one's communication skills and presentation skills. Those who are good in language need to display effective communication skills (ability to communicate in a way that meets the need of listener and achieves the intended goal of the speaker). Analytical skills get observed in the way data has been collected, analyzed, and, inferences reached in projects / assignments etc. Leadership skills, at student level is difficult to measure and some inference is drawn based on performance in group discussions etc

3. ACHIEVEMENT ORIENTATION

It is known that top speed of one's vehicle has a large correlation with horsepower. Similarly, capability of a person is related to achievement orientation. One can use an ordinary graduate and get better results than from an MBA, if his /her AO is better. While part of AO is innate but some part of it is acquired through relentless efforts based on well-chosen goals linked to some purpose and priorities in life.

A student, who decides to aim at A grade and makes sincere efforts, is more likely to get A Grade than another person who wants A grade but does not make adequate efforts. AO means Aim, Effort and Deadlines and measure of AO is seen in terms of results. If one does not make extra effort i.e. more than the best known competing student, than he or she is an ordinary person, who aims to jump 4 feet wide canal but achieves 3.7 feet while crossing the same. Visibility is directly related to goal attainment. My experience is that a person who makes efforts with a full

dedication is likely to succeed in 6 out of 10 situations.

Resume is the key document, a one page book, that one writes to describe one's skills, and it is a proof of Achievements Orientation. Traditionally, a resume was a document of demographic details of one's past academic record for personal use. It is now a document of significant achievements that indicates one's potential to an employer.

Perception about selection is formed on the basis of quality of resumes. Interviewers normally select student's basis their perception, although research shows that reliability of the Interview process is less than 30%. I still remember from college days, when I got selected in TELCO (Now TATA MOTORS) due to my resume. I was called to Pune for the final round of Interview along with IIT students who were selected in Campus in first round. (TELCO was not regular campus recruiter in the Engineering College at Dayalbagh during those days). I succeeded, basically due to well structured resume made under guidance of HR head of a company, which I mailed to their HR head directly. Actually I planned the contents of my resume right from the first year of Intermediate, so that my resume looked rich. I took part in more than more than 100 activities that filled my resume for getting a better job. I still have 75 testimonials with me.

The resume of a student shows his /



her AO, quality of projects, special assignments other than the mandated ones, participation and results in various competitions /games /seminars/

NGO activities. Resumes need to be planned immediately after joining MBA.

"Creating a Positive Perception Through Resume is 50% of the Job Done."

4. ATTITUDE

Core of an Individual's personality is Attitude, which is nothing but how one views the life and its events or the way of thinking and feeling towards others. Positive thinking leads to positive attitude and negative thinking is seen as a negative attitude. A person who ascribes his /her failures to external events or persons is likely to get rejected compared to someone who takes ownership for such events. Response to the question "Why did you get low marks in Maths in High School?" can be two different types as below:

- Paper was too tough and all students got low marks that year as many questions were out of prescribed syllabi
- I can admit that I failed to do adequate effort beyond the given syllabus.

The interviewer catches your mind-set /attitude by the way you answer your questions. Attitude has to be built carefully by design as one normally gets exposed to social systems, social media (print & digital) which thrive on building negativity as a way of life by default. You can watch any TV serial, read any paper and analyze the contents in terms of positive and negative learning's from the storyline. One would find that negatives fill more than 80% of such content. One acquires it unknowingly in the mind-set and it plays back when questions are asked. Finally your mindset on location preference and compensation seals the judgment on your attitudes in life. I have seen many rejected on last question i.e. "What is your expectation of salary" just because candidate stated very high expectations disproportionate to observed capabilities. ▲



THE FUTURE OF THE FINANCE FUNCTION & TECHNOLOGY



Vivek Kumar Gorakh
(Batch of 2003)

so that they focus on untouched areas like planning and analysis, collaborating with businesses for the growth of the organizations and much more.

Following technologies have a tremendous impact on the Finance Transformation in all the organization across the globe –

- Artificial Intelligence (AI) – Artificial Intelligence systems are capable of ingesting information and instructions, learning from interactions with human beings and responding to new situations and questions in a human-like way. In addition, AI complements technologies such as RPA, as it involves systems that do not just follow rules, but can recognize patterns, learn and adapt to new situations.

Many traditional bookkeeping tasks, the ones that everyone loves so much (not), are already being performed by AI. Accounts payable and receivable AI handles much of the work of initiating payments and matching purchase orders. Categorization helps accountants more quickly analyze broad financial trends. In health care, AI is used to analyze claims for thousands of accounts, pinpointing potential complexities in advance. Although transaction approval should be largely left to humans, experts foresee payroll, auditing and tax remittance being performed by AI. That is a lot taken off our shoulders.

- Big data/ advanced data analytics-

With the help of statistical methods and algorithms, previous years Financial data is analyzed and used to predict the future expenses and revenue when it comes to forecasting. In simple terms, with the help of advance analytical models, valuable information is being processed which is then used for the strategic decisions to help growth of the company. Predictive analytics recognizes hidden patterns so that the finance department can implement the necessary measures. Process efficiency and cost savings as well as incremental revenues are three of the main benefits of financial advanced analytics

- Robotic process automation - Finance functions are under substantial pressure across all industries but specifically in financial services sector, the major challenge with CEO/CFO is to reduce the cost and support decreasing margins, to improve speed, volumes and quality of information provided, to focus on delivery of value adding insights to the business. Robotic process automation (RPA) is hot topic in the Finance world currently and most of the MNC's are either evaluating opportunities to benefit from this or even going with the

first phase implementations. Few of the benefits from RPA can be –

- a. Cost saving by automating the processes
- b. Improve reliability, control, traceability and quality
- c. Optimized analytics
 - Cloud and SaaS - Cloud computing is rapidly evolving and finance executives, more than ever, are finding ways to navigate an unprecedented period of disruption and innovation. Cloud and software-as-a-service (SaaS) solutions now offer opportunities to transform system functionality and drive standardization in a faster, smarter way. Cloud-based infrastructure and cloud-based SaaS applications can:
 - a. Streamline operations - Cloud-based ERP, for example, can allow disparate teams to create and access the same data, which may enable quicker decision-making.
 - b. Reduce costs - Because organizations can quickly increase or decrease the number of applications they use, they only pay for what they need, rather than what they thought they would need six months ago. Maintenance costs can also be

cut because systems upgrades can happen automatically. Cloud and SaaS solutions may also avoid the need for costly and complex rationalizations of on-premise ERP.

- c. Provide greater flexibility - SaaS can help organizations keep pace with rapid developments in technology, such as new analytics tools, and help the function respond to fluctuations in demand. While these tools can provide significant opportunities to improve performance, they will need to be weighed against two key concerns.

- Prescriptive security - The nature and incidence of cyber risk is unique and changing without notice, meaning that typical approaches to risk management may not be appropriate. The potential sources of cyber threats and the attack footprint are impossible to eliminate, requiring organizations to be nimble in their approach to cyber security. More and more, advanced analytics, real-time monitoring, AI and other tools are used to detect potential threats and stop them before they strike. In the short-term, digital disruption may result in new risks and increased instability in the financial system, but

in the long term, prescriptive security may improve its effectiveness.

- Blockchain - A blockchain is a type of database that takes a number of records and puts them in a block (rather like collating them on to a single sheet of paper). Each block is then “chained” to the next block, in a linear, chronological order, using a cryptographic signature. Using a distributed ledger, it offers participants a decentralized record-keeping solution that is encrypted, digitally synched and shared across the network. Users can easily view and add information, similar to a Google document, but cryptographic safeguards prevent already stored information from being altered or removed. Few of block chain benefits are –

- a. Data would be published simultaneously, removing the need for the standard reporting cycles across statutory, regulatory and management reporting.
- b. Intercompany transparency and the opportunity for simultaneous settlement.
- c. Better accounts reconciliations
- d. Better maintain financial data standards

Executives across industries are getting serious about assessing and deploying technologies like RPA and artificial intelligence across their enterprises. It is only a matter of time before these technologies will become table-stakes in enabling more competitive offerings, and doing work better, faster and cheaper. Sitting still and waiting it out simply is not an option. Finance executives need to embrace this reality and see the new competitive world as it will be. ▲

*References –
Publications from Big 4
Latest Trends in Finance Industry*



The finance function has become much more than the old accounting and reporting role that we were all familiar with a decade ago. Leading global companies now, recognize the finance function as a strategic partner that adds value to management by bringing analysis and a unique perspective to allocation of resources and long-term strategic decisions. Now, organizations are investing in the latest technologies and automation, which are the two important areas of Finance Transformation.

New technologies and automation have reduced the work of finance resources

Highlights of Management Department



Conference on VALEDU 30 - 31 Oct 2015



Econometrics modelling by Prof. Karmeshu, JNU



Regional Investor Awareness Seminar - 13 Sep 2017



Visit by Prof. Ajay Pandey from Feb 21-22, 2019



Visit by Mr. Maneesh Pherwani from GE Healthcare



Visit to Organic Farm organized by Adjunct Prof of Dept of Management

Highlights of Management Department



MOU with the Logistics Sector Skill Council in December 2018



MOU with School of Planning and Architecture Delhi - May 2017



Green Belt Dec 19 - 22 2018 with PPDC MSME



Outreach activities by faculty members



Dr. Jaspreet Kaur being awarded for Best Paper Global Trends in Business & Sustainability Research at IIT Roorkee



Team Building activity for SEBI by Faculty Members and Students 2018



CELEBRATING 100 YEARS OF



With GH: India's Projection of its Soft Power in the Era of Globalization - Talk by Prof. Pami Dua and Prof. Anita Sharma



Entrepreneurship Room



Student Models



Consciousness Room: Students explaining EEG

EDUCATION IN DAYALBAGH



Workshop on Buddying Influences by Mr. Ritesh Batra



Cultural Programme



Department of Management Football team



Poster Making Competition on Consciousness theme

DEPARTMENT NEWS

ACHIEVEMENTS OF FACULTIES AND STUDENTS

2014

- Prof. Sanjeev Swami was awarded for Best paper in TRA2014 Transport Research Arena, Paris La Défense (France)
- Dr. Purnima Bhatnagar was awarded the Best paper in 3rd Annual Commerce Convention: Leveraging Business: Discovering New Horizons, Department of Commerce, Delhi School of Economics, University of Delhi

2015

- Prof. S. K. Sharma was awarded the Best Paper in International Conference on Business Research and Management Practices in Global Environment, at Alliant School of Management, Alliant International University, San Diego, CA, USA.

2016

- Dr. Jaspreet Kaur was awarded for Best Paper: Global Trends in Business & Sustainability

Research at IIT Roorkee and at the 39th All India Accounting Conference & International Seminar on Accounting Education and Research, Bangalore University

- 100 years of education was celebrated in DEI from 23rd to 25th September, 2016

2017

- Dr. Sunita Malhotra visited as Research Faculty at SCMC, IIM Bangalore
- Dr. Sumita Srivastava attended Stand-up India International Conference on 'Entrepreneurship and Women Empowerment' organized by The National Institute for Entrepreneurship and Small Business Development (NIESBUD), Ministry of Skill Development and Entrepreneurship, Govt. of

India

2018

- Prof. Sanjeev Bhatnagar was invited for a talk on :
- FDI in Service Sector in India' at the Department of Commerce, St. Xavier's College, Ranchi
- Ethics in Management' at Power Grid Corporation of India Ltd.
- Memorandum of Understanding(MOU) was signed with Logistics Sector Skill Council
- Mr. Maneesh Pherwani, General Manager, Educational and Professional Services, India and South Asia, GE Healthcare visited DEI in January



Dept. News Contd.

GUEST VISIT

- Mr. Shanti Swaroop Mokkalpati, Lead, Analytics Consultant, Strategic Management Office, Global Procurement, Abbott Labs visited and hired Co-op Interns for the first time

ACHIEVEMENTS OF ALUMNI

- Ms. Radhika Markan, Managing Director, H&K Rolling was awarded 'Outstanding Woman Achiever in Leadership Role' – ICWES 2017. This was the 17th International Conference of Women Engineers and Scientists



- Ms. Roohani Nayyar, Associate Media Director, Pattison Horsewell Durden was



awarded with:

Best Digital Media Manager (2017) – CMO Asia's National Award for Excellence in Digital Marketing & Social Media, Rising Star of the Year' - Exchange 4 Media's Media Ace Award, Young Marketing Manager Award (2016) – CMO Asia, Youth Marketing Forum and India's Top Digital Planner's Award (2016) – Business World & Digital Marketing Asia

WORKSHOPS AND SEMINARS

- Various seminars and workshops were organized on :
 - Better Worldliness
 - Shaping Young Minds through Financial Education by SEBI, AMFI and SBI Mutual Funds
 - Gender Sensitivity by Dr. Anjali Nigam, Consultant
 - Systems Techniques to analyze Traffic Management problems
 - Six Sigma Green Belt Certification by the Department of Management, MSME PPDC, Agra and the IIPC Cell of DEI
 - Hospitality Industry Orientation by Mr. Amit Pachauri, Head, HR of ITC Mughal Hotels
 - Job Evaluation by Mr. A.V.S. Raju, Formerly with SRF
 - Team Building and Communication by Dr. Purnima Bhatnagar
 - Marketing Issues in India by Prof Madhav N Segal, Professor in Southern Illinois University, Illinois
 - Econometrics modelling by Prof. Karmeshu, JNU

Burning the Midnight Oil



(Sitting from Left) Deeksha Jain, Dr. Purnima Bhatnagar, Shabd Vaish, Akasha Latif, Mohammad Omair

Conexns 2019 Edition in Progress...

Students on Editorial Board of Conexns 2019



Ms. Akasha Latif (L), Mr. Mohammad Omair (C), Ms. Deeksha Jain (R)



2019  dition