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1. What according to you are the industry expectations from an MBA student?

You can divide it into two parts – one being the technical skills that the industry expects and the other is the non-technical skills. I can tell you in detail about the non-technical skills because they are common for all MBA's or all people that they hire. They expect a great attitude to work, if a job is given it must be completed - let me give you an example here- my first boss, a lovely woman, she was the GM of the office – I was a management trainee- she used to leave at 5 o'clock on the dot. So, I was hanging around downstairs, drinking a cup of tea while she was leaving, her car was already waiting for her and she said, “Hey, by the way Vijay – I need these three things tomorrow at 9 o'clock”. So, I tried telling her that you know I am already working on this, and this, and this and she said “Welcome to the real world” and left. So, I knew that she wanted what she wanted at 9 o'clock and I had to then spend the whole night working on the stuff she wanted but that's the attitude! If you have that attitude, if you have an orientation towards getting the job done, that is the most important thing that any corporate looks for.

The second is communication skills. I don't mean English and I don't mean language and I don't mean any of that. How well you express your point of view, how clear and how simple you make stuff for people to understand, where you are coming from, what you intend and how they should respond to it. These are the only two things – Attitude and Communication. No matter where you go, what levels you reach, you can be the global CEO of something and that's all you need to do. There is one more – it's how well you get along with people and that you should frankly learn in Kindergarten like when you are playing in a sandbox with other kids, how do you share toys, how do you ask for stuff, how do you play together, how do you work together; these are the three basics and there's nothing else.

Now you come to the technical skills. The technical skills vary from job to job. So, if it's finance, they may want you to know derivatives, they may want you to know Bloomberg, they may want you to know balance sheet analysis, whatever that is - and that frankly to my mind is table stakes, everybody should be able to do that stuff, what differentiates is not what you know but how you behave.

RENDEZVOUS WITH DIRECTOR

2. What motivated you to shift to the educational field, since you have worked with some top-notch brands in the industry – we would like to know what inspired you to take this step?

That is a good question, I ask myself that a lot. So there comes a time, and I don't want to sound old and tired and whatever else, where the material things of life are no longer important. Or they continue to be important but you have enough of that. What you then look to do, and some people look to do it earlier rather than later, is what is the impact you are having on the world. And you can look for the large impact or you can look for a small impact. So, some of my batchmates who have also worked for 30 odd years in a MNC have decided to either set up schools or work with NGOs or get into the social sector, in a big way contribute to the society i.e., give back. Giving back is really what it is and I figured I can give back the best by working with young people, participating in their learning process, giving them tips that I have gathered through 30 years, giving them a positive orientation towards work-life balance. It's not moralizing in any way, but it is orienting a bunch of young people for success, that gives me a greater satisfaction than making money, so that's what it is.

3. What's your take on the phrase Jack of all trades and master of none, does that work for you, or is it the other way round?

I think I am a Jack of all trades, I think our orientation in the 80s, when I was studying as a student, was to give people General Management skills. I think the world has changed. You can no longer be a toolbox with every possible tool like a spanner, a screwdriver, a pair of pliers, monkey wrench- all that is very good- but not so relevant, I would rather be today, if you ask me, I'd rather have one really strong skill, probably technical and then surround it with an awesome attitude. But no specific skill and a great attitude is a little more difficult, it can be managed but you will be a better professional if you have one base skill which is marketable along with your attitude. So, I think the day of jack of all trades is pretty much gone so you either have to be a digital expert or a data expert or a supply chain expert or a marketing expert or a finance expert and finance also in a specific field of finance. And then you have all the good general skills- communication, attitude etc. And then you are pretty much unbeatable, that combination is really powerful and that's what companies are looking for.

4. What changes you would like to bring to N.L Dalmia - what are your plans like?

The vision has to be about our product, our product is our students, our graduates, what would we like our students to be? We would like them to be confident, we'd like them to have technical skills, we'd like them to have attitude skills, that make them successful, we'd like them to be way more successful than they have been in past, not that they have been unsuccessful, but we'd like to make them so successful that NLD as an institute, as a campus, as a place of learning becomes recognized for helping produce outstanding graduates who have these skills. So, we will therefore, if you want more elements of the strategy – we will therefore look at our pedagogy, we will look at our teaching staff, we will look at our methodologies, our value-added stuff, we will look at every element that we have currently, see what is valuable and needs to be kept, see what needs to change and make those changes.

5. You have been an avid cyclist and a swimmer; how do you manage to keep up with your hobbies despite having such a busy schedule?

So, you get up at 5 a.m., you leave home at 5:30 a.m., you come back by 7 a.m., you leave home again at 8 o'clock and you are here by 8:30 a.m. What's the problem? Look, if the question you are asking is how you find time so you have to make time, it doesn't happen automatically. If you wake up at 7 o'clock and scramble to get out at 8 o'clock, you don't have time for your hobbies that's all it is.

6. What advice would you give to the budding managers of N.L Dalmia?

Develop some specific marketable skill- could be in finance, could be in marketing could be in HR could be in anything, but you need a specific skill that companies are looking for, surround it with a good attitude, the desire to get the job done, desire to work for whatever hours it takes to make it happen and develop the craving to learn, have a point of view- a different point of view, don't follow the herd, actually follow the herd, sometimes the herd knows where it's going. If you can make that distinction, you guys can do well.



SHIKHAR

Come, Conquer The Peak!

2020



Will 'Make In India For the World' help the Indian Economy bounce back on its journey to become a Global Powerhouse?

The General Management Committee (GMC) of N.L Dalmia Institute of Management Studies and Research organized its flagship event, "Shikhar 2020", a national level B-school paper presentation. This year due to the pandemic, it was held virtually through Zoom on 26th September 2020. The topic was "Will the make in India for the world help bounce back the economy to be a global powerhouse."

The panel of judges included Dr. N Srinivasa Rao, Economic Advisor - Ministry of Rural Development, before this, he held many key positions. The second judge was Mr. Karan Mehrishi, Lead Economist - Acuité Ratings & Research Limited, also an author and an M.A degree holder from Columbia University, New York. Besides, we had Ms. Avni Jain, Economist - HDFC Bank, grace our event. Though the virtual event was a different experience, the event proved to be a huge success.

The participants were from institutes like Indian Institute of Management (IIM R) Rohtak, Symbiosis Institute of Management Studies (SIMS) Pune, Symbiosis Centre for Management and Human Resource Development (SCMHRD), Narsee Monjee Institute of Management Studies (NMIMS) Bangalore, MET Institute of Computer Science (MET ICS) and N.L. Dalmia Institute of Management Studies and Research (NLDIMSR). The teams presented quite insightful presentations based on their research, showcasing the problems India is facing and suggested various solutions to overcome them, in order for India to become a global powerhouse.

Based on the knowledge about the economy, the contents of the research paper, the presentation skills, and the ability to answer questions, the participants were evaluated by the judges. The judges with rich experience shared their viewpoints and their analysis on the topic which truly inspired us to think strategically.

The winners for Shikhar 2020 were Akshay Pai and Pratik Kumar from SCMHRD. The Second place was secured by Mitali Jadhav and Saurabh Pratap Singh from NMIMS Bangalore, with Athulya Nair and Deepika Dwivedi from SIMS securing the Third place.

The event was a huge success with the guidance of Prof. Rupesh Siyodia, in-charge of General Management, Convener Prof. Anand Dhutraj, Prof. Nazia Ansari, and Prof. Masuma Cyclewala of the General Management Committee and all the faculties who supported this event.

"It's not the mountain we conquer but ourselves"

- Edmund Hillary

ENDORSEMENT BY JUDGES



Dr. N. Srinivasa Rao
Economic Advisor, Ministry of Rural Development

My best wishes to the entire Team Shikhar.
It was very nice to interact with young minds who are the torchbearers of future India.



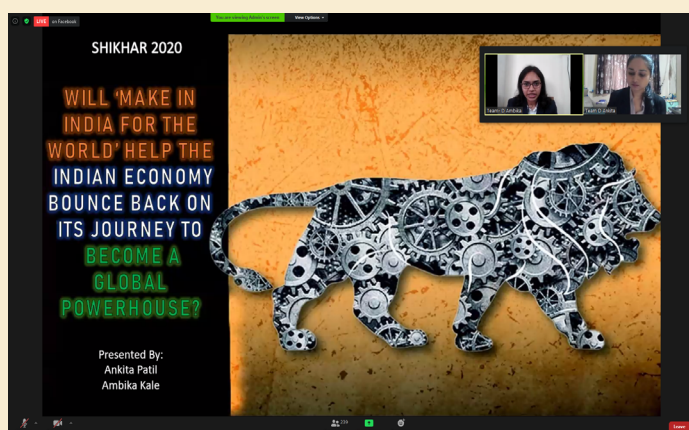
Mr. Karan Mehrishi
Lead Economist, Acuité Ratings & Research Limited

Thank You for the invitation to judge the event. New perspectives for me as well.



Ms. Avni Jain
Economist, HDFC Bank

Thank you for inviting me over. It was an enriching experience for me as well. Congratulations for a successful event. Great job!
All the best!



PARTICIPANTS TESTIMONIALS

WINNER



We had a very good experience right from registering for the competition to the actual event and the post event formalities. The Shikhar team was proactive from the start, SPOCs were assigned from the moment we registered on D2C and we were guided on everything we needed to know to make a responsive submission on time for every round. The actual event itself was conducted flawlessly with seamless communication and both the students and faculty of N.L.Dalmia Institute were wonderful hosts, not to mention the organizing team itself, which ensured all participants had a good experience.

Akshay Pai, SCMHRD



I would like to express my heartiest thanks to the Shikhar team. It was really a great event that helped us bring research work in our interest. Thank you for the incredible support the team has provided at this already difficult time and has been heartwarming.

Pratik Kumar, SCMHRD

First Runner Up



The whole experience was amazing. Right from writing the article, all the instructions were provided in the beginning itself with the format to be followed. After getting shortlisted one SPOC was allotted who helped us throughout the competition which was great. We received our cash prize and trophy as well.

Mitali Jadhav, NMIMS Bangalore



The event was conducted flawlessly. Kudos to the organizing team. As a team, we competed against the best minds. We as a team feel that participation is what really matters, which is a source of learning and personal growth.

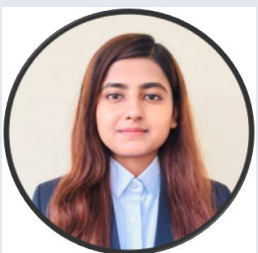
Saurabh Pratap Singh, NMIMS Bangalore

Second Runner up



Team Shikhar is amazing! The entire event was seamless, very well executed. We had a buddy from the team to guide us through the entire event. Time management was very well taken care off, and results were also out quickly. Altogether an amazing event and very well executed.

Athulya, SIMS



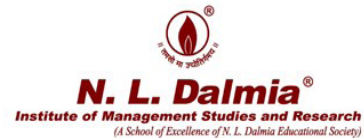
The event was well managed and executed. The panelists were amazing and we're very insightful. Just one recommendation the event should give freedom to students who wants to perform/make submission solo. Thank you for the amazing afternoon!

Deepika, SIMS

INTERNATIONAL CONCLAVE

**“Surviving Global Competition:
Strategic Measures Employed by Local Companies”**

Saturday, 27 February 2021 | 02:00 PM (IST) Onwards



**Mr. Aparup Sengupta
(Keynote Speaker)**

Chairman of the Board at Startek, USA,
Founder and Chairman
at AAJ Global Foundation, India



**Mr. Satish Thaker
(Moderator)**

Asst Vice President - FMCG
Jiomart Ecommerce at Reliance Retail
India



**Mr. Somen Chakraborty
(Panelist)**

Director Commercial Strategy
MEA and Global Duty Free
at Philip Morris International
Switzerland



**Mr. Areff Salauroo
(Panelist)**

Group HR Director at
La Sentinelle Group, Mauritius



**Mr. Chandra Kant
(Panelist)**

Co-Founder of
Akulmach Technologies,
Sales Coach, Philosopher
and Strategist, India



**Mr. Damon Brown
(Panelist)**

Best-Selling Author,
Public Speaker & a Coach Helping
Nontraditional Entrepreneurs,
Damonbrown.net, USA

The most anticipated event of the General Management Committee (GMC) of N.L Dalmia Institute of Management Studies and Research, “The International Conclave” was held on 27th February 2021. Like the previous years, this year was no different, rather more engaging and exciting with many esteemed speakers gracing this event from various countries.

The topic for discussion was “Surviving Global Competition: Strategic Measures Employed by Local Companies”, which was apt given the pandemic situation that created a disruption with a specific focus on the local companies.

The keynote speaker for the event was Mr. Aparup Sengupta, Chairman of AAJ Global Foundation and Chairman of the board at Startek, USA, who has over 33 years of experience in the technology consulting and outsourcing domain. The Panel discussion was moderated by Mr. Satish N Thaker, AVP - JioMart Ecommerce at Reliance Retail. He is an expert in retail with a career of over 24 years in the FMCG industry across India.

The panel discussion was joined by Mr. Somen Chakraborty from Switzerland. He is the Director Commercial Strategy- MEA and Global Duty-free at Philip Morris International, Switzerland, with having a vast experience of 20 years in Commercial Strategy, Digital Sales, and Change Management.

The second panelist was Mr. Chandra Kant from India, who is the co-founder of Akulmach Technologies, along with that a Sales Coach, a Philosopher, and a Strategist. Above all, Mr. Damon Brown joined this discussion from the USA, an author, TEDx speaker, coach helping non-traditional entrepreneurs, as well as co-founder of a popular platonic connection app Cuddlr.

The discussion absorbed and engrossed the audience completely, as it revolved around various real-time insights on approaches companies could look forward to, the way students should brace themselves to take up challenges in such times as well as a deep look into the way live business situations at hand were tackled, which truly represented the speaker's years of experience they have gathered. This discussion imbibed a remarkable and practical way to shape the business mindset of students.

A few of the insights that resonated throughout the discussion were about how mundane jobs are moving towards implementing artificial intelligence with humans getting a lot of free time to explore and the best time to start that is now! Also, local companies should focus on garnering relations with their local community, in turn, to target them easily, as well as the adage, "Believe, behave and become" which was the key• takeaway.

INTERNATIONAL CONCLAVE 2021 BULLETIN



CREATIVITY & INNOVATION: Skills for Professional Development



Creativity and innovation are not a magic wand which can bring profitability and growth for a business enterprise but yes, these two traits are required to stand apart from the competitors. The new normal has forced many organisations to be innovative as well as creative enough to sustain the business during the global pandemic.

Understanding creativity becomes important as it is, when channelised in productive ways can bring desired results. It can be understood as a multidimensional concept which includes personality traits, education, family background, intellectual ability, social and cultural elements. All these dimensions are interrelated and interact as per individual thinking and attitude of a person.

Innovation is either implementing or developing a new idea, product or service which can be utilised by the society. It can be either identifying a renewed use of an existing product, new source of energy or raw material, a new market or a new process for manufacturing goods. Globalization has provided ample opportunities to expand the business beyond the national boundaries. Hence it becomes compulsory to understand the interconnection between creativity and innovation. The contemporary business corporations are allotting major chunks from profits earned for research and development, hence increasing their competitive advantage globally.

Company's today while recruiting employees look for candidates who are creative professionals having innovative mindset, thinking out of the box ability.

And this is where the educational institutions are becoming more and more responsible for designing curriculum which will help the students to explore their creative side and strengthen the innovative skills. Strategies adopted by teachers to engage the students starting from elementary to higher level has become imperative. With the help of these strategies only the students will realise that 'If you want something new, you have to stop doing something old' as rightfully pointed out by Peter F. Drucker. To fuel creativity and innovation among students we all ignite curiosity and the will to learn. We are on the threshold of building an innovative & creative culture where students and future professionals of the 21st century are encouraged to not only be creative and innovative but also to apply and implement. Ideas that can be converted into actions is the need of the hour.

In the words of Theodore Levitt, "Creativity is thinking up a new thing. Innovation is doing new things" decisively signifies the importance.

***-Dr. Nazia Ansari
Faculty - General Management***

COMPETENCY BASED SKILLSET AUDIT: Need of the hour



The dictionary meaning of competency is an important skill that is needed to do a job or possession of sufficient knowledge or skill

As we enter a new decade skill set identification, skill set mapping with job roles and description and assessment of skills gaps remains a high priority for employers. IT and healthcare are the areas where demand for professional skills is expected to create the largest talent gap. As the workforce becomes increasingly digital, the shrinking tech talent pool will affect every business, regardless of sector.

Identifying the skill set needs of the organization is the starting point. One of the biggest challenges faced by HR functions is predicting not only the skills required today, but those in demand over the next 12 months to five years. According to a recent article in Forbes identified the essential skills every company needs in 2020 in a post- COVID 19 world, namely: Data literacy, Critical thinking, Tech savviness, Adaptability, Creativity, Emotional intelligence, Cultural intelligence and diversity and Commit to a Lifetime of Learning. A competency-based skill set audit can help to address this challenge.

Skillset audit is a process that can be used to identify the skill gaps in an organisation. The outcome is a training needs analysis that identifies where training is needed.

The skillset-based competency audit can be used for: An understanding of the skills required and gaps the organisation currently has

- A targeted analysis of development needs.
- A listing of people who need development.
- Data that can be used for purposes such as internal selection.
- Information that can be used for dynamic succession planning.

A competency-based skills audit helps establish a clear understanding of the skills available and required for each role, and unlocks the potential for growth, development and mobility already available in your company. By assessing this knowledge within your workforce, areas for training and career development can be rapidly identified.

Career development and skills training result in a more engaged and productive workforce, and higher levels of staff retention. A competency-based skill audit also leads to a more flexible, adaptable workforce, able to respond to the evolving needs of your business, and creates a more agile culture.

**- Dr. Vaishali Kulkarni
Faculty - General Management**



Creativity and Innovation

“I don’t believe in taking the right decisions. I take decisions and then make them right.”

- Ratan Tata

Most of us idolize Mr. Ratan Tata because of his incredible business mind and philanthropic nature. One can interpret the above quote also in a way to channelize the idea of creation. I believe creativity and innovation are two sides of the same coin. A creative mind can use his ideas and innovate something new. The ability of thinking acts as a catalyst in the process of innovation. The most innovative ideas sometimes come in critical situations. The most recent instance of creativity and innovation can be seen during the lockdown period. People came up with innovative ideas to deal with the situation. As we Indians have the ‘Jugaad’ – a mindset to find hacks to problems with limited resources, common in us. Many such developments came up in recent times. Nocca Robotics (incubated at Indian Institute of Technology(IIT)-Kanpur), Aerobiosys Innovations (incubated at IIT Hyderabad) and AgVa Healthcare were developing low cost, easy to use and portable ventilators that can be deployed even to rural India. The Arogya Setu was also developed during this period.

Recently I came across a video on LinkedIn wherein I saw two villagers had built a makeshift segregation machine simply by using some planks of wood.

The usage of the machine was basically to segregate various apples according to different sizes. Here the villagers simply assembled the planks and increased the distance on every step, so that when the apple used to pass through the planks it would fall in the allocated boxes depending on its size. Big factories use segregation machines that cost a lot of money. In this case as there was limited availability of resources the villagers came up with their own solution to fulfil the purpose. And that is how a little bit of creativity can lead to innovation.

Small innovations can sometimes lead to big change in society. They are necessary for mankind to survive. As nowadays we aspire to build a sustainable world. Innovations and ideas must not be restricted only towards people working in the domain. It should be ingrained in young minds. And that is how our nation will prosper in the coming years. As India is marching towards constant development to achieve the \$5 trillion economy dream of our PM. Creativity and innovation seem to lead many start-ups towards the dream. As the number of foreign investors are increasing, the start-ups should utilise and allocate the capital well to channelise their ideas towards innovation. In fact, each one of us can think and innovate if we sit down and pen our ideas down. Brainstorm on it and come up with the solution.

- Dhvani Prabhawalkar
PGDM Finance, 2020-22



New Oil

What if I say that Big Techs like Amazon and Microsoft are entering into the oil business, even Google but only for a brief period before pulling the plug on the plans. Seems untrue right, but these Big Techs have tied up with leading players from the oil and gas industry like ExxonMobil, Chevron, BP and Total for fossil fuel exploration and extraction of oil. What has Big Tech got to do with it and why the heck are they doing it? Well, with the use of Artificial Intelligence called Machine Learning and the underlying fuel that is powering the AI/ML algorithm – ‘THE BIG DATA’. With the swathes of data amassed by fossil fuel companies over decades and the technology deployed by the Big Tech, companies have now been efficient in identifying potential locations across the world to extract oil which has always been a pain point for the fossil fuel players, thus cutting the cost and the efforts which goes into oil exploration. This is one instance of many of how data has revolutionized the world.

Data Analytics and Data Science are the new buzzword in the town and are being used in a way that is now used to generate revenue, something which was considered as redundant and ate into the cost of the company in earlier times.

Companies that are now strategically using data to add value to their business have an edge over companies which are unable to efficiently make use of the available data reserves. Data, both structured (organized text, numbers) and unstructured (images, audios) generated over days is ballooning over time and with the new inter-connected Internet of Things (consider Alexa, Tesla cars, any device which is Wi-Fi enabled and can communicate with other Wi-Fi enabled devices), it is touted to grow exponentially.

Hence, it becomes imperative for the companies to utilize this precious new oil to gain meaningful insights out of it, one which adds value and devises strategies which will mutually benefit both businesses and its customers. With the use of data, marketers are now cognizant of what customers demand, when do they demand, how do they gain access to the product and plethora of other information which helps the companies communicate only that information to customers which they want and not just bombard them with other irrelevant information, thereby delivering customized offerings based on a customer’s buying habits. In the field of Banking and Finance, data is used for detection/prevention of fraud in banks, developing new banking products, in Algo-trading and many more. The scope is just endless across all domains and so is the demand for individuals employed in this niche skill where one can work with exabytes of data, use the data to build, train and test the model to generate the desired output.

With the rising data collection activity, there also arises the question of ethics in the field of Data Analytics and Data Science and as such Data scientists, data engineers, database administrators and anyone involved in handling big data should have a voice in the ethical discussion about the way data is used. Customers need to have a transparent view of how the data will be utilized, whether private confidential information about a person’s medical or financial history would be sold to a third party, if it would be used to moderate, influence and even determine who we are before we make up our minds. All in all, data is here to stay and change the way we work, how we make sense of the world and the people living in it based on the data collected every passing minute.

- Javed Shaikh
PGDM Finance, 2022-22



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