

L!VE

Management *Redefined!*



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IIT Bombay

October 2006

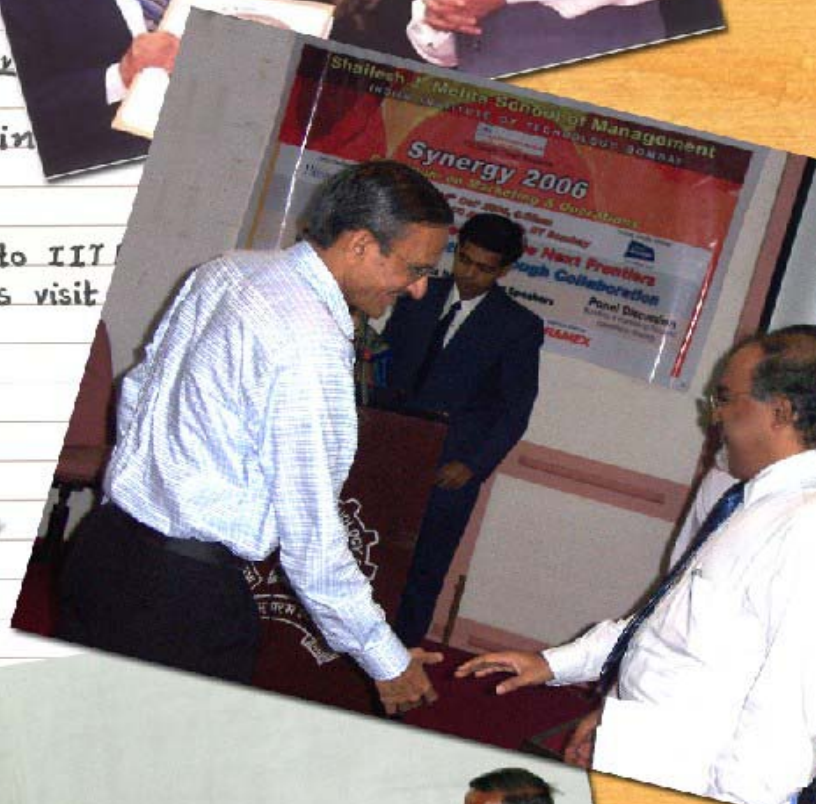
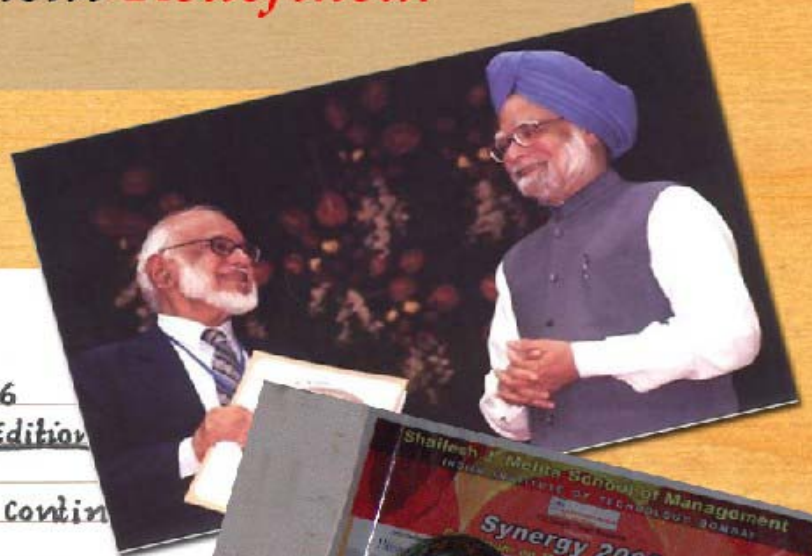
Synergy Special Edition

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Also,

- Hon. PM's visit to IIT
- Dr. C. Rangarajan's visit to SJMSOM.

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editorial...

It is with pleasure that we present to you yet another vibrant edition of LIVE. We have come a long way since the launch of LIVE and at this point we wish to thank all our readers for showing interest in the magazine and being a source of constant inspiration for us.

The last few weeks were abuzz with activity. Two of the best economists in the country visited the campus - PM Dr. Manmohan Singh and former RBI Governor Dr. C Rangarajan. Dr. Rangarajan's visit to SJMSOM and his meeting with the faculty and students here was indeed a great experience for all of us. The LIVE team brings to you excerpts of their valuable lectures.

Synergy 2006, the final event in the Continuum 2006 series saw industry stalwarts express their views on the theme. In this issue, we draw insights from the various lectures and the learning from them. The Best Summer Project Contest was a new feature this time and it saw an overwhelming response from various colleges.

Further establishing the strength of brand SJMSOM, the summer placement process for first year students was a resounding success. Do take a look at the related article for statistics and nuances.

Our students won laurels in competitions both in campus and at other management institutes, such as IIM Khozicode. We congratulate them on their achievements and for doing the school proud! The details are featured in the newly introduced Achievers Section.

Last but not the least, the creative potential of our students is unleashed in the now popular Creative Section. Featured in this issue is a special article on *Ghazals* - a must read for any *Ghazal* connoisseur.

We hope you enjoy this edition of LIVE as much as we have enjoyed putting it together for you!

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Shailesh J Mehta School of Management, IIT Bombay presents Avenues 2006, the flagship business festival to be held on 28th and 29th of October. With a host of challenging games, stimulating workshops, enriching talks and several fun filled events, Avenues 2006 promises to be a festival like no other. The biggest event of Avenues 2006, Colosseum- The championships, saw more than 200 teams play the online eliminations, of which 12 survived to vie for the grand prize of 1 lakh.

Avenues 2006 hosts the highly acclaimed Mumbai Dabbawalas speaking about their extraordinary achievements. Workshops on Innovation by Erehwon Consultancy and on Grooming by Raymonds promise to enrich your visit to Avenues. Test your grey cells at Intellectus: The business quiz, prove your street smartness in Markus Maxim and enjoy a unique and exquisite cartoon exhibition: Biz-Mess. And just in case you find time to spare, a host of on the spot games such as AdVenues, Gladebators, and Google lounge will engage your attention. On 28th and 29th of October, all roads will lead to SJMSOM. Come to Avenues, come to win!!

Shailesh J Mehta School of Management
IIT Bombay

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Prime Minister visits IIT Bombay



Hon. Prime Minister of India Dr. Manmohan Singh addresses the gathering

Honourable Prime Minister of India, Dr. Manmohan Singh, visited IIT Bombay on 6th of October 2006. He was here to address the concluding function of the Platinum Jubilee celebrations of National Academy of Sciences, India and to inaugurate its 76th Annual Session. The function was attended by many distinguished academicians and industrialists of the country such as Mr. Narayana Murthy, Mr. Ajay Piramal, Mr. Mukesh Ambani and Prof. M.G.K. Menon. More than 500 students and professors of IIT Bombay were also present at the event.

During his speech, Dr. Singh emphasized the contributions of the scientists of the previous generations and recalled that during those days the Universities played a leading role in the development of research in science and technology in India, and said it is sad to confess that now the situation is grim and the spirit of inquisitiveness and inquiring mind is hampered by the atmosphere prevailing these days in universities. He emphasized that the link between teaching and research must be restored to make science and technology instrumental in socio-economic transformation. Dr. Singh also said that a major part of the scientific community in India is worried about having been left behind by countries like China and something must be done to bring India to the forefront of science and technology.

Dr. Singh exuded optimism in the fact that most bright students who had left India earlier are now returning. He said that this reverse brain drain must be encouraged and India as a whole stands to gain from it. He further added that all the stakeholders of the country must willingly accept the challenge of working in synergy to make India a major growth pillar of the evolving global economy.

Courtesy:
PR Cell, IIT Bombay

Former RBI Governor, Dr. C. Rangarajan visits SJMSOM



Dr. C. Rangarajan interacting with the faculty and students of SJMSOM on 9th October, 2006

Dr. C. Rangarajan, one of the leading economists of India, visited SJMSOM, IIT Bombay on 6th of October 2006 and interacted with the students and faculty. Later during the day, as part of the institute colloquium, he spoke on the subject, 'Responding to Globalization'.

Padma Vibhushan Dr. Rangarajan was instrumental in framing the policies of liberalization in 1991. He was the governor of Andhra Pradesh between 1997 and 2002, Governor of RBI between 1992 and 1997, chairman of the 8th planning commission between 1991 and 1992, and deputy governor general of RBI between 1982 and 1991. As an academician Dr. Rangarajan was a professor at IIM Ahmedabad for 15 years and holds to his credit 9 books and several research papers in macro economics.



Introduction

Dr. Rangarajan introduced the session with what globalization meant. He said, "It means a great new world of no barriers for some and doom for others. If we have to understand the implications, we have to understand the basics first."

Globalization means integration of economics and societies. How? Through cross border flow of Goods, Capital, Ideas, Knowledge etc. This implies that it would have many dimensions to it such as political, social, cultural and economic.

What are the dimensions of globalization in economics?

Cross border flow occurs through:

- Trade in goods
- Movement of capital
- Flow of finance
- Movement of people

Free Trade in goods

Free trade enables optimal utilization of resources among countries. It implies greater productivity. This is derived from the basis of Theory of Comparative Costs.

E.g. A Lawyer in town also knows how to type with a typewriter. But it makes sense for him to follow the profession of Law than follow the profession of Stenographer. Another example is say a country A can produce both x and y varieties of crop. But the environment is suited to grow more volumes of x than y. Country A then should produce more of x than y, export the surplus of x and import the slack of y.

Now, the developing countries have more opportunity to take advantage of Comparative Costs. But only the country with true potential will emerge out as the winner.

Movement of capital

Presently, savings of the world are better utilized. The capital moves to that country which utilizes it effectively. This means even a country with no capital of its own can still grow on others' capital. It just needs to have the potential. E.g. Flow of capital from US into India.

The ways in which the capital flows is through:

- Foreign Direct Investment
- Portfolio Investment, better known as Foreign Institutional Investment

Movement of Finance

It is movement of funds in search of higher returns from Rate of interest, Currency stability etc. It differs from movement of capital, in that the movement of finance is not a fundamental activity.

E.g. People may hold the currency in a foreign country and sell it when they get a good price.

Movement of people

Human resources move across the borders for availability of better opportunities, better salary, and better standard of living. Movement of people can be in terms of both skilled labor and unskilled labor.

Fears and concerns***Leads to an uneven distribution of income across countries and within countries***

Allocation of resources depends of the technical capabilities. So those countries having higher technical capabilities tend to gain to an extent. It is also been said that developed countries are losing out to developing countries in terms of opportunities. The world is changing: the developed countries can take new roles, look out for creating markets. E.g. Germany was heralded as the Steel making king but after a while the focus shifted to South Korea. Currently Vietnam is making a name for itself in the Steel industry.

Leads to loss of national autonomy

Loss of autonomy is inherent in greater integration and is unavoidable. For example RBI may have to raise its interest rates depending on the scenario in the other countries.

Greater insecurity

Insecurity can be driven away by more interaction (contagion). Better precautionary measures are forced to be taken leading to overall improvement of the system.

Response to Globalization

- Reforming trade system
- Symmetry between the movement of capital and people
- De-linking of labor
- Adequate protection of biological essence
- More emphasis on 'Fair' in 'Free and Fair trade'
- Conflicts among countries to be resolved easily
- Domestic Strengthening
- Export centered

Actions to be taken by India

- Identify areas in which we have competitive advantage
- Need for pushing patent system

- Higher Education emphasis

All said and done, it is not possible to hold back ideas. There is going to be a death of distance. Risks are well known. India should never miss any opportunity.

“World cannot marginalize India, India can be marginalized only by itself.”



Dr. C. Rangarajan and Dr. (Mrs.) Rangarajan with the Director of IIT Bombay, Prof. Ashok Misra

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Class of 2008

Courtesy:
PR Cell, IIT Bombay

SJMSOM Professors visit France

A team led by Professor S Bhargava visited the Air Business Academy and Ecole Nationale Del Aviation Civile (ENAC) in France. Professor Bhargava was accompanied by Professor Sanjay Gaur and Professor R. M. Sonar of SJMSOM, and Professor K. Sudhakar and Professor R. K. Pant of the Aerospace Department. The visit resulted in a mutually beneficial exchange of ideas between the faculty of these institutes. It was discussed that aviation was increasingly becoming the sector of the future and there was a need to develop aviation management expertise together with technological advances.

Summer Placements

Summer Placement at Shailesh J Mehta School of Management for the First Year Batch of 2006-08 was marked by hectic recruitment from the who's who of the Corporate World. With 100% of the students placed in just 3 days, the School has reaffirmed it's remarkably high brand equity.

The First Year students, who were just few months into the Post-Graduation course, got great profiles from companies of their choice. The summer placements this year were outstanding in terms of the number of firms that recruited from the campus and the width of projects they offered across various functional areas.

A total of 25 companies participated in the Summer Placement Process giving offers to 54 students.

The sectoral break-up of summer internships is as follows:

Operations	22%
IT	22%
Finance	20%
Marketing	20%
SCM	16%

An even split across all functional segments has reinforced the strong recruiter perception that Shailesh J Mehta School of Management has always enjoyed.

Synergy 2006

Continuum is the annual seminar series at Shailesh J. Mehta School of Management. The series had its inception in 2003 and was started with the purpose of imparting knowledge to the students by means of interaction with the leading personalities from the academic and corporate worlds. Continuum focuses on the issues and challenges faced by a particular business function and aims to draw insights from the knowledge and experience of the participating speakers. The event has grown through the years and is now well acknowledged by both the industry and the academia. This is evident from the participation of students not only from IIT Bombay but also from leading management and engineering colleges across Mumbai. The latest in this series, the Marketing and Operations Continuum, rechristened Synergy 2006, was organized on the 14th of October, 2006.

Synergy 2006 was an enriching experience for the participants as they got a chance to interact with the industry stalwarts on a variety of areas in the Marketing and Operations functions. Synergy 2006 saw a galaxy of speakers enthral the audience on a wide range of topics from Performance Management in Supply Chain Management to Innovative Marketing Policies. The event also witnessed a highly competitive Summer Project Contest. The panel of judges for this contest comprised eminent people from both industry and academia. Synergy 2006 was a grand success in terms of the amount of knowledge enrichment one derived from it.



Team Synergy 2006

Managing Risk in Supply Chain

-S. V. Sukumar



Mr. S. V. Sukumar is Vice President & Head Supply Chain Management, ECS. He is an Engineer with an MBA degree from the University of Madras and has a Postgraduate Diploma in Operations Research.

The focus of the talk was managing Risk in Supply Chain. There are risk on both sides Demand Side and Supply side. There are several factors that add to risk due to changes in business environment like globalization of the market, shorter product and technology lifecycles, proliferation of products and variants, changing profiles of the customers and market segment and legal & regulatory conditions of the countries. In addition to this there are risks associated with changes in business conditions that add to risk like increased use of manufacturing, distributions and logistics partner, complex international supply network relationships, increasing number of SKUs, reducing batch size, reducing margins and real & artificial bottlenecks. A supply chain with high risk exposure cannot be efficient and impacts business in several ways like high order cycle time, unknown order current status, wrong demand forecasts given, inefficient suppliers' capability to deliver, improper use of manufacturing capacity, bad quality of the products, lack of transportation reliability and services delivered.

In order to decrease these risks if we can produce the goods just a minute before the customer wants and actually consumes / uses, all the risks vanish. The supply chain risks come from long pipelines, lack of visibility, lack of confidence and build-up of buffers. Collaborative supply chain is the key towards efficiency. Various ways being employed today for mitigating the risk factors are as follows:

- Using RFID,
- Customer/supplier collaboration programs,
- Building in Distribution Flexibility
- Considering supply chain network re-design
- Monitoring and managing logistics complexities

Successful companies are striving to break the risk spiral by enhancing supply chain collaboration throughout the chain. The benefits are expected to be much more than cost reduction. Reduction of market risks leads to increase in sales and market share, penetration to new markets, and speedy new product introduction. Improvements in collaboration can have a significant effect on mitigating supply chain risk.

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Innovation Everywhere!

-Manisha Lath Gupta



Ms. Manisha Lath Gupta is a Manager with Consumer Innovation Centre, Colgate Palmolive India. She has to her credit a BSc. Honors in Biophysics from Punjab University, MSc. Biotechnology from Jawaharlal Nehru University and a PGDM from IIM, Bangalore.

Ms. Manisha Lath Gupta spoke on consumer behavior and various approaches being adopted by Consumer Innovation Centers (CIC) at Colgate Palmolive to study the Indian consumer behavior. CICs are setup to cater to the local needs. Colgate Palmolive has CICs around the world in oral care and pet nutrition. One of the challenges faced by the CIC is to understand the consumer behavior of the youth. To unearth their latent needs and desires CICs have a new product development process which includes idea generation, concept development, product development and final validation.

The various tasks before the CIC are to understand the lives, culture, needs and problems of consumers; practices of Indian consumer; emotional drivers; consumer and dentist beliefs and Indian flavors and latent needs. CIC uses ethnography to understand the consumers. Ethnography is a way to understand consumers better by spending time with consumers in their natural environment.

To understand the Rural/Semi urban consumer lives and culture, the CIC team visited various villages across Northern India. The objective was to understand the villager's attitude towards hygiene in general and oral care in particular. The challenges they faced were:

- Villagers usually have low level of comfort in opinion scenarios.
- They are expected to be less articulate.
- Their choices are influenced by the opinion leaders.

To counter these CIC team used puppets. The villagers were asked to enact the roles they play in the every day life. Another innovative approach was the concept of community drawing. The villagers were asked to draw various important parts of village and the role of each in their lives. While studying the emotional behavior of Indian consumers, CIC found that most of the purchasing behavior is irrational.

CIC team also organized dentist tour to understand new consumer insights, perception in brands and oral care problems and information regarding dentist- patient interaction. By translating consumer insights into action the CIC team came up with Colgate Max Fresh Toothpaste, tooth brush with tongue cleaner and Colgate Active Salt.

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Indian Logistics Scenario

-P. K. Bharadwaj



Mr. P. K. Bharadwaj is the General Manager-West, at TCI SCS. He holds a Masters Degree in Supply Chain Management from Institute of Management & Technology, Ghaziabad. He is a Commerce Graduate and a lawyer by qualification.

The focus of the presentation was Indian Logistics scenario. The logistic companies help businesses by making possible direct-to-home delivery in metros and big cities, taking small size product to villages, creating a network of warehouses for JIT delivery and also establishing visibility in the movement.

The Indian logistic sector will be around 2 trillion in the near future. There is huge opportunity in this segment in India. The potential of SCM needs to be demonstrated. Although JIT and TPS concept came to India in and around 1997 but a systematic implementation was missing.

The changing purchasing power and consumer behavior are fuelling India's growth. Innovation is leading India to create globally competitive products. The attitude of people are also changing, some examples are Dabbawala, Lijjat papad etc. The supply chain in India would give more growth, faster cycle time and cheaper return on assets.

Current adoption rate of 3PL across different segments of India is around 40-45% and adoption rate in OEM's is 100%. Auto ancillary segment would be the driving force in the future for 4PL.

In response to a question regarding threat by railways to road transport he said it would be difficult for railways to match the JIT concept as it carries large costs and cannot reach small areas.

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Supply Chain Management: Objectives and Key Processes

-Kaushik Banerjee



Mr. Kaushik Banerjee is the Head of Sourcing, Purchase & SCM at Sandoz Pvt. Ltd. He is a Commerce Graduate from Mumbai University with diploma in International Trade.

Mr. Banerjee gave an insightful and informative discourse on the Supply Chain Management (SCM) concepts and elaborated on the demand driven S&OP model and related performance measures.

SCM is a flow of goods as well as information. It is a networking function that facilitates the integration of various functions across the organization's business. SCM that is not backed by proper technology is totally ineffective.

The key objectives of SCM in any organization are value enhancement, strategic cost reduction and cash liberation. One such SCM model that serves the three key objectives is the Customer driven S&OP model. S&OP is a cross-functional business review process that integrates demand and supply planning. It emphasizes the need to link up all the strategic initiatives of the organization. In the present business scenario the time horizons are getting shorter and it is imperative that the Supply Chain lead times are small. S&OP model helps achieve this.

The key elements of S&OP model are Sales Forecast, Demand Plan and Supply Plan. Marketing function determines the sales forecast. This forecast is used to devise the demand plan, which in turn is an input to devising production planning. Demand planning is moderating of the sales forecast based on various parameters so as to ensure that stock outs and high inventory costs do not occur.

The various risk reducing measures are using Make-to-order, using Manufacture-to-forecast, decoupling manufacturing processes, using Pack-to-order and leeway for stock obsolescence. These measures help mitigate risk. Some of the key points to be remembered are:

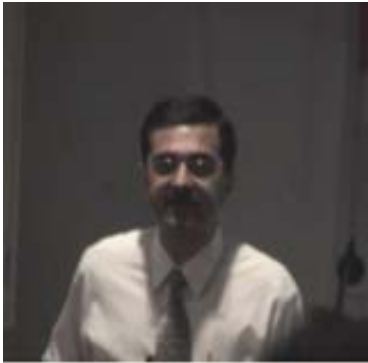
- SCM should have marketing outlook.
- SCM should never be diluted with the processes of some other function of the organization.
- No-stock situation is not totally avoidable and hence focus should be to minimize the same.
- IT is the backbone of SCM and should be used comprehensively across.

He concluded by saying that businesses should keep challenging the existing practices to come up with innovative solutions. He pointed out that involvement of people at all stages was extremely critical for the success of SCM.

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Marketing and Operations - Two sides of the consumer's coin

-Sreenivas Nagappa



Mr. Sreenivas Nagappa is CEO of Matrikx Industries South East Asia Pvt. Ltd. He holds an Honors degree in Chemistry and an MBA from IIM Ahmedabad. Originally a Sales & Marketing person, he has worked across functions.

Mr. Nagappa delivered a riveting talk on at the Marketing and Operations Continuum. He started the talk by defining marketing as “creation of consumer demand” and operations as “fulfillment of consumer demand”. According to him, historically there is an adversarial relationship between the two. Whereas marketing wants constant change, operations needs minimal change. Customization, in his words, is a bit like eating too much. It feels good when you are doing it and one day you realize you are 30 kg overweight. Moreover SKU Proliferation is another dimension of customization. For building a business plan he advised to firstly, own the plan, secondly involve all functions and lastly to remember the worst case scenarios.

He emphasized on understanding the costs incurred which may include any one or all of the following: buying new machinery, buying testing equipment, finding new suppliers, recruiting manpower, inventory carrying cost, changeover cost, write offs and launch costs. Among these the apparent costs include higher inventory, write offs, discounting whereas hidden costs include higher overheads, higher asset base and change over costs. He suggested that marketers need to do their homework first asking themselves, how will this innovation help the customer? What differentiates my product? What will be the level of cannibalization?

Ensuring availability of the product at Point of Sales cannot be undermined. It can be done by better forecasting, using consumer data rather than guessing and a close liaison with the customer. He advised that it would be gainful if both marketing and operations work together as they need each other; communication is the key to strengthen this relationship. He stressed upon the setting up of formal review mechanisms and building informal contacts to better understand the business.

He concluded with the words of Fort Minor:

*10% Luck 20% Skill
15% Concentrated power of will
5% Pleasure 50% Pain
and a 100% reason to Remember the Name*

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Multi-media Advertising

-Pravin Tripathi



Mr. Praveen Tripathi is the CEO Hansa Consulting. A B.Tech from IIT Kanpur and PGDM from IIM Ahmedabad, Mr. Praveen has worked in market research, advertising and media planning.

SYNERGY 2006 culminated with a topic on the synergy between television and print advertising. The speaker emphasized on the point that advertising in a combination of media would give disproportionately better results than advertising in a single media. A company will have a higher advantage in terms of sales if it distributes its advertising expenditure between television and print media rather than focusing only on any one of them. The speaker supported this with a number of research findings conducted in various countries like US, UK, France, Australia etc.

The speaker accedes to the fact that when people see advertisements of the same product in multiple media they will not change their buying patterns immediately. However, the viewer would tend to memorize the advertisement and slowly develop expectations about the product and this would benefit the product in the long run. Some media takes a longer time to affect a response on its audience than the other. Hence looking at the sales figures of a product immediately after its first exposure to the advertisements is not a prudent thing to do. The effect of the advertisement in a particular media should be assessed after some time and the sustainability of the sales should also be considered.

Synergy between print and television advertising would ensure more coverage and strengthen brand identification. Some people who are light viewers of television might read newspaper or magazines more. Similarly some people who read less may be heavy television viewers. Hence there is a probability that either of the media will impact the person when the other media fails.

However, when a company spends heavily on its advertising it can concentrate on a particular media. Once a company invests huge amounts in advertising the mode of medium becomes irrelevant, as the advantages tend to even out. For companies that have medium advertising expenditure, multi medium would reap better benefits.

Mr. Tripathi concluded with the message, "Mixed-Media sell". Advertise in multiple media for better results.

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Panel Discussion: "Building a marketing oriented strategy"



Honorable speakers for the discussion:

Mr. R. S. Vasan, VP Sales & Marketing, Johnson & Johnson

Mr. Sreenivas Nagappa, CEO Matrikx Industries South East Asia Pvt Ltd

Mr. Jerry John, CEO, Indix

Prof. Atanu Ghosh, faculty SJMSOM and Strategic Advisor to Director, IIT Bombay

Prof Atanu Ghosh, in the capacity of moderator, laid down the questions identified for the discussion and set the ball rolling with the view: **All-inclusiveness of various management disciplines is the key to business success in the new age scenario.** It is not only Marketing and Operations that synergize in an industry, but also Finance and HR.

a) What are the conflicting objectives between Marketing and Operations?

Mr. Vasan: Forecast is the very first and most important conflict between the two. Monthly demand fluctuates; sales people are initially skeptic of sales and thus commit less. As the month progresses they turn bullish, thus leading to increased inventories.

Mr. Nagappa: Getting forecasts right is the most important thing. Even after the success of so many companies, it's a surprise that forecasting is given the least attention. We have the front-end focused externally and the rest of the company focused internally. Most of the times, the reward systems of both are at loggerheads. Unless the organization works towards this, sustainability will be become an issue.

Mr. John: We make highly perishable goods which may go out of fashion very soon. We can get wiped off in a single day if an order from Wal-Mart gets cancelled. Now the time taken to manufacture after the design has been received has reduced from 120 days to 45 days - it is the time for speed marketing and speed design. Considering this scenario, the time for conflict between marketing and operations is long past gone. Many organizations have been wiped out because of their hierarchical structure. Marketing and production put pressure on each other because of the specific orders. At our organization we have a flat structure. The Head of the marketing function is the CEO. I sit at the top and my decision is final. This is different from what other panelists may think.

Prof. Ghosh: The conflict between Marketing and Operations still exists - Marketing wants what the customer wants, whereas Operations want what is cheapest to produce.

b) How are managers going to resolve this conflict?

Mr. Vasan: Companies tend to work in silos. Every department has its objectives and you tend to manage them individually. CEO chairs the executive meeting where various departmental heads meet. Here they should look at the bigger picture; instead of looking at the individual objectives they should look at the organization's objectives. Sales people should understand the problems beforehand and forecast accordingly as per SKUs required. Eg. you should allow a longer lead-time in case the sourcing is done from a third party. You should continuously monitor the lead-time to ensure better forecasts. Organization should understand the market and trends. In case of an epidemic the demand is bound to rise up for a pharmaceutical company, something that the operations department should understand well in time.

Mr. Nagappa: Do recognize the cross functional teams such as HR, Finance, Operations, Marketing. This also allows an early exposure to the 'Mini boards' of the company. Put up a simple system of the empowered leader, the decision-maker. Put in place a common measure of what the organization is looking at. A common metric is essential. In the end, conflict is good too! It brings in a whole range of ideas. Hence allow for expression.

Mr. John: Managers can reduce conflicts by having regular meetings once a week on Saturdays. The quality control team must also attend the meetings. Customers' deadlines don't change; approval, communication, requests must be taken at head office; cross functional teams must be formed. We have standardized our production process as much as possible. The resolution is keeping them focused on customer requirements.

Prof. Ghosh: As a live example of Nike/GAP, there may be a certain market demand for change in design. The Operations may find it infeasible to incorporate the high production costs therein. In such a case it would be better to go for a price cut in order to retain the customers instead of product change. Although the finance department would pose problems, it is important to get the message clear across the organization that avoiding the price cut may lead to a situation where the company has to give huge discounts going forward! That situation would turn out to be even worse.

c) How do marketing and operations impact each other?

Mr. Vasan: If a forecast is very high then the marketing people become responsible for the increase in inventory. If the operations force does not inform about the constraints it is facing, it affects sales. At month end the sales people call for more numbers and hence try to modify the way the goods are shifted. Operations people on the other hand are cost concerned and hence it becomes difficult to switch from one mode to another mode of transportation. This leads to delays and you are then bound to lose your sales to your competitor. To avoid this, departmental objectives should be shared and each department should understand the objectives of the organization. To ensure this, the CEO can moderate the executive meeting where each department's objectives are challenged. By doing this, constraints are better understood and alignment of the objectives is achieved.

Mr. Nagappa: Decisions anywhere in the organization will affect the top-line, the bottom-line or both. For example: Promotional costs would help the top-line but would affect the bottom-line. This makes it necessary for every part of the organization to be aligned towards the common business goal.

Mr. John: Marketing and production departments are interlinked, so the conflicts are inevitable. What helps us is Communication, and Understanding of organizational objectives and goals. An iterative process linking forecasting with production is desirable.

d) How can we align marketing strategy with operations strategy?

Mr. Vasan: As the lifestyles are changing, the types of diseases are also changing from acute to chronic ones. Chronic diseases like diabetes, hypertension etc. are coming up. More than 50% of the price is margins given to the distributors and the taxes together add up to the cost that the customer has to bear. To reduce the cost of the drugs the companies try to reach the consumer directly.

Mr. Nagappa: Organizations do not have a choice. Eg: If the demand outstrips supply then there would be many people who would want to jump in. To handle such a situation, Operations strategy and Marketing strategy should go hand in hand. For this, the organization should be effective, have better adaptability, and the time to react on a short notice should be as small as possible.

Mr. John: Market demands change continuously so production department has to be flexible too. Whatever marketing department tells, we try to fill that. Trends are forecasted and retailers give advance notifications. One can be flexible by virtue of a lot of communication.

Prof. Ghosh: As an example, a Soap manufacturing company may look for transportation economies and wait until its trucks are fully loaded before sending out the goods. They are bound to lose out on sales. The solution to this might be packaging smaller lots and transporting more frequently, in the form of mixed assorted products.

After discussing these core issues, the discussion saw a healthy Q&A session between the panelists and the audience.

Q) How does one combat the spurious drugs problem?

A) India is the biggest spurious drug maker. To put an end to this illegal activity, the sales force of pharmaceuticals companies should be vigilant. Also, companies should have a strong and efficient legal department. They can take advantage of the media to uncover spurious drug manufacturers. They can also go through the proper channel and stop them with the help of law.

Other Q&As followed and left the audience with a much better understanding of the subject. The panelists too enjoyed interacting with the budding managers and leaders of tomorrow!

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Class of 2008

Best Summer Project Contest @ Synergy 2006



The Summer Internship is one of the most vital phases of management education as it exposes the student to practical aspects of day-to-day businesses. While attempting to apply classroom theories to real business issues, the student learns that the world out there is not as picture perfect as the management textbooks claim and that theories have their practical limitations. In short, the summer project brings out the best in every management student and it is a true indicator of a true 'manager'.

It is keeping this aspect in mind, that Shailesh J Mehta School of Management organized the Best Summer Project Contest as a part of Synergy 2006, the Continuum on Operations and Marketing. In order to keep the contest relevant to the theme of the event, only marketing and operations projects were invited. The event was divided into two rounds. The first round was an elimination round. The response for the contest was tremendous. Over 75 entries were received from business schools spanning the length and breadth of the country. The entries were initially screened for checking project was confined to operations or marketing and whether the report size was in conformation to the limits set by the organizers. The screened entries were then separately evaluated by Marketing and Operations Professors from different Business schools in Mumbai. The criteria set for the evaluation was highly rigorous and the entries were evaluated on the basis of Relevance of topic, tools and methodology used, report writing style, outcome and clarity. Subsequent to this evaluation, the top four summer projects were selected and the students were invited for the final round of presentation.

The final round was held during the first session of Synergy 2006, at the SJMSOM Seminar Hall. The details of the four participants are given in table 1. The elite jury for the final round was a mix of industry and academia consisting of Prof. Atanu Ghosh, faculty of SJMSOM and Advisor to Director, IIT Bombay, Dr Anootam Ghosh, CEO, Uniqema India and Mr. Vinod Kamat, Head, IT and Commercial from Marico India Limited. The battle for the first and second place was a closely fought one and all the four summer projects were a class-apart. The judges themselves expressed their difficulty to clearly identify the first and second place and they appreciated the efforts of all the four participants. After a round of intense discussions among the evaluators, the first position was awarded to Mr. Ashish Patnaik from T A Pai Management Institute, Manipal and the second place was awarded to Mr. Vinay Ravindradas of Symbiosis Institute of Business Management, Pune. The first prize consisted of a certificate and a cash award of Rs. 7000 while the second prize consisted of a certificate and a cash award of Rs. 5000. The other finalists were awarded a certificate and a gift hamper each. The prizes were distributed by Mr. Prabhat Kumar Bharadwaj, GM-West, TCI Supply Chain Solutions. The event was sponsored by TCI Supply Chain Solutions and the gift hampers were sponsored by L'Oreal India.

Participant Name	Name of Institution	Topic of Summer Project
Ashish Patnaik	T.A.Pai Management Institute	Implementing Lean processes in NOVAR India
Vinay Ravindradas	Symbiosis Institute of Business Management	Estimating market size and potential for thin grinding wheels
Vaibhav Kulkarni	National Institute of Industrial Engineering	External Benchmarking and Improvements in Secondary Distribution
Nikhil Bhatia	IMT, Ghaziabad	Improving Customer Contact Ratio and Conversion at Selected Dealerships

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Class of 2008

Top two Summer Projects at Marico Limited are from SJMSOM

Marico Limited recently announced prizes for the top summer projects from among all the projects done at the company during summer 2005. Rahul Tamaskar bagged the first prize with a cash award of Rs. 100000. Keshav Shreedharan was adjudged second and received Rs. 50000.

SJMSOM tops Lord of the Words contest at IIM Kozhikode

Divya John and Uma Nathany bagged the 1st prize at the "Lord of the Words" Contest held at IIM Kozhikode on October 14, 2006. Lord of the Words was a two stage competition, the first round of which was an essay writing contest, the topic for the essay was "The dawn of an Indian Century?" From amongst the various entries across the country, 3 teams were short listed for round II, which was a debate round, was held at IIM Kozhikode. Our team was short listed for the finals. But the success of the duo reached its peak when despite fierce competition from teams from IIM Kozhikode and TAPMI, our team topped the debate contest and emerged as winner with a cash award of Rs. 20000!!

Gyrations 2006

Gyrations is the IIT inter - hostel annual dance competition. October 10 saw enthusiastic participation from SJMSOM in this event. The stunning performances by various hostels enthralled the audience and filled the atmosphere with excitement. Saket Tandon, Abid Hussain in the Hostel 12 team, and Uma Nathany, Shipra Jain, Vishakha Mittal and Megha Bansal in the Hostel 11 team won the hearts of one and all. Hostel 11 bagged the 3rd prize. The icing on the cake was the "Best Production" award that also went to Hostel 11.

Scaling new Heights

Keshav Shreedharan and Paramjit Singh of 2nd year went to a height of 17,000 feet in the Lahaul-Spithi range (Kunjum Peak) of the Himalayas as part of a basic course in mountaineering at Manali.

Mafhuum-E-Ghazal

Origin of *Ghazal*

Ghazal was born in India (other forms similar to *ghazal* were already popular in Iran in the form of *Qasida* in 10th century) in the times of Ameer Khusro, the “Leonardo da Vinci of East” as he was called, but later *ghazal* traveled to Iran and it grew under the able guidance of Haafiz and Khayaam. With Vali Dakni, another great poet of Urdu and Persian, it came back to Delhi from the Deccan (South India). With that, *Ghazal* was adopted in the courts of Mughal kings. Mohammed Sauda was the first of *shायers* of Delhi after Khusro. Later, many great *shायers* blossomed in the Mughal durbars.

Structure of *Ghazal*

Ghazal follows a fixed structure and rules. It strictly follows AA...BA...CA rhyming scheme. Any line of a *sher* is called *misra*. Two *misras* combine to make a *sher* and many *shers* with similar *kaafia* (rhyme) make a *ghazal*. The first *sher* of a *ghazal* is called *Matla* while the last one is called *Maqta*. *Maqta* usually contains the pen name (*Takhallus*) of *shayer* (Ghalib for Mirza Asadullah Khan). Every *ghazal* is written in a fixed *bahr* (or length of a line).

Well, after that brief introduction to *ghazals*, presenting to you a *ghazal* penned by me:

चलते हैं...

कहाँ हमसफर उम भ्रम साथ चलते हैं
हज़ार बंरा यहाँ आइनों खरलते हैं

पकत के साथ बख खरलते हैं मगर
कुछ लोठ यहाँ पकत को खरलते हैं

चला है जानिख-ए-मंज़िल मगर गायखन
तु अगब बरक भी गया बरते तो चलते हैं

आकिया धाम न हम को जो लड़खड़ाते हैं
जो गिरते ही नहीं जो कहीं संभलते हैं

जानिख-ए-मंज़िल - मंज़िल की ओर, Towards Destination
गायखन - अक़ब, Often

UNTOLD

How beautiful if looks could talk
and express my love for her immense,
For in her presence, mind would balk
leaving me bereft of any sense.

How better if heart could scream
to tell her how much I care,
That she's the fairy in my dream
'cos I myself can never dare.

In an otherwise dull and dreary world
she is the only glimmer of hope,
But my tongue is never enough bold
it always says "I can't, nope"

The world sans her is infernal
cursed with everlasting gloom,
for she is a bliss eternal
who can make my world bloom.

But alas! My love is doomed
and forever shall it remain UNTOLD,
shackled by my cowardice
lives so long as I, my love UNREQUITED.

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SOMersault by Shreyas Navare



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