

# The Newsletter of IMI, New Delhi

# Interface

November 2015 | Vol. 5

## FROM THE EDITOR'S DESK



I am delighted to present the new edition of this journal, in which we review the field of Entrepreneurship and Strategy. This journal also presents details about the plethora of activities witnessed within the premises of IMI Delhi over the last month. Conventus'15 – The annual management conclave was a

huge success. Next in line was Summer Internship Process for 2015-17 witnessing unparalleled turnout of multinational brands. National Alumni Meet'15 stood true to the expectations from brand IMI, providing strong networking opportunities for alumni. This issue also provides snippets from Kritva'15, the annual management and cultural festival of IMI.

-Dr. **Manaswini Acharya** is a Professor of Marketing Communications, Dean - Placement and Corporate Relations Committee & Chairperson of Branding and Media Relations Committee at International Management Institute, New Delhi

## Strategy: Today's Game Changer

One of the fundamental tenets of market leadership is competitive advantage and its sustainability. In a world driven by the VUCA challenges, companies across the globe are now leveraging upon strong competitive advantage to reach the pinnacle of success in business. To achieve this, formulation and implementation of business strategy has become crucial.

A strategy is all about integrating organizational activities, utilizing and allocating the resources within the organizational environment so as to meet the present objectives, under conditions of uncertainty. It is a well-defined road-map of an organization that encapsulates its vision, mission and goals. It bridges the gap between "where we are" and "where we want to be".

In an attempt to align with the major paradigm shift in how companies are now competing, since the focus has shifted from production to marketing, customer has now become the driving force behind all strategic business decisions.



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# Steering Through the Tough Time

Growth, profitability, competitive advantage, business models are all terms that are subjects of intense discussion always. In today's time of rapid changes, technology pervasiveness and evolving business models, it has become difficult for companies to sustain growth.

The future is for those companies who have realised that what worked till now will not work tomorrow. Boundaries of functional disciplines are evolving or being redefined. Competence that professionals have is becoming larger in scope as there is so much to understand from technology, everything becoming digital and the virtuality of doing business. Specialist

are no more mere specialist but are generalist specialist - people who are competent in multiple dimensions. It's a world for those who are jack of all and at least a master of a few if not more.

Companies will be led by people who recognise the right opportunity, the right business model, the right partners, the right competence and the right timing for the business proposition to succeed. Successful leaders will be those who are eager to evolve and play multiple roles and learn and unlearn on how to play the game better and be different. The speed at which decisions are taken is going to be the foremost source of



competitive advantage for companies. 'Challenging times for those who are tough as the going will be tough and long'

- Abhishek Nirjar  
Chair Prof. of Strategy Management

## Investors and the Rise of Unicorns

Entrepreneurship these days is all about survival and sustainability. In a country like India, which has the fastest growing start-up ecosystem, only a few of the ventures survive for long. The notion of a billion dollar company is still magical and rare, elusive and exclusive; hence they have been called the "Unicorn club", named after a mythical creature which exists only in legends.

Unicorn club is a serious business of changing the world through innovation and being valued highly in recognition. Every year hundreds of start-ups emerge, only some make it to this exclusive group. The main contributors in this "billion dollar valued firms" are the founders and investors who take early risk of investing in these companies.

The list of future unicorns, based on data compiled by research firm CB Insights considers multiple factors such as capital raised, employee turnover and social media mentions. The list includes around

130 global start-ups including Indian: Flipkart, Snapdeal, Ola, Paytm, Zomato and Inmobi. Along with the big players relatively new Indian start-ups, "Grofers" and "OYO Rooms" backed by a truckload of venture capital are making it to the list of expected "Unicorns" as per *The New York Times*. "Grofers" is a mobile app. based firm with USP as "delivery within 90 minutes". Oravel Stays Pvt. Ltd. "OYO Rooms" is an aggregator providing budget accommodation.

With the presence of different types of investors, a number of start-ups in India are on the rise in this current changing market. The firm's efficiency, performance and life cycle stage decides the type of investor interested.

**Angel investment** is done in the inception stage. The angel investors are typically high net worth individuals with specific area of expertise, providing mentorship along with investments.

**Venture Capital** is for later stages. VCs are typically sophisticated in their approach working out on the basis of ROI estimation.

These investors help an idea get an incubator for proper development to

be the next "Unicorn".

**Private Equity Firms** are another set of investors associating with an already revenue generating firm.

The investors are associating themselves with various start-ups to raise the entrepreneurial spirit in India. The opportunistic future of India is now hopeful of expecting few more Unicorns.



# The Imitation Game

Every business idea which materialized into a stable venture has inspired a significant number of imitations lately, across all domains – ecommerce, social networking, property listing and such. India has capitalized well on ideas which have been implemented successfully but has not grown as an originator. Prime Minister Narendra Modi has often asked why India has not created companies such as Facebook and Google, referring to the dearth of transformational home-grown technology that can have global impact. From the era of software services to the recent boom in innovative ventures driven by technology, there hasn't been a significant move towards originality. The change cannot be expected anytime soon since the concept of a venture is still at a nascent stage. A large number of entrepreneurs and investors believe the current state to be a necessity due

to the paucity of infrastructure, which limits the potential for new ideas.

Each of the established imitators we find in our country today are trying to cope with a variety of problems. "We were called the Uber of hotels, Airbnb of India and so on. But if solving a problem is



copying, then so be it," said Ritesh Agarwal, founder of OYO Rooms at an event hosted by the Economic Times recently. A number of startups in India, though inspired from the west, try to solve a common problem observed

across countries. The idea also needs to be localised to ensure a better customer experience, which has been delivered with the highest standards by these startups. What makes entrepreneurs feel secure about replicating ideas locally is the fact that customers seek the best experience, even if it has been inspired. Originality in India can be visually observed in social ventures - microfinance and other agro-based ventures which fail to get recognized. Imitation is something we can't avoid today, and while it does have a lot of demerits, it can't be completely ruled out since it engages the competitive nature of all startups. While it is important to get to the destination first, it is also imperative to pick the right direction.

## Consolidation In The E-Commerce Industry

Given the need for a nationwide logistics infrastructure and limited consumer base in present market, the e-retailing space will possibly be dominated by a few large capital heavy firms. The adoption rate in Tier II and III cities, as estimated, would be faster. 'The multi-billion dollar Indian e-commerce industry is set to see consolidation in the next 4-5 years with only 2-3 big players surviving the market "bloodbath";' revealed research firm Spire Research and Consulting.

Consolidation is a consequence of following the market trend blindly,

opening an outlet and being unable to generate revenue. Secondly, there are a few existing players who will acquire a company, as part of their expansion strategy. Thirdly, some firms are forced to close their businesses.

For instance, eBay's investment in Snapdeal, for US\$133-million, and Orios' investment in PrettySecrets, a company selling lingerie online point to the consolidation in the Indian e-commerce industry. Other e-commerce players such as Flipkart, Jabong and Myntra too have raised funds from investors recently.

Investors prefer companies which do not need huge capital resources and thus consolidate their positions when one of them is not doing well. Moreover, investors are seen to have taken multiple bets within the e-commerce space. Limited inventory has forced companies to tweak their business model in order to reduce their responsibility.

The strategy leading to this is centered on the increase in the number of Indian consumers shopping online. Manoj Gupta, the CEO of Craftsvilla.com sums it up by stating "Today is the right time to build the foundation in e-commerce for future growth." Excluding the online travel industry, E-commerce is a \$3.1 billion market and is expected to grow to \$22 billion by 2018.

The challenge faced by small companies is primarily maintaining an efficient delivery system. In contrast, investments by big Indian e-retailers lead to improvement of the supply chain efficiency and as a result, better delivery is offered. Therefore, as a majority of these small e-commerce companies are struggling to keep their heads above water. The future belongs to the companies that succeed in establishing themselves in the vast e-commerce segment.



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Conventus 2015, three day management conclave spanning 21<sup>st</sup>-23<sup>rd</sup> August, brought together Industry experts from all fields under one roof to discuss and question the most grappling questions in today's world on the theme 'Make in India'. The event included various summits in the world of Media, Marketing, Finance, Operations, Human Resource, Information Technology, Economics and Entrepreneurship.

The event was presided over by Dr. Bakul Dholakia (Director General, IMI Delhi). The chief guest for the inaugural ceremony was Mr. Sandeep Goyal, the Vice Chairman of The Mogae Group. He emphasized how Branding is all about the perception of our consumers and how it varies with each changing consumer.

The first day kicked off with the Marketing Summit with the theme for the summit **"The New Age Marketing Mantras: Building Competitive Advantage"** which focused on innovation, leveraging technology and engaging distribution channels. The panellists shared views about how organisations are imbuing innovation in their DNA. Next in line was the Finance Summit with the theme **"Enhancing the Global Value Chain in Financial Institutions through effective use of Technology"**. The budding entrepreneurs and future leaders got an insight into what lay ahead of them through the deliberations of the esteemed panellists.

The second day started with the Operations Summit with the theme **"Role of supply chain in realizing the 'Make in India' dream"** which stressed on the need to improve the transport infrastructure in India. According to Mr. Shankar, "We should look at it as an integrated part rather than just the last mile". HR summit followed next with the theme

**"Talent Management – the road ahead to Make in India"**. The discussion mainly revolved around management of talent from macro to micro perspective, Indian organizations' measures to retain talent, the strategies developed and their measure of effectiveness and the continuing debate between build vs. buy. IMAC Summit themed **"Technology Driven Business Models – creating an ecosystem that integrates into the Global Value Chain"** discussed about technology-enabled business models and the role of technology in bringing about innovation and entrepreneurship.

The last day began with Economics Summit with the theme **"The Need of the Hour: Global value chain Oriented Economic Reforms"**. The summit entailed a discussion on the nuances of the various policies and reforms and aimed to check how far a leap can go from 'Ho Raha Bharat Nirman' to 'Building Brand India'. It was followed by the Entrepreneurship and Strategy Summit on the theme **"Shifting Power Dynamics: Strategic Innovations to go global"** with the panel sharing several insights about niche ways of doing a business.

Conventus came to an official close on 23 August 2015. The Chief Information Officer and Head – Corporate Social Responsibility at Hero MotoCorp, Mr Vijay Sethi was the chief guest for the ceremony. He emphasized upon the several Supply Chain inefficiencies present in the system. "Over the last few years it isn't the companies that have been competing, rather it's the nations that have started competing" remarked Mr Sethi. The event ended on a high note with Dr Dholakia congratulating the students for successfully conducting the conclave and it was later followed by fun filled "Conventus Nights".



# National Alumni Meet'15

To take a walk down the road of nostalgia, National Alumni Meet '15 was successfully held on 24<sup>th</sup> October, 2015 at the IMI, New Delhi campus. Following the tradition set during NAM'14, this year too, IMI, New Delhi alumni from batches of last 30 years, were invited to reminisce old times and share their journey of success from IMI, New Delhi to the business world.

The meet started traditionally with the lighting of the lamp by Dr. Bakul Dholakia, Prof. B.A Metri, Dean Academics and Alumni Affairs and Mr. Rajeev Dhawan, alumnus of batch of 1988 and currently the President of National Alumni Association. The meet was graced by alumni and their family members and also some of our former deeply cherished faculty members. Speaking on the occasion, the Director General underlined the achievements of both the alumni and the institute and the ever lasting and mutually beneficial relation between the two. He also praised their contribution towards the growth of their alma mater and emphasized the need of further strengthening the linkage between the alumni, the institute and its current students. Mr. Rajeev Dhawan also addressed the audience and shared his insights about various initiatives to strengthen the alumni connect, while also applauding the alumni for their healthy involvement towards the growth of IMI, New Delhi.

The event was marked by three very special milestones in the journey of IMI, New Delhi, that is, the celebration of Silver jubilee of the batch of 1990, the Crystal Jubilee of the batch of 2000 along with the celebration of completion of 20 years of the 1995 batch with whom the journey of the current campus of IMI, New Delhi started. The

jubilee batches cut a cake and also felicitated their faculty and ex-faculty members.

The inaugural session was followed by an enthralling dance performance by the students and a fun-filled performance by the popular stand-up comedian, Mr. Sahil Shah. The 8<sup>th</sup> edition of the annual alumni magazine, Connexion'15 themed "Synergizing Minds", was also released amidst the celebrations.

As the part of a fresh initiative, a special meeting of the Academic Council was convened with the distinguished alumni. The agenda of the meeting was to engage in a healthy interaction with the alumni and work towards fostering a better relationship between the institute and its alumni.

The meeting witnessed active involvement of the alumni, and a number of commendable suggestions and proposals came up. This meeting was a steppingstone in shaping a better future for the IMI, New Delhi fraternity as a whole. Besides, the welfare of current students and their grooming to make them industry ready was also among the agendas taken up during the meeting.

Over all, the event was a fun-filled, nostalgic and an interactive experience for all. Meeting up with old friends and faculty ignited an emotional ambience as some of the alumni were visiting the campus for the first time since their graduation.





# Krita '15

International  
Swadeshi

Krita'15, the cultural fest at IMI New Delhi started with a bang. Weeks of preparations finally culminated into three days of the glittery extravaganza. Attended by the management student fraternity from all over the country and the enthusiastic participation of the non- management colleges in Delhi, the event was a mix of diversity. The weeks preceding Krita'15 saw many sleepless nights by students striving to make this event stand true to the brand IMI, New Delhi. Krita'15 was inaugurated by Padma Shri Dr Bakul Dholakia and alumni Mr Ahluwalia.

The huge flex put up in the college, beautiful lights and the creative decorations covering the campus, turned it into a vibrant celebration of the theme "International Swadeshi". The energy in the amphitheatre was palpable and the seamless management by the Cultural and Diversity Club ensured the smooth execution of the event. Students could be spotted clicking pictures, and enthusiastically participating in the management and cultural events. The entire campus came alive for 72 hours and everyone wanted to make this event memorable for their friends and themselves.

First day started with the case study competitions of Fin Charades, Excaliber and Karmenta. The other events that witnessed active participation were Lanthrash and IPL bidding. The diverse nature of the festival saw an extremely energetic Battle of Bands on the first day; people thoroughly enjoyed the 3 hour long event, witnessing seven talented bands from various colleges performing in different genres like sufi, rock, heavy metal, classic rock, etc. The loud thumping and beats enthralled everyone in the audience and people swayed to the tune of guitars. The event saw the presence of

eminent judges that included Mr. Vinod Kumar, a renowned Ghazal Singer and musical composer and Mrs. Neetu Chopra, a versatile Tabla player. EDM being a global rave and the flavour of the year set the dance floor on fire later in the evening. The crowd tripped to the music of DJ Kunal.

Samadhan, Strategy bazaar, Gladius and Gamanalytics kept the students up and running all day on the second day. The challenging case studies compelled the participants to give their best and the competition got serious as every team wanted to do their best to bag all the laurels for their college. The soulful and heartwarming performances during Aalap were followed by the energetic dance competitions. The Flamboyance fashion show stole the evening with a bewitching display of glamour and style.

The finals of all the management competitions marked the third and last day of the extravaganza. The alluring cash prizes set the competitive spirit soaring to win the competitions. The day soon went by in the hustle and bustle and led to the most-awaited star night with Nikhil D'souza. He shot to fame with his enticing voice and his super hit bollywood numbers and he effortlessly captivated everyone present and made them swing to his music. The crowd cooed along to his songs and enjoyed the two hours of grand performance.

With this the three days of Krita'15 came to an end, marking another successful event and creating innumerable memories at IMI New Delhi.





## Prof Jagdish N. Sheth for branding of products at home; interactive session at IMI New Delhi

By RA AG 2013 12/06/13

IMI New Delhi recently organized interactive session at the institute with Professor Jagdish N. Sheth, the Charles N. Kefauver Professor of Marketing and Strategy at Emory University.

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Great need and opportunity in branding the products such as rice, lentils, vegetables exist in India and entrepreneurs have been trying for a long time to do the same Prof Jagdish N. Sheth

International Management Institute (IMI) New Delhi recently organized interactive session at the institute with Professor Jagdish N. Sheth, the Charles N. Kefauver Professor of Marketing and Strategy at Emory University. Prof Sheth visited IMI New Delhi on July 16, 2013 and took interactive session on 'Emerging Trends in the World of Business'.

Dr. B. A. Mohi, Dean Academics welcomed Dr. Jagdish Sheth with bouquet of flowers and Dr. Abhishek Neja, Dean Executive Education and International Relations formally introduced Dr. Sheth to the audience. The Director General of IMI New Delhi, Dr. Balraj Dholakia along with IMI faculty and students were present at the valuable session.

Beginning the session, Dr. Sheth briefly mentioned about his career that started in 1962 when he went to United States as an MBA student where he became a professor in 1963. In his interaction Prof Sheth categorically spoke about the new middle class of people, 'The call centre couple', and highlighted the fact that India was changing faster than what people thought.

## Investment in Bengal suffered from perception: Sanjiv Goenka

Sanjiv Goenka, Founder, Sanjiv Goenka & Co.

London-based investment banker Sanjiv Goenka has returned to Bengal after a long stay in London. He is the co-founder of Sanjiv Goenka & Co., a Bengal-based investment firm. He is also the co-founder of Sanjiv Goenka & Co., a Bengal-based investment firm. He is also the co-founder of Sanjiv Goenka & Co., a Bengal-based investment firm.



How big was your experience in the U.S. and what are your expectations?

The Capital Market in Bengal is still in its infancy. There is a lot of potential for growth. However, the perception of Bengal as a market is still not very positive. There is a lot of potential for growth. However, the perception of Bengal as a market is still not very positive. There is a lot of potential for growth. However, the perception of Bengal as a market is still not very positive.

What should be the role of the government?

The government should play a role in creating a conducive environment for investment. It should focus on improving the infrastructure and the regulatory framework. It should also focus on creating a supportive environment for entrepreneurs.

What are the main challenges of the state in the current scenario for the business environment?

The main challenges are the lack of infrastructure, the regulatory framework, and the perception of Bengal as a market. There is a lot of potential for growth. However, the perception of Bengal as a market is still not very positive. There is a lot of potential for growth. However, the perception of Bengal as a market is still not very positive.

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### DEBATE Human Resources



## Is it Time to Bid Adieu

Leverage Potential of Employees

By BAKUL DHOLAKIA

For most managers, the first step in getting the best out of the people working with them, is to know... performance is a good indicator of the performance of the individual who comes into the picture.

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## Corporate Citizen

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### Cradle of Leadership-10: Face to face with a Karmayogi



Having spent 33 out of his 45 years of teaching econometrics at the premier Indian Institute of Management-Ahmedabad (IIM-A), Dr. Bakul Dholakia is best known as its most courageous, energetic and visionary director (2002-2007). He is also known for his legendary battles with the then political establishment at the Centre to vigorously espouse the cause of IIM's financial autonomy. Recipient of the Padma Shri in 2007, he is acknowledged as a colossus among management gurus under whose leadership IIM-A emerged the top ranked B-school in India and Asia-Pacific by every consecutive survey, conducted by respected business publications like Business Today, Outlook and The Week. An Institution builder who is known for his penchant for calling a spade a spade, he subsequently joined India's fastest growing

### 51 STUDENTS ACROSS 5 CAMPUSES HIT THE TRAIL

## Class No Bar: MBA Students Start Ventures

Sanjiv Goenka

Students are starting their own ventures. This is a good sign. It shows that they are taking initiative and are willing to take risks. This is a good sign. It shows that they are taking initiative and are willing to take risks. This is a good sign. It shows that they are taking initiative and are willing to take risks.



ADITYA BIRLA GROUP PRESENTS

THE ECONOMIC TIMES YOUNG LEADERS B-SCHOOL EDITION

Vijay Nageshwar and Sanjiv Goenka are the authors of the book. They are both experienced entrepreneurs and have written several books on entrepreneurship. They are both experienced entrepreneurs and have written several books on entrepreneurship.



The Startup

The book is a guide for students who want to start their own ventures. It covers everything from idea generation to execution. It is a must-read for all students who are interested in entrepreneurship.

## Success Stories: Summer Internship Placements at IMI, New Delhi

The summer internship placements for the batch of 2015-17 started in the month of September. The campus was visited by several renowned recruiters such as Hindustan Unilever Limited, Nestle, Ernst and Young who graced the campus with their august presence. The companies came with huge expectations from the batch and the batch rightly stood true to them.

The institute experienced a successful first phase of the summer internship placement season witnessing a phenomenal increase in the crude numbers of internships being offered in the first phase, hence, completely justifying IMI, New Delhi's place in the list of top tier B schools in the country.

Besides, this incredible success of the placement season can also be accounted to the profiles being

offered by the recruiters, which were in conformation with the expectations of the batch. The focus of the profiles was on holistic learning and at the same time development of the niche skills sets essential for sound business learnings.

This year was termed as the most successful years for summer internship placements in the history of the institute by The Dean Corporate Relations. Moreover, the recruiters were all praises for the quality of students nurtured by IMI, New Delhi in terms of both domain knowledge and virtues like honesty and integrity.

With a dramatic threefold increase in the number of summer internship offers, IMI, New Delhi's journey has just begun.





## ALUM CONNECT

**Mr. Ratish Ramanujam**  
COO, Windshield Experts  
Batch of 1999

### **What ignited the spark in you to start a new business venture or to make significant changes in an existing business?**

The opportunity to look at things differently, identify market needs which are not fulfilled, disrupt the status quo in a positive way and bring in change for good. Setting up a new business ensures you'll always be facing new challenges and experiencing something new. It allows you to color outside the lines which is exciting.

### **What three pieces of advice would you give to college students who want to become entrepreneurs?**

Apart from the fact that you must love what you do, other three pieces of advice would be-

- Step outside your comfort zone – Challenge the status quo and innovate to create something different that will stand out.
- Create Value - Dream big but keep your feet on the ground. Be realistic about costs.
- Keep it simple and stay on target – need to be clear and concise

### **What is the current scenario of entrepreneurship in India?**

Entrepreneurs in India have access to a huge and fast growing market with favorable demographics.

Access to finance is one of the key problems faced by entrepreneurs in India and is particularly acute at the start-up stage, where bank finance is hard to obtain. New sources of finance such as venture capital, angel funding and private equity are becoming increasingly popular.

An entrepreneur also has to deal with a host of regulatory and compliance issues. Although things have become better, cumbersome paperwork and delays involved in such transactions constrain their productivity and ability to do business.

Availability of skilled manpower and India's physical infrastructure is still considered to be a bottleneck.

But the scope of entrepreneurship in a country like India is tremendous. Current generations do not have hang-ups about the previous legacies and are willing to experiment. Technology will be a key factor which will continue to disrupt and enable and work can be done from anywhere, anytime. Greater

practical exposure, critical analysis, incubation and mentoring, industry-research linkages can help in fostering entrepreneurship.

### **How do you find people to bring into your organization who truly care about the organization the way you do?**

The right people can drive the success of your business but growing a business on a small budget can be difficult, especially if you need to hire people to help you expand and achieve your objectives. If you are able to express your goals in an understandable, engaging way, people will identify with it. We have always tried to hire employees with fresh perspectives, great attitudes, and trained them to do their jobs.

Some key aspects would be –

- Look for people who share your passion
- Get your purpose right to attract and retain the talent your company needs
- Look at people who have succeeded in different industries and jobs - they are versatile and can tackle problems creatively.
- Promote from within whenever possible.

### **What is your favorite aspect of being an entrepreneur?**

It allows you push the envelope and not be bound by the way it's always been done. You are constantly required to get out of your comfort zone and push yourself to meet new challenges. It enables you to look at the world around you, identify problems and correct them to make things better. It also gives you the opportunity to innovate and experiment, create what you believe in and then implement it.

The most favorite aspect is when a customer tells you that you created something that delighted them, excited them and made their lives better.

### **How has IMI helped you in developing an entrepreneurial bent of mind?**

IMI has helped by always challenging me to step outside my comfort zone and stay on target with clear focus.

## Alumni Chapter Meets 2015



The alumni of any institute are one of the most important stakeholders. At IMI, New Delhi we believe in building strong bonds with our alumni and cherishing them. Every year, we conduct several Chapter Meets with our alumni. This year these chapter meets were organised in London, Singapore and Dubai on 23 May, 29 August and 5 September respectively and the meet saw an enthusiastic participation from alumni from the batch of 1985 to 2012. Dean Placements and Corporate Relations, Prof. Manaswini Acharya and Dean Alumni Affairs and Academics, Prof. B.A. Metri represented the institute at these international congregations. The Director General, Padma Shri Dr. Bakul Dholakia marked his presence with a video message greeting the attendees at the chapter meets.

The meets saw an extensive exchange of ideas and the alumni engaged in cherishing and reliving their college days. Further, upon being apprised about the recent developments at their alma mater, the alums expressed pride and gratitude towards the brand IMI, New Delhi which has helped them succeed in their respective careers.

## Successful One-Year Completion of our Director General, Padma Shri Dr. Bakul Dholakia with IMI

It is no secret, leadership is the most important component for the success of any organization for it is due to good leaders that an organization can recognize and venture into potential markets to produce quality outcomes. It has been a year since Padma Shri Dr Bakul Dholakia joined IMI, New Delhi as the Director General, and it has truly been a year of excellence. Under his aegis the institute has received the prestigious AMBA accreditation. He has executed some revolutionary practices to making the administration efficient and effective. Moreover, Dr Dholakia constantly motivates both the faculty and students to innovate and stay abreast with the business world. The institute has seen a dramatic increase in the number of internship offers received in the first phase of the placement process. Furthermore, more autonomy has been given to the students in terms of choice of courses with the introduction of the CIS (Course of Independent Study) system. Not only that, autonomy has been extended to the students to select the trimester in which they would like to go and study in foreign universities. It has been under the able guidance of Dr Dholakia that the institute has been fast-tracked onto the path of success and will continue to do so.



## Why Executive PGDM at IMI?

The 15 month Executive Post Graduate Program is one of the flagship programs offered at IMI, New Delhi. The program has been specifically designed for the working professionals who wish to boost their career graph and aspire to hold the top leadership positions in an organization. The program has been accredited by AMBA, AICTE and SAQS. Moreover, under the able guidance of the renowned academician, Padma Shri Dr. Bakul Dholakia, the program has achieved success and reputation owing to its flexible course structure. Enchasing on the institute's strategic location in the heart of an institutional area in New Delhi, the program has become one of the most sought after courses at IMI, New Delhi.

## Management Development Program at IMI

The Management Development Program (MDP) is a career enhancement program for managers working at various levels in an organization. The MDPs offered by IMI New Delhi gives the attendees an insight into various domains such as strategy, finance, leadership, CSR and marketing. The program enjoys a global outreach by being followed in colleges across Europe.

IMI New Delhi will be hosting its 1<sup>st</sup> International Conference on Digital Marketing in the month of January 2016. The conference overarches over 20 subthemes like digital marketing trends, e-tailing, Brand building and the likes. The proposed conference is an attempt to deliberate on changes witnessed in brand building with respect to digital marketing and its interface with the consumer.

## Global Leadership Program

The age of globalisation has impacted every strata of the business world. Thus, it becomes a pre-requisite for the business leaders to have global perspective and competencies to drive their organizations through the global competition. To facilitate such competencies, IMI, New Delhi organizes the Global Leadership Program to enable business leaders to create growing, winning, competing and globally excelling organizations. The program is conducted in two phases - a domestic learning phase and an overseas learning phase. It consists of highly interactive sessions where senior and top level executives from public and private sector organizations and Government Institutions discuss and learn through a stimulating mix of modules, real life cases, videos and practical activities.

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- 'Canara Bank Turnaround' - Ivey Publishing; Tandon, D. and Sharma, R. R.
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- 'Asahi India Glass Limited: Leverage, A Double-Edged Sword' – Ivey Publishing; Dhamija, S. and Sharp, D.

## Books

- "Management of Banks: Text And Cases" - Taxmann Publications(P) Ltd (2015) – Tandon, D. and Tandon, N.
- "Leadership Odyssey: Darkness to Light" - Sage Publications – Bhandarker, A.

## Book Reviews

- Tandon D. (2015), *International Journal of Multidisciplinary Management Studies* ISSN 2249-8834 EIJMMS, Vol.5 (6), JUNE (2015), pp. 10-11

## Leadership and Management Development Sessions

- 27 Jun'2015: Business Thought Leadership Session by Mr. Saket Jain, Business Head, Fenesta, on Consumer Satisfaction
- 28 Aug'2015: Business Thought Leadership Session by Ms. Arundathi Mehrotra, VP Integreon, on Introduction to Grail Research and the Consulting Industry
- 7 Sep'2015: Business Thought Leadership Session by Mr Vijit Yadav MD and COO, DBS, India
- 24 Sep'2015: Business Thought Leadership Session by Mr. Jitender Panihar, CPO, Healthkart

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