

2012 Edition

M. I. L. A. N. NEWSLETTER - D. E. I. MANAGEMENT ALUMNI MEET

CONNEXNS

COMMUNICATING OPPORTUNITIES, NEWS, EVENTS FOR EXCHANGE OF NEOTERIC SYNERGY

D.E.I.

STUDENTS



FACULTY

ALUMNI

INDUSTRY



Excerpts from the Valedictory Address at the Closing Function of the Diamond Jubilee Celebrations of Radhasoami Educational Institute

January 1, 1978

“In spite of over 100 Universities in India, there is an increasing distress in the educational sphere and the number of unemployed and unemployable graduates is increasing every day. Persons, at the most, versed in the routine methods of working, but lacking in basic concept of human values, and in a comprehensive need-based orientation often find themselves badly geared to the socio-economic set-up in the country. This growing crisis has to be averted. We should try to see that modern trends become only supplements and not substitutes of our basic concepts of Education. We do not like to put the clock back but would certainly do well to introduce a more human and realistic approach in Education to meet the present-day needs of our society.

Our educational institutions in Dayalbagh have already launched a new programme of comprehensive, integrated and inter-disciplinary education which will afford our students opportunities to get not only a first-rate broad based academic education, but to learn some craft or industrial technique or learn to till and toil with their own hands and to imbibe basic human values and a spirit of tolerance and respect for the religious faith and belief of others, and above all to get prepared for the service of mankind with devotion and dedication, thereby combining the much sought excellence with the much needed relevance of the day.

Moreover, it is not enough for us to grow in wealth and material prosperity. If there is no peace in the world today, it is not because of lack of material wealth. It is because there is lack of poise and balance of judgment in distinguishing right from wrong. We have failed to recognize our own spiritual dimension and to kindle the spark of the Divine in us. So long as we do not accept and advocate the Fatherhood of God and Brotherhood of Man, we would neither trust each other, nor behave as dutiful children of the Supreme Father. You would, therefore, do well to discipline your mind and chasten your spirit.”

— Revered Professor M. B. Lal Sahab

[Extract from “Discourses on Education in Dayalbagh : A Vision of Complete Education”, page 141, Radhasoami Samvat 187, published by Radhasoami Satasang Sabha, Dayalbagh, Agra, 2005.]



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The cover image reflects
how various entities come
together as a team, the
net result being star
performance and M.I.L.A.N..

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DAYALBAGH EDUCATIONAL INSTITUTE (Deemed University)

Prof. V. G. Das
Director

Dayalbagh, Agra



MESSAGE ON VISION 2031

The Dayalbagh Educational Institute has embarked upon a bold initiative, VISION 2031 and formulated a comprehensive and progressive Strategic Plan for 2012-31, with the goal to become a top teaching-cum-research Institute through an exemplary system of education. To establish Total Quality Management across all activities of the University, the Plan encompasses undergraduate and postgraduate education, research, infrastructure, information and communication technology and campus development.

Keeping in line with the Institute's unique scheme of innovative, comprehensive, inter-disciplinary and value-based education that fosters academic excellence with holistic development, the Strategic Plan is a road map for providing an environment to produce well-rounded students who are ready to take on challenges and be leaders with a fine blend of top quality academics, work-experience and a strong value system.

The Strategic Plan is action-oriented and embodies the spirit of "Why not?" It will be implemented in four phases, each of five years, with clear targets set for each phase. The institute has accepted this challenge and is confident of achieving success with the cooperation of faculty, staff, students, alumni and all other well-wishers.



(Prof. V. G. Das)

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 Annual Alumni Meet, M.I.L.A.N.. In my last year's message, I had apprised you about the evolutionary development of the Department of Management since its inception as an independent department in the Faculty of Social Sciences in the year 2006. I now take this opportunity to inform you about the significant developments in the department in the recent past.

1) MULTIPLE-ENTRY, MULTIPLE-EXIT OPTIONS MODEL

As you are aware, there are several programmes offered currently by the department, including BBM, MBA, B.Com./ B.Sc.Engg./ BBM-MBA Integrated, M.Phil. Integrated Ph.D., Ph.D. (Full Time), Ph.D. (Part Time, under MoU with IIT Delhi), BBM Distance and MBA Distance programmes. There are 16 regular staff members, including 1 adjunct faculty. As a result of all the programme options available to the students of the department, a multiple-entry, multiple-exit options model has naturally evolved at the department.

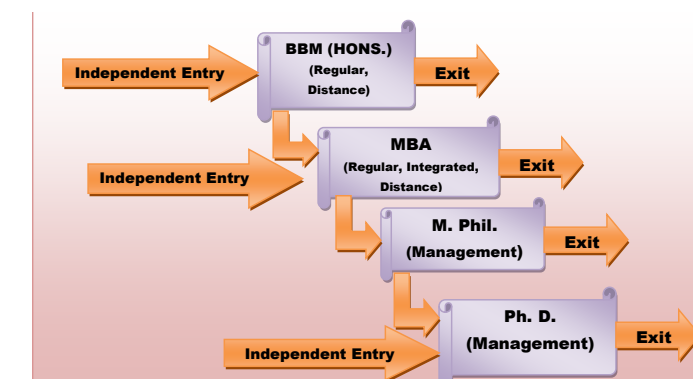


Exhibit 1: Multiple-Entry, Multiple-Exit Options Model at Department of Management, D.E.I.

2) CO-PRIM-e INITIATIVE

In February 2012, the department organised a special workshop entitled CO-PRIM-e Workshop. The Management Program at the Dayalbagh Educational Institute conceived the project 'CO-PRIM-e' based on the inspiration from its Visionary Leadership. The term CO-PRIM-e, which stands for Connect Program in Management Education, signifies togetherness (CO-) of the relevant stakeholders (i.e., Institute, Industry, Students and Society) in helping the department achieve a "PRIM-e" position in the field of Management. The 'e' in the end signifies the important role that e-platform of D.E.I. would play in achieving this goal. The external experts in this workshop involved eminent persons from both industry (e.g., Jaypee Hotels, TCS, HDFC, Indian Railways, Nielsen India, Headstrong, Hitachi, Hughes, SRF Ltd., Sab Miller, HCL, Cadence) and academia (e.g., IIT Kanpur, IIT Delhi, Delhi School of Economics, TISS Mumbai and IIM Lucknow). The discussions in the workshop resulted in the introduction of three new initiatives of the department, namely, We-Connect (i.e., attempt to connect with all the stakeholders at a broad level), I-connect (i.e., development of important connections with industry), and e-connect (i.e., use of e-platform of D.E.I. to offer online and modular courses).

The logo of the CO-PRIM-e program was designed by an MBA student, Ms. Komal Mangalani, under the able guidance of a D.E.I. Alumni, Mr. Shabd Vaish. It aptly shows the relationship and linkage between all the three dimensions of the program (refer Exhibit 2 on next page). With this message, I extend my great appreciation towards the efforts of both Komal and Shabd.





Exhibit 2: CO-PRIM-e Programme at Department of Management, D.E.I.

4) ONLINE MBA

Under the e-Connect dimension of the CO-PRIM-e programme, starting from the session July 2013, the MBA program would also be available as an online MBA programme. This initiative coincides with the efforts of D.E.I. to transform its physical campus into e-DEI-de, which stands for e-DEI-distance education. The courses of this programme would be available in online and modular formats. We also plan to offer e-MDP's under this initiative.

5) VISION INITIATIVES

You might be aware that D.E.I. has embarked upon a bold and ambitious programme, VISION 2031, for itself looking 20 years ahead. As part of the VISION 2031 programme, Department of Management has set a bold agenda for itself. The key features of this programme from the department's perspective can be summarised as:

- (i) improve placements in terms of quality and quantity,
- (ii) introduce case-oriented pedagogy,
- (iii) further enhance research output,
- (iv) increase research and consulting projects in the department,
- (v) increase the number of management and faculty development programmes in the department, and
- (vi) seek new MoU's with foreign universities and corporate.

The newly developed programme of i-Connect is catering specifically to point (i) and e-Connect programme would contribute to point (v) above. In addition, MoU's (point (vi)) are being developed / strengthened with IIT Delhi, IIT Kanpur, IIM Bangalore, Missouri University, U.S.A., Salem State University, U.S.A., etc. Efforts are also on for the rest of the initiatives. We further seek all of your support in achieving these goals.

I wish to place on record my deep appreciation for the organisers of M.I.L.A.N. event and urge all of us to further strengthen the department to achieve its goals.

(Prof. Sanjeev Swami)

Head, Department of Management,

Dean, Faculty of Social Sciences, D.E.I.

December 27, 2012

3) CO-OP MBA INITIATIVE

As a result of the i-Connect initiative of the CO-PRIM-e programme, starting from the session 2012-13, the MBA program of the department is being re-positioned as a Cooperative MBA (Co-op MBA) program. This program is being proposed in active collaboration with cooperating industry. The revised MBA program is of 2 years duration with 6 months of work term project in the identified organizations in industry. The structural model developed for this program is provided in Exhibit 3.

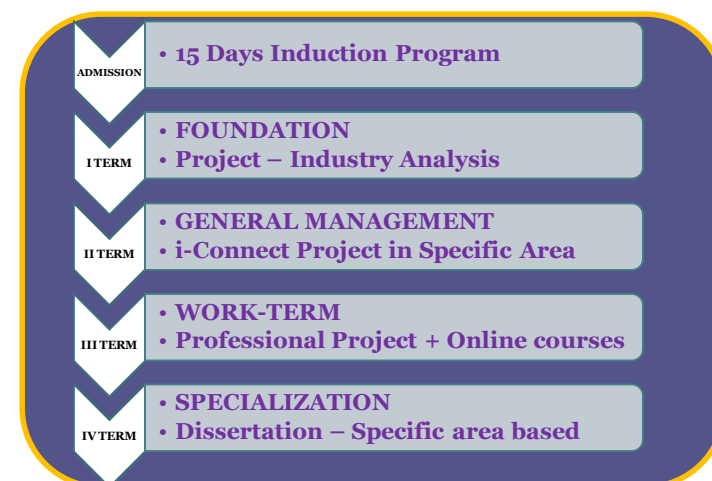


Exhibit 3: Structure of Co-op MBA Program

As mentioned earlier, the Co-op MBA program is being developed in active collaboration with cooperating industry. So far, the response of the industry has been quite positive towards this programme. By next year's M.I.L.A.N., I should be in a good position to inform you about the exact numbers of this programme.

'WE Connect Team'



Dr. Shalini Nigam
Department of Management, D.E.I.

Co-Prim-e workshop was organised by the Department of Management on February 4, 2012. 'We Connect' is a team formed under this initiative with the objective to create awareness and favourability for D.E.I.'s 'Management Programme', reaching out to all stakeholders and strengthening and establishing a closed loop network with all stakeholders in the department's ecosystem.

Identified stakeholders are – Parents (of existing and prospective students), Industry, Alumni, Government, NGO's and society at large, academic collaborative partners and other academic institutions (including other management institutes), Department's faculty, other faculties of D.E.I., students, prospective students and media.

The proposed programme plans to cater to different stakeholders as follows:

1. Parents want their children to be socially competitive, economically independent and to receive value for money. It was suggested that continued communication channel should be established through quarterly newsletters and updates via direct mailers. We should also celebrate special events together with students and their parents.
2. Industry interface with students by "extended internship programs," "sandwich programs" and "on-the job" live demonstrations, industrial visits, guest lectures as and when possible with strong support and coordination of alumni is required so that students are industry ready. A proposal of research journal or magazine (RESEARCH CONEXNS) is to be initiated by the department highlighting the research activities.
3. Alumni needs are enhanced alma mater brand for better prospects. This could be done by direct mailers and newsletter (CONEXNS) updating the developments of the department, inclusive alumni partnership with feedback / partnering on various activities like consultancy and research projects, management development programmes, guest lectures, and annual alumni meets - M.I.L.A.N. and by instituting student and distinguished alumni awards.

4. Government / NGO's and Society - CSR activities and initiatives with students in the forefront, student volunteering in environmental campaigns (polybag ban, water conservation, waste management and so on) and exploring tie-up with SME/ Cottage/handicraft segment which are eco-friendly (partner with the products of the artisans of these segments and develop entrepreneurship models / business models for the artisans).

5. Academic collaborative partners - Conduct joint research programs, innovation and process improvements, share the best practices and make them available for others. Build on MoU's and strategic collaborations with other premier institutes globally, student participation in Techno-Management fests, attending seminars, conferences and workshops at National / International level.

6. Faculty - Faculty development programs, Industry exposure to the faculty members (or similar number of work hours in an industry on project/consultancy assignment for more practical exposure on required topics), periodic review and evaluation of the faculty on number of research activities and publications / consultancy assignments undertaken.

7. Other faculties of D.E.I. - Interdisciplinary consultancy projects with other faculties of D.E.I., Work out options for graduates from other faculties to pursue MBA program of the University with a choice in specialization, as per demand more cross functional projects and research at university and inter-university level with special incubation centres nurturing the same, management and business problems to be solved using the advanced computing concepts of and other advanced learning techniques of other faculties (Modelling, Simulation, Optimization as well as advances in Quantum & Nano-computing), enhance collaboration with Centre for Consciousness Studies for application research and studies in solving real life business problems particularly those of corporate decision-making

8. Media - Faculty / Student features and columns in local/national media can be encouraged to showcase our brand. Participation in high quality (neutral source) authentic Government / NGO based B-school survey/ranking could be explored for getting into national forum, conduct programmes on leadership for media industry.

9. Students need excellent learning and all round development, very good placements, IT-integrated course curriculum and availability of information on web, industry internship / training opportunities in each semester with well networked corporate tie-up, organising events, opportunity for assistantship/ collaborative consultancy works with the faculty, consistent career guidance and support at periodic intervals of time.



Prof. S.P. Kaushik (Dean, D.E.I. Programmes at RBE and Timarni),
Prof. S.K. Sharma, Dr. Shalini Nigam: Coordinators, 'We Connect programme', Department of Management, D.E.I.

MACROECONOMIC OUTLOOK FOR 2012-13 & 2013-14 BASED ON INDIA-LINK MACROECONOMETRIC MODEL *

The forecast for GDP growth for 2012-13, based on the INDIA LINK model, have been revised downwards to 5.9% from 7.4% predicted in February 2012. This pessimistic growth outlook is lower than the actual growth attained during the global crisis in 2008 and can be explained by the prevailing domestic economic uncertainties coupled with worsening of global economic prospects.

Pami Dua¹
&
N.R. Bhanumurthy²

It is also notable that for the first half of 2012-13, GDP growth is estimated at 5.3% against 7.3% in the same period last year. This downward trend indicates that reaching the pre-crisis growth rate may take much longer than expected. This has also been

reiterated by IMF in its recent World Economic Outlook. The key forecasts are given below.

The forecasts are based on the following assumptions for the year 2012-13. The interest rate cycle is expected to move downwards from the last quarter of 2012-13. Global consumer price inflation and food inflation are expected to remain high following a decline in food production (as per FAO's recent report) due to a bad monsoon. Advanced

country output is projected to grow as per OECD projections, which has been revised downwards due to recessionary conditions in many of the EU nations as well as in UK. A modest recovery is expected in foreign investment inflows in 2012-13 as a result of important reforms initiatives.

One of the factors that has resulted in the downward revision of the GDP growth forecast (see graph on right) is the high and unsustainable fiscal deficit, which appears to be crowding-out private investment. Another major negative impact on the economy is the worsening of the current account deficit along with falling foreign capital inflows resulting in worsening overall investment sentiment.

On the industrial front, demand conditions (both domestic and external) as well as negative investment sentiment appear to pull down growth prospects. Nevertheless, assuming that the interest rate cycle will move downwards from the last quarter, industrial growth is expected to increase marginally to 4.8%. However, services sector growth may witness its lowest growth for over a decade as it depends heavily on external demand as well as on public administration. Since both these indicators are expected to decline in the current year, overall services growth for 2012-13 is expected to decline to 7.9%,

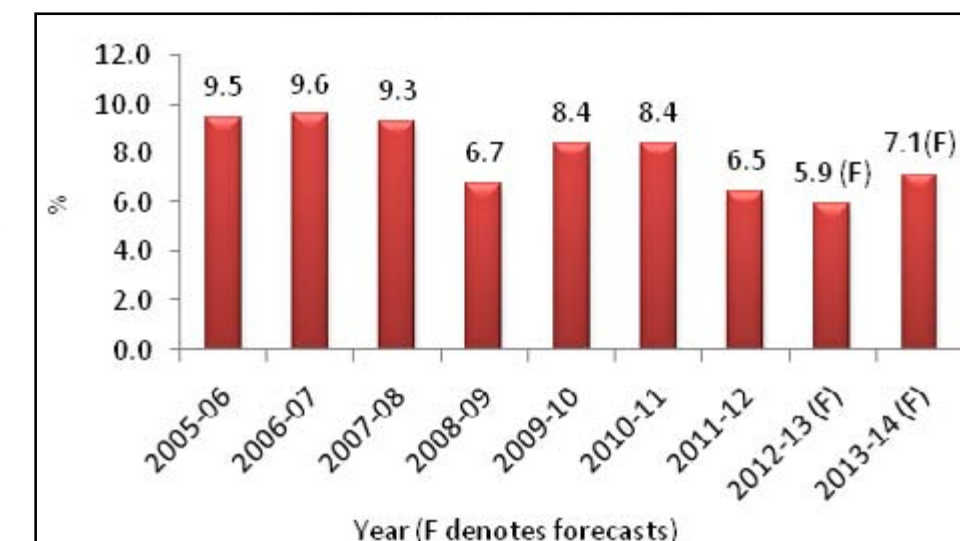
* These forecasts are developed as part of World Project LINK coordinated by the United Nations DESA, New York and the Project LINK Research Centre, University of Toronto.

¹ Professor and Head, Delhi School of Economics, University of Delhi, Delhi.

² Professor, National Institute of Public Finance and Policy, New Delhi.

In the agricultural sector, following a delayed monsoon, output (particularly kharif) is expected to see a significant fall. Assuming that growth in the rabi crop is robust, the overall agricultural output growth is

growth, actual and expected, as well as the exchange rate are the main drivers of import demand, given the depreciation in the exchange rate and low growth prospects, growth in imports is likely to decline to 8.2%.



Real GDP Growth Rate

expected to be flat.

On the inflation front, while there was some moderation in early 2012-13, recent trends show that it is still above the comfortable level. However, core inflation (non-food manufacturing) is showing definite signs of declining. Overall, we forecast inflation to be around 7.2%. There are, however, further downside risks from the weak Rupee/US dollar exchange rate, which might impact inflation through imports as well as from the second round effects of domestic fuel price hikes.

With the weak exchange rate, theoretically one would have expected higher exports in the recent period. On the contrary, India has been experiencing negative exports (merchandise) growth for the past six months. As the external demand conditions are subdued, our model predicts exports growth of 6.6% in 2012-13 compared to 25% in the previous year. Similarly, as

On the exchange rate front, the first half of the year has seen a substantial depreciation to over Rs. 55/USD. This is despite a higher interest rate differential in favour of the Rupee. Overall, we expect the exchange rate to rally around 54 by the end of the year.

Going forward, our model predicts a recovery in growth in 2013-14 to 7.1% and this is expected to be driven by the recovery in industrial output while we expect a continuation of subdued growth on the external front. While agriculture is expected to show some moderate recovery, services growth is expected to decline for the second consecutive year, largely due to lack of demand from the external front as well as an expected decline in the growth of public administration. ▲

Key Economic Indicators 2008-09 to 2013-2014 — (All in growth rates)

Year	2008-09	2009-10	2010-11	2011-12	2012-13 (F)	2013-14(F)
Agriculture	0.1	1.0	7.3	2.8	0.1	2.8
Industry	4.0	8.9	6.8	2.6	4.8	7.3
Services	9.4	10.0	9.2	8.5	7.9	7.8
Real GDP	6.7	8.4	8.4	6.5	5.9	7.1
WPI	8.1	3.8	9.6	8.9	7.2	6.6
Exports	3.4	-4.7	20.6	24.9	6.6	8.9
Imports	14.4	-8.2	26.6	32.2	8.2	10.2

#: Industry includes Manufacturing, Mining & Quarrying, Electricity, Gas & Water supply.

F: Forecasts from the quarterly INDIA LINK macro econometric model.

Table 1

DAYALBAGH TAKES LEAD IN THE APPLICATION OF RENEWABLE ENERGY

Prof. Ajay Saxena & Prof. Bhagwan Das
Department of Electrical Engineering, D.E.I.

"DAYALBAGH EDUCATIONAL INSTITUTE HAS TAKEN INITIATIVES IN HARNESSING NON-CONVENTIONAL AND RENEWABLE ENERGY THROUGH SOLAR THERMAL AND SOLAR PHOTOVOLTAIC POWER PLANTS."

The Dayalbagh Educational Institute (www.dei.ac.in) is one of the premiere Universities of India. Situated in Agra - the City of TajMahal, **Dayalbagh**, which translated into English means 'Garden of the Merciful', is a self-contained Eco-village with an organised way of life that conforms to the spiritual ideals of the Radhasoami Faith.

Dayalbagh Educational Institute has taken initiatives in harnessing non-conventional and renewable energy through Solar thermal and Solar Photovoltaic power plants with projects costing over 2 million USD.

The institute has Solar Thermal Cooking systems in all the hostels. The whole university campus is powered by 7 Distributed Roof-Top Solar PV Power Plants aggregating to a total of 518.2 kWp. Apart from the Dayalbagh campus of the institute, a total of 25 kWp has been installed at its extension centres in various cities and about 70 kWp within Dayalbagh colony for residential quarters and institutions. The institute is unique in its commitment toward the cause of protection of environment and self-sufficiency in the area of renewable energy through Gracious Vision, Initiative, Guidance and Encouragement of Revered Chairman, Advisory Committee on Education, Prof. Prem Saran Satsangi Sahab.



A diesel van has been successfully converted in D.E.I. to a solar electric van which is being used within the colony and the institute.

Dayalbagh Educational Institute has installed a solar thermal cooking system at the Girls hostel. The system comprises of 16m² Helio Dish Concentrators (5 dishes) to produce steam which is



used for cooking meals as well as for heating water for bathing purpose. Apart from replacing the conventional fuels which produce greenhouse gases (GHGS), the system also enables more efficient and hygienic cooking. Two more such systems are being installed at the boys hostels. All SPV and thermal cooking projects are supported by MNRE and UP NEDA.

A demonstrative project and R&D in Bio-diesel is also being carried out here with Jatropha plantations in 10 acre land and oil expeller trans-esterification plant to get bio-diesel from Jatropha seeds. The project is supported by PCRA, India. ▲

CLICK TO ADD TO CART



Arsh Vaish
Business Analyst, Aegis Ltd.

WITH THE ADVENT OF THE INTERNET AGE, ALONG CAME THE SOCIAL MEDIA REVOLUTION. TRENDS ARE FAST PACING TOWARDS E-SHOPPING AND E-COMMERCE.

GROWTH

Although e-Commerce was introduced to the world in 1980's, the real uproar was with eBay and Amazon.com posting profits in early 2000.

In India, Railways gave boost to e-commerce with the introduction of e-ticket facilities in 2002. Since its inception it has emerged as one of the largest online payment internet site in India with annual growth of more than 300%.

The journey of online spending that started with an increasing number of buyers of travel and holiday plans in the last decade has now extended to an increase in spends on household appliances and luxury products. This was proved by the report on internet data released by IMRB and IAMAI. The report claimed that the number of internet users has touched the 100-million mark in 2012 and is likely to grow exponentially. The number of active internet users has reached inflection point. But has this growth also translated into growth of online shoppers? Latest figures say so. A recent pan-India report released by Com Score Inc. reveals that online shopping in India has touched a growth rate of 18% and is only likely to grow further.

The two fundamental factors for e-Commerce to gain a grip over consumers are Convenience and Pricing.

CONVENIENCE

Online ordering of food is one trend that has set in today's urban culture. While ordering, online consumers can view menus and see orders on screens. It eliminates wait at restaurants and convenience of delivery at the doorstep. Domino's digital ordering services debuted in 2008, and have expanded especially quickly in recent months, with an iPhone mobile app introduced last in June 2011 and an Android app made available in February 2012. Lately, more than 30% of Domino's sales come from online orders.

PRICING

Many shoppers turn towards online shopping for affordable online goods, priced lesser than the market price. Consumers prefer buying apparels, books, DVDs, CDs even electronic gadgets, mobile phones, computers online. It is suggested to shop online for those products that require minimal after-sales services.

The research report by IMRB also found that coupon sites are rapidly gaining popularity, with 16.5% of the Indian online population visiting the category in November 2011, i.e. approx. 27.2 million online users in India. Increase in shoppers of the coupon sites indicate that pricing is playing the role of catalyst in bringing more and more shoppers online.

As consumers continue to turn to the web to shop for and purchase items, retailers continue to increase their online visibility through active marketing campaigns.

CHALLENGES AHEAD

However, this growth story is not devoid of challenges that the industry is confronted with, both global and local.

A flexible, scalable and self-help arrangement (as different from the assisted process at the Shopping Counters) is required for internet users.

A variety of online payment mechanisms (like Credit Cards, Internet Banking, Cash Cards etc.) need integration with the system for convenience of users. Sachin Bansal, co-founder and CEO, Flipkart opines, "One of the bigger challenges being faced by the online shopping industry is a fragmented back-end. Greater attention from the government and private entities, more investment and the entry of serious players would be needed to create a better structure for payments and logistical infrastructure."

On the local front, there is logistical and supply constraint for retailers. Though online shopping is expected to find some share in smaller Indian towns too, increasing supply of products and lack of logistics like warehouses can be a challenge for retailers. ▲

THE NEW ERA OF MARKETING

Sahej Grover

Executive – Strategic Marketing
HCL Technologies Ltd
M.B.A. (Batch - 2010)

The year 2012 witnessed some fantastic emerging trends in Marketing. Ranging from the field of digital marketing, which is in constant flux to the popularity of 'apps'; the stellar rise of social networks and blogging, the importance of user generated "curation" is highlighted. While it's important to stay focused, it's equally important to be prepared for the opportunities and challenges that will come from the latest marketing trends.

Wondering what the future looks like for marketing in the year ahead?

Here are few predictions from experts for the top marketing trends of 2013:

BROADER BRAND PRESENCE ACROSS CHANNELS

With the range of available marketing channels growing, businesses will start to recognize the value of connecting their marketing approach across the web, social media and other channels. This will be inspired by the need to better manage business resource in challenging times and to create a more streamlined brand presence. Instead of relying on one or two channel marketing approaches,

more and more companies will link up their activities to create a truly coherent brand across multiple channels.

SOCIAL COMMERCE

As per Harvard Business Review, social has mirrored the original digital revolution. And when digital took on transactions and financial exchanges, things really picked up. So it will go for social as we begin to buy each other gifts through social networks or even set up a storefront. The idea of social commerce isn't new, but signs indicate that 2013 may be the year it actually begins to coalesce.

MOBILE EMAIL

Despite the ever-increasing popularity of social media, marketers are still seeing the best results from email marketing. More and more people are now receiving and reading email on their smart phones or tablet devices instead of their desktop computers. In a society that is constantly connected, people are drawn to the idea of taking their email with them everywhere rather merely logging in

a couple of times per day. Marketers need to understand the gravity of this trend and how it will affect their email marketing campaigns.

SENSORY INTELLIGENCE

As per Harvard Business Review, Sensors will get smarter and become more pervasive. We already have cars that can help us parallel park and seats that vibrate if we're too close to another vehicle. In 2013 there will be sensors built into athletes' helmets that measure the impact of blows and provide real time data outputs thus potentially preventing further injury. Sensors will be everywhere, in our homes, transportation, technology, and clothing. They will become a part of our lives and will tie into our existing devices and networks, If our plants need water, we'll get a

text or tweet, and even a note of thanks. Now that's smart.

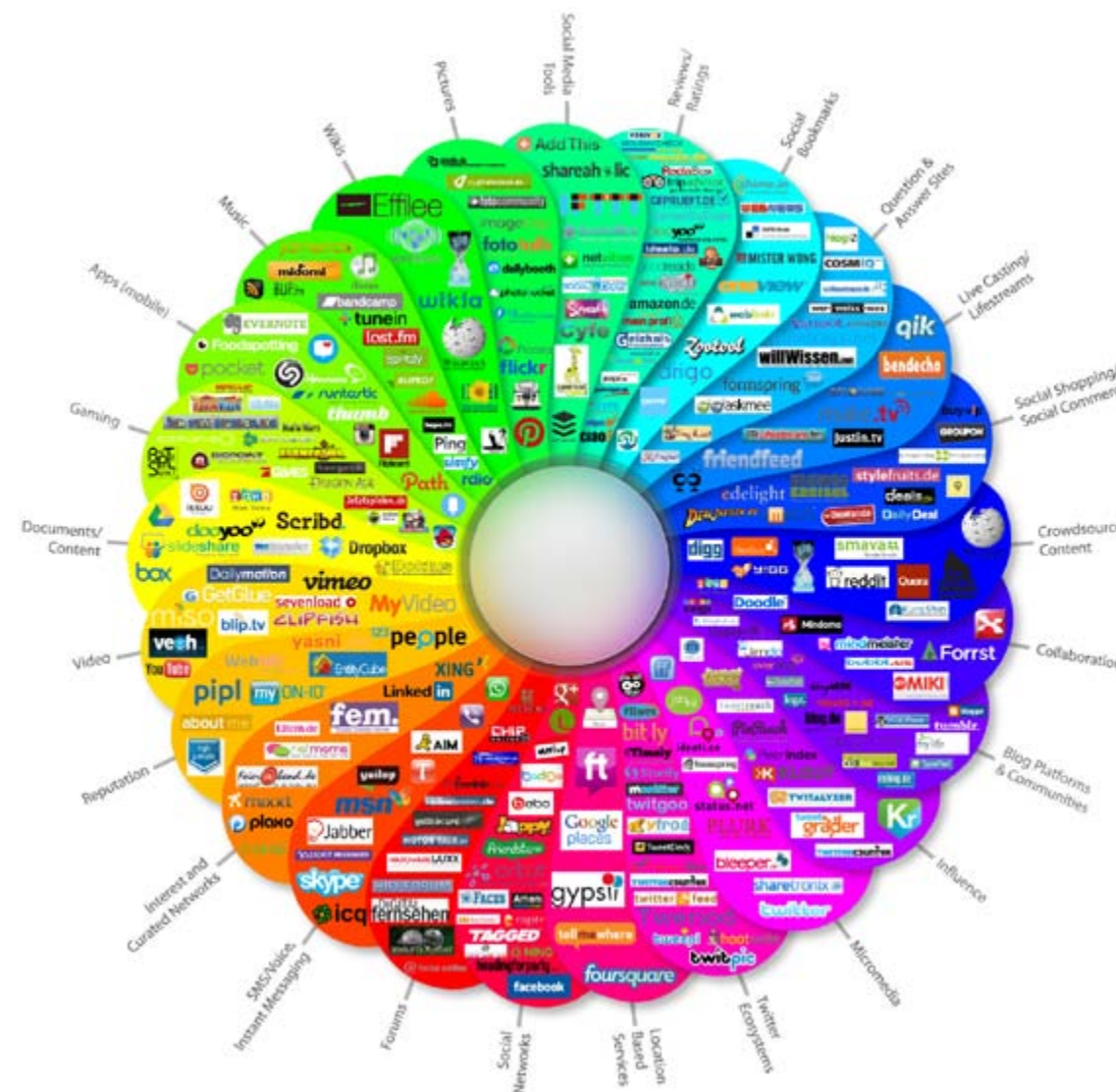
UNPLUGGING THE CROWDSOURCING

The New York Times reported that the average American is sat in front of a screen for approximately 8.5 hours per day, while 75 text messages are sent per day. Researchers have discovered that the average worker experiences no less than three minutes without some kind of interruption. The bombardment of technology ensures our brain is "always on." The effective strategy of crowdsourcing incorporates the use of consumers to display the marketing message. Crowd funding encourages the collective efforts to raise money for specific events or causes, which is then thought to engage potential customers.

SOCIAL TELEVISION

As per Harvard Business Review, watching television is already a social act, whether it's talking to the person next to you, or texting, tweeting, and calling friends about what you're watching. But television is about to become a social experience in a bigger and broader sense. Another way media consumption is becoming social comes from a network called Get Glue which acts as something of a Foursquare for media. Participants can "check-in" to their favorite shows (or other forms of media).

References:
HBR Blog Network
BizCommunity.com



Courtesy: www.ethority.de

A TRIP DOWN MEMORY LANE!

Sanjeeta Bhalla

Manager HR, Genpact
M.B.A. (Batch - 2003)

It was year 2002, when my friend Divya came rushing towards me and said "Sanjeeta, you have been selected for MBA". It was one of the happiest moments of my life. On the first day of class, I started feeling stressed while thinking about the transition to this new course, new friends and the new environment. What I didn't realise is that everyone sitting around me was feeling the same though the heart pounded with excitement. As luck would have it, I found my life partner, Harshit, also in D.E.I.. What a journey it has been since then! Oh eleven years and counting! Everything has changed, but my heart still belongs to D.E.I.!!

Back down the memory lane, I still vividly remember when our seniors Reena Ahuja and Vinit Kumar were introduced to us at M.I.L.A.N.. They eventually helped me for the summer training placement and my job placement. I dedicate my last 10 years to D.E.I. (MBA). It has changed my outlook towards life. It has given me hope, success, excitement and life.

Parallel to this, I tried to give back as much as I could to my juniors as much I got from my seniors; placements, trainings and now facilitating in the Distance Education Course. In a way, I have gone back to my books and as I enjoy each and every day of my life, I still miss those good old days of college.

SOCIALLY YOURS!



Roohani Nayyar

Social Media Specialist, GroupM Interaction
M.B.A. (Batch - 2009)



"WE HAVE TECHNOLOGY, FINALLY, THAT FOR THE FIRST TIME IN HUMAN HISTORY, ALLOWS PEOPLE TO MAINTAIN RICH CONNECTIONS WITH MUCH LARGER NUMBERS OF PEOPLE. HOWEVER, FOCUS HOW TO BE SOCIAL AND NOT TO DO SOCIAL!"

When I say the internet never sleeps, I mean it. I remember how excited

I used to be about Facebook during college, mostly because I was able to connect with my best friends who were studying abroad. It was fun to see what others were doing. Even today, the digital space has become *the* medium of communication.

I would like to believe that it has given a voice to people, to express themselves, to stand up, to revolutionize! But, do not get me wrong - I am not here selling "Digital Media" to you.

I have been working in the digital space for almost two years which has made me understand and realize that although this medium is very important now, there is a life beyond Facebook, Twitter, your mobile phone and your laptop!

There are a couple of things all of us, especially students, must think about. They aren't rules or commandments we *have* to follow, but if we do, it just might make our life easier. So here goes...



1. **"Your life doesn't revolve around the internet; the internet revolves around your life."** - So if you don't log onto your Facebook profile or chat with your friends once in a while, it's perfectly okay!
2. **"IAD is spreading"** - Too much of internet surfing could be harmful to your mind. Studies suggest that in 2013, the United States of America will mark the Internet Attention Disorder (IAD) as a real disorder!
3. **"Take a break from the screen"** - On an average, most people spend 8.5 hours looking at a screen. Take consistent breaks, your eyes need it. Don't worry, nothing is going to change in five minutes.
4. **"Switch it off"** - I know for a fact that many of us like to text message/whatsapp or even check our email/Facebook at night. Don't! Sleep is the most essential thing for a human being and you will only harm yourself if you don't get at least 6 hours of sleep daily.
5. **"Just because they're on it, doesn't mean you have to be too"** - If I list the number of social media sites present online today, this article would never finish! You don't have to make an account on each and every social media website your friend asks you to join. It is not necessary; it's just more waste of your time!
6. **"Go offline on weekends"** - Go out with your friends, visit your family, join recreational activities like pottery, painting, sports and if you really have nothing to do, then just take a walk!
7. **"They don't need to know everything!"** - It's nice to let our friends know where you are, what you do, who you were with etc. I do it too, but there is a time and a place for everything and they don't need to know each and every move you make.
8. **"The Modern Sanyaas"** - All of you must do this activity at least once in a while: Deactivate yourself from every

social media website you are on, switch off, lock up your phones and laptops and go for a week long holiday. I promise you, you'll be back a different person. Every year on his birthday, Naveen Verma, National Creative Director of GroupM India and a dear friend of mine sheds technology completely and heads off for the Pushkar Mela for a week all alone. "It's bliss, I need it, actually everyone does!" is what he says!

9. **"They are all different"** - Every social media website has its own unique selling proposition and you must know what they're for before posting your thoughts, personal information and pictures! Once it's on the internet, it's there forever and the repercussions of information at the wrong place and time can be disastrous!

10. **"Privacy is everything"** - Most major social networks have strong privacy policies and they do update you with privacy improvements, but the changes are often too frequent to follow and can get complicated. However diligently you may protect your social media identity, it's best to assume anything you post can be potentially seen by your school/college, employers and by strangers. So, keep checking your privacy settings from time to time and think twice before you post anything.

I quote Facebook's latest advertisement - "Birthday cakes are made for people to be together. They give friends a place to gather and celebrate. But too much cake probably isn't healthy. So birthday cake is a lot like Facebook."

We have technology, finally, that for the first time in human history, allows people to maintain rich connections with much larger numbers of people. However, focus how to be social and not to do social! Focus on things which are important - your studies, your work, family and friends and see what a success you become in life! ▲

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LOOKING FORWARD 5 TRENDS THAT WILL IMPACT HR IN 2013

Pallavi Satsangi Sharma
Head HR Operations Asia Pacific, Freescale India
M.B.A. (Batch - 1996)

“Employees nowadays expect management to allow them to update their timesheets remotely, respond to emails on handheld devices, and chat and hold meetings on-the-fly.”

TECHNOLOGY

The rapidly-changing economic environment requires faster decision-making and better alignment with the needs of the business – this is especially true for HR. Systems that help in decision-making and analytics usage will stand out and enable business to respond faster and be more flexible to changes dictated by the marketplace. The Cloud Is Here To Stay for HR Technology. This will help increase access, efficiency and lower costs.

WORK FROM HOME

The widespread growth of Smartphone usage has liberated millions of workers from their desktop business applications to access mobile applications. This growth in Smartphone usage has been accompanied by large numbers of office workers taking advantage of liberal BYOD (Bring Your Own Device) policies, which further blurs the gap between traditional office use-only laptops, tablet devices and Smartphone. Employees nowadays are not only experienced with their own consumer technologies, but also expect management to allow them to update their timesheets remotely, respond to emails on handheld devices, and chat and hold meetings on-the-fly. With the prevalence of BYOD policies, social networking and cloud Work from home

or anywhere would be on the rise.

SOCIAL NETWORKING

With the growth of professional networking sites such as LinkedIn, HR managers find it easier to bypass the old methods of recruiting—such as campus visits, online and offline advertising, and attending job fairs.

DIVERSITY

In order to attract the right Talent, Diversity is in. HR managers are no longer confined to searching for workers with the right skills and experience in a single geographical zone. Now they can attract the best and brightest talent from far away locations, and even conduct interviews through video conferencing applications. Not to forget mentioning greater gender diversity focus.

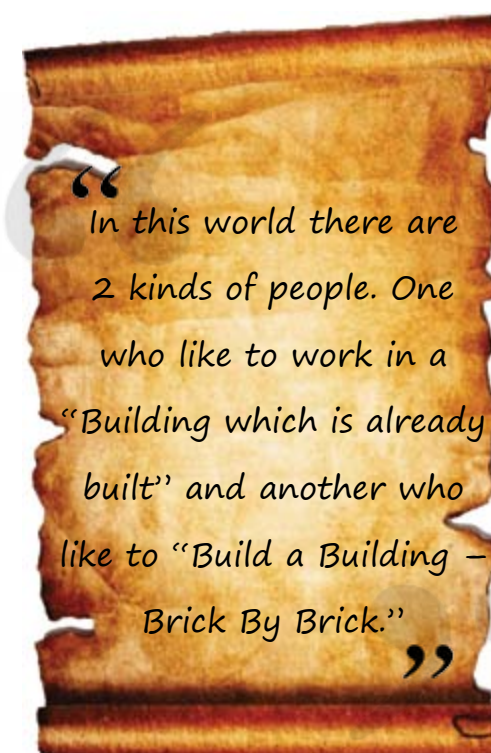
ENGAGEMENT

Gone are those days when only organizational actions and push was enough to engage employees. Initiatives to pull employees to engage themselves plays if not greater at least equal role! Hence initiatives related to enhancing meaty roles, Training & Development, Empowerment, Delegation, enhancing Teamwork would take a priority for engaging employees by motivating them to put their best foot forward. ▲

10 COMMANDMENTS

FOR A

Rajneesh Bhasin
Managing Director, Borges India



Start Up Companies are not a place where everyone is comfortable working. This I believe is because in this world there are 2 kinds of people:

The first type likes to work in a “Building which is already built” and is happy doing a maintenance kind of work. They work for established companies with well set processes and systems.

The second type likes to “Build a Building – Brick By Brick”. They like to tread unexplored tracks and like new challenges every day.

Hence what are the commandments for a Start Up Company...

1st Commandment: Hire people with proven track records

Start Ups are places where people need

to be ready for “Turbulence” all the time. The journey is uncertain and exciting, and hence needs people with proven track records on execution.

2nd Commandment: Team *must* have complementary skill set

This helps bring expertise in different areas related to operations and functions.

3rd Commandment: Multitasking Capability

One needs to have the ability and the inclination to do *more than* what one is responsible for. Remember, it is a marathon and not a 100 meter dash; hence the important thing is to keep momentum without missing a beat.

4th Commandment: Shared Vision

A Leader’s job is to create the “Vision” of the startup enterprise. Having a well-articulated vision is *critical* for the continuance of the organization. Leaders are people whom others opt to follow to a place they would not go by themselves.

5th Commandment: Complete Transparency

All that can affect the working of the organization rests in the Shared Domain, without involvement of friends or relatives. A lot of this may sound frivolous but lays the foundation of creating an *open, trusting* and *politics-free* organization.

6th Commandment: Personal Integrity and Mutual Trust

Integrity has many synonym but one glaring acronym is “Dishonest”. We need to have the highest confidence in each other’s personal integrity and know trustworthiness is *not* an issue. Organizations with high integrity quotient attract employees looking for long term engagement.

7th Commandment: Ability to Disagree

‘Freedom to disagree’ is very important. Thinking together does not mean thinking alike. It is *critical* to build the *maturity* to be able to deal with disagreement and harvest great decisions by making it a process.

8th Commandment: Resilience

Things never go as per plan! Start Ups need to make multiple course corrections along the way and it could vary from key people leaving at critical times to the loss of an assured business. And all of this could happen together. Resilience – it is that one thing above everything else that makes being in a Start Up – *an experience to cherish*.

9th Commandment: Sense of Humor

Humor is indeed a very serious issue! People, who cannot laugh at a situation or at themselves, cannot pull their enterprise over the long haul. While organization building is serious business; humor makes it a bearable experience...

10th Commandment: Make Money

Businesses are built with one and one mission alone – To Make *Money!!!*

So, we need to be cost conscious at all times and work towards sustainable and profitable growth.

Summing Up

A very warm welcome to the world of a “Start Up,” where you wake up every morning with a dozen challenges unaddressed from the previous day, another dozen waiting to knock your door as you rise and some or many of them addressed by end of the day depending on how good or bad the day was; but the one thing you can never complain of is “lack of thrill and immense learning every living moment.” ▲

ADDRESSING CLIMATE CHANGE

The Tata group is facing up to the challenge of climate change and making it integral to its processes. The broad idea is to develop a common approach to the critical questions confronting the group's businesses on the environmental front, and formulate policies that can deal effectively with issues that impact climate change. Across the Tata group, there has been considerable progress in terms of developing abatement strategies, increasing awareness and determining best practices.

The group embarked on its climate change journey in July 2008, with the formation of the Centre of Excellence (CoE) in Tata Quality Management Services (TQMS), a centrally administered organization that draws on the experience and expertise of senior Tata leaders. The CoE works under the direction of the high-level Climate Change Steering Committee that is led by Prasad Menon, Director, Tata Industries, and Chairman, TQMS. It is also supported by the Climate Change Working Group (WG), comprising Chief Sustainability Officers of key Tata companies.

Carbon Mapping and Abatement

A climate change policy has been articulated at the group level. This functions as a common framework for change and ensures that the changes taking place are institutionalized and implemented in more companies. The policy also takes note of the unique identity and market conditions of the industries that each company operates in. The policy has been adopted by all Tata companies and importantly, every company has benefited from the deep commitment of its senior leadership.

The carbon footprint of the 50 largest Tata companies has been estimated and their carbon management strategy articulated. The remaining smaller Tata companies are being mapped through the administration of a questionnaire. Early estimates indicate that specific emissions can be brought

Shaaktee Narayan, Manager
TATA Motors
Synchronous M.B.A. (Batch - 2014)

down by 10-15 per cent if Tata companies adopt abatement measures, instead of going down the business-as-usual growth path.

What's interesting is that several new business opportunities have emerged, such as green power from Tata Power, nanotechnology applications from the innovation centre of Tata Chemicals and the supply of special steel for offshore wind farms by Tata Steel Europe.

Engagement and Awareness

A total of 35,000 Tata managers have been exposed to the basic concepts of climate change and about 300 climate change 'champions' have been created to propagate the message across the group.

Climate change was incorporated as one of the areas of emphasis in the Tata Business Excellence Model (TBEM) assessment from 2010. Today there is greater engagement with thinkers in the areas of technology, policy and business models that are relevant to a low-carbon world.

Strategic Collaboration

In order to gain experience on various issues related to climate change (listed below), collaboration and engagement is undertaken with institutes (such as IISc and IITB), forward-thinking companies and global organizations (such as UNEP / UN Global Compact Caring for Climate Initiative). The themes, in general, are:

- Evolving knowledge on climate science
- Collaborative projects on sustainability (greening Bombay House, electric vehicle systems, green townships, improvements in steel processes, etc.)
- Generating knowledge and sharing best practices for evolving a strategic tool for climate change
- Exploring technical solutions for a

low-carbon economy

The group is also part of the Prime Minister's Committee of Low Carbon Strategies for India chaired by Dr. Kirit Parikh, and it also leads the sub-committee on the transport sector.

While there are several issues that will need to be tackled in the coming months and years, one thing that has become clear is that what is good for the climate is also good for business; the two are not mutually exclusive. For example, energy efficiency not only cuts emissions, but it also brings costs down. Similarly, alternative energy is a growing business opportunity in Europe and India, and if companies can develop sustainable models, it would benefit both the climate and business.

Thus while the journey began with the intention of doing the right thing as a socially responsible corporate house, it may well turn out that this has been the right thing to do from a business perspective as well.

Climate Change Policy for Tata Companies

Tata companies will play a leadership role in climate change by being knowledgeable, responsive and trustworthy, and by adopting environment-friendly technologies, business practices and innovation, while pursuing their own growth aspirations and the enhancement of shareholder value.

Tata companies will measure their carbon footprint and will strive to:

- Be the benchmark in their segment of industry on the carbon footprint, for their plants and operations.
- Engage actively in climate change advocacy and the shaping of regulations in different business sectors.
- Incorporate 'green' perspective in all key organizational processes. ▲

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www.tataquality.com

HAPPY NEW YEAR

2013

OR IS IT!?

Aarti Das
M.B.A. (Batch - 2014)

“Over the next few months, the government hopes to accelerate the pace of PSU share sales to try and bring in much needed funds to bring the fiscal deficit within limits.”

As the year ends everyone is hoping for something better in the next year. Few hope for better politics, many for better cricket and others for better songs, but the Indian business community is praying for the revival of the Indian economy.

Well the year (2012) ended with the finance minister P. Chidambaram and RBI governor D. Subbarao blaming each other for the poor economic condition. It is necessary that the two finally find some common ground to walk on, now that inflation has eased just a tad and economic growth needs a serious push forward. While they were busy playing the blame game shamefully the GDP in 2012 could not cross 5%. This figure is expected to touch 6.5% by FY'14. This is nowhere even close to 9% which was the GDP prior to the crises. One big step taken by the finance minister for a better 2013 was disinvestments of stakes in select public sector undertakings (PSU's). Over the next few months, the government hopes to accelerate the pace of such PSU share sales to try and bring in much-needed funds to bring the fiscal deficit within limits. The government is working on bringing in around Rs. 23,000 crore by way of such sales by March 2013. This step was taken only to undo the disasters made by the ministry in the previous budget. The two major fiascos made were on the taxation front and setting unrealistic targets. Let us hope this is not the case in 2013's budget.

The last year has been eminently

forgettable for most private equity players. Without any clear exit route thanks to moribund equity markets, and with very little M&A activity, many PE players saw their investments in serious trouble. Even in 2013 the major concern of the investors will be regarding How to drive portfolio company growth in a slow global macro environment.

In 2012 the aviation industry in India suffered the most. It's been a terrible year for Indian aviation, with Kingfisher and Air India facing massive troubles and other airline companies also feeling the pinch. With the government allowing foreign direct investment (FDI) in the sector, shareholders, lenders and the public at large will be hoping that the aviation sector mess gets cleared up and the skies get less turbulent. But still many analysts are doubtful regarding the revival of this sector.

Lastly, foreign investment in the fertile Indian market is also not expected to grow at a high rate. USA is busy resolving 'Fiscal Cliff' issues and the Euro Zone is still struggling to find a solution to the sovereign debt crisis. Since these are the major economies which invest in India, the hopes are low.

What is expected by the policy makers and the reserve bank is monetary stimulus in the form of rate cuts, and a pro-growth Union budget and reformist policies to be the highlights of next year. ▲



A WEEK'S WORTH OF LEARNING & FUN



Garima Capoor
M.B.A. (Batch - 2012)

It (2012) was a year of many firsts. One such initiative was by the IFEHE (International Forum for Excellence in Higher Education) in collaboration with the Department of Management Studies (DMS) at IIT-Delhi. The National Creativity Aptitude Test (NCAT) 2012 was started in order to assess and select students pan India, based on their general aptitude, creative bent of mind and achievement motivation through a series of two tests. This group of 60 students was then invited for a week's course, under the aegis of the Continuing Education Programme (CEP) at IIT-D from July 2-7, 2012.

I was fortunate enough to be selected for the CEP Course along with three other students from the Faculty of Engineering and it ended up being the most memorable week that summer. I must add however, that there was a lot of nervous trepidation as I was packing my bags to attend a week long residential course on "Innovation and Creativity" at IIT-D that honestly, nobody had heard about before. The only source of attraction I had was the name of the prestigious institute and the excitement of a new experience.

We were accommodated in the Kailash Girls hostel, just to the left of the main entrance and were provided mess cards like the rest of the students (They were serving watermelon the first night!). Our classes began the next day at the Vishwakarma Bhawan. After a long winding walk we realized it was on the other side of the world as far as the residents of the girls' hostels were concerned.

Our classes were conducted by Mr. Priyank Narayan, a seasoned Entrepreneur and founder of *The IndiaPreneurship* initiative who is also a visiting faculty at the Department of Management, IIT-D.

The sessions began with an ice-breaker, which was a challenge to meet as many people around the room as possible, get their introductions and some points of common interest. Every activity in this class was thrown up as a "challenge", however mundane it might have been. It unerringly instilled a thrill and that all too common 'competition' which had got us here. But this was also our first lesson in creativity, of framing our introductions in a way that will make people remember us, and about 'creating' interesting conversations.

A witty RJ from Madurai who was quite determined on getting the maximum number of people in his list also had the most creative comparisons with references to the Chennai Super Kings

and Anushka Sharma. There were students from Pune, Punjab and from IISC Bangalore and IISER- Kolkata, from Ahmedabad and Agra and Madras and Mangalore. Everybody had something to offer since no idea in our class was ridiculed at however off-key or simple it was. There was always an open house discussion.

Activities included applying Management tools like the Fishbone, 6 Thinking Hats and the Herzberg's Motivation Theory to everyday problems like scoring low on tests. These teachings were supplemented with reading materials from HBR, on creativity lessons from Charles Dickens and Steve Jobs, on ways to measure your life etc.

There was one group activity which was particularly invigorating. In groups of six, we were asked to pass on a tennis ball to all the members within a time span of 1 minute which was gradually reduced to 0.2 seconds and the teams actually did it! What we learnt out of this was the importance of focused goal, of the pressure of competition and the fear of failure which forced us to rack our brains and come up with an innovative solution meeting all the conditions.

Living in the IIT campus was an experience in itself, reading rooms used to be full at 2 A.M. and we had to squat down outside with coffee cups and complete our presentations. "People", who constitute a gathering, are the primary facets that make anything memorable. So there was Ami, a spirited Gujarati girl who could send the room into fits with her amazingly logical retorts, Himani, a soft spoken girl from Bangalore was one of the youngest and brightest students on the block. Mr. Navdeep from Sonipat was a contemplative young CS student whose statements had an uncanny gravity to them and a bass guitarist from Pune was busy dreaming of the uses he could put his prize money to.

Those five days were stimulating; we were made to question a lot of things we might not have given a lot of thought to before. They were fun; we had a chance of making friends pan India and are still very much in contact with. They were informative and inspiring and like all good things... got over all too soon.

What I came back with, from here, was the realization to keep questioning... to keep discovering... and to keep 'Creating'... a life I would be happy to live with forever! ▲

VIEWS ON SPIRITUALITY

Mohd. Bilal
M.B.A. (Batch - 2014)

*We are not human beings having a
spiritual experience,
We are spiritual beings having a
human experience.*

Someone spoke it, and we experience it. The word spirituality relates a human being to his or her inner self. It is the language of God, a language of idealness and love for all. It establishes the very path of reaching the ultimate Soul through a mystical path, and our own 'karmas'.

Yes, 'karma' is what we do in every situation. A child is born free of all prejudices till he enters this ruthless and materialistic world. His mind is merely 'Tabula rasa', clear on all accounts and of all sorts of karmas. But as one starts dealing with mundane matters, the purity of soul starts reducing. From the very beginning, the physical body was never pure, but the purity of inner self becomes deprived of its value, when the three major centers of a human body, i.e. soul, mind and heart loose coordination with each other. This is where negativities start getting deposited in a human account and the body derails. It then loses its spiritual path.

The feelings of love, compliance, benevolence and charity are overpowered by those of jealousy, doubt and greed. From ancient times, the Indian subcontinent has witnessed tales describing heaven and hell. But we humans fail to analyze that this concept originates due to our own karmas. The more good deeds we indulge in, the better is our living experience.

Reformation is the need of time. To purify our inner self, practices like meditation, prayer and contemplation should be followed as well as doing good deeds and harboring a spirit of brotherhood and spirit of love for humanity. One needs to bring back spiritual luminance within oneself to withstand the harm done and the wrong doings of others.

Relevance for Business

There is a sudden interest in spirituality at work. Corporate downsizing and greater demands on remaining workers has left them too tired and stressed to be creative—at the same time that globalization of markets requires more creativity from employees. To survive in the 21st Century, organizations must offer a greater sense of meaning and purpose to their workforce.

Also, spending more time at work means there is less time available for religious activities. A growing number of companies are allowing employees to hold religion classes at work. Boeing has Christian, Jewish and Muslim prayer groups; Microsoft has an on-line prayer service. Meditation classes are now held at many major corporations, such as Apple, Google, Yahoo, McKinsey, Hughes Aircraft, IBM, HCL and Cisco.

Southwest Airlines, one of the only airlines staying profitable they say that people are their most important resource, and they mean it. Company policy is to treat employees like family, knowing that if they are treated well, they in turn will treat customers well. They have a "University for People" and their policy is to hire people based on their attitude and then train them for skills, rather than the reverse. Unlike other airlines, negotiations between management and employees for pay raises and benefits are much shorter and easier as both sides come to the table wanting to hand write a win/win contract. They have been named many times as one of *Fortune* magazine's "100 Best Companies to Work For." Southwest Airlines just recorded its 39th consecutive year of profitability in 2012—in a business sector where profits can be excruciatingly tough to come by.

Herb Kelleher former CEO of Southwest Airlines on it success formula says

Better Quality + Lesser Price = Value + Spiritual Attitude of our employees = Unbeatable.

The sustainable business, social investment and spirituality in business movements are one of the hopeful signs that business, as the most powerful institution in world today, may be transforming from within.

Peter F. Drucker once quoted- "The individual needs the return to spiritual values, for he can survive in the present human situation only by reaffirming that man is not just a biological and psychological being but also a spiritual being, that is creature, and existing for the purposes of his creator and subject to Him."

Helping, fixing, and serving represent three different ways of seeing life. When you help, you see life as weak. When you fix, you see life as broken. When you serve, you see life as whole. Fixing and helping may be the work of the ego but service is the work of the soul. ▲

THE OF OUR 'i'

Smriti Caprihan
M.B.A. (Batch - 2013)

'Steve Jobs was a difficult man to be indifferent about. People loved him or hated him. As Apple's spokesman, he was a superstar; adored by his constituents, they hung on every word during his flawless and dynamic keynotes, and they analyzed every letter published intently looking for hidden meaning. As a boss, he was critical, demanding, driving, and surprisingly inspirational. As a businessman, he was cold and cunning. His tactics were merciless and his business sense was impeccable. In all areas, he was never hesitant to speak what was on his mind. In spite of his polarizing effect, or maybe because of it, Steve Jobs' leadership ability was unequivocal.'

-Steve Jobs: Leadership Analysis, Jason Philo, Western Int. University Oct 28, 2007

What is it that made Steve Jobs such a dynamic and charismatic leader? He was an unconventional leader. He wasn't known for his consultative or consensus building approach. He was a "high-maintenance co-worker" who demanded excellence from his staff and was known for his blunt delivery of criticism. It was his sheer genius combined with his ability to articulate his vision and bring staff, investors and customers along on the journey. This along with the lessons learned in a major career setback that made Gates an indisputable leader.

Leadership has been labeled and evaluated on several paradigms. Of the commonly spoken styles of leadership are the conventional path-goal style, situational style and transactional style of

leadership. More recently, the 'transformational perspective of leadership' is what 21st century leaders are being assessed on. Several aspects of

characteristics.

SYSTEMS THINKING

Viewing the organization and the world as a whole, rather than in limited parts not only enables but ensures that a business will be able to capture new and uncharted business opportunities. As Steve Jobs remarkably states:

*Stay Hungry.
Stay Foolish*

"An iPod, a phone, an internet mobile

communicator... these are NOT three separate devices! They are one. And we are calling it the iPhone! Today Apple is going to reinvent the phone. And here it is." -Steve Jobs

This product revolutionized the world of technology and is testimony to the fact that Steve Jobs was a devoted systems thinker.

PERSONAL MASTERY

Personal development and striving for self-improvement was Steve Job's characteristic obsession. Steve Jobs was most likely not the same person in the latter part of his life that he was 30 years ago when he started Apple Inc. Having learnt

over the years, valuable lessons about leadership and organizations, he perfected himself and his organization.

He broke every rule of management. He relied only on his singular instincts in all of the company's decisions. He was inflexible and intolerant. The drive and passion that obsessed Steve about his company also made his leadership at Apple overshadowing.

After he was fired, Steve went to Europe to promote the Apple II. A tour around Europe seemed to mellow Steve down as he took a different perspective on himself:

"Things don't always happen the way I want them. ...So I'm going to give what I can to further Apple. If that means sweeping the floors, I'll sweep the floors. If that means cleaning the toilet, I'll clean the toilet."
- Steve Jobs

This statement demonstrated a tremendous change in Steve's attitude. Suddenly, it was not about him anymore, but about the company and how he could help it do its best.

SHARED VISION

This is the notion that vision is created by all involved in carrying out the vision

(1994). Steve Jobs is known to be a visionary. Steve Jobs only vision was to change the world with great products.

"Being the richest man in the cemetery doesn't matter to me. Going to bed at night saying we've done something wonderful, that's what matters to me."

In fact, Steve Jobs not only had a vision, he made sure that everyone in the company was bought into that vision, and this created a "higher purpose" for the company and motivated Apple employees to such an extent that they were even ready to bear Steve's agonizing wrath.

MENTAL MODELS

They are deeply ingrained assumptions, generalizations, or even pictures of images that influence how we understand the world and how we take action. Transformational leaders are said to continuously challenge their mental models in search for better ones.

Steve Jobs a walking example of how one should never settle. In his address at the graduation ceremony at Stanford he is frequently quoted having said

"Never settle. Stay Hungry. Stay Foolish"

This approach to leadership drove every innovation at Apple.

TEAM LEARNING

It starts with dialogue, the capacity of members of a team to suspend assumptions and enter into genuine thinking together. Steve was a big advocate of unconventional forms of working in an organization. He said that team work is organization's "style statement". Recall what he has famously said about Apples' way of life:

"Do you know how many committees we have at Apple? Zero. We are the largest startup on this planet. Team work is dependent on trusting the other folk to come through with their parts without watching them all the time. If you want a lot of great people working for you, you have to be run by ideas not hierarchies. The best ideas have to win."

Aspiring or current leaders can take away two major lessons from this study of Steve Jobs' leadership. *First*, develop a keen focus and an unwavering resolve to do what is absolutely essential. *Second*, strive to set a high standard of expectations for oneself and one's followers. When these lessons are applied, a phenomenal improvement in performance may be expected. ▲

MY JOURNEY FROM PSYCHOLOGY TO HR

I started my journey in D.E.I. with Psychology (Hons). Ever since I had opted for Psychology in classes XI and XII, I knew that I wanted to pursue it further and make my career in this field.

While pursuing the course at the undergraduate level, I realized that I had an inclination towards Organizational Psychology. After studying a paper on Organizational Psychology for 6 months at the undergraduate level, I knew that I wanted to be a part of the HR sector in the corporate world.

I'm now here, realizing my dream while pursuing MBA from D.E.I.

Manvi Mathur
M.B.A. (Batch - 2014)

Psychology followed by HR is a very upcoming stream as every HR manager's job is to deal with people. Psychology being the study of mind and behaviour of people gives an HR manager the leverage of understanding the psyche of individuals. The knowledge of Psychology proves to be essential in the HR department in the following ways:

- Assess people for promotions
- Determine training needs
- Formulate training programs
- Recruitment and selection

In the modern times, as automation has taken over the world, only the performers are retained and the non - performers are phased out. So, the knowledge of Psychology equips an HR manager in assessing the worth of people in an organization. Their perspective is given a lot of weightage in organizations.

Now, pursuing MBA after studying Psychology, I'm looking forward to gaining more insight in the field and applying insights in a creative fashion in the industry. ▲

THINK **OUT** OF THE BOX

Yashi Paliwal
M.B.A (Batch - 2014)

MBA is a professional course with which students begin a fresh chapter in their lives. Now when we talk of professionalism before an MBA graduate, a glitzy picture of the corporate world with big companies and intriguing job specification in the field of HR, Finance and Marketing, offering handsome packages start flashing before our eyes. And therefore, at the end of our final year we get on with the job hunting process. Now, that is the time when we must widen our horizon and think OUT OF THE BOX, by not restricting our choices to the regular consulting, banking, sales or other conventional

MBA jobs, but, also to look for and explore more avant-garde, new, dynamic and non - traditional jobs.

MBA is one such course whose applicability is universal and this opens up a whole new arena of numerous employment opportunities which we are not yet aware of. All we need to do is to increase the curvature, zoom in the focus and spot the opportunities at a right time in a right manner.

In today's embryonic, multi-dexterous, global scenario, the scope of MBA is not just confined to MNC's. There are various other sectors which have expanded their vision and are willing to welcome

MBA freshmen for their skills and management "guru mantras" in corporate work culture.

These fields not only provide with good career avenues but also bridge the gap between an individual and the society as it allows a person to cater to the social responsibility as well as achieving self growth.

So, if you are an MBA fresher and want to do something different, then here are a few career options for you:

- **Working for a Non-Profit Organization:** One gets to play an important role in a non-profit organization by contributing directly to one's community or

society, and exercises a range of business skills. Working in a social enterprise is gaining steam. In fact, Columbia Business School's 2010 Employment report showed that in 2010, 7% of MBAs were working in the non-profit sector. Further, key skills such as accountancy and marketing skills, are often lacking in the not-for-profit world. By studying in an MBA course, students can acquire these skills, setting them apart from other prospective job applicants, and help drive change within the non-profit world.

- **Working with the NGO's:** One recruitment area that continues to see major interest among modern MBAs is in the charitable or non-governmental organization (NGO) sector. Of course, money here takes a secondary place as there are few things that money can't buy. Harvard Business School's Class of 2010 career statistics showed that 6 percent of the class was employed in the NGO/Government sector. An MBA helps them to build key skills relevant to being an entrepreneur as well as the resources develop and refine their business plans; this includes mentorship programs, business plan competitions and various avenues that give potential entrepreneurs access to funding,

- **In learning you will teach, and in teaching you will learn:** With the rising number of B-schools comes the need of good management teachers. If you have the interest and flair for learning and making others learn then you can go for M.Phil and Ph.D and can get into teaching.

- **Aligning with Corporate Social Responsibility:** Working for a company to help it show excellent credentials for their social programs or strength in corporate social responsibility (CSR) is also in trend these days and had proved to be a good field for the MBA fresher as the domain of business ethics has gained great significance in today's time.

- **Corporate Blogging or Content Writing:** Company websites need to be updated constantly to keep people coming back, and corporate blogging has become one popular way to engage them. It offers a platform to show thought leadership and communicate views on industry issues. So, if you can write well then this might fetch you good money.

- **Creative Manager:** Creative managers are responsible for the direction of a company's visual brand. A creative manager is in charge of a creative department, which may include graphic designers, advertising project managers, freelancers, copywriters, and other supporting employees. So, if you are a marketing man with wit and good advertising skills, then this job might be the right one for you.

So as we know, "Going with the masses is out; Standing out in the crowd is in!!" So why not "*think out of the box*" and take the road which is less travelled by, because who knows, if that can make all the difference!! ▲

References: <http://www7.gsb.columbia.edu/recruiters/employmentreport>
<http://mbapodcaster.com/2012/08/26/non-traditional/>

“These fields not only provide with good career avenues but also bridge the social gap by meeting social responsibility as well as achieving self growth.”

SOME UNCONVENTIONAL JOBS FOR MBA GRADUATES

FROM THE DIARY OF A NEW MILAN'ER

S. Anamika
B.B.M (Batch - 2015)

The clock strikes and the time is half past four. There is a sound of chatter and squeals of laughter and an air of excitement on the ground. The prospect of playing hockey is so appealing that none of us are able to contain our excitement. The whistle blows and the match starts.

As a first year student leaving home and venturing into a new place, staying

in the hostel and meeting new people is quite exhilarating. At first everything is a haze, doing so many things at once and doing all that we can to fit in. I didn't want to miss out on anything and the moment I heard about M.I.L.A.N. and the Hockey match, I was game.

Our dear Bedi ma'am and our Coach have been remarkable and have turned us from amateurs holding the sticks for the first time to reasonably good players. The practice sessions are the most looked forward to part of the day and we make the most of it. But amongst all this, something special had

taken place. The seniors and juniors have developed a wonderful bond. We have learnt so much from them and the barriers between us juniors and seniors doesn't exist anymore.

M.I.L.A.N and Hockey have done the unthinkable. I, a first year student of BBM was terrified of entering college. But within a short span of time, I have learnt so much and have developed a good bond with my seniors. What more can I ask for? I must say, I am looking forward for more... Bring it on! ▲

A STUDY ON HAPPINESS QUOTIENT

Chetna Setia
M.B.A. (Batch - 2013)

An exploratory study conducted reveals how satisfied the alumni of the Department of Management, D.E.I., are in the industry and how the education imparted at D.E.I. has contributed to their happiness. Not only was the study necessary to reinforce the exemplary value based education espoused as well as practiced at this institute but also solicited valuable feedback on honing current batches on certain indispensable requirements of the industry.

Based on the opinions of the alumni, the MBA programme has given them a structured way of thinking. Eighty percent of the alumni are happy and content with their jobs and the companies they are employed with.

Seventy Six percent of the alumni who got placed on campus have gained enriching exposure and experience over the 5-6 years of employment with the same company and plan to continue with it.

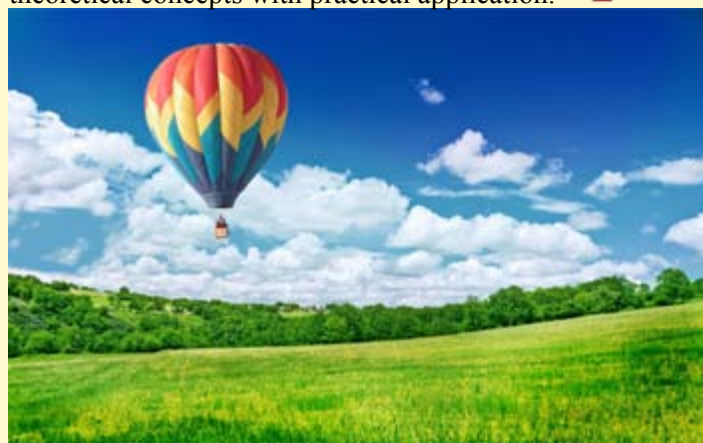
Eighty percent of the alumni professes that the MBA programme has given them plenty of opportunities to develop their presentation and public speaking skills: a talent that the industry highly cherishes.

Another alumnus remarkably comments "the quality education that D.E.I. provides at such an affordable fee is

extraordinary."

Sixty percent are of the opinion that the curriculum, with its case study orientation, has accustomed them to keeping abreast with market realities: a prerequisite for a sound business outlook.

The alumni have recommended the need for an increased industry support through inviting industry experts to serve a term in the faculty. The MBA programme has recently instituted a co-operative arrangement with the industry for a six monthly training provision with a view to substantiate theoretical concepts with practical application. ▲



PRE - M.I.L.A.N GIRL'S HOCKEY MATCH

Gagan Juneja
M.B.A. (Batch - 2012)

After days of incessant practice, Sunday morning, the 23rd of September dawned bright and clear. The weather was perfect with the sun overhead and a mild breeze blowing gently.

The Alumni XI vs. Students XI Girl's Hockey Match, was indeed a Red Letter Day in the Alumni Meet history. It marked the very first Girl's friendly match and beginning of M.I.L.A.N 2012 celebrations. Present were the Chief Guest, Prof. V. G. Das, Director D.E.I. and the Guest of Honour, Dr. Vijay Kumar, President AADEI's.

The ground was tastefully decorated in colorful flags and white boundaries under assistance of Bedi ma'am. The



The Match Kicks Off

programme started with the University prayer, followed by the Chief Guest meeting the teams and coaches. The enthusiasm and fitness of alumni players, even after so many years of passing out, left the audience spell bound. The Students' team resplendent in navy blue jersey scored the opener in the first 2 minutes of the match.

Nishima Gupta from Alumni XI brought the match at par by hitting their first goal. In the last few minutes of the second half, **Aanchal Verma** of M.B.A hit another goal and the Student's team won the trophy 2-1.

Anamika Suresh was awarded the best player from the student's side. **Pooja Sharma** was awarded as best player from Alumni team.

It was certainly a wonderful kick start of Alumni Meet, made possible under the guidance of Prof. Sanjeev Swami, HOD and Dean, as well as M.I.L.A.N. Coordinator – Dr. Shalini Nigam, together with the support of the alumni and efforts of the current batch who successfully hosted one of the biggest and memorable events. ▲



The two teams in Pink (Alumni) and Blue (Current)



CONSCIOUS LEADERSHIP

Purnima Bhatnagar
Ph.D, D.E.I.

In a recent study on Leadership we had the privilege of hearing from 32 business leaders (CEO, Chairmen, Advisors, Board Members, Senior Vice Presidents and other Senior Management), on what constitutes Conscious Leadership. We present below the main findings which you may find useful as you progress into your careers.

Defining Conscious Leadership

John Renesch, in an article on *Conscious Leaders, Search for New Leadership*, (2003) defined the “inner directed style originating from inside a person”, grounded in the “energy field” of everyone involved as Conscious Leadership. It requires an understanding of the difference between what is right and wrong, emerging from their “internal moral compass”. Conscious leadership has the power to transform the way we conduct business and positively impact society and the environment. There have been many instances of leadership failure due to lack of accountability, governance, ethics and values. Ego, lack of “right” people, breakdown of communication channels and inability to manage stakeholders including employees are important reasons why leaders waver from the path of successful outcomes – personally and professionally.

Findings of the Study

The respondents were asked to rate Leadership Qualities, on a five point Likert scale (1: Most Important, 5: Least Important). According to the respondents, the most important characteristics of conscious leaders are Integrity, Self Awareness, Creating an environment for the team to succeed in, and, Vision. See Table 1.

Discussion on Top 4 Qualities:

- **Integrity** – According to Michael Josephson, integrity is comprised of four components. Integrity requires courage to stand up against wrong doing witnessed in

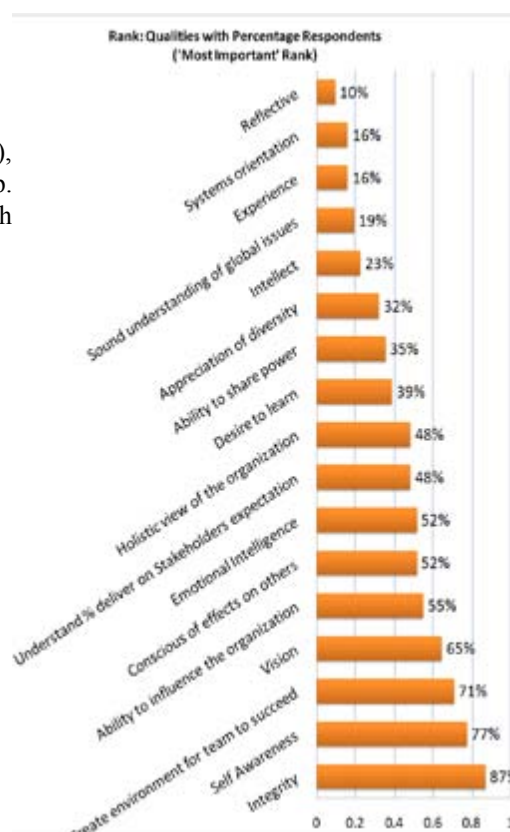


Table 1: What are the most important qualities of Conscious Leaders?

Components of Integrity	
“What we believe”	Personal Convictions
“What we say we believe in”	Stated Values
“What we actually do”	Operational Values
“What we should do”	Ethical Principles

the environment and withstand pressures for stepping out of the way. This is demonstrated in the way we deal with our team members, employees, customers,



vendors, and other stakeholders.

- **Self awareness** – This is key to managing how we respond to change, and has an impact on our self confidence, as well as confidence that the teams have in us. An effort has to be made to develop self awareness by seeking to understand the self, through feedback, or self assessments including meditation and introspection. Understanding what one is good at, and what constitute weaknesses helps in demonstrating self awareness, whilst behaviours oriented at hiding weakness may yield an impression of lack of integrity in a person. A positive attitude and honesty would go a long way in helping improve self – awareness.

- **Creating an environment for the team to succeed** – Teams succeed when members know the bigger picture, are mentored by leaders who “walk the talk”, are rewarded for the right behaviours and values, as well as have an opportunity to develop personally and professionally. Open and transparent communication, as well as respect for diversity helps lend a healthy work environment for the team to succeed in. Trust between team members, accountability and commitment to goals, are by far a few of the most important values that can help create a good working environment.

- **Vision** – Conscious Leaders understand where and how they want to take their organizations for sustained and responsible existence. The base for vision can be intuitive, or derived from group consciousness. ▲

Acknowledgements

I would like to acknowledge Dr. Shalini Nigam, and Mr. Prem Prashant, who have guided me in the creation of a Survey Questionnaire related to the Ph.D Study. I would also like to acknowledge all those who responded to the survey, and need to be kept confidential due to this commitment related to the research.

SOCIAL ENTREPRENEURSHIP

A NEW WAVE OF CREATION

Yogita Narang
Ph.D, D.E.I.

Social Entrepreneurship—is the practice aimed at solving social problems through novel ways. It has emerged at the nexus of the public, private, and non-profit sectors. It is a new breed of entrepreneurship that exhibits characteristics of three sectors - non-profits, government, and businesses. It is a yet-to-be-harnessed opportunity for government leaders and social entrepreneurs to collaborate to leverage public and private resources and generate transformative, cost-effective solutions to the most challenging social problems facing the nation and world.

Each of these sectors has traditionally carried out specific roles and responsibilities, making vital contributions to the nations’ economic and social health. While the private sector contributes to the well-being of citizens by developing and distributing products and services, meeting consumers’ needs, creating jobs, driving innovation, and building wealth for the nation, it is often ill-suited to addressing social problems. Focusing on societal challenges has typically been left to the government and nonprofit sectors. Two major roles are assigned to government providing public goods, such as libraries, public education, national defense, and addressing inequalities produced by markets through redistribution—in the form of unemployment benefits, disaster assistance, or benefits to families living in poverty. The nonprofit sector differs from the work of the public and private sectors in two ways. First, it acts when both the public and private sectors are unable to meet a particular social need. Second, while it is private and self-governing, many like organizations in the private sector,

non-profit sector organizations cannot distribute profits to their leaders, and must use their revenues and profits to sustain and grow their organizations.

Traditionally, each of the three sectors has maintained the distinct roles and approaches described above but reverse trends were started since 1980’s, which have reduced these distinctions, increasingly blurring the social and

services that were once considered core government activities. The public sector, too, has seen a shift in its practices. Limited budgets and persistent social needs have also increased demands for efficiency in the use of government funds. For the non-profit sector, pressures are growing to fill gaps in public service delivery, ensuring that citizens can get the services they need even when government is unwilling or unable to provide it. If they are to provide essential services, non-profit leaders are striving for sustainability to ensure that they will continue to be able to meet the needs of the populations they serve.

As each sector has entered the territory of the others, the blurring between them has given rise to a host of new phenomena, and their nexus has provided fertile ground for the growth of social entrepreneurship. ▲

economic roles that businesses, government agencies, and nonprofits are playing. As Figure 1 illustrates, these trends have expanded the overlapping space between the sectors and created ample opportunity for social entrepreneurship to emerge and grow. As a result, social entrepreneurship exhibits characteristics of all three sectors.

In the private sector, businesses and their employees are increasingly engaging in activities that previously fell under the domain of non-profits and government. For instance, private-sector companies have begun competing in fields such as education and social services, giving such companies opportunities to provide

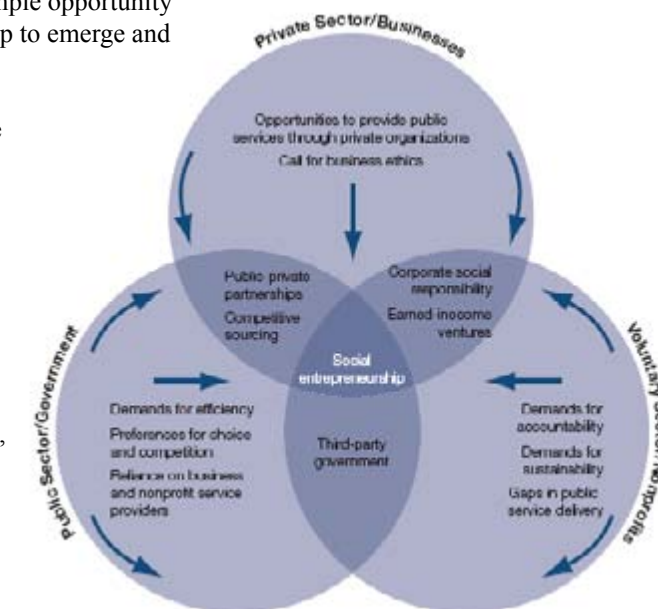


Figure 1: Social Entrepreneurship





Snippets

1. Mr. Ashok Thakur, I.A.S., Secretary, Department of Higher Education, Ministry of Human Resource Development, Government of India was the Chief Guest at the XXXI Convocation, Dayalbagh Educational Institute. This was held on January 12, 2013 (picture 1).
2. Prof. Sanjeev Swami delivered an invited Talk at the Indian Education Congress 2012 (picture 2 and 3).
3. Visits by Professors
 - Dr. Shalini Nigam chaired a research presentation session at the Harvard University (picture 4).
 - Dr. Sumita Srivastava presented a paper during a conference in Newcastle, UK, organized by European Business Ethics Network (picture 5).
 - Dr. K.Santi Swarup gave talks at the Universities in Wisconsin, Illinois, New Jersey, Massachusetts and Missouri during his visit to the United States in April 2012 (picture 6).
 - Prof. S.K. Sharma was invited to Chair a session at the first International Conference - "Conference on Global Economic Slowdown - Opportunities and Challenges in Asian Countries," organized by CMAI and Kasab Bundit University, Bangkok, Thailand in February 2012.
4. Prof. Poornima Jain, Prof. Sanjeev Swami, Dr. Shalini Nigam, Dr. K. Santi Swarup, Ms. Mukti Srivastava, Dr. Sumita Srivastava and Dr. Sanjay Bhushan participated in the International Conference on "Towards a Science of Consciousness", at the Center of Consciousness Studies, University of Arizona, Tucson (U.S.A.) in April 2012 (picture 7 and 8).
5. M.I.L.A.N. 2011's 30-20-10 saw an impressive participation from the Industry, Alumni and the students (picture 9).

6. M.I.L.A.N. Alumni Awards 2011:
 - M.B.A. - Kushagra Gupta, Agam Adhaar Talwar and Ayushi Sharma
 - B.B.M. - Smriti Caprihan, Dishika Mehra and Astha Prakash
7. We had visiting Professors from the University of Missouri during November - December 2012. They were here to deliver lectures and sign an MoU with the Faculties of Social Sciences and Science.
8. Dr. Sanjay Jain from the Bertolon School of Business, Salem State University, Massachusetts (U.S.A.) has initiated student exchange and research collaborations with the Department.
9. The Pre-Milan Girls Hockey Match was held under the aegis of M.I.L.A.N. 2012, on 23rd September 2012. Students XI won by 2-1. Ms. S. Anamika, from students XI and Ms. Pooja Sharma from Alumni XI were awarded Best Player trophies (picture 11 and 12).
10. Ten students qualified the NET Exam.
11. Three scholars were awarded Ph.D degree during the XXXI Convocation, held on January 12, 2013 at Dayalbagh Educational Institute.



1. Mr. Ashok Thakur, I.A.S., Secretary, Department of Higher Education, Ministry of Human Resource Development, Government of India, at the XXXI Convocation, D.E.I.



2. Prof. Sanjeev Swami delivering a lecture at India Education Congress, 2012



3. Prof. Sanjeev Swami in a Panel Discussion at India Education Congress, 2012



4. Dr. Shalini Nigam at Harvard University, U.S.A., 2012



5. Dr. Sumita Srivastava at Newcastle University, 2012



6. Prof. Vairam Arunachalam, University of Missouri, and Dr. K. Santi Swarup, D.E.I., 2012



7. Dr. Sumita and Ms. Mukti Srivastava with other members of D.E.I. team at an International Conference, 'Towards a Science of Consciousness', at Tucson, Arizona, U.S.A.



8. Dr. K. Santi Swarup with a student Ms. Mukti Srivastava at Tucson, Arizona, U.S.A.



9. Mr. Rajiv Narain in a Panel Discussion with Industry Experts during M.I.L.A.N. 2011



10. Alumni XI, Winners of the Football Match, during M.I.L.A.N. 2011



11. Students XI, Winners of the Hockey Match, during M.I.L.A.N. 2012



12. The Director, D.E.I. addressing the Hockey Teams

Acknowledgement

The We Connect Team, Students, Staff of Department of Management, Distance Education Facilitators and Mentors would like to acknowledge the following individuals for their immense help and support in organizing M.I.L.A.N 2012.



- | | | | |
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and August Founder of Dayalbagh.*



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