

SPM MIRROR

Volume - 2 | Issue - 30 | October - November, 2014



01

OPEC OR UNCLE SAM:
THE FIGHT OVER
BLACK GOLD

03

IT'S TIME TO END
THE MONOPOLISTIC
HEGEMONY

04

SIGNIFICANT HEADWINDS
IN THE INDIAN BANKING
INDUSTRY

06

HUMAN RESOURCE MANAGEMENT:
FROM THE PERSPECTIVE OF A
BUDDING MANAGER



From the Editorial Advisor's Desk

Dr. Pramod Paliwal

Amidst the busy months of October-November –when academics and professional activities demand most of their time– SPM Mirror Team have been able to present yet another issue of SPM Mirror.

As I had commented in my message a couple of issues back, crude oil prices continue to keep the Oil & Gas industry surprising. It is estimated that the reduced crude oil prices are expected to result in a savings to the tune of US \$ 1 Trillion in FY 2014-15 for the energy consumers globally. The other side of the coin is the fact that crude oil producers are feeling the pinch and their public finances are going awry. The oil producers have even warned that the continuous slide in crude oil prices may play havoc with world economy due to the reduced surpluses available with oil producers for spending!! One has to take a balanced view of both these positions and we only wish that the reduced oil prices do not result in unnecessary undisciplined splurge in energy consumption.

The Indian government has aptly capitalized on the opportunity to liberalize Diesel pricing and that indeed is a major step towards the reform agenda of this government.

The last fortnight also witnessed yet other interesting developments on the public administration front. A Management Graduate, an IITian and a Chartered Accountant were appointed Chief Minister, Defense Minister and Railways Minister respectively.

This issue of SPM apart from the regular features also includes a new feature 'SPM Alumni in News'. This is yet another attempt to keep in touch with the SPM Alumni Universe and SPM Mirror Team looks forward to receiving regular updates on the same. We shall also earnestly await your valuable suggestions, rejoinders and content-contributions.

From The Editorial Board

The hard work and perseverance of SPMites paid off when the much awaited HR conclave, Samavesh 2014 and Business Management Symposium 2014 turned out into a success, setting on stage for bigger things to come. The next in line is Power Sector Symposium 2014, for which the students are all geared up to set higher benchmarks. These conclaves are indeed a doorway to immense knowledge and exposure.

Work is important, but so is play! It was time to foster the sporty spirit of SPMites. Hence 19 teams, 3 days and cheering audience, all summed up to make the campus abuzz with exciting short cricket tournament.



Director's Message

Dr. Hemant Trivedi

Director, School of Petroleum Management, PDPU

The mark was set higher than before, but the zeal and assiduousness of my students made it possible to successfully conduct the long awaited Human Resource Conclave, Samavesh 2014, adorning yet another feather in the cap of SPM.

The lessons of discipline, management and team-work that they acquire through this journey will help them not only at this stage, but in various walks of life. Nevertheless, at this moment I take pride in saying that they are successfully taking the legacy forward. Equipped with zest and potential, I am confident the upcoming conclaves in November, Business Management Symposium 2014 and Power Sector Symposium 2014, are being handled by the right breed of future managers.

Amidst the conclaves, the curricular and extra-curricular activities; the placement activities have begun to unfold. The efforts put by the faculty Chairperson-Placement, Placement Co-ordinator and the Student Committee are commendable. I am optimistic my promising students will cater to the needs of the prestigious companies coming to the campus. This journey of two years was designed to acquaint them with rigor and knowledge required to befit the corporate or entrepreneurial world. My best wishes are with them!

"PRESS FORWARD. DO NOT STOP. DO NOT LINGER IN YOUR JOURNEY. BUT STRIVE FOR THE MARK SET BEFORE YOU."

-GEORGE WHITEFIELD

This issue contains articles on:

- Significant Headwinds in the Indian Banking Industry
- OPEC or Uncle Sam: The fight over Black Gold It's Time To End The Monopolistic Hegemony Development: Right or Left
- Human Resource Management: From the Perspective of a Budding Manager
- Voice Your Opinion attempts to put forth some intriguing issue and provides a platform to welcome novel outlooks on the same
- This newsletter offers a platform for students to express their experiences and views. We hope that it drives this process of partaking of knowledge and becomes a name to reckon with.

OPEC OR UNCLE SAM: THE FIGHT OVER BLACK GOLD



MUZAFFAR KHAN WARIS,
PGP 13

Black Gold has invoked many a battles during the course of human history, many more than what currency and Gold could provoke. And with the rapid development happening all around the world the need for oil is becoming much more imperative. Ever since the oil crisis of 1973, OPEC has been controlling the global oil and gas economy by forming a cartel which effectively determines the prices of the crude oil by manipulating the market either through increased or decreased production of oil. Whenever there seems to be glut in the economy; the OPEC of which Saudi Arabia and Kuwait are the biggest contributor increase the supply of crude oil thus bringing the price down, thus maintaining the classic demand supply ratio. However the general trend over the many decades after the oil embargo has been a fairly bullish in terms of oil prices barring a few glut in the global economy. The recent fall in global crude oil prices forms an interesting piece of event in the world economy and could be remembered as a historic event, the crude oil prices after touching \$120/bbl. in 2013, having

started falling drastically after September 2013 and has fallen more than 20% and currently as it stands on mid-October the future prices on ICE is trading at a price \$83.78/bbl.

The papers have been abuzz with the news of such an essential commodity experiencing such a drastic downturn, many attribute it to the universal glut in the major economies in the world such as China, Europe and Japan. Some blame it on Uncle Sam and its magic wand creation of shale oil and gas which has made USA less reliant on foreign import thus causing an oversupply of crude oil in the market and hence making its price take a tumble. Before going into the alleged controversy let me explain the importance of crude oil from an economist point of view (crude oil is being referred to as oil from here on), as many people unfamiliar with the properties of crude oil (I too have very little knowledge regarding the diverse utilities of crude oil) they think of crude oil just as raw form of material of whose refined product such as diesel, petrol and kerosene are an important source.



There is much more to crude oil than just gasoline and diesel, crude oil or its by-products is used all around the world in almost every industry. From airline, to plastics, to automobile to fertilizer to paper to cement to paints to chemical and whatnot. Crude oil is like the Pandora's Box, you open it and you get thousands of products, now imagine what would the world be like if all of a sudden crude oil disappeared from the face of the world all the industry which are dependent on oil will be wiped out hence it is no wonder the world stands and takes notice when there is a dollar change in the price of crude oil imagine multiplying it with 20 and the effects are catastrophic. Now coming back to our major problem of falling crude oil prices, currently the world's crude oil production stands at 92 million barrels per day, out of which OPEC contributed nearly 30 million barrels and out of that Saudi Arabia alone contributes nearly about 10 million barrels per day. Up until the shale gas revolution, OPEC was doing just fine maintaining the global oil and gas market and feeding its largest customer USA a massive 20 million barrels a day, but with the shale revolution the USA demand for oil and gas has gone down drastically and it imports only around 7 million barrels from outside and the rest is produced domestically.

OPEC is a classic example of Oligopoly (if you search the word Oligopoly in an economics book or web, chances are the first example will be that of OPEC), they work in a mutual agreement with each other and maintain the interest of countries part of the cartel, with USA increasing its production and even threatening to export in the near future the cartel suddenly is looking vulnerable forcing them to look eastwards towards India and China to off take their products. Unlike USA which is a developed economy and is involved in trade of many other commodities, the economy of Saudi and other OPEC countries are heavily dependent on crude oil exports and if the crude oil market becomes overflooded with oil produced in other Non-OPEC countries the

trade balance of OPEC countries will be in a huge trouble.

And this is where I think Saudi Arabia and other OPEC countries have started working on a well-designed plan. With lowering economic growth worldwide the normal course of action for the OPEC countries is to cut production and induce the demand to pick up and hence maintain a favourable price. However this time it's not that simple, Saudi has rejected the plea of Venezuela of holding a meeting immediately to foresee the future action plan and is also not willing to cut the production level. The strategy adopted by Saudi can be classified as 'HOLD YOUR BREATH INSIDE WATER TO SEE WHO LASTS LONGER'. By allowing the price of crude oil to free-fall Saudi and other OPEC countries are harming themselves too but they are ready to take a body hit in return of destroying the market of USA, the current boom in oil and gas production in USA is due to shale and according to many analysts the production of shale will become unviable and newer exploration activities won't be possible if the prices keep on falling. Thus Saudi is ready to see a price cut below \$80/bbl. at the expense that USA is forced to stop its shale extraction so that once again the cartel becomes the major force behind the market.

The current fight between two such powerful groups is nothing sort of the plot from the movies 'Godfather', where two cartels fight over the right to rule, it is an exciting time for the news channel, world politics and most of all the CONSUMERS. After all they are the biggest beneficiaries of price wars, with the cut-throat battles the prices of gasoline and diesel have already fallen to very low levels, the under-recovery in India has turned into over-recovery in matter of months and other products related to crude oil such as automobile and paints are also seeing a sudden rise in their demand. As the saying goes, 'One man's loss is another man's gain'.



IT'S TIME TO END THE MONOPOLISTIC HEGEMONY



MRIDU PAVAN CHAKRABARTY, PGP 14

The time when India's GDP grows at 5.7 percent and is expected to grow at a faster pace in the coming years, it is not affordable to hold a monopolistic market in a sector which caters to the need of energy-hungry country like India. With sectors such as infrastructure and automobile receiving renewed thrust, the demand of generating more power, steel, cement, etc. has increased. Solution to many of these problems lies in the reformation in the coal production and distribution. Ever since the nationalization of the coal mines in 1973 through the Coal Mines Nationalization Act, Coal India Ltd (CIL) has played a humongous role in controlling the coal mining sector in India. It was formed in 1975 and is now the largest coal producer company in the world, producing 452 million tonnes of coal during FY 2012-13. CIL contributes around 81 percent of the coal production in India. But, the public sector's monopoly in the mining of coal has led to the deterioration in the overall demand-supply curve.

From the last four decades, CIL is found to have missed their target level of production many a time. They are found to be supplying inferior quality of coal at a higher price to what has been committed. The profit margin achieved by the company is mainly because of the monopoly in the sector. Since 1990's, there has been talk of private sector participation in the coal mining. But, looking into the complexities of the sector, no proper resolution has been attained till date.

Current methodology and the technology of CIL and its subsidiaries used for production can be treated as cast-off. Today the growing demand of coal can only be met if we employ modern and sophisticated technology in the coal mining sector and for this sector needs capital, which can be generated from the investment from private companies whose mining is the core competency. One problem that arises with the inclusion of technology is the reduction of working staffs, which means a huge loss of employment. The trade unions of CIL and its subsidiaries have been vehemently protesting in this regard for a long time. Thus, the task will be difficult for the new government if they want to deal with this sensitive issue. The government will have to tread carefully and must keep the interest of the workers in mind.



Currently, FDI in coal mining is allowed for captive consumption only. But, for meeting the growing demand, the government must open the sector to foreign investors who are considered as the global mining giants. The new government has recently passed a 27-page ordinance (which is published in the coal ministry's website) which may call an end to the public sector's monopoly on coal production. The ordinance states that 'a company or joint venture may carry on coal mining operations in India, in any form either for own consumption, sale or for any other purpose.' This ordinance has come just a few weeks after the Supreme Court cancelled more than 200 coal licenses held by private sector industrial groups, following allegations of corruption and mismanagement in their allocation.

Thus, looking into the present government's initiatives, it has made the India's energy and infrastructure sector hopeful that reforms are possible in the coal mining sector and also the restructuring of CIL may be a reality in the days to come.

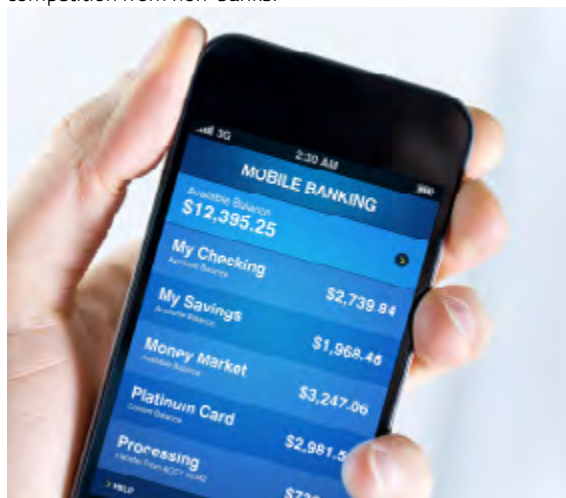
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SIGNIFICANT HEADWINDS IN THE INDIAN BANKING INDUSTRY

The above lines may be true in some aspects of life, but definitely not in the '80 trillion banking industry'. In a constantly changing, increasingly interconnected world, the need for efficient banking services is becoming stronger and stronger. Emerging markets account for a far larger share of global economic activities, presenting both challenges and opportunities for cross-border banking systems. The top priorities now for banks are regulatory compliance, improving asset quality, enhancing customer centricity, cost-based restructuring, focusing on digital convergence, and tackling competition from non-banks.



Back in 2009, G20 economies agreed to the comprehensive regulatory reform of the banking industry that resulted in the Basel III accord to strengthen the banking sector's ability to absorb shocks arising from economic stress, improve risk management and enhance banks' transparency. Yet it has been several years for politicians and regulators to translate those global standards into national rules and implement other aspects of regulatory reform. Public sector banks need Rs 2.40 lakh crores equity to conform to Basel-III norms by 2018 which indicates the cost of raising capital and liquidity seems certain to rise. With many regulatory issues in flux, the future may create an uneven playing field since it is not clear what types of institutions, geographical regions, or lines of business will have long-term advantages. The regulations clearly do come with some cost, and so they need to look at how they can best position themselves to allow them to continue to grow and generate the right benefits for all their stakeholders.

In the era of increased competition, banks have started focusing on growing revenue using a variety of strategies like fee based business, premium services, improved processes and deeper customer insights. This got possible through understanding customer needs, refined customer segmentation approaches, more compelling value propositions and service enhancements. At the same time, more competition also

VARSHA PATHAI,
PGP 13



means that they need to reap economies of scale and scope more fully. For reaping these, banks need to commoditize their products and produce them in large scale so as to bring down the average and the marginal cost of producing them. Thus, they have to initiate a customer-centric approach that will emphasize on building a high quality differentiated experience and simultaneously deepen their product relationships with better cross selling.

Nowadays, customers make great use of social networks, mobile and online banking apart from traditional ones to interact with banks leading to the sources of data becoming more complex. Banks have to enhance their big data technology capability to successfully leverage their huge database of customer data. With increased connectivity required between channels they also need to frame proper digital strategy which turns out to be cost-effective suited for business environment. Technology will act as a double-edged sword. Innovative systems will allow large banks to become more efficient across the enterprise and unearth new opportunities potentially by becoming closer to their customers. Some banks have started investing into analytics to understand customers' needs, improve risk management and compliance, and boost efficiency. Banking technology is poised to make a big leap in the near term towards integrating customer data across banking platforms, facilitating trading in a more secure manner, developing virtual desktops and private clouds to centralize information, enable speedier transaction processing and faster settlements. Apart from this, banks need to actively engage in strengthening the bank's cyber security infrastructure and processes since cybercrime has increased in 2014.



Finance Minister Arun Jaitley in his Budget speech suggested for consolidation of public sector banks wherein the process might start up with SBI Group. According to RBI Governor Raghuram Rajan, one needs to be very careful in a reasonable way before deciding who to merge with whom. In case if two unhealthy banks or an unhealthy bank with a large healthy bank are merged then the created entity might also be unhealthy and it could create a bigger problem in the economy. With each quarterly corporate results season, market nervousness has been witnessed surrounding asset quality for the banks. With the economy slowing down, gross NPAs of the public sector banks have increased from 2.3 per cent in March 2011 to 4.8 per cent in September 2013. Major reasons why public sector banks are facing large asset quality problem are continuing political gridlock and unresolved fiscal issues.

While it remains difficult to parse future economic trends after banking sector seemed to be recovering from the global financial crisis, no bank can afford to sit idle and simply hope to be able to react to future changes.

Instead, given what is now known about the banking sector of yesterday and today, one can analyze the current situation and make educated deductions about how the banking landscape will shift tomorrow. The banks will have to restructure themselves, rehabilitate the industry and ensure that changes have been embedded throughout the organization. They will have to incorporate enough flexibility in order to respond to imposition of higher risk management standards, heightened scrutiny of business models, imposition of more stringent regulatory norms and increased reporting requirements as they emerge over a period.

DEVELOPMENT: RIGHT OR LEFT

ANKIT JOSHI, PGP 14



The need of 'development' was recognized by scholars, socialists and leaders during the end of the World War II. The winner of the war cannot be defined and similar happened with worst war the world has ever seen. The strategy towards the development was not clear at that time but the Bretton Woods conference gave some signs of polarization of the world thinking in two parts, the first being Western Capitalist and the other Eastern Socialist. Post world war, there were negative emotions wandering in the milieu, so the development could be the only way to convert that into positivity. Many intellectuals showed the same path of development through liberalized economies and free trade.

The intellectual and leading economic thinker of the age, John Keynes contributed a lot to think about the role of free market and individual liberty in success of the economy. So post world war, many development theorists followed Keynesian economics in the third world for a rapid industrial growth. With the post war world economy booming and demand for third world products increasing, it led to increase in the demand of capital in the world economy, which third world was not able to acquire easily in comparison to the first world economies. IMF and World Bank have been set up to solve the problem of free trade and shortage of capital required for infrastructure and industrial development of undeveloped economies but they partially failed in their job. The developed countries became virtual masters of this organization because of the poor framing of the constitutions governing these institutions.

In twentieth century after the post war boom many third world economies faced severe economic crisis and started thinking that more state led governments are required for the development of economy. In the midst there were left thinkers questioning the fairness of the market and proposing that the market itself was a problem. But till that time many third world

economies were losing out on their bargaining powers with the first world economies and applied their development theory but many problems were there in the structure of those economies or in the governing of those economies which failed in the actual development.

Finally, after so many decades the concern with individual well being also began to work its way into development theory. Empowerment of people is now seen as a key to development. Empowerment through only financial inclusion should not be considered as a tool to development but the governments need to understand the deep meaning of complete empowerment of all the members of the society. There is also a discussion going on the right process of development like the complete state led economies can thrive on the path of development or not. But the economy boom of China changed the development theory. So now the more stress is given on the pragmatic model of development theory rather than old development models. But the discussion is still going on that which development theory is right: the right or the left.



HUMAN RESOURCE MANAGEMENT: FROM THE PERSPECTIVE OF A BUDDING MANAGER

"You must treat your employees with respect and dignity because in the most automated factory in the world, you need the power of human mind. That is what brings in innovation. If you want high quality minds to work for you, then you must protect the respect and dignity."

- Mr N.R. Narayana Murthy, Chairman Emeritus, Infosys Ltd.

MANISH BHADRE,
PGP 14



As we have accomplished Human Resource Conclave 'Samavesh' and a new subject of my new term, as a budding manager there comes a very silly however basic question in my mind is that what is human resource management a buzz word of any industry? When I explored it I found that behind the production of every product or service there are human minds, efforts and man hours (working hours). No product or service can be produced without help of human being. Human beings are the fundamental resources for making or constructing anything. Today many experts claim that machines and technology are replacing human resource and minimizing their roles and efforts. But even machines and technology have been built by the human aid and besides companies have been continuously in search for talented, skilled and qualified professionals to further develop latest machines and technology, which again have to be controlled or used by humans to bring out products.

Human Resource Management is the process of recruitment, selection of employee, providing proper orientation and induction, providing proper training and the developing skills, assessment of employee (performance of appraisal), providing proper compensation and benefits, motivating, maintaining proper relations with labour and with trade unions, maintaining employees' safety, welfare and health by complying with labour laws of concern state or country.

Human: refer to the skilled workforce in the organization.

Resource: refer to limited availability or scarce.

Management: refer to maximize or proper utilization and make best use of limited and a scarce resource.

Altogether, human resource management is the process of proper and maximizes utilization of available limited skilled workforce. The core purpose of the human resource management is to make efficient use of existing human resource in the organization. Every organization's desire is to have skilled and competent people to make their organization more effective than their competitors. Human Resources are very important assets for the organization rather than land and buildings, without human resources no activity in the

organization can be done. Machines are meant to produce more goods with good quality but they should get operated by the human only.

Human Resource Management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, employee motivation, communication, administration, and training.

Human Resource Management involves management functions like planning, organizing, directing and controlling

- It involves procurement, development, maintenance of human resource
- It helps to achieve individual, organizational and social objectives
- Human Resource Management is a multidisciplinary subject. It includes the study of management, psychology, communication, economics and sociology.
- It involves team spirit and team work.
- It is a continuous process.

Why Is Human Resource Management Important to All Managers and budding managers like us? Why are these concepts and techniques important to all managers? 'Perhaps it's easier to answer this by listing some of the personnel mistakes you don't want to make while managing. For example, you don't want to:

- Hire the wrong person for the job
- Experience high turnover
- Have your people not doing their best
- Waste time with useless interviews
- Have your company taken to court because of discriminatory actions
- Have your company cited under federal occupational safety laws for unsafe practices
- Have some employees think their salaries are unfair and inequitable relative to others in the organization
- Allow a lack of training to undermine your department's effectiveness
- Commit any unfair labor practices.

SAMAVESH 2014: CONVEGING HUMAN RESOURCES



'If you fulfil the wishes of your employees, then the employees will fulfill your wishes'

For the first time, at School of Petroleum Management, a conclave concentrating on Human Resource was organised. The conclave named 'Samavesh' kick started with speech from HR faculty Ashutosh Muduli explaining the meaning of HR as assimilation and inclusion. This was followed by speech from PDPU Director-Dr. H.B Raghevendra, followed by SPM Director- Dr. Hemant Trivedi's speech and in the end, by Dr. D. M Pestonjee. The chief guest was Dr. Aquil Busrai, CEO of Busrai Consultancy. He emphasised about the role played by HR in the organization during 1970s as labour relations manager, in 1980s as change agent and in 1990s as business partners. He explained the different success factors for past years as capital, technology and market penetration. He finished with the view that the HR department is not a complaint department and should be seen as an advising department to line managers. He concluded his speech with the advice that HR managers should be proactive and not reactive.

The next session started with a speech by Mr. Prashant Sharma, HR Head, Zydus Cadilla. He mentioned about 3 kinds of infrastructure, namely- physical infrastructure, intellectual infrastructure and emotional infrastructure. He also suggested that relevant changes have to be made. He concluded by saying that most important thing in a candidate for a job is the attitude rather than knowledge and skills. The next speaker to share the podium was Mr. Babu Thomas, HR-Head, GVK EMRI. He explained how there were many people working in the back office of this simple looking service of 108. He gave heartening examples of how their employees went out of their way to help people. He explained how to retain the best talent with the help of rewards. He concluded by saying that it won't be possible for the employer to satisfy all the employees and there will be

always some criticism. The next speaker was Mr. Madhav Reddy, founder of Red Mad Learning. He talked about Lean six sigma program. He explained how a firm can increase profitability by removing the waste from the firm. He explained the fish bone analysis required to solve a problem. He concluded with the example of Mumbai Dabbawalas profligacy in distributing the tiffins as well as their social service of 'Share my Dabba'.

The post lunch session was a panel discussion headed by Dr.Satish Pandey. First speaker to share his thoughts was Mr. Ketan Bhatt, Founder& Principal Partner, Alkemist HR Enablers. He started with emphasising that the HR managers should understand business to become a manager. He mentioned that the reason behind the HR managers not becoming the CEO is the activity trap. He also explained about the vertical and horizontal integration. He concluded that the all the operational issues which are related to strategic issues are ultimately linked to HR. The next speaker was Mr. Yogesh Pahuja, Chief Happiness Ambassador, The Human Matrix. He started with the quote that the human resource equals the human development. He explained about the reality of global HR. He also discussed various issues like rescaling of HR, retention and engagement, capability gap and leadership styles. Next speaker was Mr. Subhanish Malhotra, Chief manager-HR, Arvind Ltd. He talked about the evolution of HR. He explained about Thomas profiling and why going extra mile was required for HR managers. He also explained the industrial relationships with example of Maruti case. The next speaker was Prof. Rajesh Chandwani from IIM-A. He started with the explanation of strategic human resource management (SHRM). Then quizzed the audience about the existence of the Non-SHRM on the basis that there is opposite to everything.



The next session started after a short break for high tea. It was started by Prof. Ashutosh Muduli introducing the topic- Emerging trends in SHRM. The next speaker to come was Mr. Arun, Regional Manager-HR, Gujarat, DCB Bank. He started with the quote that only change is constant in the world. He reiterated that only 4 % of graduated students are productive immediately graduating. His colleague Ms. Deepika Abhyankar stressed that the changing times require dynamic skill sets. She explained that every person has different skill sets with the help of example of different characters from the movie- Chak de India. She concluded that there should be a closer relationship between industry and educational institutes. The last speaker for the day was Ms. Aparna Sharma, HR head, Lafarge India. She talked about the VUCA environment. Then she integrated VATICAN concept with VUCA. She ended with a quote by Peter Drucker. He said, "I never predict, I just look out the window and see what is visible and not yet seen". The session successfully ended with some questions from students and a vote of thanks from the organising committee.



BUSINESS MANAGEMENT SYMPOSIUM 2014

At School of Petroleum Management, the flagship institute of Pandit Deendayal Petroleum University, Business Management Symposium 2014 was organised which was spread across two days i.e. Friday, 7th November 2014 and Saturday, 8th November 2014. The event was organised to connect with the industry beyond the Energy sector.

The 'Business Management Symposium 2014' kick started with the Inaugural session with the National Anthem followed by the Lighting of the lamp by the dignitaries. The introductory speech was given by Dr. Tanushri Banerjee, Chair person BMS-2014. This was followed by speech from PDPU Director General- Dr. H.B Ragheendra, Dr. Pramod Paliwal, Professor & Dean, SPM and Dr. Hemant Trivedi, Director- SPM.

The first session was on 'India Regaining the Manufacturing Edge.' The first speaker was Mr. Yatindra Sharma, MD-KHS India. He shared the 12 Factors that are necessary to make an Organization successful namely Customer Satisfaction, Safety and Environment, Visual Management in Client, Scheduling System, Space utilisation, Inventory and WIP, Motivation, Complexity and Variability, Supply Chain Management. The second speaker Mr. Sunil Banthiya, Director -Operations, 3M India highlighted the importance of Operational excellence as a key competitive advantage. He said that Lean Initiatives and Execution, Design for Affordability, Technology/Automation Advancement and Enterprise Resource Planning. The third speaker was Mr. Satish Bhat, Managing Director, Ador Welding Limited.

The second session was on 'The Services Economy.' Mr. Subir

Hazra, Associate Vice President, Head of Strategic Planning, Delhi International Airport Limited at GMR Group explained that empowering customers is empowering the business. He explained that being customer focused is a start, but to become truly customer-centric, one needs to pro-actively listen and move beyond fixing problems. Then Mr. Prashant Mandke, VP and Head Anugrah Madison, explained the importance of Empowering customers from a BOP perspective. 35% of purchase decisions in rural markets are influenced by the retailer so educating, equipping and empowering the retailer is very much important. Creating alternate distribution networks and SHG (Self-Help Groups) helps to penetrate deeper into the markets. This was followed by Mr. MS Ashok, COO Accentiv' Edenred, highlighted the importance of Design and Implementation of Loyalty and Incentive Programs. "Best customers deserve the best treatment", this emphasizes the importance of A Loyalty Program. Acquiring the customers is 3 to 8 times more costly than retaining a customer and so a Loyalty Program gives a better ROI than promotions. Mr. Ahmed Naqvi, CEO and Co-founder, Gozoop explained the several mistakes an Entrepreneur usually makes. He said that "An Idea without execution is an illusion". He said that if u don't go out and get your customers your self and keep baking in to glory of pseudo sales, your start up will die if u don't. The next was Mr. Shekhar Singh, Head-Corporate Communication, Infibeam. The third session was Operations Roundtable. Mr. Vijay Sharma, Head Operations, Hindustan Coca-Cola Beverages Private Limited explained the importance of Operations Management. He explained that no system exists without bottleneck. Mr. Krishna Veer Singh, Head

Operational Excellence, Ericsson India Global Services explained that Human is the Key Operational Unit in any business organization. Strategic alignment and deployment, Performance Management, Process excellence, competent and motivated workforce are the basic pillars of Operational Excellence. Then Mr. Rajesh Pednekar, Supply Chain Excellence Expert, Discussed the Challenges of the pharma sector. Patent cliff, drug discovery cost, government pressure and changing market and sales model are the four basic problems faced in the sector. Mr. Ashish Mediratta, head vessel performance, Maersk Line India Pvt. Ltd. talked about reducing fuel costs in the shipping industry.

The second day started with the roundtable on financial services where Mr. Hemal Desai Senior Vice President, Yes Bank gave some insights on Basics of Investments and Assets Management. He emphasized that while identifying the need of the investor the Risk consideration is of Utmost Importance. Then Mr. Vishal Gada, Partner KPMG, gave a presentation on Taxation. He talked about the new amendment v/s the definition in the budget regarding Long Term capital Asset. A long term security is when you hold an asset for more than 3 years. Mr. Vinod Vadhvani, Director Investment Banking M&A talked about

Mergers& Acquisitions and Private Equity. According to him India is becoming one of the preferred investment destinations globally. Mr. Mehul Pandia, executive VP, CARE Ratings explained how credit rating helps insurance companies in increasing claim paying abilities. He explained that credit rating helps a major role in the service sector. Mr. Tanmay Kedia, Managing Partner, V Capital Services discussed about Stress Asset Management.

The second session was a strategy round table where Mr. Sunil Kanojia Group CEO, Sintex India and Mr. Rashmin Shah CEO, Zydrus BSV Pharma talked about the new age CEOs. Mr. A B Raju, CEO, Biz Trans consulting, emphasized that not just innovation but continuous innovation and being one step ahead of your competitors will lead to success. Mr. Arijit Ray Former CEO, Dentsu, talked about corporate communication and cultural factors affecting the organizations.

At the end there was a workshop on 'Being a leader' by Mr. Kaiser Masood Director, LifeWorks Unlimited. The workshop tried to inculcate the qualities of Empowering the audience with thoughts and theories of how to truly become a leader in corporate life. The workshop included various activities and engagements for the audience that emphasized on Leadership.



SPM ALUMNI IN NEWS

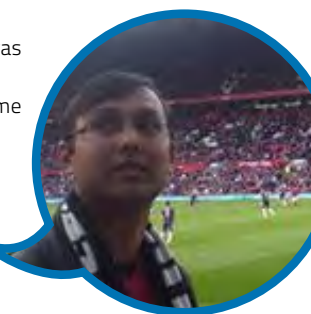


SPM Alumna **Mohana Priya (PGP 2007-2009)** added yet another feather to her cap by joining the Executive Masters at The Graduate Institute Geneva, Switzerland. Congratulations.

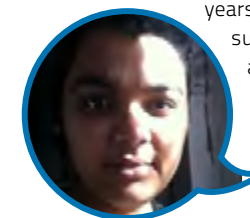
SPM Alumnus **Nalin Saurav (PGP 2007)** has been deputed to an important long term assignment in Canada by his organization KPMG. Our best wishes for his success.



SPM Alumnus **Abhishek Jha (PGP 2009-20011)** was recently selected for the New Manager Programme by his organization E&Y and had pursued the same in Amsterdam, The Netherlands. Congratulations.



We were glad to have among us **Miss Rajvi Pandya**, an alumni of School of petroleum management of 2007-09 batch. Miss Pandya has been working with Schlumberger for the past 5 years and has worked on projects such as Pilot Shale Gas Project and ROO Bundled Services, Iraq. She has an in depth expertise of Advanced Drilling Operations, Drilling & Well Engineering and Stuck Pipe Prevention.



CAMPUS BUZZ

‘MY STORY’ EVENT SUCCESSFULLY CONDUCTED



Pandit Deendayal Petroleum University's 'Innovation and Incubation Centre (IIC)' has taken great strides since its inception in August. The IIC team has introduced a new periodic program called 'My story' wherein dignitaries, mainly entrepreneurs and technocrats, from the various domains of the industries are invited to share their personal and professional experiences on their career progress, the challenges and obstacles involved in pilot projects and start-ups and how they achieved professional excellence regarding the same.

Mr. Kaushal Mehta, Founder and CEO of Motif Inc was invited to share his experience about the industry in the first event of 'My story'. Mr. Mehta has over 23 years of industrial experience in the BPO, software, business development, Program management and sales and marketing fields.

The session lasted for over 2 hours wherein important information regarding the challenges faced by Motif Inc in 14 years since its inception in 2000 were discussed. The elucidations on the importance of the 3 fundamentals, namely 'integrity, intensity and intellect' on which the principles of the organization are based were also highlighted. One of the major challenges facing the aspiring entrepreneurs is 'funding'. The nuances of obtaining funding and financial assistance from banks, angel investors and venture capitalists were also explained by Mr. Mehta.

The session was a dialogue which encouraged student participation and addressing of queries pertaining to various challenges faced by entrepreneurs in their 'start-ups'. Based on the personal first-hand experiences of Mr. Mehta the students got an insight into what constitutes as important and necessary 'ingredients' to a successful project launch.

WORKSHOP AT IIM-A

A workshop titled 'Youth to Business Forum' was conducted at IIM-A by AISEC PDP. The workshop was conducted with the aim of imparting knowledge on the functioning of the various segments of the industry. The workshop was bifurcated into 3 separate events; The 'E-chai' which was a workshop based on the nuances and functioning of the E-commerce industry. A workshop on innovation and entrepreneurship and global trade was conducted by IIM Ahmedabad's 'Centre for Innovation, Incubation and Innovation'. The third workshop named 'Global shapers' was based on 'art' and 'creative thinking'.

The event also saw the participation of famous personalities like Mr. Sunil Parekh, the founding member of The World Economic Forum, industrial honchos like Mrs Bhagyesh Soneji, the Chairperson-western region, NASSOCHAM and Mr V. Shridhar, former chairperson of Siemens India.

Mr Parekh gave a wonderful insight into the rich cultural heritage of India and also explained the reasons behind the dearth in terms of its current contribution to the world economic Gross Domestic Product as opposed to its large stake in the global GDP a few centuries ago. He also advocated the importance of 'out of the box thinking' and 'innovative thinking' if India is to make great strides in the coming years and cover lost ground.

Mrs Soneji gave a very passionate and intriguing speech on her journey to becoming one of India's leading business pioneers. Mrs Soneji emphasized on the importance of 'being calm, positive and strong-headed' in times of adversity. Being diagnosed with Rheumatoid Arthritis at a very young age, she remained positive through the ordeal. She also emphasized on the importance of having clarity of our goals and aspirations and work incessantly and tenaciously for their achievement. The event was rounded-off by an inspiring monologue from Mr Shridhar, former Chairperson of Siemens India.



SHORT CRICKET FEVER RETURNS

One way to spell fandom is o-b-s-e-s-s-i-o-n; cricket fans might need that done in uppercase.

With the same spirit, each year Sports Committee, SPM organizes the 'Short Cricket' event which gives students a bit relief from the studies and a platform to interact with our alumni. Continuing the legacy, this year also from 4th to 6th October, the short cricket tournament was organized in SPM. This year's event was organized in a newer fashion under the flood lights. This 'Night Short Cricket' event turned out to be bigger than the last year event with active participation from 20 teams with each team showing excellent sportsman spirit.

Our Alumni with their unbridled reverence for cricket also participated with great ardour. Alumni participation was seen from PGP06, PGP09, PGP10, PGP11 and PGP12. They were the HEART of EVENT!!!

The winners of the Short Cricket event were 'SPM BHAIKALEES' followed by 'BLACK WARRIORS'. The second runners-up team was the 'SILENT ASSASSINS'.

Everyone had a splendid time interacting with friends and learning the art and science of this game that has always managed to engulf the nation.



SPM ORGANIZES FIRST EVER ALUMNI MEET

As students we have certain dreams and plans for the future. We then embark on the career course. But it's great to be in touch with the place where you laid the foundation of your dreams. An Alumni Meet is just that.

For the first time in the history of SPM, we proposed alumni meet in our beloved city - Mumbai on 8th of November, 2014. After a strenuous work by the Alumni Relations Cell of SPM & Alumni Committee in collaboration with the enthusiastic Alumni, the event turned out to be a great success in its first attempt. The response was overwhelming with 35 turnouts from 46 alumni residing in Mumbai.

During the course of time, alumni interacted with the Director, fellow faculty members and student volunteers about SPM, its development and important highlighted events.

The event brought nostalgia in the minds of the alumni as they got to connect with their old friends and refreshed the memories of SPM.

The meet was indeed a stepping stone to abate the bridge between the Alumni and the current batch of SPM, who believe them to be a role model and an asset of SPM. Hopefully, this thought would be incorporated in the next Alumni Meet in Delhi and Bangalore as well.



VOICE YOUR OPINION

'Publicis, the French advertising group, has recently agreed to acquire Boston-based consultancy Sapient in a \$3.7bn all-cash deal.

What could be the 'strategic rationale' behind this acquisition? Will the new entity, to be called Publicis Sapient, will help propel the company's percentage of digital revenue or not."

Bhargav Bhat, PGP 13: With three acquisitions in last 18 months - Engauge, a digital marketing agency; Nurun, a design & technology consultancy and finally Sapient, famous for its digital marketing division Sapient Nitro, the stage is all set for Publicis Groupe to enter the digital world. And the collaboration of these companies with the Publicis's Razorfish would bridge the gaps between creative design, technology and media enabling them to explode into a non-traditional digital marketing space which mostly comprises of data-driven marketing. After it overtook one its two competitors Interbrick after acquiring Razorfish in 2009, which thus leaves WPP PLC as its sole serious competitor in digital field.



With Energy Security continued being the buzz word around the world, India also look forward to tackle the challenges lying ahead with contemporary initiatives in Power Sector.

What lies ahead of us depends largely on the vision we create today and hence,

'On the theme of 'Today's Vision, Tomorrow's Reality', School of Petroleum Management, PDPU invites you to be a part of its ENDEAVOUR, to be a part of CHANGE, to be a part of

POWER SECTOR SYMPOSIUM 2014."

SPM REVIEWS

Reviewed By: Deep Tigga

Author: Michael Moesgaard Andersen & Flemming Poulfelt

Publisher: Routledge **Year:** 2014

This book is extremely valuable, as it is not only based on American thinking but also takes a global perspective on future strategies, including strong examples from Latin America, the Middle East, India and China. Anchored in solid cases, it gives the investor a refreshing look into the world of the unknowns. Normally, you are bombarded with existing knowledge – with this book we will gain valuable insight into a new mindset needed to better understand and handle uncertainties, risks and unpredictable elements in the equation.



Michael Moesgaard Andersen
& Flemming Poulfelt



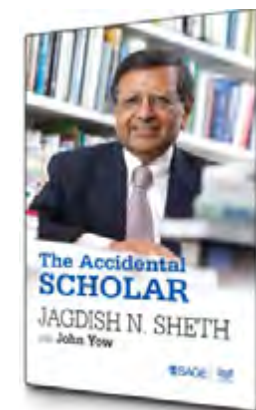
Reviewed By: Divya Kale

Author: Jagdish N. Sheth & John Yow **Publisher:** SAGE Publications Pvt. Ltd. **Year:** 2014

The Accidental Scholar is the autobiography of Professor Jagdish N. Sheth, a renowned scholar and one of the foremost authorities in the world on marketing and consumer behaviour. This is the fascinating story of a young man from India who went to America to realize the American Dream and became a world-renowned educator and thought-leader.

This book takes the reader on a mesmerizing journey that epitomizes the many dimensions of Dr. Sheth. Written with great authenticity, it is the story of a scholar and his contribution to the evolution of consumer behavior, strategic marketing, competitive strategy, and relationship marketing as academic disciplines, together with the sub-text and context that shaped this evolution. What is particularly inspiring is the passion and hard work that have distinguished Dr. Sheth as an academic, consultant, coach, and philanthropist. His energy and agility in spotting emerging patterns provides a refreshing perspective right through, as do interspersed nuggets like 'markets don't plateau, managers do.

The Accidental Scholar offers a vision of a life well-led and what can happen when you combine passion with hard work, principles, and adaptability.



Reviewed By: Chirayu Trivedi

Author: Sraban Mukherjee **Publisher:** SAGE Publications Pvt. Ltd. **Year:** 2014

Dr. Sraban Mukherjee is an executive coach who specializes in the area of behavioral coaching. Dr. Mukherjee has worked closely with board level and leadership level executives on coaching and development areas. He has coached clients across the globe ranging from business issues to breakthrough performance issues and leadership effectiveness areas.

Worldwide, organizations invest heavily on their employees to enhance their capabilities and manage growth and build competitive advantage. Through a comprehensive approach, Corporate Coaching shows how organizations can use coaching as a development tool to improve the effectiveness of employees at all levels of management. This book focuses on how to improve individual and organizational performance using coaching, develop the leadership pipeline and evolve a coaching culture. The book is a 'How To' guide for corporate coaching, written primarily for human resource and learning and development professionals. It will help readers understand the nuances of corporate coaching and make better decisions in introducing coaching as an intervention for organization development. Sponsors or decision makers of coaching intervention can use the methods given in this book for measuring the return on coaching investment and evaluating the effectiveness of corporate coaching.



Sraban Mukherjee



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