



BULMIM

SANKALP

AN ONLINE STUDENT MANAGEMENT JOURNAL

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Business Beyond Borders

Microscopic View

Inside Out

The Real Picture

From The Horse's Mouth

ENTRUSTING KNOWLEDGE
EMPOWERING YOUTH

About Bharatiya Vidya Bhavan's Usha & Lakshmi Institute of Management (BULMIM), New- Delhi

Bharatiya Vidya Bhavan (BVB) is an internationally reputed institution devoted to the promotion of education and culture. It is a charitable public trust which was founded by Dr. K.M. Munshi on November 7, 1938. The founding members of the Bhavan include Dr. Rajendra Prasad, the first President of the Republic of India; Shri C. Rajagopalachari, the first Indian and last Governor General of India; Pandit Jawaharlal Nehru, the first Prime Minister of free India; Sardar Patel, Deputy Prime Minister and Home Minister, several distinguished scholars, statesmen and leaders of modern Indian renaissance.



**Bhavan's Founder
Dr. K.M. Munshi with
Shri C. Rajagopalachari,
the first Indian and last
Governor General of India**

Since its inception, Bhavan has evolved into a great intellectual, cultural and educational movement. BVB stands for the development and innovations of management science in all its perspective and strives consistently to become a centre of excellence in Management Education.

Bhavan encompasses a wide network of Educational Institutions comprising of residential and non- residential schools; degree colleges (affiliated to the respective universities), management institutes (such as S. P. Jain Institute of Management and Research, Mumbai), and engineering colleges. BVB is the proud recipient of the prestigious "Gandhi Peace Prize" for promotion of Education and Culture. It was bestowed by the President of India.

Bhavan's Usha & Lakshmi Mittal Institute of Management (BULMIM), New Delhi is an initiative of Bharatiya Vidya Bhavan, Delhi Kendra.

Director's Message

It gives me immense pleasure to place before you the first issue of our online student journal – Sankalp: Students Management Review. Sankalp means ‘determination’, which obviously demonstrates the spirit behind this digital publication. At the same time, ‘Sankalp’ celebrates creativity, innovation and thinking out of the box, all of which constitute the entrepreneurial spirit among young managers.

Today, India is on the path of development. Nevertheless, this bigger narrative of development also contains within its folds several narratives of aspirations, struggles and commitment. These smaller narratives are especially of young Indians who want to make their mark globally.



Prof. (Dr). G.K. Sharma

BULMIM has decided to launch this journal precisely because it wants to capture this segment within the grand narrative of development. The best way to capture these stories is to make young people write on important issues related to business, economy, society, polity etc. This way they can freely express their opinions and get feedback from their peers.

Sankalp promises to be a unique publication because the writers are not writing only about Management or Business. Rather, the articles reflect diverse themes like Books, Movies, Social Development and Culture. BULMIM students, with the guidance of some faculty members, are in the process of generating content, editing and designing them and putting them up online. In other words, the entire effort is primarily a student-driven exercise. This is also an attempt to develop their leadership and decision-making abilities. By thinking out of the box, they are preparing themselves to join the world of work, not as mere implementers of already laid down company norms and policies, but as strategists who would give a new direction to business ventures and other organizations.

With digital technology, India is on a new high. Several start-ups in digital technology are being set up by venture capitalists for funding. The media and publication industry is also going digital in a big way. Keeping in mind the current wave, it was consciously decided to launch this journal in the digital form. The idea is to make our students write and publish in a tech-savvy environment. Sankalp will come to the readers once in every three months. In the meanwhile, readers are most welcome to offer feedback and suggestions which will help the student editorial team maintain the highest standards of editorial quality and design.

Prof. (Dr) GK Sharma

Director, BULMIM

From The Editorial Desk

Sankalp (संकल्प) is a sacred word in Sanskrit literature, which means the solemn vow to perform or deliver. In common usage, it refers to the formation of an idea and the determination to take it to its end. A Sankalpi is believed to be superior to an ordinary thought because it is creative in nature and aggressive in character. To this end, it gives me immense pleasure to bring forth the first issue of *Sankalp*, an online management journal that aims to disseminate the most contemporary management ideas from the student fraternity at BULMIM. The journal is edited by the student editorial team, which accepts or rejects submissions based on an independent and stringent review process, assisted at each step by the faculty advisors.

Through the diverse blend of research papers, case studies, articles and movie reviews *Sankalp* gives voice to the ideas of the future drivers of our nation.

Business Beyond Borders, our first section, comprises of a selection of articles that cover management-related happenings from across the globe. Harleen Kaur & Vandana Khosla have written an interesting article on the Bullwhip Effect and how it relates to the current global economic scenario. In addition, Akshi Mathur studies the darker side of marketing in-depth. Case studies form an integral building block for all management research. The next section, *Inside Out*, is an array of several such case studies ranging from best workplace

practices to China's present economic conditions. Saibal Samadder's study of the shifting trends in the global music industry shows in-depth understanding and contemporary application of managerial economics. On a different yet equally important note, Ashima Sharma questions how long can Airtel ride the 4G wave, solely based on first-mover advantage.

Microscopic View, the third section, is a plethora of research papers on issues ranging from new marketing theories to latest IT revolutions. Biswajit Mondal's research on how ACC Ltd. is using various management concepts to excel in the industry makes for an insightful read. Through *The Real Picture*, *Sankalp* aims to extract managerial knowledge from everyday life examples. The articles and movie reviews open a window for promising ideas. Prateek Singh relates the movie *Shawshank Redemption* to the theory of leadership and draws instances from the former to substantiate his opinions.

I would like to take this opportunity to acknowledge the efforts put in by members of the entire *Sankalp* team and Prof. (Dr.) Neelam Tandon for her constant support and ideas. I look forward to your feedback and suggestions. Happy Reading

Suruchi Khandelwal

Editor-In-Chief

Sankalp 1.0

Faculty Speak



Prof. N. S. Uppal

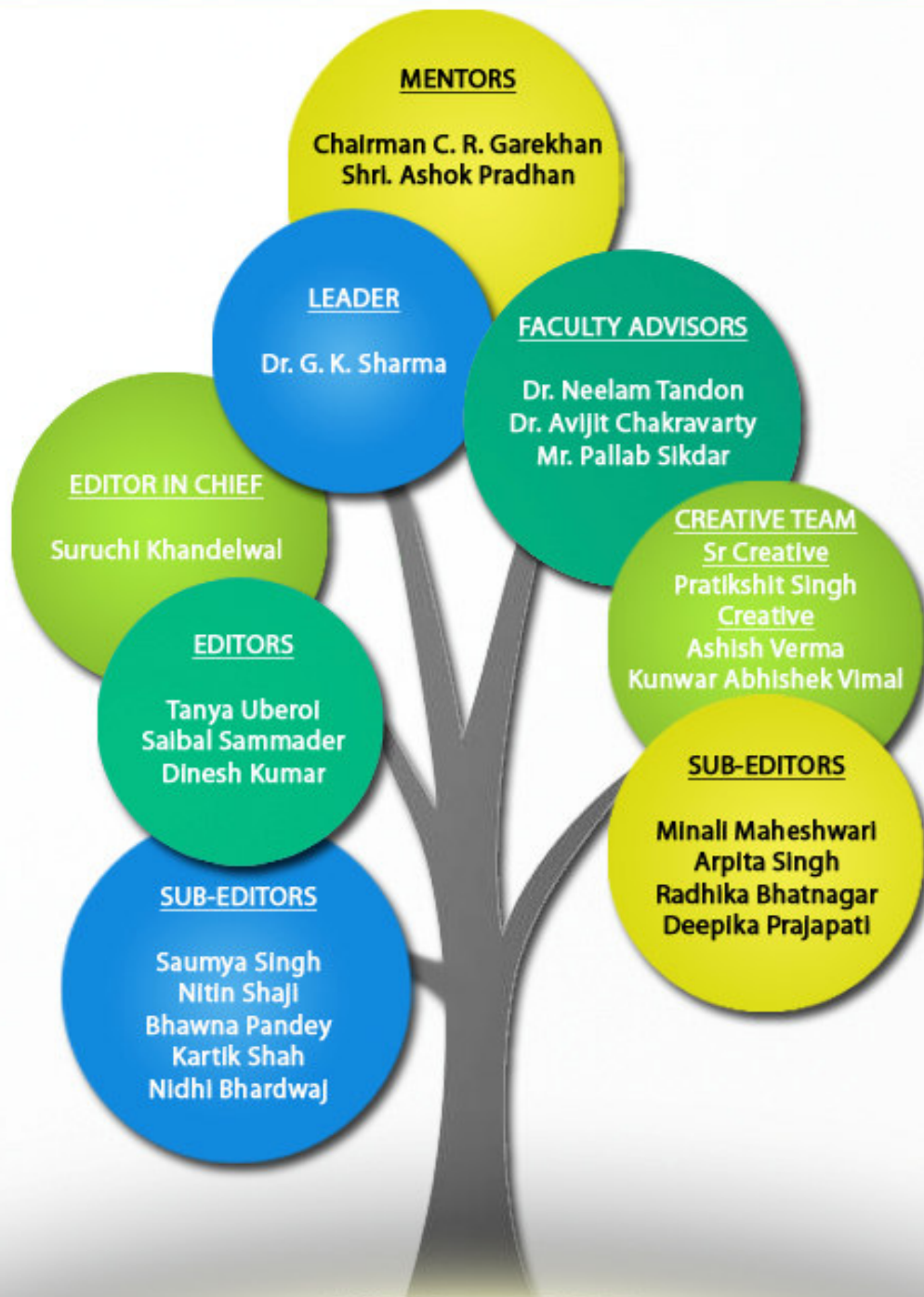
E Marketing portals have seen a rapid growth in the recent months with entry of Angel investors who have incubated several new ventures, many of them being Greenfield projects of budding entrepreneurs. These entrepreneurs are fresh graduates who have chosen to follow their dreams and given shape to their ideas. These ideas have encompassed service sectors and manufacture of diverse products like drones, etc.

This has given new impetus to fresh employment opportunities. The main prerequisite to start a Greenfield venture is to dream big and create a business plan that can appeal to angel investors. A good example is of “OYO ROOMS” whose promoter; Mr.RiteshAgarwal has stated that he had to sleep on station platforms during formative period of entrepreneurial ambition. He did not give up his dream inspite of initial setbacks but learnt from his experience. With “Can Do” spirit, he has set a very good example of using internet to drive business success. Mr. RiteshAgarwal is an Indian entrepreneur and the founder and CEO of OYO Rooms. At 21, Agarwalis considered one of the youngest CEOs in India. Agarwal started his entrepreneurial journey at the age of 17. Many such examples can be quoted.

At BULMIM, we strive to foster this entrepreneurial spirit in our students and encourage them in developing appropriate business plans.

Prof. N S Uppal

(BULMIM, New-Delhi)

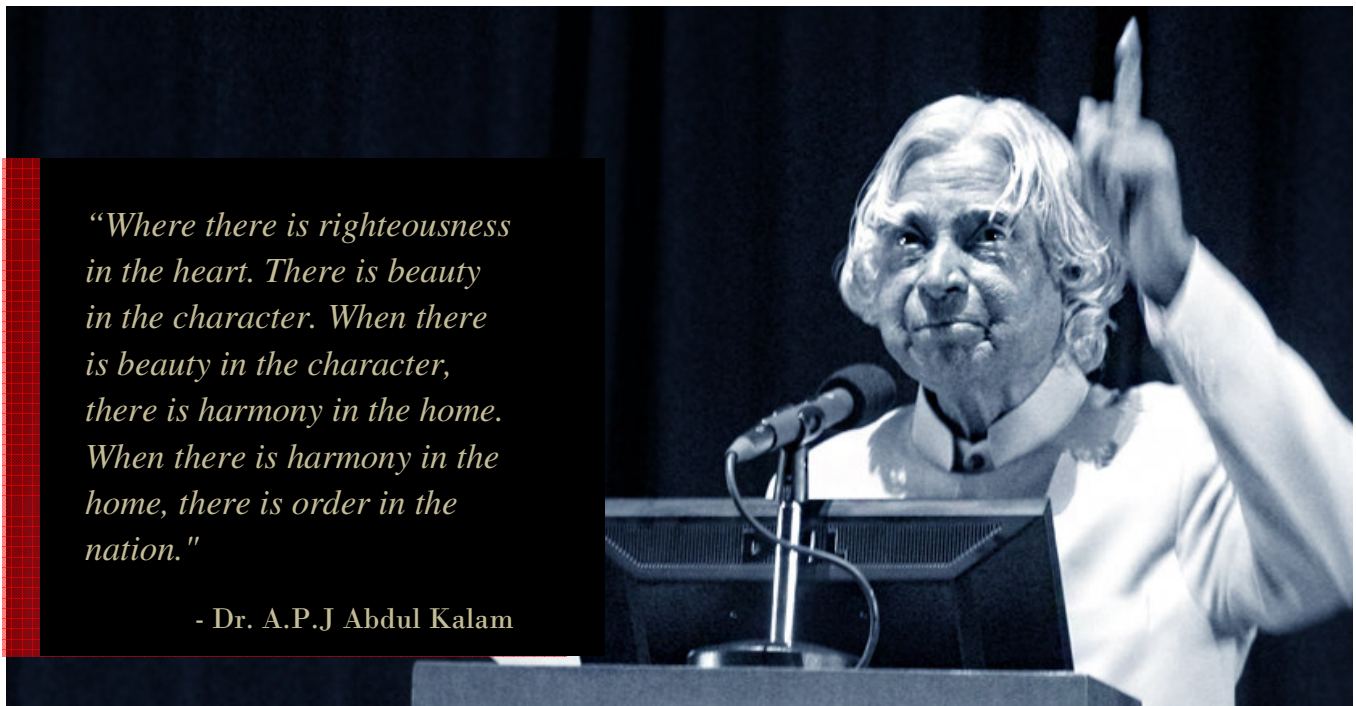
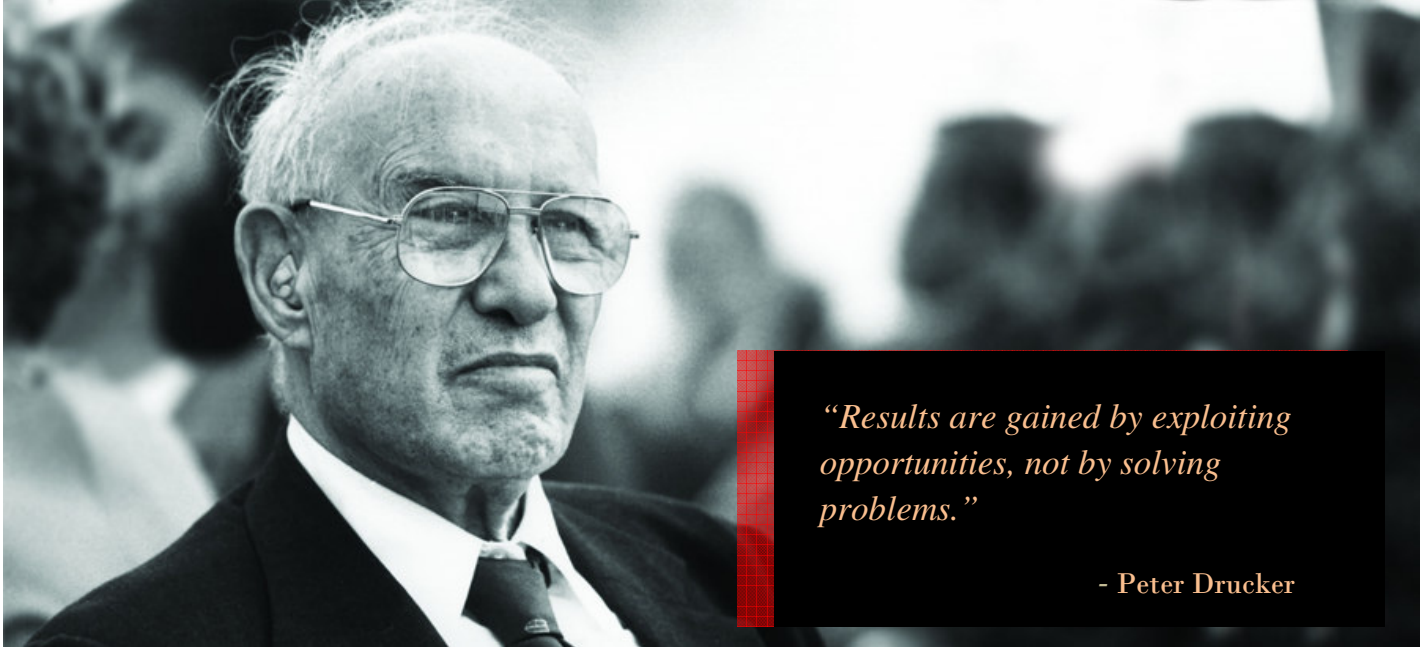


THE **SANKALP** TEAM

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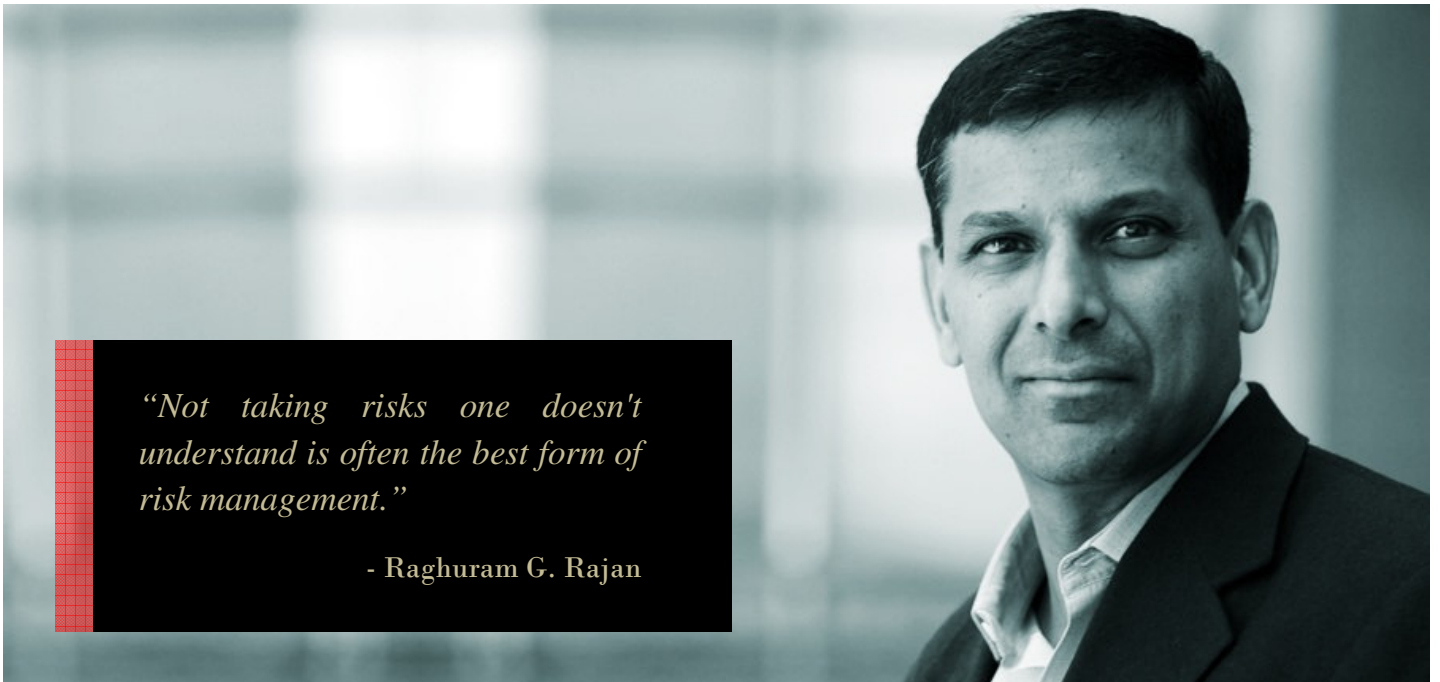
The People Who Inspired Us





Apart from values and ethics which I have tried to live by, the legacy I would like to leave behind is a very simple one - that I have always stood up for what I consider to be the right thing, and I have tried to be as fair and equitable as I could be.

- Ratan Tata



“Not taking risks one doesn't understand is often the best form of risk management.”

- Raghuram G. Rajan

Business Beyond Borders

Technology has made it feasible for businesses to transcend borders and become global. Ergo, management practices have also evolved to become universally applicable. This section brings to the reader a comprehensive update on management trends/practices/issues occurring across the globe.

EaseOf Doing Business Parameters - Cause Of Development Or Result Of It?

With start-ups becoming the new flavour of the season, budding managers are constantly on a lookout for more efficient ways of doing business. In fact, 'Ease of Doing' business is becoming almost as crucial to the success of a business as is marketing/advertising. The author discusses the nuances of the 'Ease of Doing Business Index' in detail.

Pratikshit Singh (PGDM 2015-2017)

INTRODUCTION

The Ease of doing business index has been doing the rounds in media lately with the World Bank releasing the report on Ease of Doing Business for Indian states. The scores were calculated on the 98 action points that were identified by Department Of Industrial Policy and Promotion (DIPP) in December last year.

Gujarat (71.14%) topped the ranking followed by Andhra Pradesh (70.12%), Jharkhand (63.09%), Chhattisgarh (62.45%) and Madhya Pradesh (62%) in

the top 5 [1]. This is a part of the government's initiative to improve India's position on the World Bank's 'Ease of doing Business Index' ranking. India is currently 142nd on the list of 189 countries.

“Cutting Red Tape and Taxes Won't Create Growth”

– Ha-Joon Chang, Korean Economist

UNDERSTANDING 'EASE OF DOING BUSINESS'

That brings us to the point; what exactly is this Ease Of Doing Business index, how is it computed, what are the factors taken into account, what inferences can we draw from it and whether it is a true indicator of the health of an economy. To begin with, Ease of Doing Business literally means the ease with which someone looking to begin a venture is able to do so by getting different legal clearances from the authorities [2].

It is indicative of the degree of red-tapism prevalent in the bureaucracy. Only factors and regulations that directly affect the business are taken into account. Thus the rankings are based on the following ten parameters:-

1)Starting a business	2)Dealing with construction permits
3)Getting Electricity	4)Registering property
5)Getting credit	6)Protecting Investors
7)Paying taxes	8)Trading across borders
9)Enforcing contracts	10)Resolving insolvency

The current government has been taking various steps to improve ease of doing business by deregulation, de-licensing and simplification of procedures - like reduction of required document for export and import to three, payment of ESIC and EPFO made online with 56 accredited banks and elimination of requirement of 'no objection certificate (NOC)/consent to establish for new electricity connection.

The idea behind this aggressive invitation to foreign investors to establish businesses and manufacturing plants in India is that once it is easy to register or start business, the economy will inevitably grow because of increased investment by the private sector.

Such efforts from the government are really commendable, but does a good rank in the 'Ease of doing Business' Index, indicate or lead to a double digit economic growth or does a double digit economic growth necessarily mean the country/state ranks high on the index.

CONCLUSION

The answer is NO. This ranking cannot be considered as the only factor that is responsible for boosting manufacturing. Improving on the parameters that make up the index will not lead to the development of the country. Instead it's the other way round, i.e. as a country gets developed, less corrupt and the infrastructure improves, these parameters automatically improve [3]. There are various countries that rank very high on this index but still have a weak manufacturing sector.

So what contributes to a country's economic growth? Surely these factors do, but these are definitely not the only factors that do. According to Ha-Joon Chan regulation is only a minor factor in investment decisions. Things like

growth prospects, technological progress, quality of labour force and infrastructure are far more important. So if these things are in place and there is money to be made, the investors and businessmen will invest.

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“Never Judge A Book By Its Cover”-How Applicable Is It To Marketing?

The article brings to front disillusioning practices being adopted by marketers these days for enhancing their consumer base. However, to what extent these strategies achieve expected results in the long –term is still a matter of debate. The author makes a compelling argument, using the core principles of marketing, stating that such practices may initially attract more consumers, but in the long-run, they adversely impact the image of the product/service or brand

AkshiMathur (PGDM 2015-2017)

INTRODUCTION

In today’s times, there are thousands of goods available in the market, whether they are fast moving consumer goods (FMCG), luxury goods or necessity goods. Every company wants to be number one in sales in its area of expertise and segment. The big everyday question therefore with every manufacturer competing in the market is “How can a company make its product stand out?” One of the answers is in being innovative in its product package style; but can a company actually make a distinctive mark by doing this in the

market or not? We will try and address the issue in the following.

APPLYING THE MARKETING PRINCIPLES

Marketing revolves around the 4 P’s. It is usually defined as ‘putting the right product in the right place, at the right price, at the right time through promotion.’ These are time-tested principles and based on facts and figures as well as buyer’s psyche and sentiments [1]. Of these ‘Packaging’ is not a major contributor it may be an important aspect of marketing a

product though not being the most important.

A product is only successful in the market if it meets the needs and requirements of the people, keeping in mind the current trends, with the best technology available. Any company that can understand its customers/consumers well is surely to make an impact in the market. The best example for this would be Nissin Foods. The group was launched in 1958 in Japan. It introduced the world's first instant noodles called Chicken Ramen. By the 1950ths, in Japan, post the World War and just coming out of the Nuclear Holocaust, most men and women were working for endless hours and had no time to cook food. Seeing this as an opportunity, The Nissin Foods founder, Momofuku Ando came up with the idea of instant noodles, which could be made quickly, and save a lot of time [2]. The group is a well-known and leading brand of instant noodles till date. The reason behind this is the group's philosophy, "EARTH FOOD CREATOR"

expressing their desire to contribute to the world and its people by creating food, the basis of all life.

Along with place and people another important thing that a marketer needs to keep in mind is the price. Customers across the globe have one common thing when it comes to buying products that is they are 'price sensitive'. The price elasticity of demand for most goods is very high.

"A brand is a set of differentiating promises that link a product to its customers."

-Stuart Agres

The higher the price the lower the demand and consumers tend to look for alternatives. It is very important for a company to set prices of their products keeping all this in mind and not compromising with the differentiation, quality and quantity of the product [3].

One of the greatest examples of this would be the case of Cello writing Pvt. Ltd. Cello's extensive global R & D, cutting-edge manufacturing technology, production, processes, globally sourced material while their exhaustive quality standards are among the best in the world. Cello is the undisputed leader, presently manufacturing 6 million pens per day, with an installed capacity of 6.2 million pens per day. A Cello pen's pricing range is from Rs. 6 to Rs. 20, which indicates that even a person of low income strata can also afford it [4].

can't compromise on quality or quantity. In such a situation, a company can make its packaging attractive but that doesn't always help. For instance, a company like Cello has no attractive packing yet is leading in the Indian markets. On the other hand, Nissin Foods that initially sold its instant noodles in bags have now started packaging it in cups to make it more attractive and different from others. This clearly shows that packaging may not be the main factor behind increase of sales of a good product but definitely affects its appeal to the buyer.



Companies like Nissin foods and Cello both belong to the FMCG's category, which clearly indicates that both of them have to face a number of competitors in the market. This means they

Children often play a very important role in deciding what is to be bought and what is not to be bought even by their parents; therefore, it is important for marketers to attract them. A major factor is the fact that they are not much interested about the contents of the product or the price. Children respond to emotional cues more than adults do. Yet it is more challenging to reach kids than adults do when they're easily distracted by limitless options.

Playskool's Sesame Street Big Hugs Elmo promises interaction of a different kind for toddlers and preschoolers. The package structure design features a large window with the photo of a child who appears to be hugging the Elmo toy inside of the package. Any child seeing this will have an immediate, emotional response. Brand communication is limited to three visuals depicting how Elmo hugs a child back, how he talks using numerous phrases, and how he sings a lullaby when lying beside a child for a nap or for the night.

Many big brands like Ferrero, which already are leading in the market, have come with products only for kids. Ferrero has launched a product called Kinder Joy to get hold of all the consumers below the age of 9-10 by combining chocolate, a surprise and a toy for the entertainment of children, while at the same time, delivering parents a reassuring and emotional experience.



The above examples typically emphasise the appeal of the packaging or cover in getting the customers to the product, but the decision to buy first time as well as getting them to return to buy, is still dependent on the basics of marketing and consumerism [5]. We will consider some negatives as below to demonstrate the point.

The first time the world's biggest passenger aircraft, the Airbus A380, landed in India in 2007 was a grand show put up by none other than Kingfisher Airlines Ltd. With the best facilities, best crew and best services; everyone was impressed by the "packaging and the cover". Yet today the airline's is grounded. The airlines failed because their

operations, sales and finances were not right. This clearly indicates that if your fundamentals aren't right, the cover doesn't matter.

Another case in point is of Kellogg's India. When it launched, it had the promise of over 18 million consumers yet it failed, as it didn't recognise that Indian breakfast, just like any another meal, is very traditional. It could not only recognise the cultural preferences but also priced its product high not keeping in mind that India is a low per capita income country. Kellogg's failed to market its product even

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though it had the best "cover" but its fundamentals were not correct.

CONCLUSION

It can be concluded that as a marketer or as a consumer, one should not sell a product, which has the best of best "cover", but principles are not right nor should one buy a product just by seeing its cover. It is true to quote "Never judge a book by its cover" or in other words you should not prejudge the worth or value of something, by its outward appearance alone.

Media – Control over Content

This article details upon how the face of media has evolved over the years. The author describes in detail the significant role media plays in shaping or breaking a nation. The article makes an interesting read, taking the readers to rustic pages of history, and unearthing how media impacted upon the politics and economy of the country.

Dinesh Kumar (PGDM 2015-2017)

INTRODUCTION

Over the last decade, we have come across many reports and incidents involving the media. Be it the WikiLeaks, the CWG scam, the Spectrum scam, or the Radiagate, a role of the media is conspicuous [1].

A real transformation, one would note, has occurred in the overall importance and semblance of the media, and news in particular, especially over the last decade or so. Remember the old days when we had to simply do with Doordarshan on the black-and-white television sets?

Looking back in time, newspapers have always been instrumental in the dissemination of information. Not just this,

they are instrumental in shaping public opinion [2]. During the Indian Independence struggle, newspapers like Young India and Amrit Bazaar Patrika played a big hand in the mobilizing people's sentiments. Given its huge power, traditionally the press has been acknowledged as the Fourth Estate.



*"We'd love to give unions more coverage...
But these days we really have to watch our overhead."*

BACKGROUND

Over the years, there has been a marked change in the role of the press, world over. From being passive reporters of goings-on around the globe, they have started playing an active role in unearthing the problems in society [3]. India too has witnessed a rise in investigative journalism and sting operations.

While there is a right of the public to know everything, there is this question of what is needed and what is not. Of late, what the media are showing has also become questionable. The ownership of these media houses is increasingly becoming complex and shadowy. Owners are becoming editors. This has led to a subtle bias in the coverage of issues, especially those involving these owners.

This bias is very much blatant in the regional languages, especially Tamil and Telugu, where strong factions within political parties wield considerable control over both the print and electronic media. Just imagine, on the same day, a channel owned by the ruling party shows people

hailing the state government's anti-poverty program, while another channel shows people lamenting about deprivation and the ineffectiveness of the same policy. This kind of coverage drastically affects public opinion. One can argue that the impact is trivial.

But in matters like the 2G Spectrum scam, the Radiagate scandal, CWG scam etc, this becomes dangerous. Quite often false reports in the news media have damaged the reputations of innocent people. Reports, hastily gathered in order to be the first to publish a "breaking news" story have, in fact, impeded the process of deliverance of justice. A case in point is the media reports in the AarushiTalwar murder case.



CONCLUSION

While typically, in terms of economics, one expects that increasing competition would lead to a rise in efficiency of all the players in the market, in the case of the media, the opposite has occurred [5]. There is a mad rush to grab people's attention, both in the print and the electronic medium. What used to be reserved for the 'Page 3' section has invaded all the other sections of the newspaper (including the sports section!)

But this is not to say that we go back to the age of the 'Doordarshan News.' This change in approach is refreshing, but it can't be at the cost of journalistic ethics and principles. There is a fine line between investigative journalism and the trial-by-the-media [4]. However, we cannot really put the entire blame on these media houses, can we?

We too, to some extent, are responsible for this. If something is being supplied, then there must be a demand for it. Surely some

people must be interested in knowing what happens in the Big Boss house or even in which room M. S. Dhoni stayed during his wedding. No one is being forced to watch something they don't relish, are they?

News has become just like any other commodity in the market. Not everything that is reported by the media is sacrosanct. It is up to us, the consumers, to choose what we want. We must know what is relevant for us, distinguish between right and wrong, and, of course, separate the "cherries from the lemons."

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Why Innovation Management Must Take First Priority for Modern Businesses?

For all new businesses, innovation is the go-to strategy for achieving fast, robust, sustainable success. But, innovation management is a roadblock that forces companies to take a step and re-think. In this article, the author has done an in-depth research on how the challenge of innovation management can be overcome and mastered.

SuruchiKhandelwal (PGDM 2015-2017)

INTRODUCTION

In the highly fluid business environments of today, 'innovation' is the buzzword everybody swears by. It is no longer the specialty of a neglected R&D department, and no longer limited to complex products and technology [1].

Organizations have acknowledged the criticality of innovating in every business process and output, and involving every employee in achieving that end.

Considering the vast scale at which companies are attempting to leverage the power of innovation, it becomes

imperative to define, streamline and manage such endeavours and ensure that they meet anticipations. That is because innovation is a wildly chaotic process, subject to constant revisions – and left unmanaged, it can turn out to be destructive or unsatisfactory.

WHAT IS INNOVATION MANAGEMENT?

Innovation management is simply a lens to look into the future and recognize potential opportunities that can be utilized to find creative, unique solutions to the problems of the present.

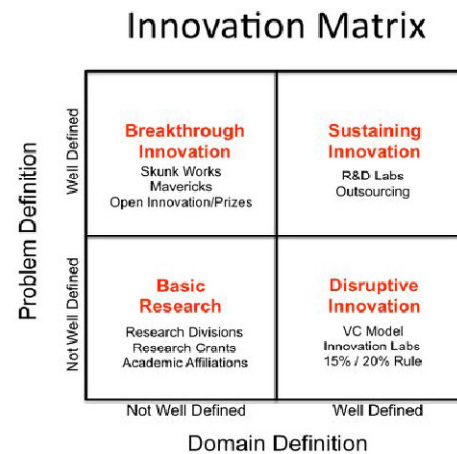
The purpose of innovation management is to seize chances before they come your way, in order to gain a well-planned and instant head start over competitors [2]. Idris Mootee's insightful definition of innovation management in *Design Thinking for Strategic Innovation* sums it up succinctly:

"Innovation Management is about more than just planning new products, services, brand extensions, or technology inventions. It's about imagining, mobilizing, and competing in new

Greg Satell arrived at an interesting and resourceful matrix to manage innovation smartly. The matrix identified four types of innovation on the dimensions of problem definition and domain definition (which could take two values - well defined and not well defined).

Satell defines 'basic research' as the form of innovation where neither the problem

nor the domain is well defined. The intention is absolute and singular - breaking completely new ground or coming up with an idea with no predecessors [3].



Source : Forbes (July 2013)

Companies should ideally go for 'basic research' in their founding years, in order to avail first mover advantages and develop an appetite for total innovation from the get-go.

'Breakthrough innovation' is needed when the problem is well-defined, but the domain is not. This can be vital equipment for organizations to solve complex problems by drawing on cross-functional

resources. It can be a problem as simple as low sales - and it can be solved by the collaborative effort of the production, marketing and strategy departments to innovate from ground-up [4].



'Sustaining innovation' is the practice of continuously improving innovative products/services/processes. No competitive firm can afford this long-term growth strategy to sideline. Cutthroat rivalry breeds constant evolution, making it paramount for you to turn your best products better with every other update.

Finally, 'disruptive innovation' is the riskiest and potentially most rewarding area of innovation management. When you

invest in a disruptive innovation, you're playing a heavily lucrative gamble.

It can either grow exponentially, or fail completely, with no scope for a mid-way, or a partial success. Disruptive innovation is a necessity for businesses that have the resources to experiment. This is because diversification can do only so much for your portfolio - to meet growing, global ambitions; you will need to take bigger, bolder risks.

Satell's matrix sheds light on the indispensability of innovation management - it is needed at every stage of the business [5].

CONCLUSION

Whether you are just starting up, or you are reasonably established, or a global giant - market survival is a function of your ability to innovate quickly and smartly with the right tactic at the right time. If you are looking to make the cut, make sure your business can manage

innovation quickly, smartly, and with the right tactic at the right time.

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The Communication Conundrum- What Not To Do?

The need for effective communication in business environments has been well-established in corporate literature. However, it continues to be a puzzle for most managers. The author, in this article, has made a brave attempt to list the do's and don'ts of communication, explaining how it can be used optimally to achieve better results.

Saumya Singh (PGDM 2015-2017)

INTRODUCTION

Effective communication enables managers to perform the basic functions of management that are, planning, organizing, leading and controlling, in an efficient manner. According to a certain research, managers devote approximately 6 hours per day in communicating [1]. They are engaged in face-to-face communication as well as telephonic communication with their colleagues, superiors, subordinates, customers and suppliers.

Not only verbal, but also written communication forms a major chunk of the communicating process. Written communication is used where oral communication is not feasible or possible.

Letters, reports or memos include these.

Communication is the foundation on which an organisation builds its success chart. It is said that one cannot survive without communication. Likewise, an organisation cannot make a progress without effective communication.

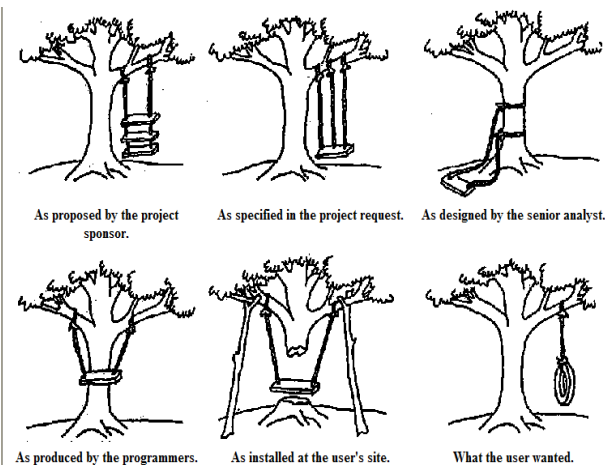


"Let's begin our meeting. . . everybody talk, nobody listen."

WHY COMMUNICATE?

It motivates the employees by clarifying and informing about the task to be done thus increasing the job and employee involvement and the organisation commitment. Therefore, the primary responsibility of a manager is to develop and maintain an effective communication system in an organisation [2].

When employees rise to leadership positions, they must learn to connect with a greater number of people more effectively to get the job done. Listening is crucial when emotions are high and is one of the most binding factors in establishing a good communication.



Managers who tend to ignore the feelings can create difference between themselves

and the employees. Listening is essential when employees are sharing ideas. When managers stop listening to the ideas, employees stop offering them. Listening is not just hearing but hearing with mind and soul [3]. Managers should hear what is said and integrate it into a topic at hand by saying something to move the conversation forward.

Knowing when not to speak as a leader is just as important as speaking. Good leaders adopt a policy of discretion, if not confidentiality, with their employees. This helps them to gain the trust, which is corresponding to the productivity.

Communication with staff does not only occur around negative instances. Giving positive feedbacks and remarks to employees accelerates productivity, boosts morale and increases loyalty of employees for the organisation.

CONCLUSION

Communication takes efforts. But it is a benefit worth making efforts for. It creates a more pleasant, more productive work

setting in which everyone feels valued and ideas are shared openly with relationships engraved with trust on them.

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China's Slowdown: the First Stage of Bullwhip Effect Current

Scenario

For the past years China's economy growth has been backed by a startling level of investment spending in both public and private sector. Meanwhile, now, China is aggressively cutting interest rates so as to stimulate its economy. The authors use core economic principles to analyse how Chinese economy would evolve over the years.

HarleenKaur&VandanaKhosala

(PGDM 2015-2017)

INTRODUCTION

Initially it was not obvious that a growing economy like China would suffer a stock market crash that was previously headed by a stock market boom.

More recently it is clear that China has serious issues related to its real output of goods. This is evident from the general decline in the trading equation of China with rest of the world followed by devaluation of Chinese currency-Yuan .And this all is due to ripple effects of China's fewer imports of raw materials and seemingly fewer exports of finished goods[1].

BULLWHIP EFFECT

For the last two months, supply chains globally have been undergoing the very first stage of a **Bullwhip Effect** prompted by uncertainties about the seriousness of China's economic slowdown. While the contractions in business activity along with supply chains globally will lead companies to decrease their capital investments and inventories, though is only the first stage of bullwhip phenomenon [2].

The Bullwhip Effect in Action



The second stage of this phenomenon involves renewed demands, with orders echo-in upstream with increasing proportions. Accordingly companies should reduce costs now, followed by a quick rebound. The bullwhip effect is the magnified response to demand cue as one move “upstream” in the supply chain: from distributor to producers to suppliers to value providers. The core of this phenomenon is that each stage in the supply chain focuses mainly on its capital projects and operations, which includes various inventory levels, based on the future expectations[3].

Here’s a hypothetical illustration of the bullwhip effect: A retailer might experience an X% drop in sales owing to some external event. As a result, it might

reason that future sales will be low, too, because most forecasts are based on experience. In addition, it might realize that its current inventories are too high if future sales continue to be low. Consequently, the retailer might cut orders to the wholesaler by, say, 2X% (reflecting both its expectations of lower future sales and its desire to reduce its current inventory)[4].As a result the wholesaler, seeing the 2X% drop in orders from the retailer, might prepare for future lower sales and too much inventory on hand by cutting orders to the manufacturer by 4X%. The manufacturer, in turn, may cut orders to its suppliers by an even larger amount, and so on. At each tier of the supply chain, the decline in demand sparks a bigger decline in orders from suppliers [5].

THE CHINA-SPARKED CRISIS

Implosions of the Shanghai Stock Exchange (SSE) Composite Index fan the flames of the current Bullwhip. It reached a peak on June 12 and then followed by a

loss over 40% of its value by the end of August in spite of the efforts by the Chinese government to revive the market [6].

By 2000s, despite the slowdown in China's annual growth rate, it was still growing and investors were still relying on this growth to continue. As a result, they kept on investing capital and accumulated inventories to meet future growth. With the burst of SSE bubble, the faith in the "Chinese Astonishing Feat" seems to have busted as well and investors started to disengage, causing a bullwhip that continues to pound throughout the global supply chains [7].

IS CHINA LEADING WORLD TOWARDS GLOBAL ECONOMIC RECESSION?

Citi's Global economics team has warned that this Hard Hit for the Chinese Economy will lead the world into recession in coming years. As per Analyst of Wall Street Bank, a slowdown in emerging markets will lead to a decline in

demand and a fall in economic activity well below its potential.



They predict the global economy to fall into recession hole in next year, and remain there till 2017. Citi has assigned a possibility to the risk of a "major recession", in which the world economy intrudes into a boom, overheats, and then falters in dramatic way [8].

CONCLUSION

As the bullwhip boom and increased fear in the marketplace due to media reports, companies expect consumers to become more economical. Companies should foresee this trend and start developing "value creation" and less costly products. Firms in the upstream levels of the supply chain should fasten their belts and

understand that this is expected. With change in demand patterns, demand forecasting has become more challenging and companies are expected to look into scenario planning rather than historical patterns for forecasting methods.

Cash Conserving is extremely important, as it is needed to survive the downturn and to respond quickly when the demand increases. Suppliers should be protected when they run into difficulties. Leaders should continue to follow suit and should focus on strengthening their operation until the Chinese crisis continues and bullwhip crack.

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Inside Out

Case studies form an integral building block for all management research. This section brings to the reader, the case studies on the most contemporary businesses/issues in the world of management.

Music Industry: The Journey from an Oligopoly Market Towards Perfect Competition

The music industry has undergone dynamic changes over the past decade: first in the format of the product and now in its distribution and production. The whole market scenario has changed with the advent of internet and technology and the big fishes are finding it hard to survive through this age of turbulence. The author discusses in detail about current temperament of the market and about its future positioning.

SaibalSamadder (PGDM 2015-2017)

INTRODUCTION

With the turn of the millennia came the sudden upheaval in the otherwise quiet front of the music industry. This particular industry has been catering to one of those market sectors that has for decades now been flourishing under the undying nourishment of human need for aesthetics. Just like in all the other mainstream genres of art, a particular unit representative of the art form may fail to garner the appropriate response, but the medium itself never goes through such scrutiny [1].

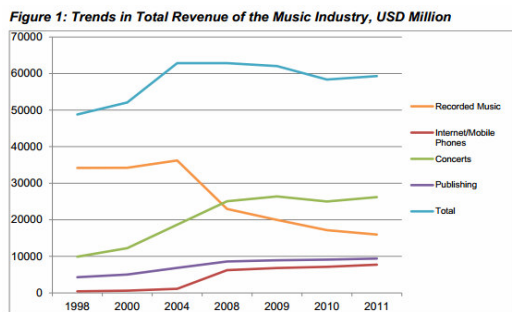
For example, a particular director/movie or artist/album may fail to make its presence felt in the market, however, the art form as a whole balance that dearth by producing

“I don’t even know why I would want to be on a label in a few years, because I don’t think it’s going to work by labels in the same way. The absolute transformation of everything that we ever thought about music will take place within 10 years, and nothing is going to be able to stop it”

- David Bowie

music and its commercial counterpart [2]. The music industry as a whole was faced with this sudden change in its demand speculations.

Majority of the listeners were no more interested in retaining the physical copies of their favourite pieces of music but rather were inclined to have the digital versions of the same. This invariably lead to a significant record sales plummet of physical copies, instead projecting a proportionate ascend in the sales of digital copies- instigating alternative business models and opportunities for the industry[3].



The Music Industry: Market Structure

For nearly six decades, the infrastructure of the music industry stood as an oligopoly

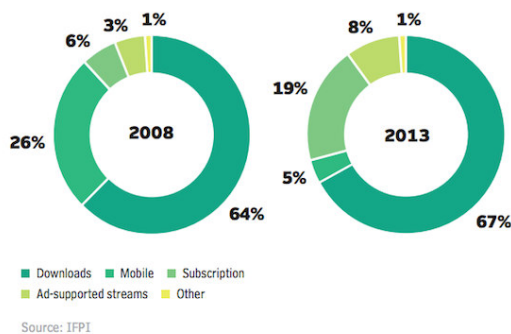
dominated by only six major record labels who essentially controlled all distribution and promotion of recorded music. Between 1988 and 1999 Warner Music Group, EMI, Sony, BMG, Universal Music Group and Polygram dominated the world music. However, after the turn of a decade only a fifth of these record labels could withstand the test of digitization. Since 2012, only three groups: Universal Music Group, Sony Music Entertainment and Warner Music Group are in existence.

When Napster, Kazaa and Limewire- many predicted that the music industry was headed for an inevitable doom and catastrophic losses in sales finally introduced the internet and peer-to-peer sharing to the market. They were partially correct as with the progress in technology majority of the record labels got wiped out due to inadaptability.

However, with technological advancements in this field, the impact of internet flourished well beyond the scope

of illegal downloading to incorporate fundamentally diverse methods of distributing, promoting and marketing music. The birth of Apple iTunes store in 2004 marks the rise of legal digital distribution[4].

Figure 2: Digital revenue breakdown by format, 2008–2013

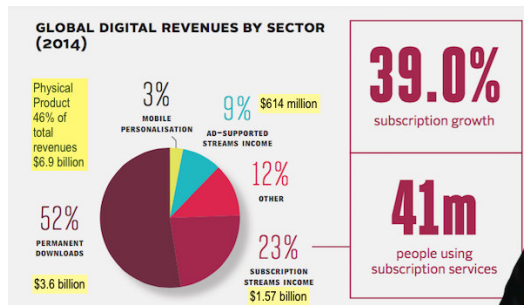


The unsound distribution of values between artists and respective labels were a point of concern for the industry. With a break in the autonomy of the record labels, a new phenomenon was soon markedly gaining popularity. Disappearing record labels and striking advancements in the field of sound engineering influenced artists to forge their own studios to record and produce their own music.

Artists who had prior reservations on working with large record labels now started to channel their music towards the cloud of newly built flexible record labels who gave more priority to the creative input of the artists rather than fidgeting only about the commercial aspects of the process. Now, with digitization engulfing the industry we can see the emergence of innumerable digital distribution companies like Loudr, Reverbnation, Soundcloud, Distrokid, Cdbaby, Bandcamp.

THE CURRENT SCENARIO

More and more share of the market is now drawn towards the digital aspect of music. The big record companies that did survive the transition are finding it increasingly difficult to compete with the everincreasing substitute independent record labels. The economic value attached to a particular song or album that existed during the oligopoly era has now been shattered [5].



CONCLUSION

Individual companies no more hold the discretion of deciding the price for their products. The price is now highly volatile and largely fluctuates depending upon the market sentiments. The listener is now well aware of the vast sea of untapped music that one can easily cater to without undergoing the discomfort of visiting a physical store and rummaging through stacks of Cds. One can easily gain access to their preferred music by visiting the digital emporium through their respective mobile devices.

The purview of the music business as it is now seeming to be embracing the market structure of perfect competition. With time the chances of revival of the oligopoly

market is seemingly decreasing. Internet is expanding its boundaries by a rate that has never been seen before, hence, it is very hard to predict the exact predicament of the music industry even in near future. But one can surely hope that no matter which direction it takes, it will be an enriching experience not only from the perspective of art, but also from the point of view of the business entities attached to it.

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AIRTEL 4G - A Case Study

Being the first to start anything is a unique opportunity in itself, and gives one the chance to set a benchmark. BhartiAirtel, by taking swift action, took advantage of being the first mover. At present, it has a sort of monopoly, being the only supplier. But the author is right to question how long Airtel's advantage will last as the service is not efficient, and the entry of more competitors will surely change the 4G landscape.

Ashima Sharma (PGDM 2015-2017)

INTRODUCTION

India's largest mobile operator BhartiAirtel has acquired the first mover advantage by capturing the market by launching its 4G services across 296 cities in India. This move is keeping the company ahead of other telecom sector companies. 4G is the fourth generation standard for mobile communication, and a successor to 3G. 4G technology offers ultra-fast broadband internet with higher data transfer speeds and improved services [1].

VALUE ADDED SERVICES

AVAILABLE

With high download speeds, available users can enjoy zero buffering while channelizing high definition videos. A 1GB file would roughly take 3 minutes to download. As the offer is now the company has set the tariff plans as cheapest as possible. 4G services are available on 3G cost with starting packs at RS 25. One can get free upgrade to 4G services. The company has also offered infinity plans starting at RS, 999 for the targeted consumers.

Airtel 4G is available to consumers across a range of smart devices including mobile phones, dongles, wifi dongles, 4G hotspots. To add to these, there is also 4G SIM swap. AIRTEL is offering 6 months of unlimited music streaming and downloads on “WYNK MUSIC” and 5 free movies per month for 6 months on the Eros Now channel of “Wynk movies [2]”.

The company has also introduced a “FLEXPAGE” which is an automated platform for users to access and track their data usage and get real time usage alerts.

Airtel has also collaborated with Flipkart which would offer 4G devices bundled and delivered with 4G SIM’s. Consumers can opt from Samsung, Xiaomi, Motorola, Lenovo, Asus, and Huawei. Airtel’s also entered into an alliance with Samsung whose personnel will educate

consumers on using Airtel 4G at their stores [3].

For the enhancement of the presence of 4G services BhartiAirtel also acquired a wireless broadband firm called “Augere’s”. Augere Wireless holds 20MHz of spectrum in 2300 MHz band used for 4G services in the telecom circle of Madhya Pradesh and Chhattisgarh (MPCG) [4].

IS IT REALLY A FIRST MOVER ADVANTAGE OR FIRST MOVER DISADVANTAGE?

BhartiAirtel is heading the competition as the first mover. Reliance Jio was expected to launch its 4G operations in December, but Airtel became the first to bid for and win a mobile operator license, and the first one to have a pan India presence. Since the 4G war is getting heated, there are many expectations from Reliance Jio in terms of 4G services. A few parameters, which



could give Reliance Jio an edge over Airtel,are:

Service coverage, as Jio is planning to launch its services pan India while Airtel is still targeting individual cities for its launch. Secondly, some consumers feel that massive acceptance is quite a lengthy process and might take 3-4 years after the launch. The need for high-speed quality data at reasonable price is the key driver and Jio has been creating this need through the ecosystem of applications.

A poll made available results stating that large segments of consumers who are fence sitters are awaiting the launch of Jio. Thirdly, alack of handsets is still a barrier to accessing 4G services, but according to Jio's plans it has come up with Jio branded phones to enable 4G. Jio will offer devices including set top boxes, dongles modems, wifi [5].

Fourthly, inthe voice quality segment,Airtel is sticking to its 2G technology to handle voice calls, but

Jiohas collaborated with Reliance communications to use its network for voice calls and is actively pushing Volte through its in house app for better HD voice. Fifthly, theoffering of services is whereJio has an unmatched advantage over Airtel to launch its solutions in the healthcare and home security verticals offering entire end-to-end network and equipment solution.

These factors may induce a consumer to go for Reliance Jio rather than Airtel 4G as playing with the prices of any service can never lead to acceptance of it unless some incentive attached to it. Strategies of Reliance Jio may give a tuff time to Airtel 4G and arise the need of reformulation of polices and prices, repentance over launching the service first.

ARE THEY ABLE TO CAPTURE THE MARKET?

With the help of Augere,BhartiAirtel has captured the central India that is Madhya Pradesh and Chhattisgarh. Metropolitan cities that are Delhi NCR, Maharashtra,

Bangalore, Chennai, and Kolkata can fully access the services in every part of the state. In addition to this Airtel has also launched its 4G services in Meghalaya's capital Shillong, the first East Indian state after holding trials on a massive for its consumers.

Airtel 3G Vs 4G			
Data	3G (Rs) Prepaid	3G (Rs) Postpaid	4G (Rs)
300MB	103	100	-
500MB	148	-	-
1GB	255	250	-
2GB	455	450	450
3GB	-	675	650
4GB	755	755	750
6GB	955	950	-
10GB	1505	1500	999
12GB	-	-	1299
15GB	-	-	1449
25 GB	-	-	2049
45 GB	-	-	2999
80GB	-	-	4799

The company is also targeting people from different classes. Since the maximum number of people belong to the lower and middle income group who are more inclined to shop online these days, so the company is focussed on delivery of services with handsets of companies such as Huawei, Motorola, Asus and Xiaomi on Flipkart. Heavy advertising campaigns are also attracting large masses of people [6]. Henceforth, the company is taking every means to boost the presence of its services and capturing the market.

CONCLUSION

Airtel being the third largest mobile operator in the world, its consumers generally have high expectations from its new offerings. Since the world today is highly dependent on internet infrastructure, the telecom sector needs to rise up to the expectations of consumers. Airtel 4G has left no stone unturned for the acceptance of their services but despite so much of marketing some technical issues are becoming a big concern for the company.

The company needs to work on major areas such as 4G network issues and complaints of frequent call drops of consumers. A large number of consumers

in Delhi NCR have expressed dissatisfaction with issues like unavailability of SIM cards, failure of network due to lack of mobile towers. The company representatives are not attending to requests of consumers for improvement of service on time, and are leading to dissatisfaction among consumers.

People are now taking their complaints to social media. Even the fall in price of Airtel 4G services is not going to work out too well for the company since the rates are still high. Certain issues regarding voice calling and LTE (long-term evolution) are also not being taken into account by the government which has asked the operators to use 5MHz frequency band only. After analysing whole scenario, it is clear that things seem satisfactory only on the surface. The companies need to focus more on the technical and service side of things, rather than going all out with their marketing and advertising strategies.

The launch of Reliance's 4G services later this year will definitely be an event worth beholding. It will be interesting to see how Airtel will deal with a new player in the market, and who will win the greatest customer patronage in the end.

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Moulding Events into Opportunities: The Case of Mountain Dew

This article elaborates on how a brand can make use of current events and embed them into their brand's image. Real time marketing is the up-and-coming trend. The author elaborates how Mountain Dew's attaching itself to an event which spreads a positive social message was a judicious decision, and helped it ride the wave of the event's popularity.

Tanya Uberoi (PGDM 2015-2017)

INTRODUCTION

Mountain Dew, a brand that evokes images of adventure, adrenaline, extreme sport, & risk. It is a brand, which was originally created to cater to people whose lives involved the above adjectives [1]. It is a brand whose major target market is comprised of the lively and enthusiastic youth.

THE CAMPAIGN

With the introduction of the #NaamBanteHeinRiskSe series of adverts, its marketing strategy has encompassed every other person into the target market.

Padma Shri Ms. Arunima Sinha is featured in its fresh series of marketing campaigns. Up until 2011, she was known as a national level volleyball player.

पद्मश्री अरुणिमा सिन्हा
जिसने एक लगन और एक पैर पे पार किया
माउंट एवरेस्ट
माउंट किलिमंजारो
माउंट एल्ब्रुस
माउंट मकिनलेय
माउंट कोसीउरुजको

In an ugly incident of thievery that same year, her life took a turn for the worse when she was thrown off a moving train and lost one of her legs [2]. Now, four

years later, she is known for being the first woman amputee in India as well as the world to climb Mt. Everest. Ms. Sinha's story, although gruesome, reflects resilience. Life, with all its uncertainties, has been known to throw a curve ball in many a person's lives. Ms. Sinha's story would inevitably remind each person of the hurdles that left them gobsmacked at different junctures in their lives [3].



THE STRATEGY

With the release of this marketing campaign, Mountain Dew has hit the core of all that represents human spirit. It is not just about the aspirational Indian. This campaign is reflective of the brand trying to encompass a wider audience. The

prospective customers now, are not just adrenaline junkies, but the entire population.

Who hasn't had to face windows of opportunities closing on them?

Who hasn't had to face life's unkind faces?

The new brand image identifies with humans' lives and journey down to the last detail. It's positioned itself as a drink 'of the people. The brand has also succeeded in passing along a positive social message through its campaign. Giving out a strong dose of positivity through a real story of struggle and triumph, will make the brand gain a positive social image as well as goodwill.



It is also encouraging Indians to take a risk. A few lines on the brand's official website describe it thus, "Mountain Dew wanted young people to believe in themselves in their moment of fear. For beyond fear, lay victory [4]."

This could've tangentially been used by the brand to connect itself to the 'Make in India' & 'Skill India' fever being promoted widely throughout the country. Motivated people would be ready to take risks to help themselves, and the country grow.

CONCLUSION

The Mountain Dew campaign also shows us how brands can make everyday events work for them. Ms. Sinha was awarded

the Padma Shri earlier this year, and also published her own book, 'Born on A Mountain', which was launched by our honourable prime minister, Shri Narendra Modi.

The brand, by finding someone who could identify with its product identity, would help it diversify its customer base, turned a general news event into an opportunity for itself. This makes one realise just how important it is for a business to keep itself constantly up to date, and get innovative by using everyday events to work for them.

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InMobi: Transforming Advertising into Moments of Discovery for Consumers

Innovation and out of the box disruptive technology can take a start-up far. But what is it that really makes success stick? The people. Working with the right people and retaining them to harvest their creative potential for the long term is imperative for the longevity of any firm.

Bhawana Pandey (PGDM 2015-2017)

INTRODUCTION

InMobi, earlier known as mKhoj is the world's most powerful mobile advertising platform. Founded in Bangalore by Naveen Tiwari, AbhaySinghal, Amit Gupta, MohitSaxena, it started as an SMS based search platform in 2007 with initial funding from Mumbai Angels. Later, the company switched to a more scalable business model: mobile advertising and rebranded itself to inMobi [1].

Miip, the inMobi's discovery platform, opens up a world of possibilities for mobile consumers. It was launched on August 2015. It enables discovery of

highly relevant and curated products by reimagining advertising for a destination-less world. Miip delivers interactive and visually rich experiences to rivet consumer attention across a multitude of apps. Through Miip, a revolutionary discovery platform, developers, merchants and brands can engage mobile consumers globally. It's transforming like a personal co-pilot that will guide the consumers toward their very own discovery platform. Miip learns and refines its recommendations overtime through reactions and emotions expressed by the consumer within the discovery zone.

There are about 120 million Indian smartphone users active on the InMobi network every month. It has an outreach to 872 million unique devices across over 200 countries and currently it serves 138 billion ad impressions per month and receives 4.8 billion ad requests per day. InMobi enables over 100 billion discovery sessions on mobile device across a billion users every month, becoming the largest discovery platform in the world [2].

It is targeting revenue of \$1 billion by 2017 through Miip alone. It is also pioneering with Samsung to target 650 million smartphone users by embedding technology in the hardware so that ads are displayed while users are on their home screens. Also, mobile ad spend is expected to grow from \$19.2 billion in 2013 to \$101.4 billion by 2016.

FUNDING

InMobi has raised \$15.1 million in funding from Kleiner Perkins Caufield& Byers and Ram Shriram's Sharpalo ventures in two rounds in 2008 and 2010. Later in 2011,

raised \$200 million from Softbank. Softbank has further committed additional funding \$25 million in InMobi.

MAY BE AMONG MOST INNOVATIVE COMPANIES

Until 2012, it wasn't as if Naveen Tiwari and the other three co-founders weren't recruiting the right people for the eight-year-old InMobi. It was just that leading them was now becoming cumbersome, as the numbers got larger. Only in four months between April to July 2012, the company's employee base spilled from 200 to 900 [3].

That growth however was proving difficult to catch. What prevailed instead was confusion, disorder: people had overlapping responsibilities, the 700 newcomers didn't have any clue about InMobi why they were brought in and what they had to do. Result: unrest and inefficiency. Management of people was the major issue in the company. For past three years, InMobi has experimented with some very refreshing, counter intuitive and

even bizarre people policies to recruit, retain, engage and reward its people.

INNOVATIONS

“Facebook is known not to track employee absences along with Apple and Google.”

InMobi is not there yet, but it has got its own variant of this FB policy: employees don't need their supervisors consent for up to 6 days of leave. Everybody will get a 100% bonus (except the sales team, which could get more or less depending on performance) and performance appraisal systems have gone out of the window.

International travel expense policy has been discarded; InMobi employees travel and spend as they please. If a new InMobi recruits quits within a month, he gets a quitting bonus three months' salary to go. Everybody at InMobi gets \$800 annually as a learning wallet, which can be utilized to do anything they want, and everybody gets \$200 every year to change their handsets [4]. In addition, when any InMobians wants to quit and start a new venture, the company does everything they

possibly can support them. InMobi is happy offering them free office space allowing them to intermingle, associate, brainstorm with their ex-colleagues.

InMobi is clear that not all experiments with employee policies will work. The ones that do not work will be revisited. There are many reasons why InMobi thinks that way. It is the only way it can flourish and even survive. Operating across over 20 countries, pitted against giants, it knows well that it can't win the game operationally.

It has to be on the back of disruptive technology. It is increasingly seeing tough competition in the mobile space as Google is king in capturing both digital and spend (31.45% in 2014) and mobile ad spend (50.2% in 2014).

YAWIO CULTURE

InMObi has now started fashioning culture, which is meant for its own people that is curiously called “YaWio imagination, oneness (in Sanskrit) and action (in Latin). It is a formal structure,

which includes making it one of several festivals InMobi hosts every year. In its first 'YaWio' event, InMobi invited three startups to engage its workforce for two days. It has also decided to open its offices for other startups to observe, analyze and perceive its culture, how it treats and works with employees, which it expects, will benefit new businesses for which personnel management is often a struggle.

All the initiatives of InMobi are a reflection of the YaWio culture.

CONCLUSION

By seeing the experiments initiated by InMobi, it is clear that employees are the assets of any company and must be satisfied of their job and the environment where they work. Innovative policies are must for a company to survive and flourish. Focusing on measures and reward performance-company will not have attendance issue. InMobi's focus is to push employees to give their best not for a short-term financial incentive but to create something disruptive. The only way Indian

companies can move to the next level, becoming global players with excellent products in this knowledge led world, is by finding new ways to hire and manage smart talent [5]. It is like how an organization can bring out the best in people and how workers can find a sense of community & dignity in a modern society organized around large institutions.

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Pro Kabaddi: Ancient Brand rejuvenated

This article brings to the fore a game deeply embedded in Indian culture. The author provides compelling evidence of the traditional roots of the game, and describes how the game has adapted and modernised to remain relevant in the present context, especially in a country where cricket towers over all.

Shweta Sharma (PGDM 2015-2017)

INTRODUCTION

Kabaddi, a game deeply rooted in Indian history, popularly played in rural areas. Buddhist literature speaks of the Gautam Buddha playing Kabaddi for recreation. History also reveals that princes of yore played Kabaddi to display their strength and win their brides! The game, known as Hu-Tu-Tu in Western India, Ha-Do-Do in Eastern India & Bangladesh, Chedugudu in Southern India and Kaunbada in Northern India, has undergone a sea change through the ages [1]. It is probably the only game which requires only a ground

and a whistle. Even with such old historical evidences and connect with people, kabaddi still did not get as much popularity as cricket did in India.

Kabaddi is a world recognized International sport. It's promoted with slogans such as, "Survival of the Fittest", and, "No Armour to Hide Behind" [2]. To further popularize the game in the world, the first Kabaddi World Cup for Women is being organized in India.

Several regular events, competitions and promotions have been unable to turn kabaddi into a 'Brand' like cricket. India

has remained a country with thriving cricket mania. Other sports, like hockey and kabaddi have gradually gained some fan following in India, but the response is still lukewarm.

HOW IT WAS REVAMPED?



Apart from cricket, sport had been dying a slow death in India, increasingly being seen as a vestige of an uncool, rural & irrelevant past that people wanted to get away from. So, it was highly unusual when in early 2015, nearly 220 million Indians tuned in to watch the first eight days of Pro Kabaddi, according to estimates from Star TV based on data from TAM Media Research, a company that tracks TV viewership in India [3]. This number is twice that of those who tuned into this year's Cricket World Cup over its first eight days.

The new Pro Kabaddi League, is a trailblazer backed by Anand Mahindra, chairman of one of India's largest conglomerates, the Mahindra Group, which, among other things, is the world's largest manufacturer of tractors. Franchise owners include the Future Group, run by Indian big-box store pioneer Kishore Biyani, and the former head of Walt Disney Co.'s Indian unit, Ronnie Screwvala.

Taking a cue from the IPL, the 8 team format comes live on TV. The average cost for each team franchise is Rs 5 crore per year and since the sport itself is low maintenance and needs little else by way of spending, analysts believe that by the third season the game could break even [4].

The success of the Pro Kabaddi League in India suggests that with smart strategy and excellent execution, other sports too can be highly successful. The revival of an ancient sport in terminal decline has been sparked, and the success story holds

lessons for new marketers. Its quick rise is reminiscent of the Blue Ocean strategy, which propagates the use of innovation to create new market space.



Pro Kabaddi has changed old perceptions attached to sport. In India, sports were not considered a profitable industry. With time and with emerging marketing skills, the sports field has become as glamorized as entertainment [5]. Many agencies are collaborating, and there is involvement of venture capitalists and bankers.

OVERCOMING THE CHALLENGES

In India, funding is major challenge faced by sportspersons, no matter their achievements. Unlike cricket, kabaddi faced low funding and lack of sponsorship in the past. For many years, kabaddi federations tried to get sponsorships from organizations other than the government, but less than 20 sponsors were willing.

With Pro kabaddi, proper branding of kabaddi as a league has being achieved, by showing marginal productivity of players publically attracting many investors. Marginal productivity in case of players is considered by their performance at international level.

Two time Asian Games gold medalist for India, Rakesh Kumar was the most expensive player in the auction. The Indian national team captain was picked up by the Patna franchise for a sum of Rs 12.8 lakh. This was three times more than his base price, which was set at Rs 4 lakhs [6]. International players too are being recruited in team. SeongRyeol Kim is a Korean player for the Benga warriors.

The entry of international players is changing the outlook for kabaddi, and making it globalised. For instance, Hong

Dongju from Busan, South Korea, is a defender for the Delhi team.

CONCLUSION

There is a vast, untapped market of 2 billion kabaddi viewers at the national and international level. Players of Pro Kabaddi are becoming celebrities, with rags to riches stories, alongwith increasing popularity. The going price of players is increasing which is leading to an increase in revenue.

Another reason for the swift development of kabaddi league is the celebrity endorsements. The “Bachchan” tag has been associated with Abhishek Bachchan’s team, Jaipur Pink Panthers. The involvement of many celebrities is bringing a huge viewership for the Pro Kabaddi league in the form of entire celebrity fan followings switching to their star’s new favourite sport [7].

Pro kabaddi is thus successfully capturing viewers and making huge profits. Major profit share comes from urban cities.

Fans have whole-heartedly accepted Pro kabaddi into their lives. Kabaddi was, and has always been there, being played in rural areas, but Pro kabaddi brought it to a new level of national acceptance.

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Google: The Best Place To Work

Everyone hopes to work in a company that appreciates their efforts and values their individuality. A great workplace is one where there is excitement, enthusiasm, passion, involvement and there is very little fear. The author believes that Google is the best workplace to be at and takes us through the practical details of the internal workings of the company to show us why she believes so.

DeepikaPrajapati (PGDM 2015-2017)

INTRODUCTION

The world, unlike older times, has become a global village. People have access to each and everything that is available on this Earth. Along with the availability of products and services of different origins across the globe, the work force and the consumers are also diversified and spread across the world [1]. Moreover, there is a new invention or discovery everyday to satisfy the stated or

latent needs of the human kind. In such a competitive world today, it is essential to stand out of the crowd to be recognized.



From organizations' point of view, it is equally necessary for every organization to bring some innovation in the way they operate, work, handle or compete. Be it the product or service or the way in which they are provided, become obsolete after certain amount of time [2]. To sustain in this ever changing space, it has become quite important.

Everyone, or rather every organization, to come out with something new, creative and unique.



Because of so much competition, everyone is singing the song of innovation. Isn't it? But what exactly is innovation is understood by very few. Innovation is to identify the unsatisfied needs of the customers and do something to satisfy them in a creative and unique way. Many companies are on the way of innovation using this definition. But then, I have a question. Is the concept of innovation applicable only for the consumers? Are consumers the only source of revenue for a company? Doesn't the company have anything to do with those who are actually running it and taking it to the heights it is attaining even in this competition? I am

quite sure the answers to above questions are obvious. But the sad part is that, people sideline this fact.

Though there is recognition of Human Resource worldwide in organizations as the asset which adds value to the company, innovations in this department remain poorly understood. Being a non-technical department, it is quite overlooked in terms of innovation and companies mainly focus in the technical areas. As compared to human resource, technical areas are much easier to innovate. It is quite difficult to bring uniqueness in terms of treating the employees, after all employees are humans only and there cannot be any creativity in handling humans. Humans can be dealt in the same way only. Right?

Wrong!

Few companies have proven this wrong. They have realized the value of the people working for them and have been working towards providing those benefits so as to increase the productivity of their

employees and provide them a comfortable atmosphere and challenging jobs. Honestly speaking, it is the most important area to be looked upon in today's scenario. The attrition rate is quite high worldwide. Global attrition rate was 11.2% and Indian attrition rate was 14% in 2013 [3]. Employees now-a-days are seeking for job satisfaction more than the compensation they are paid for the work. If they are not satisfied with the type of work they are doing or the way management treats them or the atmosphere of the office they are working in; they will leave the organization as soon as possible for them. Acquiring new skilled employees is much more costly for a company than retaining the trained and experienced employees. Some companies have realized it and are working for the benefit of the people who are putting in efforts to take the organization to a certain height.

GOOGLE is one of those few companies who have realized the importance of their employees. Google was started as a search

engine in 1998 with a mission to organize the world's information and make it universally accessible and useful. Google has been evolved over the short span of 17 years to make itself one of the best search engines. Besides being exceptionally good at what it is doing, Google has been ranked as the best company to work for by Fortune Magazine consecutively for the 6th time in 2015.



Moreover, Google make sure to listen to the feedbacks and suggestions given by the employees. Google values its employees as valuable assets and give hikes and perks to show it. Along with the hikes and perks, Google also values what matters to the employees- their personal life, health and family. It provides various facilities and onsite amenities to take care of the employees as well as their families in

different situations of life. Besides facilities, it is renowned for the corporate philosophies such as “Work should be challenging and the Challenge should be Fun.” Now let’s look at what Google actually does for its Googlers.

Beginning with the hikes and perks, Google offers a number of benefits to its employees compared to any other organization all over the world. It offers paid time off for volunteering in other activities of the employees’ interest. It provides onsite medical care facilities and fitness center. It provides discounted gym memberships and college tuition reimbursements for higher education of employees [4]. Google also provides the benefit of paid leaves annually- 13 leaves for holidays, 15 leaves for vacation and unlimited sick leaves. There is also no discrimination policy in order to protect the interests of all the classes. Google’s compensation program “pay-for-performance” mainly focuses on rewards on performances of employees and also to

help others overcome their weakness and enhance learning. It emphasizes on employee development through on-the-job learning, training classes through higher officials and frequent departmental meetings along with lectures and interaction with famous personnel like Lady Gaga.

Like other organizations, Google also has various teams and departments to work in different sectors and projects. Then naturally, each team/department also has a leader. How the team works depends on the efficiency of the leader to make the team work and it is applicable everywhere. Google also analyzed its internal data and came to a conclusion that leaders or managers are essential for performance and retention of the employees working under them. Thus, Google came out with a periodic one-on-one coaching which included expressing interest in employees and frequent personalized feedbacks. On this basis, managers are ranked twice a

year by their employees on their performance on 8 factors.

Google is unique in a way that it has created a subgroup Google's PiLab (People and Innovation Lab) that conducts experiments within Google to determine the most suitable approaches to manage people within the organization and also to maintain a healthy and interactive atmosphere. The people's operations regularly develop predictive models and uses 'what if' analysis to improve their forecasts of upcoming people management problems and opportunities continuously. It also uses the analytics to plan work force more effectively which is quite an essential factor in a rapid growing and changing firm.

As I told you earlier, attrition rate is a big challenge for even biggest firms. But Google has dealt with the attrition rate quite effectively. It has devised a mathematical algorithm to proactively and successfully predict the employees who are most likely to leave the organization.

This has helped the organization to act before it is too late and to allow the retention solution to be more personalized increasing the chances of retaining the employees. Moreover, Google executives calculate the performance differential between an exceptional technologist and an average one. This helps the executives to provide the necessary resources to hire retain and develop extra ordinary talent in their organization.

Google has an extraordinary focus on increasing collaboration between employees from different functions. It has researched and found that innovation comes from a combination of three factors: discovery, collaboration and fun. To encourage creativity and collaboration, the workplace is consciously designed so as to provide colors, lighting and shared room locations. Google's workplace is very different from other organizations and is the most creative one. Google is present worldwide and so are its offices. Hence, it focuses on a balanced representation of

employees. The diversity of the employees and partners help Google serve its diverse customers and stakeholders across the globe. Besides, regional diversity brings along diversity of perspectives, ideas and cultures which lead to the creation of better products and services at Google.

Google has developed an algorithm for predicting which candidates have the highest probability of succeeding after being hired. This approach is unique in two ways. Firstly, it is a strategic approach for hiring talented and suitable individuals in which the hiring decisions are made by group so as to prevent individual hiring managers from hiring people for their own short term needs. Secondly, it is an approach which checks the candidates' potential and not the academic background. There are few standard best practice tools that Google implements for the hiring operations. They are:

- **Employee Referral**
- **College Recruitment**
- **Professional Networking**

➤ **Recruiter Training**

Google HR Director and team continuously develop creative approaches and restructure the recruiting tools. Google has a ratio of 1 recruiter for 14 employees which helps them concentrate more on individuals.

The people's operations also have a responsibility to help management make decisions regarding the employees. But it does not dictate their decision, it convinces them. Google's people analytics team has a very analytic audience. Thus, it uses its data to influence and change present opinions. Rather than demanding or forcing the managers to accept its approach, it instead acts as internal consultants and influences people to change based on the powerful data and take actions based on the data. It makes decision making more analytic and logical in terms of facts and figures.

After so much of research about Google and knowing about the competitive

scenario around the globe, according to me, Google really is the best company to work for. I don't think most of the other organizations can beat Google in taking care of the employees. Google is the dream job of most of the youngsters worldwide. And it truly deserves to be according to the policies.

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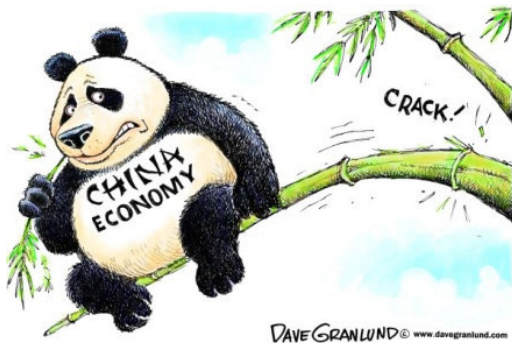
Sneezing China – How The World Economy Catching Cold

It started innocently enough, with a fall in the market in China that might, at the outset at least, have been misread. The author answers two immediate questions and important questions; what has caused the jitters in the stock markets, and how much should investors worry the healthy clearing of bubble from the world's frothiest stock

Dinesh Kumar (PGDM 2015-2017)

INTRODUCTION

It started innocently enough, with a fall in the market in China that might, at the outset at least, have been mistaken for the healthy clearing of bubble from the world's frothiest stock market. Yet the fall that started in Asia (which followed a nasty drop in American markets) has continued to gather momentum. It now looks very worrisome indeed [1].



Stocks were tumbled down 8.5%—the Shanghai Composite's worst single-day fall in eight years and, given the daily limits on how far individual stocks can fall, very nearly the biggest possible decline [2].

The anxiety has radiated outward from China. The Nikkei index in Japan slipped by 4.6%. European bourses are down 4-5%. The Dow opened down more than 1,000 points; stocks have since regained some ground but the main indices are still down about 4%. The Eurofirst 300 index has had its worst day since 2009. Germany's DAX (Deutscher Aktienindex)(German stock

index) has now lost all the gains it made in 2015 [3]. The painful sensation extends beyond stock markets. Emerging-market currencies from the South African rand to the Malaysian ringgit are tumbling. Commodities are also sinking. Oil has hit a six-and-a-half-year low. A broader index of some commodities compiled by Bloomberg is at its worst since 1999. Only safe-haven assets such as government bonds issued by the likes of America and Germany are having good days. Even gold is down: investors who used it as collateral for buying shares and other assets are having to flog it to meet margin calls [4].

FACTORS BEHIND THE MELTDOWN

Two immediate questions arise: what has caused the jitters in the stock markets, and how much should investors worry? The first is the easier to answer; the sea of red is down to China. The ultimate cause for all this is a chain of events that began with the surprise devaluation of the Yuan [5].

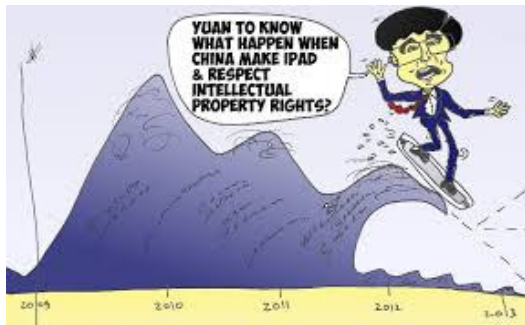
More than 5 trillion dollars has been wiped off on global stock prices since then. Today's Chinese market meltdown seems to have been goaded by disappointing data, which suggested that China's industrial activity is slowing sharply, and by the failure of the Chinese market to unveil bold new market interventions today to



support equity prices in the market.

weakening outlook for Chinese growth, and a slip in China's currency Yuan, has combined to put pressure on other emerging economies and especially those whose growth model depends on Chinese demand for industrial and other commodities.

Emerging markets have also been squeezed, which has been preparing the world economy to expect the first interest rate rise in nearly a decade. Tighter monetary conditions in America have led to reduced capital flows to big emerging economies, to a rising dollar, and to conditions that are more difficult for firms and governments with dollar denominated loans to repay [6].



The global economy is right in the middle of a significant transition, in other words, as rich economies try to change policy while China tries to rebalance. This transition is proving difficult one for policymakers to manage, and markets are unsteady under the tune.

REASONS FOR CONCERN, IF NOT PANIC

How much, then, we should worry? A fall in China's stock market was hardly given its dizzying climb in the first half of the year. Its tumbling should be put in context; the Shanghai Composite is still up 43% on its level of a year ago. The effects from market disruption should be limited, at least in the short run.

Relatively small Chinese wealth is invested in shares, more is held in property, the market for which has stabilized itself in the recent months. What's more, China's government has yet to release its most influential interventions; it has room to cut reserve requirements at banks, for instance.

In the meantime, a replay of the Asian financial crisis of 1997 looking improbable. Asian governments are in far better shape to endure these sorts of changes in the economic climate. Currency pegs (fixed exchange rate) that sparked

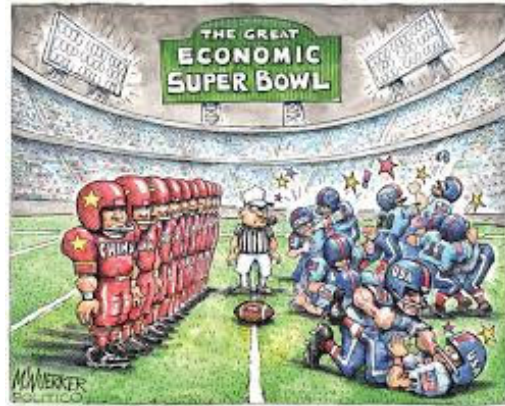
trouble in the late 1990s have largely been replaced by floating-rate regimes, foreign-exchange reserve piles are larger, and financial systems are better managed and more robust, neither does a 2008 style meltdown appear to be on the cards.

The global banking system is much healthier than it was on the eve of financial crisis. The mispricing of entire classes of risk assets and the connection of vulnerable financial institutions that fueled the panic of 2008 are both absent now.

CONCLUSION

With emerging markets, faltering and Chinese rebalancing incomplete, rich economies are left as the lone engine of economic growth. That is a worrisome outlook. Europe's recovery remains delicate and export-dependent. America's is more robust. But while American banks are healthier and consumers less indebted than they have been in more than a decade, the American economy also accounts for a smaller share of global GDP than it did in

the 1990s or 2000s, when the American household was often relied upon as the global shopper of last resort.



Interest rates are still at a lower side, if not negative. Debt and deficits remain at levels that would curb recession-busting spending policies if there were much appetite for such spending, which there is not. In 1998, when troubles in Asia rattled American markets, swiftly moved to slash its benchmark interest rate, by 75 bp (basis points).

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Microscopic View

This section brings to the reader a plethora of research papers on issues ranging for new marketing theories to latest IT revolutions.

Market Value Of Acc Limited

This article provides an in-depth analysis of the modern concrete mixes and other innovative products of ACC Ltd. The study also elaborates on the competition and hurdles faced by the company's products from different quarters. The author has done a commendable job by also focussing on remedial measures to mitigate risk

Biswajit Mondal (PGDM 2014-2016)

ABSTRACT

This project aims to study the market potential of value added service in Gurgaon Market of the ACC Ltd. company, which is Ready Mix Concrete (RMC).

The main aim is to explain the Ready Mix Concrete product and the sales process of RMC. This product is made through computer-controlled machines. It is a mixture of raw materials. RMC's market share is increasing day by day. The company is dedicated to the

betterment of product quality. Customer feedback regarding the product is positive.

This Product is mandatory for a construction site. The company's main targets are big cities where huge projects are taken on, so they can get more sales volume. It will help their business grow faster.

READY MIXED CONCRETE: AN INTRODUCTION

At traditional work sites, each of the materials which constitute concrete are first procured separately and then mixed in specific proportions on site. This method is plagued with inconsistent concrete quality on account of varying levels of

skill and/or supervision and can impact the quality of construction.

Ready Mixed Concrete, popularly called RMC, is concrete that has been specifically manufactured for delivery to the customer's construction site in a freshly mixed or unhardened state. Concrete itself is a mixture of Portland cement, water and aggregates, comprising sand, gravel or crushed stone. It assures a higher level of quality and eliminates inventory management and losses of construction material at the site.

Ready Mixed Concrete is traded by volume, usually expressed in cubic meters, and can be custom-made to suit different applications.

RMC - ADDING VALUE TO CONCRETE

- Uniform and Assured Quality Of Concrete
- Faster Construction Speed
- Storage Needs At Construction Site Eliminated

➤ Drastic Savings in Labour Requirements

➤ Addition of Admixtures is Easier

➤ Reduction in wastage of materials

VALUE ADDED PRODUCT'S

Supercrete- High strength concrete which offers significantly higher strength than traditional concrete and finds applications in structures such as columns, beams, slabs, bridges. Generally with specified strength of above 60 MPa allowing significant reduction of structural component sizes and therefore the amount of concrete used is also significantly less. Hence it is economical for use in high-rise buildings.

Speedcrete is quick road solutions available in two variants UTWT 24 and UTWT 8. UTWT 24 is used to build roads, which can be thrown open to traffic within 24 hours, and UTWT 8 is used for road repair works wherein roads can be opened to traffic within 8 hrs.

RTUM – Ready to use mortars ready-mix mortar which is delivered in Transit mixer at your site for application in brick masonry, wall finishing and laying tiles.

Imprintcrete-Unique variety, which is stamped for making surfaces decorative. It can be designed on walls, slabs, landscapes, parking areas using concrete grades from M20 to M40 compressive strength. The final appearance resembles natural materials like paver-blocks, stone and wood.

Eascrete is self compacting concrete which is used in structures wherein congested reinforcement is required. This reduces manpower costs and compaction is not required.

Jet-setcrete is designed to gain high-strength within few days, this variety of concrete has self-levelling features. It is suitable for use in projects which need to be completed within a short span of time.

The product can be engineered to gain desired strength at required age.

Permecrete-Environment friendly concrete, which is permeable and hence permits seepage of water through itself, thus improving ground water table and avoiding water logging.

Thermocrete- Designed to provide thermal comfort in the buildings. A layer of Thermocrete is usually applied over the top layer of the roof slab to prevent external heat or cold from penetrating into the building. It reduces energy consumption required to keep rooms at comfortable temperature.

Ecocrete - An environment-friendly, high performance, durable concrete, designed to build sustainable structures and protect the environment.

COMPETITORS OF ACC CONCRETE

- ULTRATECH
- LAFARGR
- RMC INDIA
- OTHERS

OBJECTIVES

Today customers are facing a growing range of choice in the different brands of products and services. They are making their choice on the basis of their perception of brand, quality service and value. This project has been undertaken :-

1. To find out the awareness level of customers of brand ACC.
2. To find out the brands with which ACC has to compete in the market.
3. To know the other brands preferred by customers in the Ready Mix Concrete product category.
4. To check the satisfaction level among the builders.

5. To study the factors influencing the purchase of Ready Mix Concrete.
6. To provide value added service.
7. To analyse which attribute of the product drives the potential customer to prefer a particular product .

RESEARCH METHODOLOGY

Data collection method:

(I) Primary data:

- (i) Observation method
- (ii) Interview method
- (iii) Through questionnaires
- (iv) Through schedules etc.

(II) Secondary data:

- (i) Technical and trade journals;
- (ii) Books, magazines, and newspapers. The sources of unpublished are many; they may be found in diaries, letters, private individuals and organizations.

Data Sources- Primary.

Data Approaches - Questionnaire.

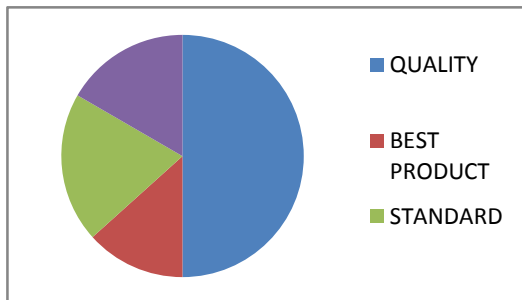
Sampling unit - To study and **identify customers' perception about ACC concrete in Gurgaon (Haryana).**

Sample Size - 30 Customers

Sample Procedure -Non-Probability Convenience Sampling.

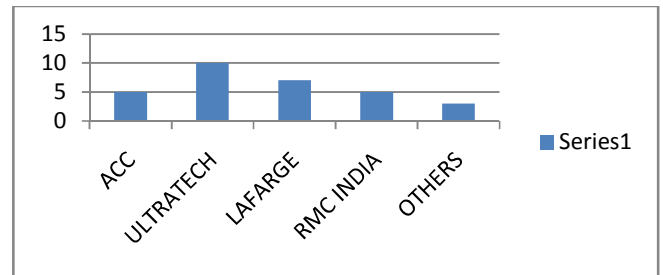
ANALYSIS AND INTERPRETATION OF DATA

Customer Response to - “Meaning of Brand ACC”

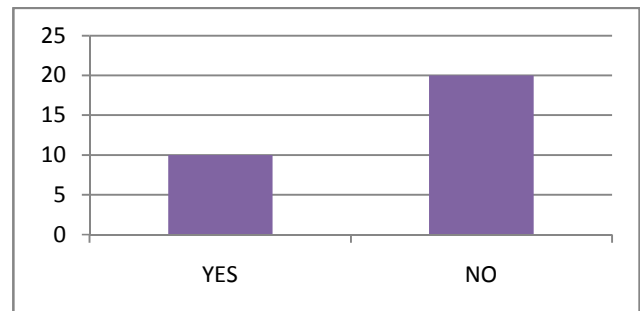


Through the survey 15 consumers for quality, 4 consumers for best product, 6 consumers for standards and 5 for good company.

What brand comes to your mind if you want to buy Concrete?

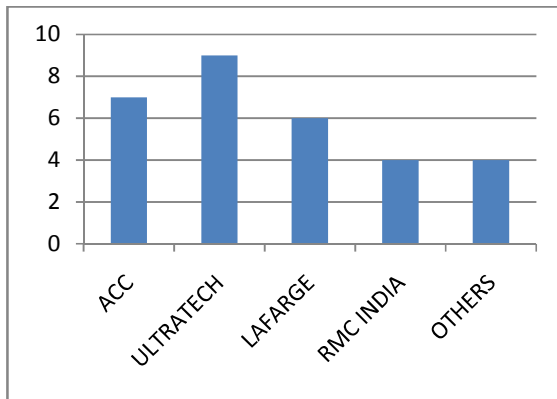


In the survey, 5 consumers preferred ACC, 10 preferred ULTRATECH, 7 preferred LAFARGE, 5 preferred RMC INDIA, and 3 preferred others. Have you purchased concrete from ACC?



The survey revealed that 10 consumers purchased concrete from ACC whereas 20 did not.

How do you rank each company in terms of quality and performance?



According to the survey, 7 consumers prefer ACC in terms of quality and performance, 9 consumers prefer ULTRATECH, 6 consumers prefer LAFARGE, 4 consumers prefer RMC INDIA, and 4 consumers prefer Others.

CONSTRAINTS FACED BY ACC:

- Delayed payment and long credit period insisted upon by consumers affect their cash flow.
- RMC plants in cities are not permitted to be installed in residential zones. This results in their installation nearly 10-20 kms away from their potential consumers located in residential zones.

- Bad quality of roads and traffic congestion and intermittent single often delay the deliver in metros.

CONCLUSION

Quality and performance are the most important attributes of ACC concrete, which attract customers. ACC should focus on its pricing strategies because most people feel that it doesn't have an advantage over its competitors in terms of price . The company is facing tough competition from ULTRATECH and RMC INDIA.

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Green-The Emerging Colour of Business

The sustainability and well being of the environment are no more just the concern of ecologists, environmentalists and the tree-huggers of the world, but is a growing phenomenon in every field that one can think of. So how could Marketing lag behind? The author through her article talks about the concept of Green Marketing, the various strategies for its promotion, the challenges it needs to tackle.

HarleenKaur (PGDM 2015-2017)

INTRODUCTION

In the era of globalised world, it has become a challenge for organisation to keep a hold on their consumers together with environment safety. Consumers nowadays have become sensitive and alert towards environment sustainability [1]. Green is the new trend covering the major countries of the world. It's a term that has been going around and grabbing a lot of attention. But what's the real deal about 'going green'?



Going green may not be on the priority list for many business organisations, but it is definitely the main reason behind the environment sustainability. And today consumers being environment sensitive lead to modification in business activities. According to American Marketing Association;

“Green marketing is the marketing of products that are presumed to be environmentally safe. Thus green marketing incorporates a broad range of activities, including product modification, changes to the production process, packaging changes, as well as modifying advertising. [2]”

It is a phenomenon, which has gained a lot of popularity in the modern economy and has emerged as an important concept in the developing and developed nations. Data has been collected from various sources about the importance of the green marketing concept and how a business can gain competitive edge by adopting it [3].

It is a holistic marketing concept wherein the production, marketing and consumption refer in a way that does not hamper the environment.

OPPORTUNITIES

- *Competitive advantage*
- *Large consumer base*

WAYS TO PROMOTE

Inform customers-The customer should be aware about the about the issues that the product is going to inscribe.

Empower your customer-The customer should feel that their behaviour can make a change.

No False Claims- The Company should not make false claims regarding the product rather should be transparent and genuine regarding the product.

Pricing- The price should be set accordingly that gives buyer the monetary value.



CHALLENGES

Modern Concept-Though it is gaining popularity on a large scale yet most of the people are unaware about its pros. They

need to be educated and aware about the concept.

Cost Factor-A lot of money is to be spend on R&D for development and promotion of plans which incurs high cost.

Less Profits-Initially the profit margin is very less as the technology involved is costly. It is profitable only in long run.



CONCLUSION

Green marketing helps in cost cutting, environment sustainability, society welfare and waste minimization. Marketers have the responsibility to make consumers aware about the product and it is the responsibility of the consumers to understand the benefit of the product. The green marketers can even expect support

from the government. Green marketing should not be considered as just one more

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The Industrial Revolution: Phase 2

With the changing times the economies of the world are becoming more dynamic, diverse and versatile in nature, which does not come as a surprise because for an economy to keep growing and evolving this is nothing but a necessity. The author here talks about her vision of a new India, a new economy and about the various sectors that can

RadhikaBhatnagar (PGDM 2015-2017)

INTRODUCTION

“Be the change that you wish to see in the world” –

Mahatma Gandhi.

This new change is the new Indi, and this new India comprises of the youth, which is approximately half of our total population on date. Indian economy stands among the top economies in the world. My write up talks about my future vision of India, and the sectors driving to achieve this vision. My future vision is Agriculture, Health, Education, E-commerce, Banking, Telecom, Supply chain, Modern Trade,

Real estate, Energy, Tourism facilitating this New India.

**INDUSTRIAL
REVOLUTION**

INDIAN INDUSTRIAL REVOLUTION - CORE FOCUS AREAS

India's fertile land and rich soil makes agriculture a dominant sector, promising social & economic

growth by induced investments. It employs more Telecom sector has travelled long way in India than half of rural population, for earning afrom basic landline to smart phones. India is livelihood, and urban population engaged in opening up to integrate itself largely with global processing and marketing them [1]. The Indian economies facilitating international trade, making agricultural sector is now moving towards another it a source of nation's wealth. Supply chain green revolution with improved technology, management sector in India, which is in its early contract farming and credit facilities induce this stage of development is a key sector. The supply transformation. Potent investor's pride is Healthchain management begins at the grass root level, and Education sector. The foreign investments receiving raw materials, processing, dispatching will help upgrade technology and create and storing. But, poor road conditions, coupled employment opportunities in rural and urban with poor trucking ethos form major constraint in India [2].



E-commerce is catching up and will lead to revolution in the concept of shopping. More than a billion people visit retail sites every month. E-commerce is now into banking and insurance sector. The industry is currently transiting towards early adolescence. The banks have pioneered Internet banking, mobile banking.

this sector. "Modern Trade" is an excellent example of this transformation. New technologies, attitudes and fashion have transformed the Indian landscape.

But, marketers need to differentiate between the attributes of cosmopolitan and westernization.

India is the land of potential investments. Some of the demanded sectors today include, Real Estate Market, a high risk, and high return sector. It is non-regulation, unorganized, due to the emergence of local mushrooms of private companies who make it appear lucrative [3]. A need arises for the government to appoint a

Technology That Understands And Reacts To Its Surroundings

– Context Rich Systems

Artificial Intelligence is one of such areas which could revolutionize the world and the way we perceive it, more importantly the way machines perceive it. There is a growing need for adaptive technology and Context-rich systems is a great response to it if not the best. From network security to Cortana and Siri, the author tries to touch upon the various aspects and applications of Context rich systems and how it can make technology so much more interactive

Ashish Verma (PGDM 2015-2017)

INTRODUCTION

As personal technology continues to evolve, so does the personalization of the experience of technology itself. And, taking it further, how a user will interact with their personal technology depends on the particular context of their use.



We are on the brink of a very exciting time in adaptive technology, and the use of

these complex systems and applications that draw information about the situation and environment surrounding people, places, and things, really has the ability to revolutionize the entire world.

Gartner, Inc. is an American information technology research and advisory firm providing technology related insight headquartered in Stamford, Connecticut, United States made a splash last October at the Gartner Symposium and IT expo in Orlando by announcing their Top. The prediction of the rise in “context rich systems” is part of the top 10 list and it

refers to applications that have the ability to understand their users and respond appropriately to their requests, and also be alert of “their surroundings.” According to the analyst, “this trend will create applications that will securely adjust how the information is delivered to the user.

WHAT ARE CONTEXT-RICH SYSTEMS?

Context rich systems are the gathering of raw data with the help of analytics. The raw data include awareness of the surrounding environment and subsequently responds to the user actions.

We do the same every day in our daily lives. For example, in the morning we decide how to reach to our college and we start compiling data, which we previously recorded in our minds. Which route we should follow to avoid traffic jams! Then we start asking How’s the weather now and how’s it going to be like when leave the college? Then which is more convenient for me to, drive by bike or by car or via metro, to reach my destination.

Did I feel safe using the route I took last time I walked or bike? To make the best decision we weigh data that is current, historical, and we need to make estimation and assumption about the future. Soon, devices will start to make decisions with context as well. And this could affect IT trends in more ways than one.

Business certainty and security:Hacking is the biggest challenge for the IT industry and it’s working continuously to make the data secure. But there are people/system that can penetrate in any database and everyone’s personal data is at risk.



Consumers are constantly connected to the web and recent hacking scandals such as Sony, Target, Home Depot and the US Government show us that data is not

secured. Context rich systems can analyze networks for security gaps and decide on the level of encryption needed based on multiple factors. For example, if a personal/company's PDF file isn't password encrypted, a context rich system can double check for TLS, PGP, or other encryption protocols to ensure the PDF you're sending can get securely to the intended viewer.

Context-prompted operations: The devices will become smart enough to analysis their environment. And it just not a single device a time but multiple devices work simultaneously. For example, when a person passes through a flower shop and it's their anniversary. The app will trigger a message on the phone to inform you about the important date and pick up the flowers. As the IoT (internet of things) keep growing the devices communicate with each other and trigger information based on their combined information.

Preference usage: In today's time, these are millions of billion sites and billions of

consumers surfing internet for personal use or for commercial use. The database size is enormously big and often makes it hard to fetch the right information at right time. For example, a person who loves to eat burger or pizza, searching for new restaurants, based on other customer reviews, the context rich app not only tailors the result based on location but also use the information collected from reviews to decide restaurant to show first. The result will be like American restaurants that provide burgers (for example, Burger king, McDonalds, Wendysetc) will show up first over Indian restaurants.

Friendly Ecosystem: Ever since people began bringing more and more internet-connected devices into their homes and businesses, the existence of personal ecosystems has started to form, and the subsequent usefulness of context-rich systems is becoming more apparent.

Not that long ago, refrigerators based on Context rich system soon became a joke for everyone. This is a primary example of

its failure. But in contrast, true advantage of context-rich systems is when the technology is used in a way that doesn't disrupt the user's life, but instead bridges various services to work together seamlessly.



Some of the software's designed for consumer centric/ commercial use at mobile platform level includes Siri, Cortana and Google Now. The major beneficiaries of context rich systems can be realized at both commercial and enterprise level depending upon the requirement of the user. The different applications wherein context rich systems can play a major role in steering the growth of respective markets include e-commerce & retail industry, healthcare

sector, financial & banking (BFSI) services, travel & hospitality industry and transportation industry.

Based on the device type, the CRS market is segmented into Smart phones, Tablets, Desktops and Notebooks/Laptops. Based on factors such as budget, scalability, flexibility, and ease of use, user tends to choose a best-fit device in order to cater to their requirements and daily usage. Another factor that plays a key role in the adoption of CRS services and solutions is the type of application sector. Depending on the application sector, CRS solutions vary in terms of individual company requirements and compliance according to government regulations and statutory bodies. These applications include E-Commerce & Retail Sector, Healthcare Sector, BFSI Sector, Tourism & Hospitality Sector and Transportation Sector.

CONCLUSION: A PREVIEW OF FUTURE

There is no doubt that context-rich systems will lead the upcoming technology trends, since context-relevant data sharing is the ultimate goal of modern technology, with user convenience being the ultimate outcome. Meanwhile, beyond user experience, businesses stand to see overall improvement with almost real-time, context-rich results becoming of extreme importance when it comes to ensuring swift decision making and better operations control. For example, a system that can track foot traffic in and out of a store and then automatically recruit more floor workers to open up registers at a major retailer, freeing up lines and moving people through the store more quickly.

Moving towards context-rich systems means evolving from the point where all people and their data are expected to be connected and available all the time, to a place where they are not only constantly interconn

we expect that every object, place, and environment, will gain awareness of who is there, what is happening in the context, and how to interact with its surroundings.

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The Real Picture

Though textbook knowledge is a pre-requisite, one also needs to have practical know-how, in order to achieve success. This section brings to the reader management lessons our students found in real-life.

Corporate Lessons from Real Life



VandanaKhosala (PGDM 2015-2017)

You don't learn to walk by following rules. You learn by doing and by falling over and it's because you fall over that you learn to save yourself from falling over.

Graduate business schools provide students with critical skills in finance departments, strategic planning, leadership, and human relations, as well as road to analytical thinking and effective communication among other things. However, the principles being taught in schools can coincide with the reality of bureaucracy and hierarchy found in the workplace.

Shrewdness and practical knowledge is far more important than formal education. It would be fairly safe to say, that a person with extensive formal education may

found it of little practical use in the real world. Many people experience situations where they are not able to apply what they have learnt in their schools. So the practical education doesn't have to replace the one that you got in school, it can just be amplified significantly.

Befriending enemies is a good rule for life and business. If a person doesn't like somebody, he/she doesn't have an easy time hiding it. But sometimes the people we don't like happen to be smarter and can teach us quite a bit. One can start simply by not tagging them as enemies.

Don't Promise What You Can't Deliver and deliver everything you have promised.

Many people might have experienced first-hand that what happens when you don't follow this. It is easier to under promise

and over deliver. Keeping your word is the most difficult challenge.

Success one day doesn't give you free meals everyday

Success is a dangerous trap as it can cause one to stop working hard once they have achieved their goals. But the people who do not stop and push their limits know the importance of continually achieving higher goals, thus, improving their lives.

Every risk is worth taking.

A person's tolerance for risk will impact his/her potential for success. If anything, one should continually be increasing his/her willingness for risk throughout their lifetime. This is what makes someone extraordinary.

Never do anything which means you can't sleep at night.

Never do anything that will eventually destroy your relationship with other people. Always make it a point to be transparent in your business dealings, even if it means forgoing certain opportunities. Businesses can be rebuilt but

friendships are difficult to restore. There is no training for the first time a person learns that his trusted colleague has bested him/her and that colleague becomes your superior by spreading lies about you. Human nature and the drive to move ahead of other people are subject for textbooks but are not imagined by anyone until they experience it themselves. A person should learn how to tackle such situations.

Learn from the past.

Many of us focus on the future, and while this is important, it is equally important to learn from our past. Never be afraid to look back. Your past performance will actually reflect your future performance. So make sure to look back to your mistakes and learn from them so that you don't repeat them while making present decisions.

Never make a decision based solely on financial gain.

One of the biggest motivators in our lives is money making, but one should not always go for the things where there is a

promise of financial gain. One should have a real passion for what they are doing and the decision they are making should be worth it.

Early in life we people spend a good amount of time in building various things. In fact, playschool kids are taught how to build things and be as creative as possible, while seniors in high school are busy restating nothing original. While they give you a degree, the real world is looking for the results. At the job, no one actually cares about the degree you have received. All they care about is getting the job done. So the right attitude towards life and a right degree provides a formula for long-term sustainable success.

Building a Career Versus Building Life!



Chitransh Dang (PGDM 2015-2017)

The most important questions that people ask today are invariably regarding their health or the direction of their life. Those in their early years focus on building a career whereas those in their senior years reflect upon how they led their lives.

Very seldom does one find people who consciously go about defining or constructing their lives by balancing their necessities with a controlled and sustained ambition.

A man whose life I have had the opportunity to observe closely for the past 12 years is a good example of those who are driven to succeed but at a pace at which rejuvenation is factored in. A humble man who spent his younger years as a vedic student, he pursued a degree

course in commerce through the mode of correspondence. He then rose to be the divisional manager of a public sector general insurance company, and now spends his retired life teaching vedic hymns and recitations. Every time I meet him, I learn a new shade from his life reflecting a journey that is composed and measured in all respects.

He is as comfortable in a crowd as he is in solitude.

How many of us feel comfortable being alone? Being cut off from the rest of the world for a sustained period of time?

I believe very few will answer that question truthfully. The reason could be attributed to the imbalance associated with the decisions people take in building their

careers. In a world where people change their buzzwords constantly owing to changing trends, it is not too difficult to diagnose what hinders them the most in their progress.

We consult astrologers, change names as per numerology, wear colored crystals and threads, spend a fortune rebuilding houses as per vastu or visiting counselors, but ignore the simple course corrections that nature demands.

How many of us play a musical instrument, or engage in a sport, or attend a session of exercise, or watch a play, or walk up to a garden, or visit a place of worship to spend a few minutes in introspection? That we fulfill our creativity while being on the road to a blossoming career seems to be the need of the hour. A measure of organizational or national civic health gives us a good approximation of how efficient and balanced the employees or citizens are.

It is good to achieve, it is also good to despair if we fail to reach our objectives because the lessons propel us to greater heights, but it is a crime to not find ways to be happy. Play a note, sing a song, write a story, and smile.

SHAWSHANK REDEMPTION (Movie) AND LEADERSHIP



★ ★ ★ ★ ★ ★ ★ ★ ★ ★

“I have to remind myself that some birds aren’t meant to be caged. Their feathers are just too bright. And when they fly away, the part of you that knows it was a sin to lock them up does rejoice. Still, the place you live in is that much more drab and empty that they are gone. I guess I just miss my friend”

- Red(Morgan Freeman)

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Prateek Singh (PGDM 2014-2016)

THE MOVIE

The movie revolves around Andy Dufresne, a man convicted of killing his wife and her lover. He was sent to a prison called ‘Shawshank’, where, being an investment banker he unwillingly helped

the warden Norton in money laundering and keeping black money across different banks. Though the truth was he did not commit crime of killing his own wife but was falsely implicated and sent to

Shawshank. Andy being a man of virtue and wisdom knew how things were going to be and escaped the jail by digging a hole in the wall of his cell with a small 8 inch rock hammer for 18 continuous years.

WHAT A MANAGER CAN TAKE AWAY FROM THE MOVIE?

The first aspect of Andy Dufresne, which would strike the viewer, is his ability to make decisions under constraints. He was faced with a situation where if he tried to tell the truth to authorities, the warden would've gotten him killed. So Andy decided to stay because he did not want to run from the situation.

He wanted to fight for the rights of the other inmates. His fellow prisoners were mistreated and often misled by the warden so that he could keep them as his slaves. Andy tried to make other prisoners' lives better by building up the central library, renovating it in a modern way so that he could give the inmates a new way to lead life in an otherwise gloomy prison. He also initiated the assignment of desk jobs to his

fellow inmates so that they could also get a chance to lead a better life as compared to their previous daily physical hard work.

From this, we can infer as a manager to make sure that whatever be the situation, we are supposed to work for the betterment for our fellow workers and make sure that they do develop overall in terms of knowledge, skills and are able to lead a better life.

Andy got a small help from his friend Red- an 8 inch rock hammer. He also got a bible to hide his 'precious' gift from the jail authorities. Andy then started digging a hole in the wall and he continued doing this for the next 18 years. It was not the first option for Andy but the last one. A manager, from this part of the story, can infer that there are ways to get the work done and to achieve the goal if they have a fire inside them.

Nobody had an idea about Andy's activity because he behaved in a way that could never allow anyone to have second thought about his personality. He was a charming

young man who could by the way of his talk and persuasive ability motivate or even brainwash someone who had a sharp knife pointed on the neck of the other person.

In a similar way, a manager also needs to motivate, encourage and be persuasive so that what he speaks and how he behaves is relevant towards the achievement of the organizational goals.

Andy being the main assistant of the roughshod and inhumane warden knew how to get his work done through him. He, by the way of his slyness, many a times provided his friends with various luxury moments like a chilled beer which provided to them a 'little essence of freedom.' Through this, a manager needs to know about the relationships that he should share with the other members within the organization. It can be correctly said that there should be mutual understanding and trust between managers and his fellow workers. An organization is

incomplete without informal chain of relationships.

After 18 years of doing what he wanted (digging a wall to escape from the life that was forced on him), he finally was able to reveal the secrets of the Shawshank prison and get the authorities behind the bars. Finally, he was able to live over his dreams of settling on the west coast of Pacific as they say "Pacific keeps no memory of it's past."

In the same way, a manager also should keep on doing their work persistently even during hard times without worrying about the future outcome. The concept of Maslow's "Need Hierarchy Theory" is pertinent to this entire story. Andy worked upon his physiological, social, safety, esteem needs, but made sure that he accomplished the self-actualization stage of finally escaping through his ceaseless and sustained efforts of breaking himself free.

THE PURSUIT OF HAPPYNESS (MOVIE)- HIDDEN MANAGEMENT LESSONS



★ ★ ★ ★ ★ ★ ★ ★ ★ ★

*“Do something that you love. Whatever you’re going to do is going to be tough.
Find something that gets you so excited that the sun can’t come up early enough
in the morning because you want to go do your thing.”*

-Chris Gardener

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

NitinShaji (PGDM 2015-2017)

It's quarter past midnight. With my coffee mug filled to the brim with Leo's pure filter coffee, pen and paper at the ready, my ear phones plugged in, I watch the Will Smith starrer "The Pursuit of Happiness".

Although I've watched it many times previously to explore the relationship between father and son, I now watch it for a very different reason- What lessons can be learned from this movie as a management student?

THE MOVIE

The Pursuit of Happyness is a 2006 American biographical drama film directed by Gabriele Muccino about a struggling, single father and homeless salesmanselling medical bone density scanners-turned-stockbroker Chris Gardner. Despite his serious attempts to help keep the family afloat, the mother of his five-year-old son Christopher, under constant financial pressure, decides to leave.

Without any financial assistance, Chris and his son are evicted from their apartment and are forced to sleep in shelters, bus stations, bathrooms, and anywhere else they can manage to find refuge for the night. Despite his troubles, Chris continues to honour his commitment as a loving and caring father, using the affection and trust his son has placed in him to overcome the obstacles he faces.

As a management student and as a person belonging to 60-65 % of the world population who are visual learners, it was a

good opportunity for me to enjoy a two hour movie, and alongwith discover management lessons through the protagonist's journey and through the way he tackles challenges.

The movie is highly inspirational for entrepreneurs, managers -budding as well as experienced, as well as others directly or indirectly related to the field of management. Learning is an unending process, and we can inculcate a few lessons from the life of 'Chris Gardener' into ours.

Dream Big And Protect It

From an unsuccessful salesman to a stockbroker, entrepreneur, and philanthropist later in his life, Chris Gardener has come a long way which happened only because he took a giant step of dreaming big and protecting it.

“You got a dream, you gotta protect it. People can’t do something themselves they wanna tell you that you can’t do it. You want something, go get it. Period.”–

Chris Gardener

Never let anyone make choices in your life - be it professional or personal. Never allow a person to stop you from achieving your goals. One should not be afraid of dreaming big - *becoming an entrepreneur*, anything is possible if one is goal oriented.

Be Confident, Trust Yourself

There are times in our life when we’re bombarded with challenges. We are sometimes shattered, and sometimes still hold on to hope. But we need to keep this in mind - you fall down seven times, you get up at eight and move forward. Just like our protagonist, be confident, believe in your dreams. When Chris and his son were homeless, Chris did not lose sight of the path to his goal. In business or while working with an organisation, you may face many challenges, but you learn how

to face them again. Just believe in yourself and don't run away from challenges.

Take a step back and then walk again

If currently what you are doing isn't yielding results, then the time has come to take a step back and analyse whether changes need to be made or if what you’re doing is what you really want to . Changing careers, changing your subjects, starting as a trainee, everything makes sense as long as you are passionate about it. Pride and opinions of others should not stop you because they don’t matter when it comes to your envisioned future.

Meet People And Start Networking

When Chris sees a Ferrari he exclaims – “*What do you do & how do you do it?*” The person with the sports car replies, “*I am good with numbers and good with people.*”

This triggers the question in him- “*they all looked so happy to me – Why couldn’t I look like them.*” and to seek the answer, Destiny took him from being a salesman to a stockbroker. Meeting new people from

different backgrounds, visions and experiences broadens our mind and knowledge. Networking with such people develops maturity and helps in clarity of thought.

It's Never Too Late To Start Something

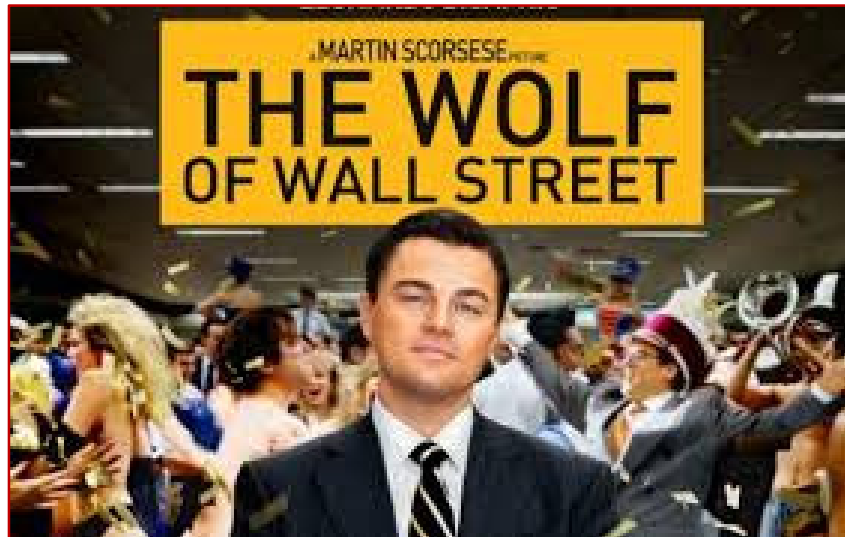
New

In the movie the character of Will Smith was in his 40's when he started as an intern at the stock brokerage firm. He believed in himself and won the internship position and went on to become a successful stock broker, even starting his own brokerage company later. Believe in

yourself even when others don't believe in you.

In my opinion, life is a journey where we are always in pursuit of happiness. The duration of time to reach towards this happiness may depend upon our goals, willingness, commitment and courage, but we should not lose hope. Be confident and march forward. When we reach there, we again start a new journey in pursuit of happiness. We all have only one life. To make the most of it we need to make sure we dream big and do whatever it takes to reach there.

THE WOLF OF WALL STREET (Movie)- Management Mantra!



★ ★ ★ ★ ★ ★ ★ ★ ★ ★

*“The only thing standing between you and your goal is the bullshit story you keep
telling yourself as to why you can't achieve it.”*

— Jordan Belfort

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Pushpendra Dewangan (PGDM 2015-2017)

THE PLOT

The story is based on the life of Jordan Belfort played by Leonardo DiCaprio which begins in 1987 when Belfort loses his job as a wallstreetstockbroker. Then Jordan and his friend Donnie Azoff (Jonah

Hill) start their own firm with few other friends and name it "Stratton Oakmont" which succeeds and gets featured in Forbes. Meanwhile, he marries his second wife Naomi Lapaglia (Margot Robbie). The FBI begins investigating Stratton

Oakmont because Jordan started making money illegally, to secure them he opened a Swiss bank account with a corrupt banker Saural (Mathew McConaughey) in the name of Naomi's aunt who was British citizen and used it for saving his smuggled money. Jordan learns that his phones were wiretapped and over that, the news of Naomi's aunt's death further puts him in trouble. 2 years later, Jordan is arrested and agrees to gather evidence on his colleagues for leniency. He is sentenced for 36 months and the FBI shuts down Stratton Oakmont.

HOW IT RELATES TO MANAGEMENT CONCEPTS

The film was an entertainer and displayed many managerial concepts which were displayed by Leonardo as Jordan Belfort. The first one would be the 'self motivation' skill. Once you learn how to motivate your employees, colleagues you can help them achieve your targets and goals, it's a manager's job to ensure that their staff reaches their motivation potential. In the

movie, we saw him delivering speech to his staff members several times which inspired them to work hard and hit the targets and generate profit more than ever before. The second would be salesmanship. When Stratton Oakmont began with the first pitch by Jordan, it was unimaginative for other brokers, but he saw the big picture straight away. The other brokers' growth was stunted by their limiting beliefs. They suffered from the problems "group think" and "psychological block", situations where they collectively believe that something cannot be achieved, projecting this image onto the world around them, and making it impossible for that goal to be reached. Third would be personal branding. Belfort was a master of this technique. The "WOLF" is quite appropriately nicknamed. He had that aura and passion which influenced others. His convincing skills made his customers to buy shares even if they thought that there was risk

involved in it, he had that rehashing quality.

OPINION


In my opinion the film is a superb entertainer, full of comedy and valuable managerial skills as portrayed by Leonardo DiCaprio through the character of Jordan Belfort . It was an admirable piece of work for which Leonardo definitely deserved an 'Oscar' .Coming back, avoiding the illegal

things he did like forgery, smuggling and so on to make enormous amount of money, there are many qualities that we can learn as budding managers. Apart from the above-mentioned qualities like motivational skills, convincing skills, branding and salesmanship, a sangfroid attitude and out of the box thinking and resilience are most necessary for any manager.



From The Horse's Mouth

It is always good to know what the leaders are saying and doing. This section is an assorted collection of speeches/quotes by people who are leaders of their respective professions.



Success to me is about Vision. It is the ability to rise above the immediacy of pain. It is about imagination. It is about sensitivity to small people. It is about building inclusion. It is about connectedness to a larger world existence. It is about personal tenacity. It is about giving back more to life than you take out of it. It is about creating extra-ordinary success with ordinary lives.

SubrotoBagchi

(Co-Founder, Mind Tree)

YOU say that our government is inefficient. YOU say that our laws are too old. YOU say, say and say. What do YOU do about it? "ASK WHAT WE CAN DO FOR INDIA AND DO WHAT HAS TO BE DONE TO MAKE INDIA WHAT AMERICA AND OTHER WESTERN COUNTRIES ARE TODAY."

-Dr. APJ. Abdul Kalam

“Life is not to be taken seriously, as we are really temporary here. We are like a pre-paid card with limited validity. If we are lucky, we may last another 50 years. And 50 years is just 2,500 weekends. Do we really need to get so worked up? It’s ok, bunk a few classes, goof up a few interviews, fall in love. We are people, not programmed devices.”

-ChetanBhagat

India’s Best Selling Novelist

“This is no ordinary morning. This is a morning of the hopes, dreams and aspirations of 125 crore Indians. This is Team India, a team of 125 crore Indians. We are making them partners of development. Jan Bhagidari, partnership with people, is the biggest asset of a democracy.”

-PM NarendraModi



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