

CONNEXNS

COMMUNICATING OPPORTUNITIES, NEWS, EVENTS FOR EXCHANGE OF NEOTERIC SYNERGY

Celebrating



*years
of Education in Dayalbagh
(1915-2015)*

D.E.I. Morning Prayer

ALL GRACIOUS EVER MERCIFUL LORD!
THE PROP OF OUR LIFE!
WITH HEARTS FULL OF DEVOTION
WE PROSTRATE AT THY LOTUS FEET
HUMBLE AND GUILLESS
WE CRAVE FOR THY BOON,
WHICH GRACIOUSLY GRANT
SHOW THY GRACE AND SHOWER THY MERCY,
ON ALL THY CHILDREN, DEAREST LORD.

[Reference - *Hindi Prem Pracharak*, Dayalbagh, Agra,
4 February 2013]

Visionary Reflections on Education

“

*E*ducation, more education, education made perfect, is the only panacea for our country's ills and evils. With more of real education, I daresay, we can easily raise the general level of intelligence of its teeming millions, create, in its future generations, the habit of clear and deep thinking and of appreciating new values, and turn the acquisitive impulse of its people from its present direction to the direction of Truth.

”

— MOST REVERED SIR ANAND SARUP KT.

[Extract from *The Dayalbagh Herald*, Dayalbagh, Agra,
13 October 2009]

CONEXNS

PATRON

Prof. P. K. Kalra

Director, Dayalbagh Educational Institute

EDITORIAL TEAM

Prof. Sanjeev Swami

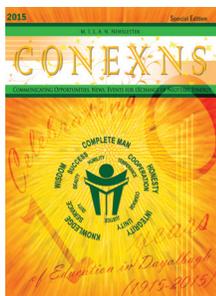
Prof. Shalini Nigam, Purnima Bhatnagar

ART & DESIGN

Shabd Vaish

Conexns 2015 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 Education in Dayalbagh enables individuals to imbibe different values to form The Complete Man, since the last 100 years.



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**DAYALBAGH EDUCATIONAL INSTITUTE
(Deemed University)**

Prof. P. K. Kalra
Director

Dayalbagh, Agra



MESSAGE FROM DIRECTOR, D.E.I.

In the auspicious year of 2015, when the Dayalbagh Educational Institute is fervently celebrating the glorious historic 100 Years of Education in Dayalbagh, it is indeed heartening to learn that Department of Management is bringing out the Special Edition of *Conexns* Newsletter to commemorate the momentous occasion.

We are all aware that D.E.I. has embarked upon a bold initiative, VISION2031, with the goal to become one of the top teaching-cum-research Institutes, in the country, as well as in the World. Our unique Educational Policy of innovative, comprehensive, inter-disciplinary and value-based education, that fosters academic excellence with holistic development, gives us the hope, strength and resoluteness to march towards the Vision. The mission objective of the policy hinges upon evolving a “Complete Man” (Total Quality Person) which conforms to the concept of Total Quality Management and is geared for transformation of India to a knowledge society. The hierarchization of education in Dayalbagh envisages a transcendence from *Aparavidya* to *Paravidya*, thus further transforming knowledge society into wisdom society.

D.E.I. distinguishes itself from other universities on some key parameters, such as high-quality education with affordability, outreach programme in remote and backward areas of the country, emphasis on Vocational, Distance and ICT-based education modes, research in cutting edge areas such as Consciousness Studies, Quantum and Nano Computing, and Theology, and Industry-Institute Co-operation and Co-operative



Education. In addition, in the recent past, the Institute has launched several new initiatives, such as, skill development programmes, on-campus pilot business launch pads to help students understand entrepreneurship, cleanliness drive, solar energy initiative, etc. It is underscored here that most of these initiatives are consistent with pan-India movements on the relevant ideas, and are, therefore, labeled appropriately as Skill India @ DEI, Entrepreneurship India @ DEI, Clean India @ DEI, Solar India @ DEI, and so on.

Thus, congratulating and wishing good luck to the Department of Management, Faculty of Social Sciences for their commendable initiative, I hope and pray that the Institute succeeds in realizing its mission objectives with the collaborative efforts of faculty, students, Alumni, friends and well-wishers.

Prof. Prem K. Kalra

Director, D.E.I.

January 12, 2015



FROM THE DESK OF THE HEAD OF DEPARTMENT

Dear Alumni, Students and Staff of DEPARTMENT OF MANAGEMENT,

On behalf of the department, it is my pleasure to extend warm greetings on the occasion of 100 years of Education in Dayalbagh. We all appreciate the unique thrust areas in which D.E.I. distinguishes itself from other universities. Some representative areas include highly affordable education, extensive outreach using ICT, vocational and distance programmes, cutting edge research in areas such as Consciousness Studies, Quantum and Nano Computing, Theology, Language Studies, Solar Energy Mission, Bamboo Technology, and Industry-Institute Cooperation and Co-operative Education, etc.

The Department of Management is committed to constant pursuits in this broader theme. Accordingly, the department has undertaken several new initiatives in the recent past, such as, introduction of Multiple-Entry, Multiple-Exit Options Model with programmes such as B.B.M., M.B.A. (Regular and Integrated), M.PHIL., PH.D. (FULL TIME), PH.D. (PART TIME, UNDER MoU WITH IIT DELHI), B.B.M. Distance and M.B.A. Distance programmes. Further, the M.B.A. program of the department has been re-positioned as a Cooperative M.B.A. (Co-op M.B.A.) program in active collaboration with cooperating industry. In future, the department also plans to make the M.B.A. program available as an online M.B.A. programme.

Once again, on behalf of of the Department of Management, I wish to place on record my deep appreciation for the editorial team of Conexns Newsletter, and urge all of us to further strengthen the Department and the Institute to achieve its goals.

Prof. Sanjeev Swami
Head, Department of Management,
Dean, Faculty of Social Sciences, D.E.I.
January 12, 2015





FROM THE DESK OF PROF. SHALINI NIGAM

Celebrating 100 years of Education in Dayalbagh A new initiative in Department of Management

Dayalbagh Educational Institute (D.E.I.) has been at the forefront of many new initiatives in the field of education. During the three decades of its existence D.E.I. has successfully implemented an innovative, comprehensive and value based education system. The value system is so pervasive in the roots of the Institution that no student can remain unaffected. Furthermore, interdisciplinary programmes, work-experience courses and core courses offer the students a broad perspective and an appreciation and understanding of fields of study those are outside their primary specialization. In addition to being academically sound, the students of the Institute also develop leadership qualities and the virtues of teamwork, dignity of labour, integrity, truthfulness, discipline, selfless service and hard work. The Department of Management has taken the initiative in launching 'Co-operative Education Internship Programme' in 2013. The model aims at development of 'employability skills' through the introduction of a 6 month industry stint as part of the course requirement. Co-operative education is a structured method of combining classroom-based education with practical work experience in the industry. It entails cooperation between Institute and Industry to produce trained professionals. This new programme is a reflection of D.E.I.'s unique, innovative, comprehensive and flexible education policy.

Prof. Shalini Nigam
Department of Management,
Faculty of Social Sciences, D.E.I.
January 12, 2015





REMEMBRANCES



Ravi K. Sinha
Executive Coach and Board
Member with Indian companies

“Unknown to me the culture of Dayalbagh seeped into my being in my formative years and has shaped my career and actions since. One learnt about discipline, physical fitness, team and hard work, simple living, personal integrity, voluntary work etc. All these helped in superior performance in business.”

The invitation from Ms. Purnima Bhatnagar to write an article for Conexns on the occasion of 100 years of education at Dayalbagh in 2015 revived nostalgic memories of the time spent in education at Dayalbagh starting with the Primary School and finishing with Engineering College (now Faculty of Engineering) in 1968, with a chancellor’s medal through some stroke of luck!

My subsequent career in business gave me the opportunity to be CEO of a large private sector organisation. The achievements that came my way had their foundation in the learning and sanskars (values) I had imbibed during my upbringing and education in Dayalbagh.

Unknown to me the culture of Dayalbagh seeped into my being in my formative years and has shaped my career and actions since. One learnt about discipline, physical fitness, team and hard work, simple living, personal integrity, voluntary work etc. All these helped in superior performance in business.

Waste nothing was a value that was deeply instilled. In business as in society the importance of this is self-evident. Lean Management is all about avoidance of waste and a person trained in Dayalbagh finds it easy to adapt to it.

The values of integrity and honesty have stood me in good stead. In

the short-term one may face some inconvenience due to these but my experience shows that these values are tremendously helpful in inculcating peace of mind and deep satisfaction with a life well lived. It is often thought that business in India cannot be conducted without resort to unethical means. I think this has more to do with our mind set and values and less with prevailing business climate. One of the most successful business launched by the company I worked for came about despite some unscrupulous governmental servants and competitors.

One of my most interesting experiences pertains to international environmental treaty on ozone layer protection known as Montreal Protocol. The year was 1987 when the treaty was first signed by several countries but India had not been a participant in negotiations. My company had





entered into a technical agreement to manufacture refrigerant gases which were considered to be harmful to ozone layer but were necessary for providing air-conditioning and refrigeration. The Indian Environment Ministry was manned by competent officials but without any expertise on this first-of-its-kind environmental treaty and with little technical knowledge about ozone related issues. Over the next fifteen years I had the good fortune of working closely with the Ministry of Environment and heading the Refrigerant Gas Manufacturers Association to spearhead the case of developing nations. This resulted in major modifications of the treaty to the advantage of developing countries and producers of refrigerant gases. The treaty was originally

drafted almost exclusively by the representatives of developed world and it was deeply discriminatory against developing countries. The changes were brought about in the teeth of opposition from developed world countries and their multinational companies who saw competitors from developing countries such as India and China as a major threat-which indeed turned out to be true! As I look back I recognize that deep rooted values absorbed in Dayalbagh helped in this extremely difficult and complex task. For example we made sure that our negotiating strategy did not reflect narrow interest of our association but the larger interest of the country and dealt with all parties with integrity and transparency. This helped in building trust with government officials, other

companies as well with delegates of other countries, particularly China. Our governmental delegation used to include us as virtual members of the official Indian delegation. China-recognizing the good work being done by Indian delegation-used to tag along.

I would say without any doubt that the extraordinary results in this case owed much to the values of hard work, integrity, cooperation and service that one learnt at Dayalbagh. Besides the quality of education this gives a great advantage to D.E.I. students in their career and life.

I wish the Institute great progress to become a leading university of the world and to show the way for centuries to come. ▲



Courtesy: <https://www.aima.net.au>

INTERVIEW WITH SHARMILLA KUMAR



**MANAGING DIRECTOR,
ACCENTURE, USA**

Sharmilla, thank you for your interview today. We hope your views will be of immense learning for Management Graduates at the undergraduate and graduate levels at D.E.I.

Q1. We would like to begin by first asking you for a brief comment on the highlights of your career which you consider as turning points and why?

Sharmilla Kumar - I started my career 27 years ago in banking with the private retail segment of a large multinational bank. As a young banker, I was rotated through multiple departments of the bank, exposing me to different roles that gave me a well-rounded perspective of the retail bank. Post a brief four year stint in Saudi Arabia; I joined GE India as their Corporate Training and Development Lead. In the 8 years that I spent with GE in India, I held a variety of roles in GECIS (now Genpact) in operations, transitions, account management, and most recently, in Sales as the Sales Lead in North America.

In 2013, I moved to Accenture as the Sales and Account Management Leader for their Communications, Media and Technology group and am currently a Health Sales Lead in North America.

In retrospect, I had two major turning points in my career. The first came when I returned from the Middle East and had the opportunity to work in Training with an ex Citi colleague who was establishing a leadership training firm. While I was doubtful at first as I hadn't ever done training in my banking career, I took this as a challenge and it opened many doors for me. The second was when Genpact offered me an account management role in the US. I had become a specialist in the back office and had never been exposed to

such a client facing, front end role. I believe my ability to excel in this role opened doors for me to larger opportunities within Genpact and now with Accenture.

Q2. Diversity is an important aspect of global firms today. We have many young women studying Management at Dayalbagh Educational Institute. There is a

“ I believe that as a woman, I have never considered any job to be ‘out of scope.’ ”



general perception and apprehension in the minds of many aspiring professionals that sales and marketing are not really suited to women as a field of work. As Director, Sales and Account Management, we would be grateful for your views on this perspective.

Sharmilla Kumar - I believe that as a woman, I have never considered any job to be “out of scope.” I believe it’s a question of making it work rather than limiting oneself to certain roles. To be successful in the corporate world, one has to be flexible and take on new opportunities that come your way in order to grow. I believe if you have a desire to succeed, you will find a way. My sales job involves extensive travel which is difficult to juggle while also raising two teenage kids. However, thanks to an understanding spouse and support structure, I have been able to make it work. Women have to try and make it work - it is unfortunate that great talent is lost because women back out of opportunities because they believe that certain roles are not right for them.



Q3. Would you also like to share your views on how you have managed the professional and personal aspects of your life, which could help our students prepare themselves for the future?

Sharmilla Kumar - Women in careers have to balance the personal and the professional lives, and it is no mean task. For me, I have raised two children while building a career. My husband is in the same industry and therefore understands the nuances and demands of senior executives. Both of us travel extensively but we work together to co-ordinate our travel schedules so that at any given time one parent is home with the kid(s). Instances when we are unable to do so, alternate support structures like friends and nannies have always stepped in to help. Women must believe that they can make it work, rather than giving up. Every time I am confronted with a challenge I ask myself how I can work around the problem. Certainly, it isn’t an easy task for a woman to balance home and

family demands alongside a career, but as they say “when there is a will, there is a way.”

Q4. Placements are important milestones that help students transition into work professionals. Would you like to share your thoughts on what aspects they should keep in mind while choosing a field of work and the organization, and share your own learnings on this key aspect?

Sharmilla Kumar - The most important thing when choosing your career is to chase your passion. If you don’t have a clear passion, choose a field that plays to your strengths. Look for a role you think you would really enjoy. That’s most important. If you think you love meeting people, perhaps a role that involves client interaction is best for you. On the other hand, if you think that you are a numbers person, then a role in Finance may be a good option

Secondly, choose an organization which will help you flourish in your field. For instance, before I joined GE in training, I evaluated how important training was to the organization and where this opportunity would take me. At the end of the day, only hard work will make you successful, so take the time to choose a role and an organization that you will enjoy.

Q5. Please share any final words of guidance for Management Schools and what skills and values, they need to help facilitate in their students to enable them to contribute in a more positive manner to society in the future.

Sharmilla Kumar - Management schools have to link their curriculum to needs of global companies. Promoting leadership and hands-on experiences is extremely critical to a well-rounded management education. It is important that management schools bring the students closer to real corporate world challenges rather than focus solely on theory. ▲

*Interview questions were sent by Ms. Purnima Bhatnagar, D.E.I.
Image Courtesy: www.hercjobs.org*

**R Raghavendra**

Senior Director, Advanced Analytics, Hewlett Packard

Let me start by wishing Dayalbagh a wonderful celebration towards completing a glorious 100 years. The Dayalbagh Institute can clearly be proud of its contribution towards the cause of furthering education in India. Let me also add here that if you have expressed interest to read my article, you are probably thinking in the right direction... in that of an exciting world of Big Data and analytics.

The fact that the amount of data is huge and ever expanding, is well documented. There has been more data created in the last two days than there has ever been witnessed by human civilization till 2003. There are more than half a million status updates on Facebook every minute. By 2020, it is estimated that

more than 80% of total data will come from what are currently non interactive sources; i.e. machines, sensors and the likes.

As we scan this fascinating landscape, what skills do we need as individuals to succeed in this data rich environment?

First and foremost, I would encourage you to be curious - be it about data sources, trends and patterns or about what could influence the future because this will help you to connect the dots as you build your solution. It is very easy to get deluged in data but remember the money is made when you learn to apply it to the real world challenge. Curiosity will also help you put together your story beautifully so that you could articulate to your audience with much clarity.

Second, you will have to nurture love for math and problem solving. There is no other skill that is as special as having the ability to leverage complex equations that underlies analytics techniques.

Finally, if there is data, we need to know how to store, tag and access it effectively, and therefore build skills around databases and programming.

We at HP Analytics are experts at solving some of the most complex problems; we leverage cutting edge technology and smart analytics to arrive at winnable business solutions.

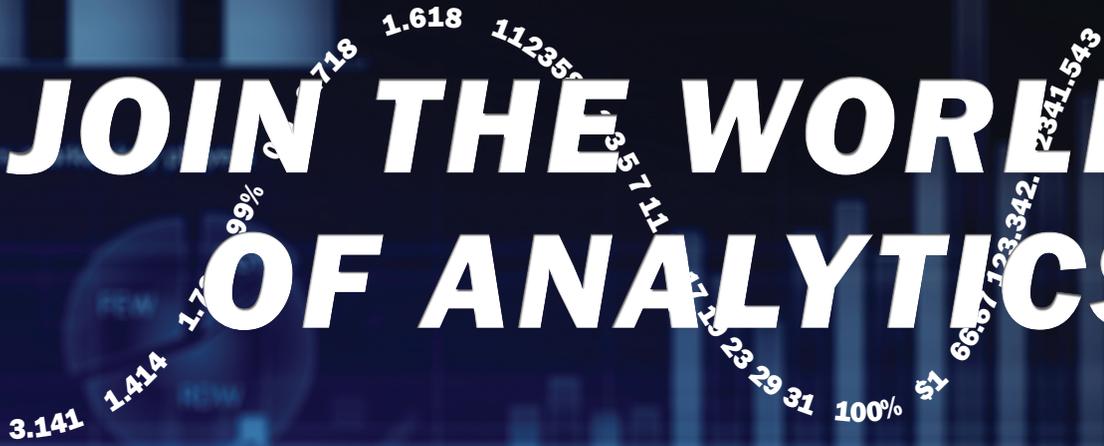
Let me share a couple of examples:

- In the transportation and logistics industry, data collected from service records of vehicles





TO JOIN THE WORLD OF ANALYTICS



are being used to identify key drivers of maintenance cost. A comprehensive analysis of repair records from service centers, sensor data from vehicles and text data from customer complaints can uncover patterns in vehicle performance and failures allowing organizations to optimize their leasing and pricing decisions. The volume and variety of the data sources in this setting is typical of Big Data Analytics use cases.

ensuring quality standards. The high dimensional data collected from automated testing is a good example of Big Data analytics.

on, build skills in that and learn the others with time. With this you will be well poised and equipped to succeed in this world of Big Data.

- In the manufacturing industry, machine log data collected from the assembly line is being used for early detection of low quality output products to reduce wastage. Real time analytics of automated testing in factory set ups can also help reduce the amount of manual effort needed for testing while still

Let me encourage you to think about the future. It is a future that needs smart people like you. The good news is that all these skills can be acquired.

Wishing you the very best! ▲

Disclaimer: The views and opinions expressed in this article are those of the author.

Think of Analytics as a 3 legged stool...being curious, having love for mathematics and appreciation for programming and databases - choose which leg you want to stand

Image Courtesy: i2.wp.com, www..thininc.com



CONTEMPORIZING PERFORMANCE MANAGEMENT FOR 21ST CENTURY WORKFORCE

The global interconnected economy with >50% Gen Y workforce is throwing challenges across all organizations in terms of motivation and retention. Change is the only constant thing and with multi-billion dollar start up valuations, there is a growing need to start thinking differently about performance management.



Praveen Lala
Project Management Leader,
GE Oil and Gas

Traditional annual appraisal systems which had a pre-determined set of metrics and focused entirely on results are a thing of the past. Command and control regimes are being replaced by group thinking and the fact that “Each Idea Counts.” Problems typically have multiple solutions depending on individual’s perspective and even these multiple solutions have a fair bit of uncertainty associated with their success. Organizations are now looking more at individuals with more entrepreneurial mindset who are open to taking calculated risks in an uncertain world.

Keeping all the above in mind, performance management systems need to be carefully aligned not only in terms of content but also in terms of who performs the appraisal and how often is it being done. Let’s look at the ideas below in a bit more detail.

APPRAISAL CONTENT

Success is no longer just measured by results or lack of them. Sometimes it is important to fail, understand from mistakes and rectify them to succeed even more. As such it is clear that from a long term perspective organizations need to reward failure as well. At the same time, it becomes really critical to understand what route was taken and learnings which happened en-route.

Winning is no longer about individuals but definitely about teams winning

daily activities. These should determine what the key drivers for organization to succeed are and the behaviors expected from the employees. At the same time values need to reflect the world we are in - uncertain but still demanding agility in actions to take advantage of the windows of opportunity available.

Here is how GE has recently revamped what drives their employees and have branded them as GE Beliefs®

- Customers Determine our Success
- Stay Lean to go Fast
- Learn and Adapt to Win
- Empower and Inspire each other
- Deliver results in an Uncertain world

GAUGING PERFORMANCE

“Heroes are no longer persons who carried the flag to the peak but those who motivated a team to reach the peak together with the flag.”

There are 2 critical components of having high performing employees who in-turn will lead successful 21st century organizations

VALUES/BELIEFS

It is imperative to have a value system that employees can identify with and which resonates with them for their



together. Hence, ability to work in teams and team leadership becomes a very critical evaluation parameter. Heroes are no longer persons who carried the flag to the peak but those who motivated a team to reach the peak together with the flag.

WHO AND WHEN

The next critical aspect is who is/ are the best resources for such an appraisal. With focus on teamwork and cross-cultural awareness, a 360° feedback mechanism offers the best results in terms of an individual's areas of strength and improvement. Most objective feedback comes from those who are closest to a person and who see her in action daily. Critically this also takes into account the perception which has been created besides clearly pointing out areas for improvement

Timing is everything - instantaneous feedback is best though it might introduce more biases, while annual has too much of a time lag element associated. The best companies seem to manage with something in between - a quarterly feedback session incorporating both elements of a written feedback and 1-1 sessions with employees, works to be optimal.

So as a summary, globalization, changing demographics and technological advancements are some of the key driving forces of the future. All employees will have to be prepared to face these challenges and seize the opportunities brought about by these forces. And finally organizations need to contemporize their Employee Management systems from archaic to 21st century to deal with all these changes. ▲

QUALITY: WHAT, HOW AND WITH WHOM?



Jannes Slomp

Professor World Class Performance at HAN University of Applied Sciences Arnhem, the Netherlands

Last summer, Prof. Rahul Caprihan visited our HAN University of Applied Sciences in Arnhem, the Netherlands. We spoke about cooperation between HAN and D.E.I. Some months later a Memorandum of Understanding was signed by the Directors of the

the weekly activity of the children cleaning the streets of Dayalbagh, the solar panels on the roofs of the buildings of D.E.I., the call of doing Seva, the focus on learning and the many links D.E.I. has with universities in India and abroad, etc.

What is quality? And how can we gain quality? In this short note, I will present three thoughts. First, quality is more than 'fitness for use' or 'conformance to requirements'. Quality is about giving a positive contribution. A good example of quality is a tree which transforms carbon dioxide into oxygen. Or a flower that gives us a feeling of beauty. The tree and the flower do not pollute the earth. Both contribute to life. Having the tree or the flower as an example, we are challenged to increase our contribution to life by means of good products and services. Simultaneously, we need to abandon spoilage and pollution.

“DAYALBAGH is all about ‘QUALITY’”

Engineering Departments of both Universities. Professor Caprihan and I now face the challenge to give content to the MoU. I am excited by the MoU in which we express the willingness to learn from each other, to cooperate, and to work together for a better world. In January 2015, I will visit Dayalbagh for the fifth time. To me, Dayalbagh is all about 'Quality': the daily working-together in the fields which connects the community to the earth, the satsangs where meditation and prayer bring one closer to the roots of being,

This brings me to my second thought. Quality grows by means of continual improvement. The more we learn, the better we are able to contribute and to avoid, or remove waste. However, our individual learning abilities are limited. This last observation leads to my third thought. Quality requires cooperation between people who have the same focus on realizing quality. In order to contribute to life we are dependent on each other, we need each other's help. I hope that researchers, teachers and students of HAN and D.E.I will find each other in a joint focus on quality. ▲



IS IT EASY TO MEASURE ATTITUDE AS AN EMPLOYABILITY SKILL?

One are the days when people used to look for the technical knowledge of candidates for measuring their suitability for the role that prospective job demands. Involved in B school placement for last 10-11 years and also with a corporate career, I realize that the hiring criteria of managerial positions (specially at the entry level) has changed to a large extent. Most of the companies now look for a cultural fit while assessing a candidate for possible placement. In most of the campus selection processes, companies cross examine candidates for judging their attitude even though they have relevant work experience and technical knowledge. I discussed the same issue with many of my colleagues from the corporate sector and they all agreed to it. They reinforced my idea that while hiring, companies now look for the candidates with the right kind of attitude. On further discussion they explained that companies associate attitude with “dynamic personality, smartness, a person with corporate wit, learning ability and so on as essential in people they want to hire.

The key question then arises - “Is the hiring process adept at evaluating candidate attitude?” Can a day long process of selection be sufficient to measure these so called attitude dimensions of a candidate? Attitude is indicative of a person’s intentions responding to a particular situation. It is considered as predispositions of opinion towards objects or people. To be more precise, work attitude

Dr. Sumita Srivastava
Dayalbagh Educational Institute

reflects a collection of feelings, beliefs and thoughts about how to behave in one’s job and organization. Can a selection process comprising of one group discussion round, and, two or maximum three rounds of interview with almost predictable kind of questions be good enough to judge the so called appropriate work attitude? Don’t companies realize that mere good command over English language gives candidates enough confidence to package themselves well? I compare this process with the final rounds of beauty contests where the participants know the kind of answers that please the international judges. Similarly, in these interview rounds the candidates who are smart enough to know this, would package themselves so well with the answers reflecting the right work

“Candidates with better knowledge and skill sets lag behind due to relatively poor communication skills.”

attitude. This becomes an easy task for candidates with good communication skills. Command over English language helps them to look the way hiring team would want to see them. In this process, candidates with better knowledge and skill sets lag behind due to relatively poor communication skills. Isn’t it a loss of the company as well such candidates?

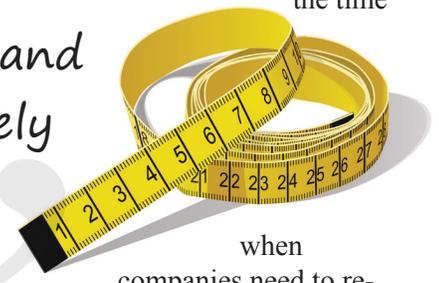
Furthermore, another point that worries me is about the composition of campus hiring teams. I have seen

that usually relatively younger HR executives constitute these teams. Are they trained enough to gauge the work attitude of other young individuals? A few companies that are serious about this, use psychometric tools to overcome this shortcoming. However, the psychometric tests used in the recruitment and selection make no attempt to analyze ones emotional and psychological ability. And these tests should not be confused with tests used in clinical psychology. In recent years there has been rapid growth of tests that claim to measure the integrity, honesty and predisposition to anger. These tests have attracted a lot of controversy, because of questions about their validity, but their popularity with employers has continued to increase.

Therefore, in the absence of valid instruments to measure work attitude, there is over-emphasis on soft skills as the selection criteria. May be this is the time

when companies need to re-evaluate their selection processes which result in hiring ‘smart’ candidates who later may not perform as per organizational expectations. This may also be a possible cause of lofty attrition of young employees which finally results in high costs of hiring. These issues can be addressed and validated by researchers from academia and can provide useful insights to industry.

Image Courtesy: <http://cdn2.bigcommerce.com>





VALUES AND THEIR IMPORTANCE IN WORK LIFE

Vinit Kumar

Senior Vice President, Balance Sheet Management
Unit, ECL Finance, Edelweiss Group
M.B.A., 1991

It has been over 20 years from the time I had the privilege of graduating from Dayalbagh Educational Institute. Within the span of my career, I have been associated with Financial Services Companies across the spectrum – large and small, old and new as well as Indian & Multinational.

As I look back on the various roles I held, the underlying theme that has held me in good stead has been the foundation laid at D.E.I through the unique value based education. The uncompromising approach to values that instills a sense of ownership, hard work without a compromise in quality, a sense of fairness in dealing with others as well as a purpose in execution and above all humility in success, have been instrumental in my career progression.

Not only were these values essential to navigate the byzantine world of cross cultural professional relationships within Corporations but also served to inspire others within the hemisphere of its influence.

As a result, Companies did recognize the same at various stages, as one evolved into a leader. This reflected in leadership ratings or even additional assignments on governance advocacy, developmental assistance, strategy outlining or mentoring. To illustrate, as I concluded a three year stint at India's largest private sector bank, I went and met my Manager (currently CFO) on whether he had any advice for me in terms of development. He looked

at me, surprisingly moved and said with a smile, "Don't change... just remain the perfect gentleman you are."

At a smaller Multinational bank, I led the mentoring program across India branches and even joined two senior colleagues in mentoring a street child through Salaam Balak Foundation which also led to their own dreams both academic and sport being fulfilled.

As I entered senior leadership and moved into a strategic role as Senior Vice President with one of the world's largest banking groups, the complexity of dealing with more seasoned peers was perhaps the biggest challenge. Herein, within a short span of time I was nominated as the Values champion for the entire CFO's office & part of the select committee set up for India to promote the ideals through interaction, ideation and promotion. Perhaps more fulfilling was the fact that I was given a challenging mentee who was well established within the system, was highly regarded in his team and amongst peers and was also in a highly complex role. At the end of our mentoring program, ours was the only mentor-mentee relationship that was voted a success.

It is this values system, so deeply ingrained through the model of Dayalbagh Educational Institute, which I firmly believe has enabled me to find the strength of character & purpose in achieving the above. ▲

“THE FOUNDATION LAID AT D.E.I THROUGH THE UNIQUE VALUE BASED EDUCATION, THE UNCOMPROMISING APPROACH TO VALUES THAT INSTILLS A SENSE OF OWNERSHIP, HARD WORK WITHOUT A COMPROMISE IN QUALITY, A SENSE OF FAIRNESS IN DEALING WITH OTHERS AS WELL A PURPOSE IN EXECUTION AND ABOVE ALL HUMILITY IN SUCCESS, HAVE BEEN INSTRUMENTAL IN MY CAREER PROGRESSION”

INTERVIEW WITH HARSH WASON

FINANCIAL CONTROLLER, BORGES INDIA PVT. LTD

Aditi Gandhi

M.B.A. Student

Completed 6 months internship with
Borges India

“

Students need to build their professional relationships and work experience and get accustomed to the corporate culture.

”

Q1. Aditi – What are your views on the Co-op Management Internship programme?

Mr. Harsh Wason – Our overall experience has been very good. All the students from D.E.I. are very hard working, focused, sincere, eager to learn and contribute to the organization. They are always

ready to learn and never say no to any work I congratulate the students & the University.

The Co-op Management Internship programme is very important for the students as well as the organization. If you see from the end of the organization, it's about seeing these Interns as potential employees, who are ready to take on new opportunities. The organization also looks at people coming as Interns in terms of new ideas and new thinking. Because we always think that a fresher will bring a different prospective to our overall rule and how we are doing things. So, in that area we feel that the Interns contribute a lot.

On the other hand, Interns gain experience in their field of study. Combined with this is the networking opportunity. Students need to build their professional relationships and work experience and get accustomed to the corporate culture.

Q2. Aditi - So, I believe Borges will be taking Interns from D.E.I. in future too?

Mr. Harsh Wason - Very right, and as we grow we intend to absorb also.

Q3. Aditi - Sir, any suggestions for the University regarding this Internship program?

Mr. Harsh Wason - It's an excellent step by the University. The Co-op program is a very efficient and effective program for the students as well as the organization where the organization also learns about the prospective employees and moulds them from the starting.

So, All the best to the university and the students for the Program. It's a good initiative. ▲



Courtesy: <http://kaheel7.com>

Ants Bridges building : a wonderful example of sacrifice and COOPERATION



PLAY THE GAME, NOT THE SCORE

BUSINESS & LIFE TIPS FROM THE FIELD OF SPORTS

Raman Raheja

CEO, World Kabaddi League

“
Do as much as you can,
for as many people as you
can, as often as you can,
without expecting anything
in return.”

When I worked around the sports industry sometime back and later became part of the industry with the creation of the World Kabaddi league, I observed a vast array of motivational tactics on the part of the various sports teams. Some average, some great and some outstanding tactics adopted in different situations showed varied results.

Many times in the GAME, when a team has virtually no chance of winning, it becomes a great indicator of who the best players are. Who's still launching himself out of the box, scrapping his way to the first heroic act? Who's still diving for balls? Who's still getting dirty?

Those are the committed players, who realize that consistency over time

equals credibility. The ones who know that to be successful, you have to give your all, whether you're winning or losing. The most successful athletes I know say, "Play the game, not the score."

Most of us will agree that M.S. Dhoni is a perfect example. The Indian Cricket captain plays hard during every inning, day in and day out, over the entire season even if the team's chips are down. You can never tell what the score is from his body language during a given game.

Entrepreneurs, employees, in fact everyone should perform the same way. When you walk into your office; can you tell whether it's nine in the morning or six at night? Is it the beginning of a promising quarter, or is it the end of a bad month? None of these factors matter. A valuable employee will look like a valuable employee no matter the situation and circumstances. Consistency over time equals credibility.

In a typical scenario with a Sales department many sales people misunderstand the unique importance of consistency. They have a big sales day, and to celebrate, they buy themselves a big lunch. Then, they leave work early because they feel they've earned it.

The days when you have a big sale - when you're riding a big wave - are the ideal days to go for a second big sale, and possibly a third. In my experience,

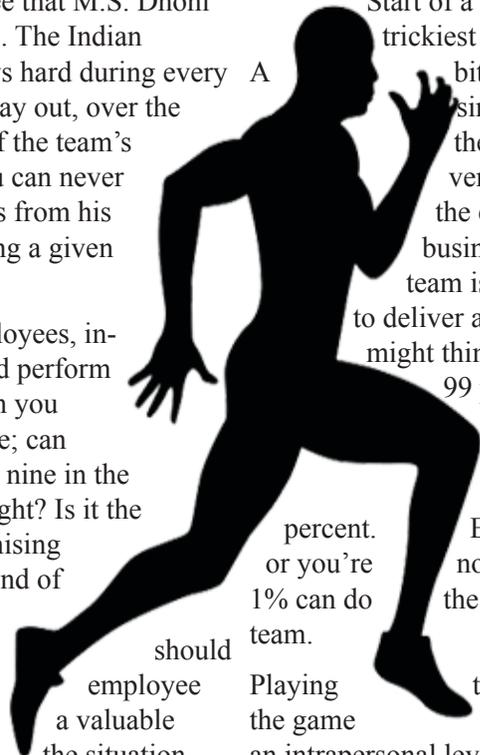
the best time to make more money is when you're already in the process of making money. It's like a batsman on a hitting streak. He doesn't want to take a day off. He wants to ride that wave as long as he can.

Start of a game is always the trickiest part of any sport. A bit of laxity from any single player can cost the whole team to be very expensive! In the early days of any business start-up, the team is under pressure to deliver against time. You might think you're giving 99 percent of yourself to something, but being all usually means giving 100 percent. Either you're all in, or you're not. Many times that 1% can do the trick for the whole team.

Playing the score and not the game is also unwise on an intrapersonal level. Do as much as you can, for as many people as you can, as often as you can, without expecting anything in return. Don't worry about what you're getting back. Being generous without keeping score strengthens your spirit, keeps you focused on the people who make your business what it is, and helps breed success.

When you play the game, and not the score, you usually end up scoring more as a result. ▲

Image Courtesy: <http://www.albanianssa.info>



IMPORTANCE OF LEADERSHIP IN CORPORATE WORLD

We think and talk a lot about Leadership and how to develop the leadership skills.

I believe that developing leadership is not an accomplishment, it's a never-ending process. It's a process full of many awesome moments and many lonely days. It's fun and exciting one day and then the next day we wonder why we ever wanted to lead in the first place.

Being a leader isn't easy - it requires commitment. It's not something we can just accomplish and then move on. Being

Sonal Midha Thapar
M.B.A. (Batch - 2013)

a leader requires hard work, sacrifice, commitment and a willingness to grow ourselves.

Great leaders balance personal development and organizational development. Both are important and one without the other does not work.

Leadership has become so important in the corporate world to prove one ahead of the others. If you are a follower, corporate

growth comes to you at a slower pace and your fellow colleagues move ahead leaving you behind. Why not develop qualities to become a leader and stay ahead.

As I have observed some of the great leaders, I find they all have some things in common.

As a leader we all have the ability to be excellent. If we take time to look at this list and if it makes sense, you can decide which one you could implement on your quest for developing Leadership skills. ▲

What Excellent Leaders do consistently?

1) **Read.** They are committed to staying current and learning industry trends.

2) **Attend workshops.** Again they are committed to learning.

3) **Join associations.** Excellent leaders know that being a part of one or more professional associations is important. More importantly they get involved and volunteer their expertise.

4) **Take time off.** They make taking time off a priority.

5) **Network.** Excellent leaders are master networkers and don't lose their network ever.

6) **Believe.** They believe in themselves and their abilities. Self-doubt and low self-esteem are stumbling blocks.

7) **Look at the big picture.** Excellent leaders have an unnatural ability for seeing the big picture. They are visionary and help others embrace their vision.

8) **Goal - oriented.** However they do it - great leaders set goals in some way or another.

9) **Mentor.** They mentor others and have a mentor or two. They value both giving and receiving feedback.

10) **Work with integrity.** Great leaders are honest, hard-working and conduct all their business dealing with integrity.

11) **Develop others.** Excellent leaders make developing and challenging others a priority.

12) **Care about others.** True leaders genuinely care about people. They make time for them and they are passionate about helping others develop their true potential.

13) **Discipline.** Leadership requires discipline. Excellent leaders discipline themselves in order to accomplish the tasks at hand.

14) **Have fun.** The best leaders are the ones who love what they do and have fun with it. Everyone wants to be around a leader who knows how to have fun but still gets the job done.

15) **Willing to sacrifice.** Leadership often equals sacrifice in some form or another. Great leaders are willing to sacrifice for the team - excellent leaders will never let on that they had to sacrifice for the team.

16) **Speak boldly.** They are not afraid to speak their mind. Yet they are able to do so with respect.

17) **Willing to get their hands dirty.** I love it when I watch a leader jump in and get dirty. True leaders are able to put aside their role and do whatever needs to be done - even if it's not glamorous.

18) **Act humbly.** Excellent leaders do not flaunt their status or power. They are humble and have a commitment to serve others.

19) **Think often.** Leadership requires thought and planning. Excellent leaders plan time to think, and, to process information before making major decisions.

20) **Leaders are awesome!** Excellent leaders are awesome - they are dynamic, focused and you feel better when you are around them.



SUSTAINING OUR VALUES



Sumiran Satsangi

Asst. Manager, Royal Bank of Scotland
B.B.M. (Batch - 2004)

“If we can spend a few minutes every day, just reflecting on whether we have lived on our values, it would help us follow a self – correcting path.”

Each day we wonder at the marvels of this world - external objects, our personal experiences and the human mind itself with its seemingly infinite capacity, seeing what science has achieved. Also we are saddened by daily news of crimes which are shocking. We question, what is the reason that God ever allowed this to happen? What is the reason for this?

We often wonder but do not get the answer. The answer lies in all of us, the answer lies in living our values each moment every day. When we talk of values to people, it's difficult to explain and we wonder if we are able to explain to others also, will he or she ever be able to understand and imbibe the same? A big question indeed!

Our environment around us plays an important role in developing these values. The company we keep and the day to day environment we get every day plays a major role in shaping our personality. These help in inculcating basic values like simple living, high moral character, truthfulness and dedication to duty. It is absolutely necessary to live these values and spread the same in the best way we can, so that we know what is good and bad and more importantly we are able to develop 'Vivek' to differentiate between what is right and what is wrong.

It is said that values build one's character which is reflected in one's behaviour. But are we able to sustain these values over time, or do they vanish once we pass out from D.E.I? After spending one or two years in a job, do we find that there is no point in following these values and adherence actually takes us behind in the race of growth in professional and personal life. Do values really matter specially when we have seen and observed that many have climbed the organization hierarchy without these?

For answering the above questions, we need to change the way we look at things. We need to introspect - are we looking at short term gains by compromising our

character and values, or are we looking at becoming a well rounded total quality person (a complete man), who possesses the basic values of humanism, secularism and democracy and who is capable of giving a fuller response to social and environmental challenges? The reality, if you carefully observe today is that even corporate and industries are struggling to get candidates with the right attitude, possessing these basic values who are ready to discharge their obligations with dedication and truthfulness. The candidates may be having great knowledge but seriously lack these values.

How can we sustain these values? It is said that if we value any aspect we should measure the same. How can we measure whether we are following the right path or not? Self-introspection is one of the easiest ways to measure the same. If we can spend a few minutes every day, just reflecting on whether we have lived on our values or not, it would help us follow a self – correcting path. We are human beings and will make mistakes, but it is important to reflect and be conscious of our action at all times and ensure we don't repeat the same. This way slowly we would be able to pursue the right path in our lives.

Today's life has so many distractions and unless we let go of these negative influences and distractions it is impossible to achieve our goals, both short term and long term. It is absolutely necessary that our actions are thoughtful, with a purpose and we conserve our time and energy for meaningful activities which takes us closer to our goals each day. ▲

Five



Tips for Fresher's

Vivek Gorakh

Assistant Vice President, Royal Bank of Scotland
M.B.A. (Batch - 2003)

In order to increase your chances of getting a great job during campus/off Campus placement, you should take time to define your strategy and prepare your resources. Successful job offers are the direct results of effective planning and execution. A productive interview needs to be well-researched, planned and implemented. It is a good idea to seek out every job interview tip you can find to make sure that you are as prepared as

interviews will deliver positive and powerful results.

1. **Carefully research the Company and Job Description.** The job interviewer is very likely to ask you why you are so keen in the job for which you are interviewing. Learn as much as you can about your prospective employer's business model. Visit the company web site and read their mission statement, financial statements and/or company philosophy.

Identify main products, services and functions. Acquire strategic information that will enable you to speak knowledgeably and offer valuable insight during your interview.

Thoroughly read and analyze the official job description. Ask the recruiter/hiring manager/campus

placement officer to provide you with this information. Identify key skills, match them with the job requirement and determine whether or not you meet the job requirements.

2. **Be prepared** to recognize and engage in various types of

interviews. Interviews have different purposes and characteristics. The experienced job seeker should be familiar and comfortable with all varieties. Telephone and behavioral interviews have very different formats and objectives. Telephone interviews are pre-screening tools used to determine whether or not a candidate matches the position's requirements. Employers try to streamline their search by eliminating candidates who do not fit their basic requirements. Your goal is to pass the pre-screening test by proving answers that you have the required skills. Interviewers only expect a fresher to have a good command over the basics of the subject. For example if you are a finance student and sitting for a finance interview, you should be clear with the basics of finance.

Behavioral interviews are based on the belief that "past performance is an indicator of future value." After identifying which skills and knowledge are necessary to fill the open position, employers will then develop and ask questions based on these competencies. The questions often ask the job seeker to tell about or describe a time in the past when they had to respond to a certain situation. Interviewers want to know how you handled these issues and what the outcomes were.

possible for the interview.

You will find these tips very common but they are very effective. In most of the cases, as a fresher you think that you know these tips and don't give importance to these tips and don't prepare adequately. Follow these tips and future



Courtesy: <http://specials-images.forbesimg.com>



3. **Dress for Success.** First impressions definitely make a difference in how an interviewer perceives your suitability for a particular job. If you are dressed inappropriately for a job interview, the interviewer may well sub-consciously exclude you from being considered before the job for the questions even start. Plan out a dress that fits the organization and its culture, striving for the most professional appearance you can accomplish.

4. **Be Passionate, Authentic, Confident, Candid and Concise.** Every employer believes his or her company is special and unique and therefore wants to hire the best person for the job. Show your passion for the company and its products. During the interviews, the key to success is the quality and delivery of your responses. Your goal should be to get to the next step, so you'll want to provide focused responses that showcase your skills, experience, and fitment to the job and the employer. Provide good examples of solutions and accomplishments but keep your responses short and to the point.

5. **Always ask questions** and end strongly. Don't be afraid to ask questions during your interview. Questions don't make you look stupid; they make you look like you are passionate. Asking good questions shows the interviewer that you're thoughtful and that you're not afraid to interact with other people. Finish your interview by quickly summarizing how you can deliver solutions to their problems. Thank the interviewer for taking the time to speak with you. Sincerely express your interest in the position and ask what the next step will be. ▲

Image Courtesy: www.unisnotforme.com

RELEVANCE OF GOOD VALUE EDUCATION - NOBLENESS WITH ROBUST OPTIMISM

Prem Sakhi

Senior Analyst, Standard Chartered Bank – Scope International Private Ltd
Integrated M. B. A. (Batch - 2010)

“
*Today's corporates
require candidates right
away who can take
decisions swiftly.*
”

In the current age, corporate hiring mechanisms include mind teasers under the scrutiny of a panel of interviewers. While one interviewer asks questions, the others judge candidate suitability basis communication skills as well as body language, and try to understand the psychology of the person.

The corporate world is looking for candidates who can represent the organization internationally. The person should be simple yet distinguished. A DEI-AN (D.E.I. alumni) is identified neither through designation, nor through any project, but through the way he/she works, manages, presents, approaches people and tasks.

Corporate friendly values have

taken a front seat. These are tolerance, humility, loyalty, time sensitivity, creativity, initiative, right attitude, hard yet smart work and elegance through simplicity. There are superseding values comprising of nobleness, robustness and optimism. Noble, indicates the way in which we work, approach, communicate, react, select or follow should be highly dignified. Robustness means strength in presenting views, suggestions, improvements, being physically strong (healthy) and also having confidence in performing various tasks. This is related with a strong learning attitude. Optimism, on the other hand, helps one to grow and sustain. Optimism will keep us lively in every odd situation and gives strength to ponder about an optimal way, every time and will never give a chance for the ray of hope to disappear.

Having said that, coming back to the hiring mechanism, today's corporate world therefore has expectations similar to a child's dream to fly. They require candidates right away who can take decisions swiftly yet precisely and smartly, with loyalty on one side, utmost robustness and optimism on the other. Their question hour, hence targets appropriate answers that fit the aforesaid quality portfolio. ▲

VALUES BASED QUALITY EDUCATION FOR HOLISTIC DEVELOPMENT

As India advances towards becoming a developed society, at large, she is faced with a dilemma about the existing model of education that is shaping its next generation to face the challenges of tomorrow. The steep decline and deterioration of societal and moral values in recent times across the globe has necessitated the adoption of the idea of holistic education as a truly universal value concept having the potential to create a substantial impact both on educators as well as the teaching and schooling of students at different stages of their evolution.

India and, for that matter global society, requires an educational reform that aims at excellence but not at the cost of the relevance. It requires an education model that will generate in students the basic values of humanism, secularism and democracy. It can potentially bring about a paradigm shift in providing complete education to the modern society by evolving a complete, competent and competitive person with respect to the domains like Academic Excellence, Moral and Spiritual Values, Social Sensibility, Quality and Physical Well-being. This kind of educational reform is also imperative for creating a better world-order for propagating the ethos of “Fatherhood of God and Brotherhood of Man”.

The essence of values in education is universal in nature irrespective of national boundaries permeating through different cultures and social groups towards building a sustainable and resilient world order. The fundamental postulate of value

.....
Dr. Sanjay Bhushan
 Dayalbagh Educational Institute

based holistic education is in sharp contrast to mechanistic professional education systems that we largely follow today. It derives uniqueness from the ‘holistic perspective’ that it ventures to inculcate in the students for responding to any social, economic or environmental challenges of modern times. Consistent with systems philosophy, holistic education concerns an understanding of any body of knowledge by examining its value-interactions with other epistemological constituents that maintain the well-being of any civilization and its ecological and cosmological existence. On the contrary, an atomistic thrust of modern educational models promotes professional thinking by over emphasising the end purpose of economic and materialistic gains and individualistic prosperity which suffers from the disadvantage that is easy to lose sight of the feelings of brotherhood in the community and global prosperity at large. With the value perspective, one is able to see the world in terms of facts and events with their contextual reference and as a ‘whole.’ It brings forth a reorganization of the way of thinking desirable in inclusive, dynamic, multiple and mutually enriching modes of inquisitive thinking and in depth understanding of the needs of evolving socio-economic and environmental realities. Value education propagates the idea of “meta-concepts” which facilitates the paradigm of “unity in diversity”.

“
**DAYALBAGH
 EDUCATIONAL MODEL
 OF VALUE BASED
 EDUCATION:**

“Consistent with systems philosophy, holistic education concerns an understanding of any body of knowledge by examining its value interactions with other epistemological constituents that maintain the wellbeing of any civilization and its ecological and cosmological existence””

**REVERED SIR ANAND
 SARUP KT.,**

**August Founder of
 Dayalbagh**



Since the very inception, D.E.I. Education Policy has persistently emphasised to bring about physical, intellectual, emotional and ethical integration of an individual with a view to evolving a complete man. Through its various innovative course structure and academic programs, D.E.I. has created facilities to develop the faculties of thinking, analysis and reason and a habit of learning, in an individual, in order to enable him to realize his maximum potential; to increase his general awareness and knowledge and to impart education of excellence as well as of relevance to contemporary needs.

- Mid-semester/ End Semester Teaching reviews and On-Line Students Feedback
- Students Counselling/ Staff Counselling and Parent Interaction
- Monitoring Time-table and Teaching / Laboratory Practices
- Aiding Preparation of Course-files and Academic Calendar
- Aiding development and analysis of D.E.I Professional Code of Conduct, 5-year Commitment plan, and Key Performance Indicators (KPI)
- Launch of an On-line Suggestion
- Undertaking research in socially and environmentally relevant areas: Solar power, Traditional knowledge, Medicinal Plants, Bio-diesel etc.
- Uplifting and empowering socially and economically deprived section of population through E-DEI-De, Distance Education programs, Medical and Rural Assistance Camps
- Setting up of New Centres of Excellence.

Dayalbagh Educational Institution also celebrates **Values** and **Quality Day** every year on the occasion of Diwali;



CERTAIN NEW VALUE INITIATIVES AND PROGRAMS AT D.E.I.:

In pursuance with the Institute’s thrust on Value based Education and continuous Quality enrichment across all spheres of Teaching and Research, D.E.I. has recently launched Quality and Values Drive with a broader goal to create impacts in areas like Human Development, Community-Societal-National Development and Environmental Development. These activities are designed to cover all faculties and departments of the University, Technical College, Distance Education- ICT Centres (India and abroad), Intermediate Colleges and High Schools for girls and boys. Some notable activities are as follows:

- Formation / Reconstitution of Class-Committees

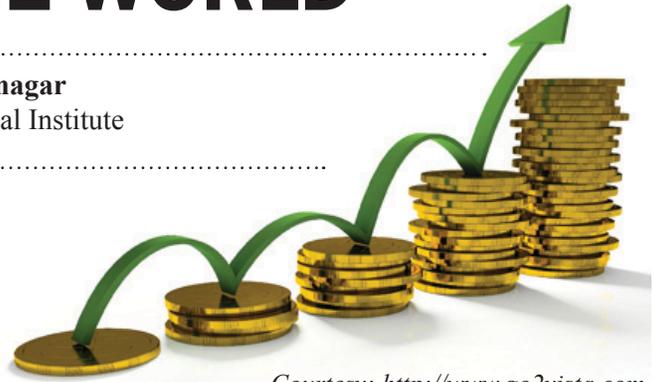
Platform (sujhav@dei.ac.in)

- Identifying Research Competencies of Staff and facilitating Research Projects and Tasks
- Upkeep of Facilities/ Safety of Assets and Equipments/ Sports and Hostel Supervision
- Developing D.E.I. as a solar powered Eco-Campus
- Voluntary cleanliness drive under National “Swachh Bharat Mission”
- SMART card based students and staff database management system
- Vocational Education and Entrepreneurial Ventures
- On-line admission system promoting transparency and efficiency.

the festival of lights signifying victory of good over evil, in order to review and celebrate the yearly progress towards the attainment of the ideals and mandates under the institute’s lofty Vision 2031 plan. With the intent to infuse cultural and literary streaks to the D.E.I’s Values and Quality mission, a series of Inter-institute literary and cultural competitions based on the core theme of “Values and Quality in Education” are also organised every year. These activities are conducted and participated by students and staff with overwhelming enthusiasm and interest across various faculties of D.E.I, renowned colleges and institutions from the heritage city of Agra and Mathura and number of Distance education centres in India and abroad almost in a synchronised way with D.E.I main campus events. ▲

THE EIGHTH WONDER OF THE WORLD

Dr. Saran Bhatnagar
Dayalbagh Educational Institute



Courtesy: <http://www.go2vista.com>

So many experts explain how to double your money. That can't be a bad thing, I'm sure! Some TV shows, I'm told, offer a 'double or quits' option, which is not so attractive. [One way to double your money is to fold it into half and put it back in your pocket!]. And then there is the 'Kaun Banega Crorepati' (KBC) traffic-stopper, which has so many people interested in it that the odds of winning it are miniscule.

We are acutely aware about the need for financial security. What we need is a time-tested 'formula' for getting 'there'. Moreover, as management students, there are so many things that that we studied that it becomes a bit confusing how to put it all into practice. To that end, two salient issues should be addressed actively:

- We have to make the principle of compound interest work for us. "Compound interest is the eighth wonder of the world. He who understands it, earns it ... he who doesn't ... pays it." - Albert Einstein [1]**

Figure 1 illustrates how money grows over different periods of time.

The point at issue is about saving from one's current income and placing it in an appropriate investment vehicle for a certain period of time. When our investments grow at the

inflation rate, they do not depreciate in value owing to inflation. [2]

- We need to take small calculated risks, and learn, and move forward, for wealth creation. "Between calculated risk and reckless decision-making lies the dividing line between profit and loss." - Charles Duhigg [3]**

This is about taking calculated financial risks. One gains more than one loses.

Provided we continuously learn and invest, we are likely to do well over a period of time, in terms of establishing and building our financial security.

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| Fig 1: Compound growth of Rs.100/- money at different rates Assume average inflation @ 8% per annum | | | |
|--|----------------------|----------------------|----------------------|
| Rate per annum | Value after 20 years | Value after 15 years | Value after 10 years |
| 4% (S/B A/c) | 219.11 | 180.09 | 148.02 |
| 6% (FDR 1-yr.) | 320.71 | 239.66 | 179.08 |
| 8% (Inflation) | 466.10 | 317.22 | 215.89 |
| 10% (Max Bank A/c) | 672.75 | 417.72 | 259.37 |
| 12% (Shares) | 964.63 | 547.36 | 310.58 |
| 15% (Shares) | 1,636.65 | 813.71 | 404.56 |



SOCIAL ENTREPRENEURSHIP – DAYALBAGH IS THE MODEL



Dr. Y. V. Subrahmanyam

Center-in-Charge and Facilitator

M.B.A. - D.E.I Study Center, Secunderabad

Entrepreneurship is a well defined and practiced activity across the globe. We teach students entrepreneurship, addressing the concepts of allied business plans, financing, strategic dimensions, and other functional areas with “profits” as the core focus area.

Social Entrepreneurship (SE) is defined as: ‘Innovative approaches and solutions to the most pressing social problems; thus - for the society, by the society and to the society,’ without a focus on profits. Many organizations are adopting ‘Corporate Social Responsibility,’ with NGOs also participating in the SE apart from individuals. Yet, the success lies in ‘selfless participation with passion and focus, to build solutions solely for the benefit of the society at large with a break-even, to raise the quality of life for all’.

Literature survey states that many SE activities started at a very small group level which later transformed into a larger scale. The concept of SE is evolving in India, but certain apprehensions exist. The integrity of the social entrepreneur, the team, the objectives, the process of implementation and finally the results only can assure successful SE. We are fortunate that all the above said parameters are knit into the Satsang way of life and thus our headquarter Dayalbagh, is the right ‘MODEL’.

Focusing on the present activities of

mahila associations, industries, ‘Hole in the wall’ experiments, distance education courses, concept of interest free loans, and, medical camps, it is seen that the major beneficiary is the society. It is also stressed that there shall be no profit in any of the activities. The Sahyog - Sanghatan spirit exhibited directly attributes to ‘Safalata’. The objectives of the D.E.I

reaching the highest levels of spiritual consciousness at the same time.

“Social entrepreneurs embody a new kind of leadership — leadership that bridges vision with action and values with results; leadership that goes beyond “leading others” and starts with “leading the self. This type of leadership challenges the ego because what matters most is not their personal sense of achievement, but an ability to contribute positively to society”[4].

A role model - leader who is Sant Satguru and who assured that, “This is the spirit of innovation guided by intuitive consciousness.... unless you dream big, we won’t work towards it, and as I said earlier, our dreams are inspired by intuitive consciousness”. What else thus can be a model than a land which gets purified and spiritualized every day by the very eternal presence of the Sant Satgurus moulding every human, flora and fauna to be prepared for the challenges of the ever-changing environment. ▲

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distance education includes ‘women empowerment and education to those who discontinued due to economic reasons’. Medical camps, field work at farms and the dairy, foster self-sustenance. Such unassuming way of life, not only helps to elevate societal consciousness but also establishes a model that validates a pragmatic approach to an amenable living,



THE RIGHT EDUCATION FOR A RIGHTEOUS NATION

"THE EMPIRES OF THE FUTURE ARE EMPIRES OF THE MIND."
- WINSTON CHURCHILL

A *value based education system, is the 'contemporary society need'.
Education illuminates a soul - in thought, word and deed.*

*Education is a right for all,
That makes a nation, stand tall.*

Mother is our first teacher and family our first school.

It is from here our intellect gets its fuel.

The values learnt with family, being the core

Which help us sail through the tempests of our lives and reach the shore.

*In the changing times of today, where family system is on the verge of
dissolution*

With things like anger, ego and frustration

We would have nothing to give to the next generation

Who may perish due to lack of value education.

Academicians have an important role to play

To nurture young minds and develop them, like a potter moulds clay.

If they practise values like love, honesty and humility

We can have a better and transformed society.

Values are what we inherit - some we acquire as we grow;

Some we abandon, that makes us stoop low.

If they remain forever in our minds,

They keep us strong in our testing time.

Education should pass on these to our next generation,

Making them learn beyond needs, desires and aspirations.

To make a society where people learn to lead and are difficult to drive,

Where however stressful times may come, values make us thrive.

.....
Adika Satsangi (Asst. Prof., Dept. of Management) &
Himanshi Makhija (M.B.A. student)



REFLECTIONS ON CONSCIOUSNESS AND MANAGEMENT

Purnima Bhatnagar

Asst. Prof., Department of Management
Dayalbagh Educational Institute

On the eve of 100 years of education at Dayalbagh, I feel privileged to be associated with the Department of Management wearing two hats viz. one, that of a Research scholar, pursuing Ph.D in the area of Corporate Social Responsibility, and second; as Staff, teaching bright and enthusiastic young minds, who are ready to step into the Corporate world. I always believed that there were perhaps certain unlearned lessons which drew me back to the University when I was still in the Corporate sector. During the course of these two years, I have had the privilege of exploring studies related to Consciousness, primarily in relation to a study on Personal Consciousness undertaken here. I would like to highlight in this article, the relevance of Consciousness studies for the Management discipline.

The research undertaken under the guidance of Mr. Prem Prashant, and Dr. Shalini Nigam, and aided in multiple ways by Prof. Rahul Caprihan and Prof. Pami Dua, spread across nearly one and a half years, and 66 Business Leaders, to shed some light on this evolving subject. First, that personal consciousness of individuals could be mathematically calculated, by enhancing the model proposed by Dr. Richard Barrett in terms of human values. Secondly, I learnt that people in senior management roles, did not always have the highest levels of personal consciousness. Thirdly, CSR proponents were found to be having higher

levels of personal consciousness than people in other functions. These were relevant for the Management discipline, especially leadership studies.

It is important to state here, that views on consciousness date back to the 17th century when the word first emerged in the English dictionary. Various meanings have been proposed by different thinkers viz. “knowledge,” “feeling,” “the act of knowing or thinking of things,” or a “way of being which establishes relationships with the world impregnated with consequence.” In recent years, Henry von Stapp, who in his work ‘Consciousness and values in quantum universe’ (1985), who stated that what men value is a function of what they believe. He also highlighted the difference between the classical and quantum conceptions of man, one where man had no role to play in the final outcome, and another, in which actions taken by men had a salient role. According to this approach, man is not a passive observer, but an active participant in the process of creation.

Research in the field of Consciousness studies and management has assumed importance in recent years. Evidence of this research is found in the fields of Entrepreneurial decision making, leadership development, human resource, finance, organization management, organization behaviour, ethics, sustainable development and CSR, risk management and systems modelling.



“

CSR PROPONENTS WERE FOUND TO BE HAVING HIGHER LEVELS OF PERSONAL CONSCIOUSNESS THAN PEOPLE IN OTHER FUNCTIONS.

”

New areas linking consciousness and various management disciplines are being generated in the areas of brain, mind and spirit. Research conducted at both the organizational and individual level of functioning, whether it be ethics or other qualities like integrity, collaborative functioning, systems orientation and ability to look at the whole; will require collaboration with psychologists. This will fall in the realm of mind sciences. Looking at the spiritual aspects of organizations and leadership functioning, which aids both brain and mind sciences posits a more difficult position. This is also an opportunity to understand whether consciousness is an antecedent or consequent in management sciences. ▲

EXPERIENCES WITH CO-OPERATIVE INTERNSHIP AT General Motors

Anuja
M.B.A. (Batch 2015)

On 2nd June, 2014 as I entered General Motors, Pune, I was happy to see I would be pursuing my 6 month internship in the well maintained and sprawling campus. On the first day, I had the privilege of meeting the Deputy Human Resource and Training Head, who welcomed me and requested all the trainees to meet their respective Team Guides.

During Co-operative internship, a lot of emphasis is put on office decorum and the aspects connected with ethics, team work and initiative to fulfil the task assigned to each trainee.

Unlike university education where teachers share their knowledge with the students, in the corporate world the trainee must show initiative and inquisition to learn all the procedures and perform the assigned work with

zeal, personal interest and application. The focus shifts on competing with the self to achieve results and help streamline processes.

My simple way of living and cooperative nature stimulated curiosity among my local colleagues who wanted to understand what inspired me to be different. My answer was that I was lucky to have my college education in Dayalbagh Educational Institute (D.E.I).

The Institute follows innovative programmes of integration of interdisciplinary education affording a better opportunity to acquire not only excellence in education but also learn crafts and industrial techniques. It teaches students to “till the land and toil” with their own hands to imbibe basic human values, with the spirit of

tolerance and respect for all religious faiths. Above all, it helps students get prepared for the service of mankind with devotion and dedication which is relevant in the modern day. I further told my colleagues this scheme of D.E.I was appreciated by the UGC.

Further, I had the opportunity to meet Mary T. Barra, the Chief Executive Officer (CEO) of General Motors, Global who had herself started her career as a Co-op trainee and had stayed with the company and made a mark as one of the most powerful leading executives.

I value the experience at General Motors. It was very kind of them for having reposed confidence in me to allow me to be one of the first trainees in Tax and also for allowing me to work in the legal department. This work allowed me to explain or raise questions to the audit team. I also had the opportunity to share my interest and experience in formal get together with employees which has enriched my own vision.

In my opinion Co-op training should be a must for every institution and organisation, because it provides ample opportunities not only to learn but also interact with others and share each other experiences. The barriers of language and regions diminish to make impact for learning, leading to better quality work. In the initial stages trainees had a lot of the expectations from the employers, which gradually faded, when one realized the freedom of opportunities provided by the organisation allowing us to explore in this learning and nurturing environment.

In the end, I can with confidence conclude that the leanings and traditions I picked up during my college education in D.E.I. coupled with the work culture in the organisation, helped me to enlarge my vision in the corporate world. This Co-op internship training in Pune will help me make a mark in my future life.



GM Headquarters 'Renaissance Centre' in Detroit, USA. This image is for representational purpose only. Courtesy: <http://en.wikipedia.org>, <http://www.stocksaints.com>



D.E.I.

AS THE HARBINGER OF EDUCATIONAL INNOVATION

Ashima Bhatnagar
Integrated M.B.A. (Batch 2016)

“Innovation is novelty in how value is created and distributed.”

The concept of COMPLETE MAN which is the motto of D.E.I. provides value based education to students.

- It promotes Community Based Learning Experience where NSS plays a great part. It helps students in interacting and helping the under privileged. D.E.I. gives the students an opportunity to apply constructs from the concurrent course to the real context of a client living in the community. In addition, students gain hands on experience in interviewing, environmental analysis, reflection, and creation of environmental modifications.
- To provide them better learning experience of their field CO-OP programme has been introduced where students are sent on 6 months training to have a complete idea of the corporate world. This is helping in many ways such as:
 1. By gaining experience by applying your knowledge and skills in work related situations. You'll learn what you can do and what you need to work

on in your studies. You'll gain confidence in your own abilities.

2. By gaining the practical real work experience that employers like to see on a job candidate's resume.
 3. Clarifying your career goals with professionals helps you make a decision if the field is for you or not.
 4. Expanding your knowledge by seeing how others solve problems.
 5. Establishing a network of contacts, mentors, and references that will be of value for future letters and support.
- Course objectives are constantly revised to be in line with the Department's learning outcomes and the general education skills. Learning activities are changed to reflect the move from lecture to case-based format. The activities selected require active learning opportunities for the students that simulate real life. Formative feedback is employed to help the students improve the depth of their learning.
 - The problem based learning has been modified. This process culminates in the ability:

1. to ask the right questions and frame good problems
2. to acquire information and evaluate sources of information
3. to critically investigate and solve problems
4. to make choices among many alternatives
5. to explain concepts
6. to generalize new situations.

The structure of the class and the assessments in D.E.I. promotes collaboration and teamwork. Using multiple assessment techniques and multiple avenues of learning helps students choose the means of learning that best suits them.

Random Grading fosters attendance as well as preparation for the class. This idea is a strategy to encourage careful preparation for class so everyone can contribute to the learning environment. The goal is to foster habits of consistent preparation for class sessions. This also promotes the continuous evaluation system which forms the foundation of D.E.I.

Thus, D.E.I. has been successful in its motto of transforming the students into a 'Complete Man' through its innovative educational system and co-curricular activities.

All this is paving the way towards D.E.I.: 2031 mission! 

ULTIMATE WELFARE OF STUDENTS FOUNDATION

(REGD. 1140 UNDER SOCIETIES REGISTRATION ACT, 1860)

Agam Chauhan
 Founder, UWS Foundation
 M.B.A. (Batch - 2016)

“UWS foundation’s key motive is to help bring the underprivileged under the umbrella of Education. This initiative has been taken by students of M.B.A at D.E.I to give back to society as they study.



Getting insights of Abhilasha’s inability to go to school.



Assuring a better future ahead.



Now she is getting what earlier she was deprived of, i.e., Education.



Running free Spoken English classes



Donated books under our Book Bank System

*“It’s our passion,
 not profession”*



Serving the society at ground zero



Organizing Social Awareness events



‘APPLICATION’ THE REAL POWER

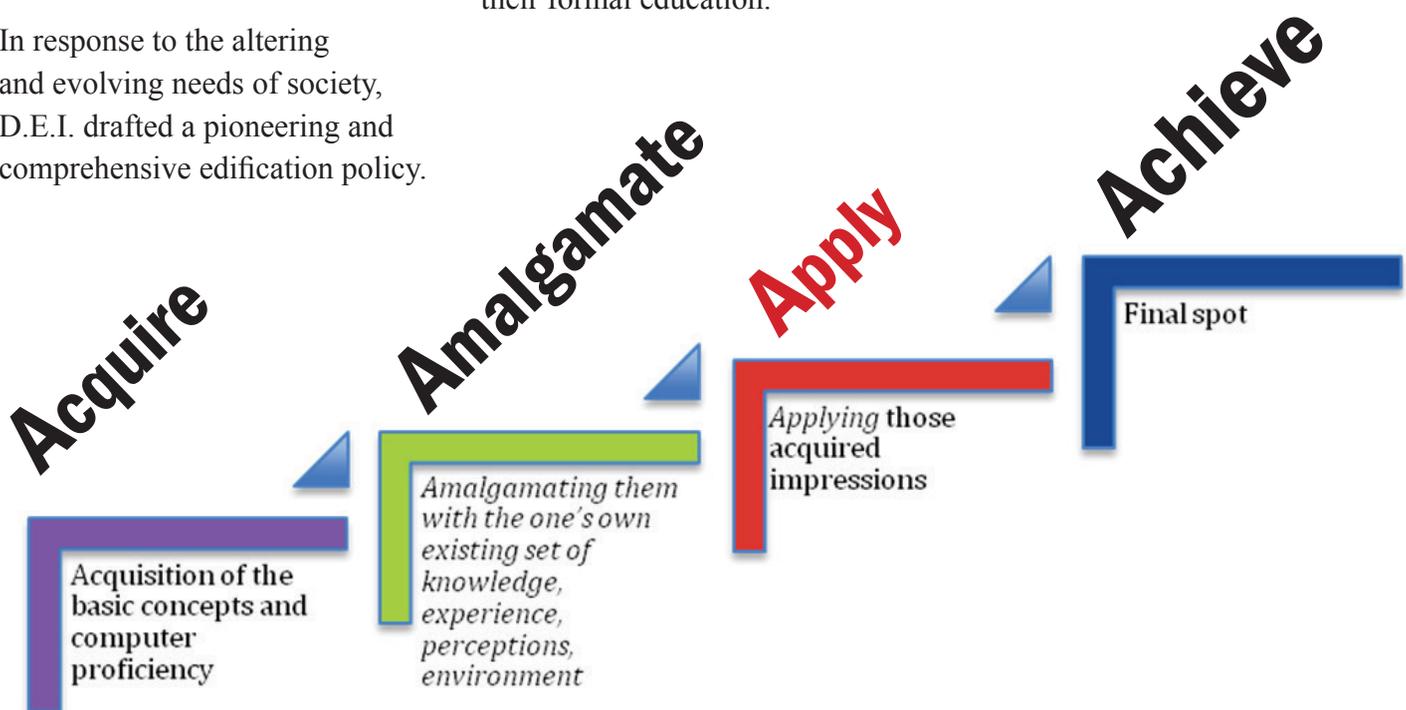
Lavina Murjani
M.B.A. (Batch - 2016)

Our founding fathers, 100 years ago captured a vision of evolving the superhuman of tomorrow through the integration of intellectual, physical and social activities, and we all stand here today because of their commendable endeavors as a trustworthy representative of the vision they captured. It is a dream for many and, I consider, we all are the privileged candidates to have commenced that journey.

In response to the altering and evolving needs of society, D.E.I. drafted a pioneering and comprehensive edification policy.

The goal of this policy is achieved in three steps (3A's). First, it requires the acquisition of the basic concepts and computer proficiency. Second, amalgamation with existing set of knowledge, experience, perceptions and the environment. Third, applying those acquired impressions in doing various research projects. The cherry on the cake is that many have started their own enterprises while studying in college and many after completing their formal education.

Thus, “knowledge is potential power and application of knowledge is real power.” By taking a lead, doing creative work, following multi-disciplinary approach linked with spirituality we all continuously apply the learned knowledge knowingly and unknowingly in our daily life. This application is one facet of the revelation by our founding fathers and is the ladder to reach the final spot. ▲



Marketing Myopia

Traditional & Modern Form

Ruchika Chauhan
Integrated M.B.A.
(Batch - 2015)



Slash-cut sales and closure of Kodak!!
Hollywood Movies... Once on the brink of Extinction!!

What went wrong?

The answer lies here – “Marketing Myopia”.

As the word “myopia” means “shortsightedness,” it is the inability of an individual to see distant objects. And Bingo!! Same is the case with organizations as they just focus upon short term beneficiaries and neglect long term sustainable profit maximizing opportunity comprising of customers.

Marketing orientation has different dimensions be it product, price or customer. Since all of these orientations are important, the key to success of any organization lies to what extent it is able to understand and satisfy the customer’s needs; not just on how innovative their product is. Without need and satisfaction there is no use of the product even if it has got rubies and diamonds embedded in it. This is one crucial point which organizations fail to understand and it results in their falling in the trap of marketing myopia.

Marketing myopia may result from focusing on short-term goals and not keeping oneself aligned with the company’s mission and vision or from focusing on one attribute; while forgetting what impact it would have on the overall positioning.

Tata Nano is the best example of this case. The company stressed on its price factor of Rs. One lakh so extensively that the same price factor made people avoid purchasing it because the positioning was overall changed.

Theodore Levitt (1960) very well explained the concept of marketing myopia as a vicious trap in which organizations tend to fall because of being more product, innovation (R&D) and process oriented, instead of focusing on the key aspect i.e. customers.

This is the Traditional approach to Marketing Myopia.

Companies improperly defined their purpose. Also various organizations framed hypothesis and themselves proved them correct, which made them believe that organization’s actual strength lies in the “unchallenged advancement of its product”

Focused approach on mass-production for profit motives has been followed since the time of Henry Ford till today. In this, what actually gets emphasized is selling; focusing on the needs of buyers whereas marketing which focuses on the needs of customers is **NEGLECTED!!**

All that a company is interested in is to somehow dump the product in the market using pull or push strategy, whatever works, as what they see is profits not the needs and wants.

Many companies presume that

“continuous innovation” can lead to more profits, sales and success; thus they tend to become heavily dependent on their R&D department; once again falling prey to marketing myopia.

Heeding to Levitt’s advice, organizations today have paid full attention to “Customer orientation”. “CUSTOMER IS KING” is the agenda followed by many firms today.

But eventually this has led to modern form of marketing myopia, where organizations have become so overly and narrowly focused on “customers” that they forgot the role of “multiple stakeholders” in the organization’s success.

What people working in the organizations forgot was that all the stakeholders including customers are an “integrated” bunch of people living in a society who are affected by the organization and can affect the organization.

Following the example of Obesity given by N.Craig in his research paper, companies offering junk food products just kept in mind the customer’s taste and preferences and lacked in providing a nutritious diet which created the problem of obesity and led to parents (also being stakeholder) acting as a constraint on source of opportunity for firm.

Similarly, the US automobile Industry was so busy in making new cars that they forgot about the ill - effects of pollution and thus faced tough



competition from fuel efficient and solar cars from Japan.

The problem of modern marketing myopia can be tackled by adopting multiple stakeholder approach, identifying, mapping targeting them



appropriately and thus working in larger

interest of society and stakeholders.

Krafts Food has taken a step forward in countering the modern marketing myopia. They worked closely with all of its stakeholders (scientists, customers, dietician etc.) to come up with healthy and nutritious food.

“Success of firm depends on what or who really counts for them”

This statement in itself beholds the answer to the problem of marketing myopia and the fact that which flavor the organization gets to taste - Success

or Failure!????

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Image Courtesy; hbr.org
www.researchworks.com

AT CROSSROADS

Shubhank Chaturvedi

B.Com. and Integrated M.B.A. (Batch - 2016)

Thinking about the self or being social; studies or co-curricular activities and sports; the present or options for the future; goals vs. moral obligations – one wonders why every situation of a student’s life results into a juncture. The parable of a normal student is full of such dilemmas. There is always a middle path to solving the problems but that only leaves us being the jack of all trades and not the masters! In such a competitive age, everything needs precision and perfection but with a single life and loads of jobs how can we strive for excellence,

because perfection needs practice.

Focus and will power are a must for resolving such issues but what about 80% of our counterparts who are still unsure of what they are supposed to do with their future. These crossroads are not only the points of confusion and despair, but a hope for choosing the best alternative and being firm on that.

The Institute which is our second home has gifted us with more than just prestige i.e., skills related to time management and decision making, for routine working as well as for the

higher studies of “Life Management.”

Life at the institute, with so much to do and so many opportunities, as well as so much to achieve have taught me that an optimal mix at the right place and at the right time can change your life. We need to be ‘just in time’ and ‘just in place’ for every action. Instead of justifying our own moral character we should think about the worth of actions that we take.

We are born alone we must stand alone in the world - positively and differently.

DAYALBAGH EDUCATIONAL INSTITUTE

A JOURNEY OF EXCELLENCE IN EDUCATION

Tej Saroop
M.B.A. (Batch - 2016)

Education is a noble profession, different from all other fields because education makes all other fields alive. But education does not mean creating good employees that can go to the world and just do business or make money; it means creating students into well rounded personalities who should be physically fit, mentally strong and emotionally stable.

Dayalbagh Educational Institute (D.E.I.) is able to achieve this. The mission of D.E.I. is the development of a complete man, and it is at the top of the agenda. The other elements such as Students' Participation, Remedial Teaching, Interface for Learning, Access to Field Experience, Training and Motivation of Staff etc. are also included. The Educational System has been designed to achieve the development of the Complete Man.

Different educational activities lead to not only Academic Objectives but also inculcate Moral and Spiritual Values and develop Social Sensibilities among the students.

D.E.I. EDUCATION POLICY :

A NOVEL APPROACH TO EDUCATION

“It is not a big university or big building or larger number of teachers or larger number of departments which raises the status of university. It is the quality of work that makes the University great.”

*Revered Dr. M.B. Lal Sahab
Founder Director, D.E.I.*



Students playing kho-kho.

The D.E.I. Education Policy was conceived, planned, formulated, crystallized and executed by Dr. M.B. Lal Sahab, the Founding Director of the Institute. The policy endeavours to create an educational system that strives to bring about physical, intellectual, emotional and ethical integration of an individual with a view to evolving a complete man who possesses the basic values of humanism, secularism and democracy and who is capable of giving a fuller response to social and environmental challenges; to inculcate in an individual a spirit of truthfulness, temperance and courage and to cultivate a spirit of humility, simple living, selfless service and sacrifice.

Different educational activities lead to not only Academic Objectives but also inculcate Moral and Spiritual Values and develop Social Sensibilities among the students.

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TAKING ACCOUNTABILITY VS. THE LAME BLAME GAME

Arshita Khatri
Integrated M.B.A. (Batch - 2015)
&
Harsh Khurana
B. Tech. (Batch - 2015)



“*Making BAD decisions is just a part of life. Blaming others for your bad decisions is “IMMATURE”*”

It is a human tendency to point the finger on others for our own actions & inactions. Sometimes we even blame our destiny. Little do we realize that our destiny lies in our own hands and we build it with our actions and it is not the other way round! This blame game is just like “passing the parcel” where a parcel symbolizes a fault that we try to throw in another’s lap. I believe, that our brain tries to simplify things, and tries to take the easiest way out of a situation, irrespective of how irrational the logic, and without regard to consequences. To take an example, in our childhood we blame power failures for our poor grades. When we grow up, we blame professors for not teaching well or we blame the administration for strict rules and regulations in an organisation. Just give a thought – Can we change any of these things? The answer is No. The only thing we can change

is ourselves and that is what we are accountable for. In the long run, this is the only thing which will help us evolve.

Blaming is just a tool which our brain uses to protect us from getting hurt. But does that mean it is justifiable to play the blame game? No. We need to own up and take responsibility for our mistakes and make efforts to rectify the mistake. We need to be jesters of our own life. It does not mean that everyone’s brain works like this, but more often than not we like to play the blame game to get a sense of satisfaction, however a false one. But we must strive to avoid playing the blame game and be humble enough to admit our mistakes.

Whining and sulking about our problems and blaming others will not yield a constructive solution. We need to start taking responsibility and accountability for our deeds. So stop blaming and start accepting. ▲

EITHER YOU CAN
BLAME A LOT
OF PEOPLE AND
WALLOW IN SELF
PITY OR YOU CAN
PICK YOURSELF AND
SAY
“LISTEN, I
HAVE TO TAKE
ACCOUNTABILITY
FOR MYSELF”.

SOME SECRETS DISCLOSED – PREPARING FOR CORPORATE LIFE

Arshita Khatri & Sahiba Grover
Integrated M.B.A.

A workshop was held in the Department of Management with specialists in the field of Finance, Operations and Human Resource Management to mentor students on specialization areas. The specialists included Mr. Rajendra Prasad, Mr. Mukul Sahai, Mr. Mohit Taneja, Mr. A.V Raju, Mr.V. Prem Swaroop and Mr.Vivek Gorakh. The mentoring specialists devoted considerable time educating students on preparing for a role in Finance and also spoke about generic and functional skills required for students to succeed in the corporate world. A note is enclosed below on a few chosen areas which struck a chord.

ON FINANCE AS A SPECIALIZATION

M.B.A. Finance faces competition from the fields of Chartered Accountancy (CA) and Company Secretary (CS), where people “breathe, eat and drink” finance. In accounting skills, the person specializing in C.A will always have an upper hand over M.B.A (Finance).

Attributes required if you want to take finance as a specialisation

1. Agility of mind
2. Willing to take challenges

3. Adaptability towards the environment
4. Regulatory changes must be taken as an opportunity
5. Inclination for Information Technology – Knowledge of ERPs is a must.
6. Passion
7. Energetic
8. Commitment and Accountability - “walk the talk” and deliver on promises.

TWO IMPORTANT THINGS TO KEEP IN MIND

1. M.B.A (Finance) candidates should start where execution is required because the experience gained in execution at the beginning of one’s career yields rewards later.
2. Students should work on the intersection of these three circles



ON THE IMPORTANCE OF FUNCTIONAL AND GENERIC SKILLS

The primary purpose of an M.B.A. programme is to bestow managerial skills – both generic and functional in nature. Generic skills are important today because work and life are both in a flux. Functional skills are important because they provide the base, the skills, the knowledge and understanding that is required by a person in order to succeed in education, work and life. Both of them are becoming



Courtesy: <http://www.go2vista.com>



DAYALBAGH EDUCATIONAL INSTITUTE A JOURNEY OF EXCELLENCE IN EDUCATION

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D.E.I. DISTANCE EDUCATION : A STEP TOWARDS PERSEVERANCE

From the past decade, D.E.I. has been striving to provide low cost education in different parts of the country. It has three dimensional education systems

1. Higher Technical
2. Distance Education & Satellite Synchronous Courses and
3. Job Oriented Vocational Course.

We can see no other University in India which has claimed such prominence so far.

D.E.I.'s Distance Education provides a clean and conducive environment for learning for students. Experienced professionals from different fields facilitate and mentor the students. Course material provided by D.E.I. works as a stepping stone for the subjects while CD's and reference books are available at the library.



Distance Education class in progress

Students get the opportunity to present their ideas to everyone and shed their inhibitions about public speaking. Business Communication courses relate to the business scenario and corporate world and help students sharpen their communication skills.

General Knowledge & Current Affairs are core courses in which the Facilitators discuss the current and historical events of various important topics.

Cultural Education & Comparative Study of Religion are also core courses and are given special importance to make students aware about the rich cultural heritage of India and religions of the world.

Hard work and social service values are enshrined owing to subjects such as **Rural Development & Social Service**. Open Day and Sports Day are some occasions when students and teachers perform tasks on their own and yet aligned in a common direction.

In a nutshell it can be stated that there is not just one, but many reasons to be a part of such a premier institute. The low-cost-high-quality education mantra will help many weaker economic and remote sections of the society to enhance their

talent and make them face the world with a sense of pride. ▲

complex. Both require creativity, flexibility, adaptability, emotional balance and ability to take on different tasks. Communication skill is at the core of these skills. If a person doesn't possess communication skill at post graduation level then either he should develop it as soon as possible or leave the course immediately.

1. Generic Skills
 - Communication skills
 - Analytical skills
 - Achievement orientation
2. Functional skills
 - Conceptual skills

- Operational skills

TO SUCCEED IN THE WORLD TODAY A PERSON SHOULD HAVE 4 MAJOR STRENGTHS

- A value system
- Hard work
- Respect for people
- High level of integrity

It is advisable for M.B.A. students to develop a vision around what they want to attain, without letting money be the driving factor. It is important to note, in life, it's not always the questions one asks, but rather one's ability to hear the answers that truly enriches one's understanding. It is important to be open towards learning and be able and willing to learn at every stage of one's life. ▲

INTERVIEW WITH ADMIN



The Administration team works silently from the beginning of the day till the very end, when the last student and faculty member has left the facility. It is time to gauge their feelings on the eve of 100 years celebration of education in Dayalbagh, in the context of their work. Presented below is an interview of various Administration team members by student representative, **Aditi Gandhi**.

Q1. What is your role in the Department of Management?

Mr. Fakir Singh - My work is of Office Assistance in the Faculty of Social Sciences. I also have some responsibility in the Director's office.

Mr. Sunil - I too am an Office Assistant in the faculty. I coordinate with other faculties and the central office for different office related work.

Mr. Dilip - I support the teachers and students of the faculty. I provide assistance in works like arranging the classrooms for seminars, maintenance of classrooms, laptops, projectors etc.

Mr. Suresh - My work includes opening the classrooms in the morning, locking them and checking the faculty in evening, arranging for refreshments for the guests, Dean's office work, paper and post work.

Mrs. Meera Jaggi - I work under Dr. Shalini Nigam who is the coordinator for Distance Education Programs. I take care of Distance B.B.M.. We have to send notes and lecture videos to students at distance centers. We help with classroom recording, editing the lectures, making the DVDs and we also prepare booklets for the courses.

Mr. Bachchu - I do recording and editing of M.B.A. lectures which are required for synchronous M.B.A. Program. Other than this I am

responsible for computer maintenance and office paper work too.

Q2. Since how many years you have been working here? Have you seen any changes in the Faculty of Social Sciences and the Department?

Mr. Fakir Singh - I have been here for more than 18 years. Yes, I have witnessed many changes. When I joined there were only 200 - 250 students and 16 teachers but now we have more than 1000 students and 60 teachers. We use to have only 10 or 12 courses but now we have more than 15 courses running. We have synchronous M.B.A. now.

Mr. Sunil - I have completed a tenure of 21 years till date. Yes I have witnessed many changes. There are many changes in the infrastructure of the faculty. We have solar panels in our faculty now. Synchronous M.B.A. is a new program.

Mr. Dilip - I have completed 16 years here. Yes, many changes have taken place like when I joined there was only an old wing in the faculty and now we have the new wing, classrooms have been doubled, students and teachers are increasing which has increased my workload too.

Mr. Suresh - I have completed 4 years here.

Mrs. Meera Jaggi - I have been here since 5 years, before I was working with the Faculty of Arts. There has been lot of change in the faculty infrastructure.

Mr. Bachchu - It is my 6th year in the Department of Management. Since I have joined 3 classrooms have been constructed, transmission of lectures have started, the main hall has been enhanced and solar panels have been installed.

Q3. What is the most challenging task for you?

Mr. Fakir Singh - Public dealing is what we feel is a little challenging; sometimes it becomes difficult to deal with students and teacher queries. But we try our best to resolve their issues as soon as possible.

Mr. Sunil - Public dealing!

Mr. Dilip - When something requires repairing it becomes little difficult as we have to call some outside person and we depend on him for the repairing and during this students and teachers face some issues. We try to make some temporary





arrangements for the time being.

Mr. Suresh - As such nothing is difficult; I am able to do my work.

Mrs. Meera Jaggi - DVD making is little challenging but I am happy with my work, I enjoy doing my work.

Mr. Bachchu - I love my work, I enjoy doing it.

Q4. How do you feel being a part of D.E.I?

Mr. Fakir Singh - I feel happy being associated with D.E.I. The work load is increasing, I have multiple tasks to be done which helps me in enhancing my knowledge. By doing different work we learn new things. D.E.I administration works for students, teachers and society, they try to uplift them. Faculty members here are like family members to me and D.E.I as a whole is a BIG family who is working towards the growth of all.

Mr. Sunil - It feels good to be here. Staff members are cooperative. We feel happy working here.

Mr. Dilip - It is very nice. Day by day D.E.I is heading towards its aim and trust me, nobody can stop it from reaching the peak of success. Security of individuals and society needs a little attention here.

Mr. Suresh - It feels good to be here. I feel happy working here.

Mrs. Meera Jaggi - I feel very nice being a part of D.E.I and specially the Management Faculty. The culture in D.E.I is different; I believe there is no place in India as D.E.I. Everyone is very helpful. Unity and discipline are the strengths of the Department of Management.

Mr. Bachchu - Overall it is awesome being here. We have different environment and culture here. Everyone is very cooperative; the art of living here is unique, "Kriyasheel jivan hai yahaan". If there is a place for humans it is this, Dayalbagh. ▲

Message Board

Key Messages for Students from Alumni and Associated Members of the Department of Management

"Heartiest congratulations to Dayalbagh on completing 100 years of education. It is a proud moment for every member of D.E.I, the higher education body, which has been a part of this historic journey since 1981. While many establishments impart top-quality education, their focus tends to remain on academic parameters. Dayalbagh Educational Institute, to its credit, has always focused on academics plus values. And this is precisely what gives a D.E.I student an edge over others – the USP that sets him/ her apart. When I was recruited by one of the world's top three airlines, it was because I displayed competence in my area of expertise plus a strong value system. That is the gift Dayalbagh Educational Institute has given me; for which I remain forever indebted."

Radhika Markan, Managing Director, H&K Rolling Mill Engineers Pvt. Ltd. and Director, American Concrete Institute (India Chapter)

I believe the value education, which is an intrinsic part of D.E.I injects the value gene in every student. When you go out in the corporate world, you are already very well prepared. You can become the value initiator and create the value multiplier effect.

Dr. Anjali Nigam, CEO and Director of White Swan Consulting Group

Build your own brand because D.E.I gives you the safe environment to experiment, to explore yourself. Network with as many people as you can, break your shell and try to interact with people of other faculties. This is a safe environment to make mistakes and learn. The confidence which you get, no one can take it away from you, but don't compromise on the academics. The concepts are really very important.

Mahima Caprihan, Management Associate, Consumer Banking Analytics, Citigroup, New York

"Patience pays in the long run. There is something inside each person, which one should try to explore. Hard work is something people should not miss."

V. Hans Prakash, Head, Business Development, IL&FS



Students should be inquisitive and follow the triple 'D' method of 'discourse, debate, discuss'. There is no shortcut to knowledge. One has to read.

Kusum Pawar, Assistant Professor, Durgadevi Saraf Institute of Management Studies, Mumbai University

D.E.I being on a continuous evaluation system, helps students prepare for the corporate world. Focus on communication skills, be aware of what is happening out there, know your technology.

Agam Saxena, General Manager - North & East India, Mitsui OSK Lines (India) Pvt Ltd

Network with your alumni and maintain relationships. Never think that you are specific to one particular field or particular domain. Once you enter the industry all domains becomes important. Have the self confidence in yourself, and be patient, since things do not always happen very fast. The

faster things happen, the faster they will dissolve.

Prakhar mehra, Formerly with HDFC Bank

We should learn to take initiatives, learn to think differently. Differentiate yourself.

Nimish Vaddiparthi, Manager, Price n Promotion, SENAP, Nielsen

Whatever job is given to you in your organization do it well, with full might and honesty and work hard. Do well in your current role and that will put a spotlight on you.

Mr. Vivek Bhatnagar, Vice President and Geography Head, Newgen Software Technologies

I have two messages. One is that students will realize once they graduate that this is one of the most important periods of their life. They must take as much advantage as they can of the opportunities

D.E.I. NEWS

SNIPPETS

- Convocation: Dayalbagh Educational Institute hosted the XXXIII Convocation on January 3, 2015.
- The Department of Management, D.E.I hosted a guest lecture on Spirituality in Management, and a workshop on *How to Prepare for Research and Teaching Careers in the Area of Management* (Feb, April 2014)
- Prof. Sanjeev Swami was made the member

of the **editorial boards** of the Technology and Operation Management Journal, and the Journal of Marketing in Emerging Economies.

- Prof. Shiv K. Sharma was invited as the **Guest of Honor** at 'AAGAZ', an event organized by the Faculty of Management Studies, RBS, Technical Campus, Khandari, Agra.
- Prof. Sanjeev Swami was invited as **External Expert**, IPC (Internal Personnel Committee – Research Evaluation Component), Indian Institute of Management Calcutta during December 2014-



present here. Secondly, if a Prof. scolds you for something, do not feel bad. This helps you in coping with professional pressures and everything you go through in the professional environment.

Mukti Shrivastava Narain, ADM, Genpact Headstrong Capital Markets

Keep working hard

Satguru Prasad Satsangi, HDFC

These are the most important years of your life. Give your 2000% in the four or five years that you get here. What I am today is due to D.E.I.

Abhishek Pawar, Director, Skill Shaperz

The years spent at D.E.I have been most memorable. The spirituality, peace and tranquility that pervade the atmosphere are very conducive to learning, as well as personal happiness. I understand my

maternal grandfather studied from the Radhasoami Educational Institute in the 1920s before having a career with the Indian Metallurgical Institute, as well as the United Nations. I would like to take this opportunity to thank Dayalbagh for the values driven education that has been accorded to people for multiple generations.

Purnima Bhatnagar, Asst. Prof, Department of Management, D.E.I. Former Vice President, Serco and AVP, Genpact.

The management students in current years are supposed to be conscious of the 3Ps – people, planet and profit. The D.E.I education imbibes the three very well, and develops socially conscious managers for the corporate sector. I wish D.E.I and its students the very best for the future.

Mr. Ajit Nigam, Formerly with Government of India, Currently Director CSR, WCG

January 2015.

- Dr. Sumita Srivastava was invited as the **Session Chair** at one of the concurrent sessions of International Conference on Innovative advances and challenges in Management and Commerce organized by Amity College of Commerce & Finance, Amity University, Noida during December 2014.

VISITS BY FACULTY AND SCHOLARS

- Prof. K. Santi Swarup delivered a talk at Ontario Centres of Excellence and Venture Lab, Markham, Canada and visited The University of Waterloo, University of Toronto, University of Ryerson, University of York and Seneca College at Toronto.

Prof. Swarup also visited Varilume, Summoon Energy, Trivision Broadband and Telecom, Matrex, Nano Struck, Elim Solutions and Cybertron International.

- Dr. Sunita Kumari visited the University of Alberta, University of Waterloo (Conrad Business, Entrepreneurship and Technology Centre), and the University of Toronto in Canada with other members of the Entrepreneurship and Virtual Incubation Cell, D.E.I.
- Mr. Anoop Srivastava visited the University of Waterloo, Canada and **delivered a talk on** “Interpretive Structural Modelling for Security Management in the context of Indian Railways.”



D.E.I. News Contd.

CONFERENCES ATTENDED BY FACULTY AND RESEARCH SCHOLARS

- The International Conference on Innovations in Services: Strategies for Global Business Excellence organized in January, 2014 at Gwalior was attended by Ms. Sukhmeet Kaur, Ms. Shipra Aggarwal and Ms. Poonam Mishra.
- Papers were presented at The 3rd Annual Commerce Convention, Dept. Of Commerce, Delhi University in April, 2014 by Ms. Purnima Bhatnagar, Ms. Rupali Misra Nigam and Dr. Sumita Srivastava. The paper co-authored by Ms. Purnima Bhatnagar and Mr. Anoop Srivastava received the Best Paper Award at Technical Session 1.
- The Twentieth Conference on Towards a Science of Consciousness (TSC 2014) at Tucson, Arizona, U.S.A, in April 2014, was attended by and papers co-authored by Prof. K. Santi Swarup, Mr. Anoop Srivastava and Ms. Purnima Bhatnagar were presented in various forums.
- The 5th International Conference 2014, on “Transport Solutions: from Research to Deployment at La defense, Paris,” organized by the French Ministry of Ecology, Sustainable Development and Energy and IFSTTAR was attended by Mr. Anoop Srivastava. He won the Programme Committee Best Paper Award at the Conference.
- The 5th Doctoral Conference entitled “Current Trends in Management & Information Technology” organized by HIMCS, Mathura in May 2014 was attended by Ms. Shipra Aggarwal and Ms. Poonam Mishra, where they won the ‘Sant Das Swami Award’ and ‘Anandi Devi Paliwal Award’, respectively.

PUBLICATION OF PAPERS (REPRESENTATIVE LIST BY FACULTY AND RESEARCH SCHOLARS)

- Rupali Misra Nigam, Dr. Sumita Srivastava and Prof. D. K. Banwet. (2014) Effect of Psychological Disposition on Short Term Intuitive Forecasting: An Experimental Study. *International Journal of Business and Management Invention*

- Shipra Aggarwal. (2014). A Study of Antecedents and Consequents of Organizational Citizenship Behavior through Causal Loop Diagram: A Holistic Approach. *The IUP Journal of Organizational Behavior, ICFAI University*
- Sukhmeet Kaur. (2014). An Introspection of Employee Engagement: A Quantitative Content Analysis Approach. *The IUP Journal of Organizational Behavior.*
- Sukhmeet Kaur. (2014). Why the Taj Mahal comes first and Agra Second? Turnaround through Employee Engagement Strategy. *International Journal of Commerce, Business and Management.*
- Purnima Bhatnagar, Madhu Bhatnagar and Dr. Shalini Nigam. (2014). Environmental CSR - Impact on Firm Financial Performance and Evidence Indicators - A perspective from India. *Intercontinental Journal of Finance Research Review.*
- Neelni Giri Goswami and Dr. Shalini Nigam. (2014). An empirical study on the work-life balance among working women in India specific to Agra region. *Inter-Continental Journal of Human Resource Research Review.*
- Rohit Rajwanshi. (2014). A study on Factors Influencing the Adoption of Next Generation Telecom Services in Selected Indian Markets. *International Journal of Managerial Studies and Research.*

FACULTY PROMOTIONS

- Professor: Dr. Shalini Nigam & Dr. K. Santi Swarup
- Associate Professor: Dr. Akshay Satsangi & Dr. Sanjay Bhushan

FACULTY MOVEMENTS

- Prof. V. S. Caprihan retired from the Dept. of Management, and has become Dean, Amritsar ICT Center, D.E.I
- Mr. Abhinav Pandey and Ms. Purnima Bhatnagar joined the Department of Management



Acknowledgement

The Editorial Team is indebted to all our seasoned Invited Guest Writers who took time out of their busy schedules to impart their “Teaching Points” related to various aspects of Values and Quality, relevant to the Corporate Life, as an aid to preparation of well rounded future generation corporate leaders.

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- **R. Raghavendra**
- **Praveen Lala**
- **Jannes Slomp**

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Editorial Team
Conexns 2015



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