SPIN MIRROR

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Highlights

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- An Untold Story of Tank Number E-610, The Bhopal Gas Nightmare

From the Editorial Advisor's Desk

India's economy expanded as its fastest pace in more than two years in the April-June 2014 quarter, undoubtedly revitalized by a decisive political mandate for the Narendra Modi -led BJP-NDA government and subsequent action taken by the government. So it seems that the long-awaited turnaround is in the offing. Let us hope for the best. Crude oil prices reached sub-100 USD level for the first time in recent years and that provides our exchequer a much needed succor. At the same time it also indicates that after a long period world crude oil markets are behaving in a different fashion.

Discussions abound on Natural Gas pricing in India and also the shift from Cost-Recovery to Revenue-Sharing regime in Oil & Gas exploration. The energy sector and all stakeholders earnestly look forward to decisions on the same as they are going to leave an indelible mark in India's industry and polity.

Indian Prime Minister's commitment and express execution on financial inclusion (*Pradanmantri Jan Dha Yojna*) and the ambitious project to leverage Digital technology for the betterment of the masses are yet other signature initiatives of the political leadership. Only an empowered and prosperous India is a panacea for all evils of underdevelopment and poverty.

With the economy looking up, other sectors too are not left behind. Automobile sector is witnessing a slew of new launches (and unique ones indeed!) before the festive season. Micromax recently overtook Samsung to become India's top Smartphone brand for the first time. Our only wish is that from now onwards brands like Micromax take a cue from Indian automobile industry and do a major chunk of manufacturing also in India. That will be a great response to Prime Minister's clarion call for "Make in India" & "Zero Defect Zero (Environmental) Effect" in manufacturing.

This issue of SPM Mirror comes in this backdrop of optimism. The senior students had handed over the SPM Mirror baton to their juniors but the handholding of course continues!

Keep sharing your feedback with us.

Best Wishes



Dr. Pramod Paliwal

Editorial Advisor- SPM Mirror

From the Editorial Board

The journey that started two months ago has swung into high gear in no time!

Life at SPM is always brimming with activities and events. Just after finishing their Midterm exams, SPMites are geared up in the preparation of 4th Oil and Gas Conclave 2014- a two day event addressed by Management pundits and renowned professionals to discuss contemporary issues and challenges faced by oil and gas industry

In the past month, students also had the privilege to interact with stalwarts of various fields such as honorable Ambassador Kathleen Stephens, Chargé d'Affaires, U.S. Embassy New Delhi, India.

Learning is of primal importance but SPM students don't miss out on the fun quotient either. Last month saw a series of celebrations like Janmashtmi, Independence event and Spartans of SPM. And there are many more lining up!

This issue contains intriguing articles on: Lowest crude oil prices in 8 years, Leadership and Management lessons from World-Wars and An untold story of tank number E-610, The Bhopal night-mare

Our regular segments- Campus Buzz and Faculty Foyer have been featured, with extensive coverage and reinforced content.

In Voice your opinion, we have again highlighted a management topic and created a platform for a novel outlook to an existing issue.

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.

Editorial Team: Anu Mary Tom, Apurva Mittal, Darshit Paun, Mehernaz Pathan, Muzaffar Waris,

Pranjal Kishore, Pratik Naker, Poornima Kulkarni, Riya Giri, Suman Rathod,

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Editorial Advisor: Dr. Pramod Paliwal

Director's Message

"There are no mistakes, no coincidences. All events are blessings given to us to learn from." The thought of this inspirational quote by Elisabeth Kubler popped up in my mind looking at the preparations and hard work of SPM students who are getting closer to the long and much awaited series of Conclaves with every passing day.

Having just hosted the US Ambassador Ms Kathleen Stephens and US Consul General – Mumbai Mr Thomas Vajda on the 21st of August, my students reestablish their efficacy in managing formal events of very high profile. And the stage is set for the oncoming season.

Marking a beginning to the series of Conclaves, the month of September has always been special in the calendar of SPM. The on-going arrangements for the 4th Oil and Gas Conclave 2014 appears to have reached its pinnacle, building greater excitement and higher expectations in the minds of entire SPM family.

While I am sure this event would be seen as a yet another step towards increasing academic acumen and professional proficiency of SPM students, I am also hopeful of it strengthening Industry relations with the School. We wish to enrich our students on multiple counts of learning and we have experienced that 'Conclaves' is one such platform of learning where there is an all round learning experience for the students. We recognize with gratitude the support provided by the industry to this long standing initiative at SPM – PDPU.

I wish my students all the very best as they embark upon the learning expedition through Conclaves to supplement their classroom learning over the next couple of months.

Best Wishes!



Dr. Hemant Trivedi
Director,
School of Petroleum Management,
PDPU,
Gandhinagar (Gujarat)



F-LNG: The New Blockbuster of Oil & Gas World

Abhishek Banerjee, PGP 14

I think there is no need to express the importance of the oil and gas sector in today's world. Being an indispensable part for human's day to day life to a ubiquitous job provider; it affects and is affected by every phenomenon in any nook and corner of the world. Crude oil has been an important source of energy in this century. However it has been marred by the impediments in the recent times. Due to awareness about the depletion of the green cover from earth, a lot of attention has been drawn towards the polluting credits of the oil.

An alternative to this is natural gas due to its less polluting attribute. Proved reserves of natural gas, which are economically extractable with currently available technologies, amount to

164 thousand billion cubic meters and are expected to last until 2060 at the present extraction rate. 71.7 % of these are located on the land and 28.3% are located in the sea bed. Natural Gas has to be converted to liquid for the transportation. It takes 1/600th of the volume of the natural gas.

The biggest challenge with the natural gas is its transportation. On one hand, the gas transportation through pipelines requires significant capital investment in pipelines and is subjected to several geopolitical risks. On the other hand, the gas transportation in form of LNG reduces the capital investment and the underlying risks but consistency in transportation in terms of quantity is affected.

A latest development in technology is ready to offset this difficulty:-Floating Liquefied

Natural Gas Platform (FLNG). When the gas reaches the facility, it will be processed to produce natural gas, LPG, and natural gas condensate. The processed feed gas will be treated to remove impurities, and liquefied through freeing, before being stored in the hull. Ocean-going carriers will offload the LNG, as well as the other liquid by-products, for delivery to markets worldwide.

At this point of time there is no functional FLNG in the world. One FLNG facility is under production by Royal Dutch Shell. It is nicknamed "Prelude". Currently the ship is being built by

Samsung in South Korea. It is 488 metres (1,601 ft) long, 74 metres (243 ft) wide, and made with more than 260,000 tonnes of steel; approximately three times more steel used in Golden Gate Bridge. When completed,

the vessel will weigh about 600,000 tons, over ten times the weight of the legendary Titanic and six times more than the biggest aircraft carrier. It will have a length of 5 football fields. The main double-hulled structure was built by the Technip Samsung Consortium in the Samsung Heavy Industries, Geoje shipyard in South Korea. Construction was "officially" said to have started when the first metal was cut for the substructure in October 2012. The turret mooring system and other equipment such as wells are being constructed in other places around the world. It was launched on 30 November 2013 with no superstructure (accommodation and process plant). Analysts estimate the cost of the vessel at between \$10.8bn and \$12.6bn.



The ship will drill for natural gas from a giant gas field off the coast of northern Australia that Shell discovered in 2007. On board the gas is cooled down to a temperature of -160° C and becomes a liquid.

Once a week tankers will load liquid gas from the platform and transport it to other countries in Asia, mainly China and Japan. Shell has chosen to carry out the project off Australia because it is near the booming markets in eastern

Sustainable Products & Services- The Imperative for Sustainability: A Note

Dr. Pramod Paliwal Professor School of Petroleum Management,

<u>Keywords</u>: Sustainable Development; Sustainable Marketing; Sustainable Products & Services; Carbon Competitiveness; Resource conservation

One of the greatest challenges facing humankind today is to learn how to live sustainably i.e. living well and also at the same time preserving the natural systems that make it possible for all people, including future generations, to enjoy a good quality life.

Incidentally industrial development is one of the indicators of quality life across nations. But with the ever increasing demand of goods and services, the importance of sustainability in production and consumption has been realized across the globe. These aspects have also become significant in the light of increasing costs of energy and natural resources; concerns about energy security, climate change, greenhouse gas emissions, air and water pollutions and other economic and environmental concerns.

In the consumer-focused industries and along their value chains, individual companies

will need to consider making resource efficiency and environmental competitiveness a core element of their strategy and business models. This will bring new capabilities and stimulate innovation with far-reaching implications for efficiency and future growth. (World Economic Forum, 2012)

Marketing and the stimulation of consumer demand have often been criticized as a major part of the problem of unsustainable economic growth (Kleanthous & Jules, 2004). However marketing is also viewed as a part to the problems of unsustainable development. keting has a vital and distinctive role to play in creating a more sustainable world. It is through marketing systems that the society's needs and wants are met. In the process, marketing has an indelible footprint on both-the environment and society. And when it comes to responsible satiation of wants and needs, marketing -as the interface between business and society- has an enormous job as a force for shaping a deciding change for all concerned-consumers, producers, marketers, policy makers and society in general.

Marketing thus along with almost every other business function, is experiencing a key shift towards environmental and social sustainability (*Hart*, 1995). The very definition of Sustainable Marketing viz. "the process of creating,

communicating, and delivering value to customers in such a way that both natural and human capital is preserved or enhanced throughout" (Martin & Schouten, 2012) is a very good pointer towards this.

One of the major functions of marketing is the development and management of the product (and service) mix along with the packaging that go with them. The product mix has impact on several stakeholders. A product's impact is felt all through its life cycle.

The marketer's increased responsibility thus is in ensuring that the product mix offered by the company is sustainable in such a manner that product (and service) is created with optimal resources and afterwards throughout its life cycle the negative effects related to environment, safety and health are managed by the marketer so that these are minimum.

A prospective study at SPM by Prof. Paliwal intends at setting the requisite concept frame and critically analyzing the conception, designing and manufacturing of select sustainable products at global level. The ensuing discussion is aimed at academic understanding of Key Success Factors (KSFs) and key requisites for a product (and service) mix to be qualified as sustainable.

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ERGO - Energy & Resources Global Outlook

Prof. Pramod Paliwal has taken up the initiative of sharing and discussing matters related to Energy & Resources at the global level. As a first step he has created a community on facebook that is known as ERGO i.e. Energy & Resources Global Outlook. The word ERGO as per English



dictionary means 'therefore' / 'hence'. As per Prof. Paliwal, thus true to its meaning he 'therefore' intends to create a vibrant community that vigorously engages with the matters pertaining to Energy & Resources and has invited all concerned to join the community and contribute by way of sharing information /links.

The ERGO facebook page can be reached at:

https://www.facebook.com/pages/ERGO-Energy-Resources-Global-Outlook/286813331505547



The Rise of False Patriotism



Muzaffar Khan Waris, PGP 13

"Where the mind is led forward by thee Into ever-widening thought and action Into that heaven of freedom, my Father, let my country awake."

Rabindranath Tagore said these words because he truly believed in the ideology of "One nation, one life". The champions of our past freedom struggle did not have to rise on a particular morning with a forced sense of patriotism, they were inherently so. Dylan once said, "The times, they are a changing" and indeed like gospel words, they are coming true.

Come this August on the fifteenth, just like any other year, the average Indian will wake up late in the morning, with a big smile on his face. An observer might mistake this to be the pride and happiness of rising in a free democratic country. But deep down, the reason he is happy is because it's a holiday. A break from the chaos of office, school and the daily humdrums of life. After a relaxing bath and a hearty family breakfast, he switches on the TV channel while having his coffee. With this starts the 'patriotism' marathon that will last roughly 1 hours.

These days, our fake nationalist does not restrict his showing-off to family and neighbours; social media is his weapon of choice. From changing Facebook profile pictures to those of the national flag to liking pages of freedom fighters, there is a barrage of pretentious showboating, which is also approved of by similar minded people. The number of likes or comments signifies an 'achievement' of



sorts, which the fake nationalist believes is nothing short of fighting for our country. Next comes the WhatsApp status and DP updates, such as "Desh mere Desh mere, meri Jaan le tu" to "Maa Tujhe Salaam", replicated by hundreds of WhatsApp users.

Now the question is, what's wrong with such acts? After all, isn't patriotism something that we're 'supposed' to feel? Indeed, we should; but the problem here, is the restriction of such sentiments to one day, that too on a superficial level. Ideally, working for the betterment of the country should be a never ending process which should rise above any particular date or time.

Being Patriotic shouldn't be a fashion statement, but rather a sense of pride for one's country. Patriotism doesn't just mean fighting and dying for your country, it means living and serving your nation in every possible way. You can be patriotic by working as a farmer and contributing to the GDP, a farmer neither seeks glory nor goes around shouting slogan for the liberation of the country, most of them are hardly a huge role in driving the wheels of growth not on-

ly by sustaining 125 crores people but contributing a significant amount to the export income which in turn reduces the Current Account Deficit and their small yet valuable effort is in no way smaller than any amount of pseudo-lecture on "Desh Bhakti"by any pretentious degree holder. Working away for thousands of hours in a cramped up lab to solve the problems of physics, mathematics and solving the real problems of India and world can too be a selfless act which portrays a high sense of patriotism and commitment for one's country. We take pride in the fact that we are better than the western world in terms of respecting and caring for our parents but we see numerous instances of us become just like them where older people (family) are thrown into old homes, not respected properly. Let me remind all those "Single day Patriots", India is called "Motherland" for a reason; it derives its name from the word mother and if you as a person are not respecting your mother how can you expect

to serve your country and call yourself a patriot. And finally just by being true to yourself and your profession you can be a true patriot, nowhere it is written that a patriot must be someone who dies in the battles, you can be a patriot just be doing your work ethically, people in government office might be very much familiar with a concept of macroeconomics called as: Shirking, it is a situation where a person avoids or neglects his duty because his performance is not related to his remuneration. This has a very detrimental impact on the efficiency of our nation which in turn leads to slower growth by not helping the country rise from the shadows of poverty.

Unfortunately, pledging your allegiance to your country is becoming more of showboating trend than truly feeling for one's country. All year round we destroy the image of our country by making our country unsafe for women, unhygienic for children, and less attractive to visitors.

Brands in Poor World!



Ankit Joshi, PGP 14

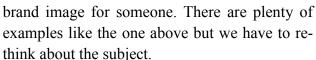
Recently, I had a session on brand management in my MBA class and I came to know how a big brand is formed and how much of an amount people may be ready to pay for that. It was an old tradition initiated and followed by kings and now-a-days by rich people to fulfill their desires by any means possible, and this is how a brand comes into the picture. A product, service or person may get branded in this way.

So, my purpose to write this article is to probe whether the branding of a person or a thing is good or justifiable in a world where the

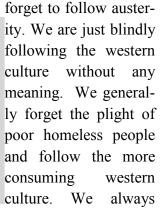
distribution of wealth is so unequal. India has a history of treating kings and rulers like gods. We worship king Ram of Ayodhya and idolized him as god. We revere the great king Ashoka, and we also pay a lot of respect to all 'Mugal Badshahs'. Even some Britons were also venerated in our country. Because of this veneration many times we forget to ask ourselves whether they all try to equate society or not. They could cut the expenditure from their luxury and make it in the works useful for society. Often, I find the answer to be a negative. In fact many kings and their kingdoms have been lost because at some point people rejected them and their extravagant habits. Even now-a-days we can find many examples of this. The Egyptian revolution of 2011 has a character like this, started austerity drive.

In my view there is no meaning of squandering to just show off to the self-agnostic

world. What if someone put \$ 2 billion in a house in a country like India where a large part of the population sleeps daily without a roof over their head? The amount which can be very useful for economic development of the country goes on to form a



We address Mahatma Gandhi as the father of the nation, but we forget his learning, we



want to look superior to our peers, and our neighbors and indulge in buying the brand in which we pay a lot more than its actual worth and then we justify it in the name of brand.



An untold story of tank number E-610, the Bhopal Nightmare



Manish Bhade, PGP 14

3rd December 1984, just after midnight 42 tonnes of poisonous Methyl-isocynate (MIC) gas, one of the most toxic substances on the earth, escaped from Union Carbide (An American multinational Company) pesticide plant located in the heart of the city in Bhopal, a densely

populated Indian city, from tank number E -610 and it formed a low toxic cloud in the atmosphere. A south-easterly wind carried it towards the sleeping city and choked it. Around 3,000 died on the first day.

The gas was released when water entered the tank, while the workers were cleaning pipes that were not properly sealed. However, Union Carbide claimed that they were not responsible, and the water entering the tank was an act of sabotage. There were several safety systems

that could have prevented the release, but they were broken, or shut down to save money. Union Carbide is a multinational company looking for profit. The question arises is why did they choose Bhopal? The answer to this question is very simple cheap government land, subsidized water and electricity, and a low labour cost. India was a very lucrative market for their new product "SEVIN", a pesticide or in hindi translation medicines for plants.



MIC is a very toxic gas which is used as a raw material in the preparation of pesticides and other toxic substances. It is considered to be is liquid dynamite, which when heated is highly dangerous. MIC is highly soluble in water, it vaporizes or boils almost at human body temperature. It is more dangerous when it is in contact with water. Its reaction with water is very violent. It's an exothermic reaction which produces lots

in the atmosphere of the Bhopal through the chimneys from the Union Carbide plant.

When people of Bhopal inhaled that toxic poisonous gas, they started coughing, vomiting, irritation in eyes and breathing problems which lead to death. The reaction of MIC with water in victim's body and forced the blood to pour into tiny spaces in lungs making impossible to breathe.

Bhopal Gas Tragedy is worst industrial disaster and biggest man made tragedy in the history. Around 20,000 people have died till date and

of heat and energy.

What happens on the black night? During the normal cleaning of the pipes, due to the residue and rusting of the pipes, the pipes get chocked and around 500 liters of water entered in the system and reached to the tank number E-610 and when liquid MIC came in contact with water, catastrophic chain of violent runaway reactions took place and MIC boiled, vaporized and busted

8,00,000 people were affected. The surrounding areas will remain barren, poisoned and toxic for generations. The ground water is contaminated and is not suitable for drinking. By Bhopal medical appeal today in Bhopal more than 1,20,000 residents suffers from chronic illnesses. Illness includes chest pain emphysema cancer. By international campaign for justice in Bhopal, children are 10 times more likely to have a birth defect than rest of India. Currently one person in Bhopal

dies every day from the effect of toxic gases in the atmosphere.

28 years and counting still no justice. The former company chairman Warren Anderson, is one of the most wanted criminals in India. Even after the intense suffering and agony, till now the plant site has not been cleaned and has been left as it was.



Excerpts of Return on Management Variable



Prof. Lalit K. Khurana

"The motive behind criticism often determines its validity. Those who care, criticize where necessary. Those who envy, criticize the moment they think that they have found a weak spot."

Criss

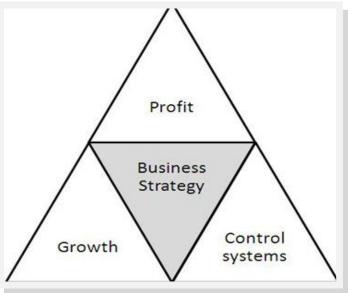
Jami

Companies may formulate brilliant strategy but its effective implementation remains an important question. Strategies implemented poorly or haphazardly are the reasons for frustration and lost opportunity. Frustrated managers will tend to create employee dissatisfaction and generally waste energy and resources. How to tackle this problem of stopping managers from wasting finite resources? Why is it a large percentage of the most reasonable, analysis-driven, implementable strategies never make it from concept to reality? It is time to rethink about conventional management wisdom. Simons and Davila have shed light on tackling this crucial question. They believe that the answer to this lies with how managers direct their energy. As we all understand that business strategy has normally two key questions. Firstly, how to create value for customers. Today's customer doesn't want a choice, they want exactly what they want. Secondly, how to differentiate from competitors? In today's dynamic environment and hyper-charged, high-intensity corporate world, there is observed a consistent tension of profit, growth and control.

The pressure on growth or revenue enhancement has been increasing over several years. There is emphasis on profit and profitability and much more emphasis on better control. Use of better control systems is considered more

important as we keep reading news related to breakdown of control and investigations go on and on. Literature has extensively argued that control systems not only exploit existing capabilities and motivate adaptation but also focus attention on strategic uncertainties.

In this background, managerial energy is an organization's most important and most scarce resource, especially in these days of



Tensions of Growth, Profit and Control

boundless opportunity. New opportunities seem to pop up any time. With falling trade barriers, emerging markets, and technological breakthroughs - all tug on a manager's time and energy. If managerial energy is misdirected or diffused over too many opportunities, even the best strategies stand little chance of being implemented and translated into value.

Therefore, it should sound logical that an important task in business today is how to make sure that managers are channeling their energies into the right issues. Whether an organization's strategy needs to be wide ranging *elephant* like or straight and narrow *tiger* like is also big ques-

ion? Simons and Davila come out with a new business ratio, Return On Management (ROM). The Idea of ROM is simple. Management time is typically a scarcest resource. Technology and globalization in this great new world has created so many opportunities that we all get led into exploiting them, but at the end of the day, we are basically constrained by 7 or 12 hours in a day. ROM like its cousins ROE and ROA, measures the payback from the investment of a scarce resource - a manager's time and attention. The ratio is expressed as the equation:

ROM = Management time and attention invested

ROM is a qualitative metric. The ratio is more of a metaphor than an exact calculation. It does not generate a specific number or percent-

age but surely provides a framework for evaluating our strategic focus on daily tasks. Both the numerator and denominator, and the equation's result are rough estimates of magnitude that managers must construe in their minds and guts. ROM is maximized when the numerator is

large and the denominator is small. By using the ratio, managers can —calculatel if their ROM is high, medium, or low. It may be noted that classical business ratios for measuring a firm's financial performance - ROE, ROA etc., may be useful but do not reflect strategy implementation. Let us consider an example to understand how ROM works. There is a small consulting company—that started out with a clear strategy of specializing in industrial technology. The company grew quickly and soon expanded to four offices. But seven years after its founding, the company was in a severe crisis. In one of the offices, staffs

were discovered to be cross-charging clients to meet budget requirements. In another office, management had failed to detect a drop in the amount of business generated by three of the company's largest auto-manufacturing clients, which was leaving much of the professional staff idle. In a third office, an excursion into the uncharted waters of automating a client company's library had resulted in financial losses and embarrassment as the consulting company realized that it did not possess the skills to deliver on the contract. Simply put, the company had come undone. Managers were spreading their energy over too many projects, clients, and goals with no sense of priorities. At one time, the company had possessed a sound and focused strategy: growth through providing clients with state-of-the-art industrial technology. But managers had allowed the many opportunities facing the business to

disperse their efforts away from implementing that strategy. As a result, the amount of productive organizational energy released was extremely low, but the amount of management time invested was very high. The company's ROM was dismal.



In the case of developing employees, the ROM ratio suggests that managers spend the most time working with the people that contribute the most and add the most value to the organization. This group would consist of both star performers and solid contributors. Based on such an assessment, the third group, low-potential, low-performing employees (or C players), would merit the least management time and energy because they benefit the organization the least.

The art of maximizing ROM lies in knowing which congruence relations help to

Maximize the productivity of a firm. Alignment among congruence relations is the key to ensuring that the scarce resource of managerial energy gets directed to the right projects. Of course, it is not as easy as it sounds and competitive environment of today, it is extremely challenging to keep managerial focus straight and narrow. The energy of an organization's employees becomes most productive when they have a crystal-clear understanding of their organization's objectives. So, leveraging employees' time as effectively as possible is the key in ROM. Simon and Davila further illustrate that there are some ally and enemy of high ROM. Enemy for ROM is either there is no clear accountability or a lack of focus. It is interesting to note that Good Intentions breed low ROM. Some of good intentions in corporate world may be like:

- World-class A reach –for –the –stars strategy
- Wide ranging top management focus
- Sophisticated planning and control
- Comprehensive diagnostic measures
- Inclusive performance drivers

All these good intentions have opportunity cost and they dilutes the focus of management attention. Managers need to fight these good intentions to stay focused. They have to say *NO* to:

performance measures

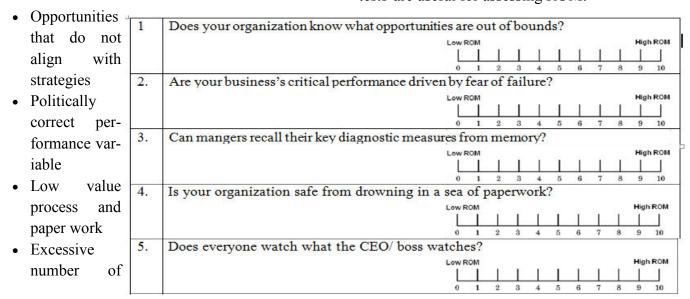
Boundaries around strategies should be clearly communicated. Let us take an example Microsoft. Bill Gates is unequivocal about Microsoft's strategic boundaries: "...we are not going to own any telecommunications networks; phone companies,

things like that. We're not going to do system integration or consulting for corporate in-



formation systems. We love to write software, but... you won't see us doing applications like small business accounting. That's... not for us. We won't be doing that". Thus, managers should be bold to say -—Great Idea, Exciting, but we cannot do it.

Low ROM means strategies are not clearly specified. This understanding is the responsibility of managers, who can use both words and actions to communicate what people should be doing - and what they shouldn't be doing. Such is the most important work of managers. ROM-reducing behaviors may creep in any time unless managers police them properly. A few —acid tests are useful for assessing ROM:



These five acid tests show managers when enemies of high *ROM* are present and also suggest how high ROM can be achieved. High-ROM managers see every activity from a strategic perspective. They will tend to ask: "Does this meeting move our strategic agenda forward? Does this problem deserve the time and energy we are giving it? By resisting temptations and distractions, they can keep the whole organization working towards the same goals. High-ROM managers should close their eyes and imagine the unimaginable. They should ask themselves what went wrong. What didn't they do right? What competitor or market trend did they miss? How did they fail to execute their strategy? All the consultants' and staff reports in the world are no substitute for this often gutwrenching exercise.

In a nutshell, the ROM metric emphasizes the effective allocation of managerial energies, especially in optimizing energies on alternatives. Robert Simon recommends that managers should use this new business ratio and intuitively work to maximize it. This new metric would force ma-

Nager to attend not only pressing matters but to place such matters within the corporate goal. Using ROM is not easy. It would require constant vigilance for the signs of organizational confusion and strategic drift.

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Functioning of PMC in Power Sector



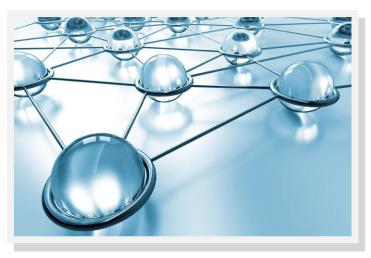
Mr. Mittal Shah, Head, Strategy and Business development, Lubrizol Advanced Materials Pvt. Ltd.

Mr. Mittal Shah, head Strategy and Business development at Lubrizol Advanced Materials Private Limited was at the campus to share his valuable insights on Project Management Cell and its functioning. He elucidated the topic by starting right from the basics of project management, and highlighted its differ-

ences from ordinary business. Mr. Shah drove across the point that projects are subjected to limited resources, limited time, high risks and multiple shareholders. Its these nuances, which makes it difficult for a businessman, who doesn't possess technical or domain knowledge, to move forward. And this is where the Project Management Consultancies (PMC) comes in picture. Mr. Shah cleverly explained how PMCs work as a mediator between the developer, its steering team and the contractors. PMCs have an edge over ordinary businessman since they are experts on domain specific knowledge and know the industry, its terms and stakeholders, in and out. They conduct everything, from feasibility studies, planning, scheduling to procurement, documentation, and reviews .By the time a project reaches completion, PMC dominates the functioning, and the work of owner is reduced to approvals and finalization!

It focuses on innovative solutions to a problem. Whether its manipulation of design to improve efficiency or keeping contact with a variety of people at a time or using policies in its favor, PMC manages it all, since the problems are not new to them. They handle it every day. However, Mr. Shah emphasized it's not devoid of flaws

Owning to his wide range of experience, in various companies, he has got a hold on various limitations of PMC in India. He gave this relevant example of shortage in labor supply



during 'Chhat pooja' as most of the workers take days off, since majority of them belong to UP or Bihar, where the event is of great importance. He added PMCs in India work in a unilateral way, as their orientation is mainly on technical aspects, which narrows the scope for improvement. Whereas in general he explained, PMCs are responsible for planning and design of project and are often reluctant to changes in it, even if it hampers productivity. He enlightened students about the PMO- Project Management Office, a monitoring body meant to curb such problems and avoid conflicts of interest among the PMC and owner.

Skype Alumni Interaction



A strong alumnus bond is one of the greatest USPs SPMites. Another series of Skype interaction session with our alma mater took place on various days, which highlighted various traits the industry currently looks for in MBAs, the direction in which the current batch could polish themselves and the road ahead in corporate world. Some of the alumnus who provided their valuable insights included Ms. Sparshy Saxena, Tata Consultancy Company, Mr. Abhishek

Jha, Ernest & Young, Mr. Krishnadev CS, FICCI, Mr. Pulkit Bhatnagar, Accenture, Mr. Urijit Jhaveri, YES Bank, Mr. Yash Tondon, Infosys and Mr. Aakash Agarwal, Deloitte. They indeed are an eye-opener for everyone.

US Ambassador Kathleen Stephens visits PDPU

It was a moment of great pride as honorable Ambassador Kathleen Stephens, Chargé d'Affaires, U.S. Embassy New Delhi, India and US Delegates visited our campus as part of their two day visit to Gujarat on 21st august, 2014.

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visited solar moved on to whole campus. Madame Amdressed all ing opinion on lenges sur-Indo-US enerare political or nature and on tions on Inbasket in Miscusing on Infuture and op-US-India enertop the that India is

emerging as a key destination in US Liquefied Natural Gas (LNG) exports and more Indian companies like Reliance should invest in Shale gas as it has reached production stage. In her interaction with students, Stephens said the US has invested \$4.3 billion in energy sector in the country over the last five years and if there is a partnership between India and US, the development of GRID management will help meet power crisis in India. This partnership has been initiated through PACE (Partnership in Advance Clean Energy) where US is committed to invest \$2 billion in India's clean energy project. Department of Energy of USA has already given permission to GAIL to export LNG from USA.

TED comes to PDPU



PDPU successfully conducted its very first session of TEDx salon on the 20th of August .TED is a global platform wherein knowledge, learning and ideas are shared with the masses by virtue of distinguished speakers. TEDx are independently organized events of TED hosting a live speaker or the events may be conducted show-casing pre-recorded TED videos, following which, a healthy dialogue and discussion takes place between the attendees, thus facilitating knowledge and idea sharing.

The event comprised of the screening of past TED videos and the theme of the event was 'idea India ka...' .The inspiring stories of 5 different virtuosos were show-cased. The first video that was

screened was that of Mr. Devdutta Patnaik. His was a compelling story of how of a medical professional liken himself turned into a mythologist. The ideas put forth by him were through the eyes of Indian Myth and culture and how this myth has shaped the very perception of Indians in the global domain. The second video was based on the inspiring story of Bunker Roy who chose not to turn a blind eye to the plight of the nation and his neversay-die attitude paid off with the inception of India's first



'Barefoot college'-the university of, for and by the poor. The third video to be screened was of Ananda Shankar- the iron willed lady of India. Her story was an example of great resilience and sheer will. Diagnosed with Carcinoma at a young age, she decided to tackle the disease head-on. She took up Bharatnatyam, a dance which she had learnt at a very young age, to reinforce positivity in her. The fourth video to be screened was of Muruganantham, a dropout, who later successfully employed rural women to produce cheap sanitary pads and thus contributing to the 'idea' of a safe and healthy India. The last video was that of Mr. Sanjay Pradhan, who spent a great deal of his life assessing the lives of the poor in Bihar, Uganda and Kenya and inspecting the credibility and authenticity of fund allocation to the poor. He came up with the innovative idea of "geo-mapping", which has helped assess the ground-reality situation in Dar-e-Salaam, Tanzania.

The event facilitated discussions between students belonging to all domains and sectors of the university, which proved to be a rich confluence of ideas and knowledge sharing. At the end we were able to get 100 students with 500 different innovative ideas.

SPM-IEE Japan Joint Study on Pricing of Petroleum Fuels

The Institute of Energy Economics, Japan (IEEJ; http://eneken.ieej.or.jp/en/) has been established as an incorporated foundation by the Japanese Ministry of International Trade & Industry.

SPM-PDPU and IEEJ are jointly conducting an academic study on 'Pricing of Petroleum Products in India' with an objective of understanding the aspects of optimal pricing, fuel-efficiency, end-users' perspectives etc. The study entails discussions from major stakeholders in the Indian Oil & Gas Sector to understand the perspectives on Petroleum products' pricing and consumption in India.

A team from IEEJ visited SPM recently and had detailed discussions with the SPM Faculty and other stakeholders including organizations like GSPC Gas and HPCL.



The project has already gained traction and in the coming days is expected to gain momentum.

Independence Day fervor spreads at SPM

Amidst the tests, assignments and Mid-term exams, SPM Sports Committee came up with a much needed break called "The Spartans of SPM". Conducted on 15th August, as a part of Independence Day celebrations, the sports event consisted of simple yet inventive and amusing games. For instance, 'The Lean-

ing Tower', where students catch a ball in a plastic cup and balance another cup on it; or 'The Squat Balancing', where the students balance heavy books on their legs while holding on the squatting position. Boys proved their mettle in the Push It! Race-a game comprising Push-ups and race. Whereas, other simple games such as the Lemon race, Stump out and Score a Goal also saw enthusiastic par-



ticipation from seniors as well as the juniors. Garima Heerani (PGP14) and Pratin Sharma(PGP13) emerged out as the winners of this event.

SPM student presents paper in World Renewable Energy Congress

Nilesh Sharma of PGP 13, MBA (E&I), recently presented a paper on 'Solar PV: Present & Future of India's needs' in 5th World Renewable Energy Congress organized by Energy & Environment Foundation with the support of Ministry of New & Renewable Energy (MNRE) and United Nations Educational, Scientific & Cultural Organization (UNESCO) in New Delhi during 21st – 23rd August, 2014. The abstract of the paper is given below:



Solar PV: Present & Future of India's energy needs



India is going to face major challenge in energy sector in coming years because of the dependence of around 80% of energy needs on imports. In this contrast if any country deny to supply their resources to India then there would be alarming results on the development of the country.

India should develop any indigenous means to satisfy domestic demands. Solar energy can be a better future for a country like India because of the location close to equator, this paper basically explains about solar photovoltaic (PV). The major challenge before the solar energy is that again India depends on imports

of the system.

Opponents of solar energy circulate the message that, the PV system can't recover the energy which is used on its production for a long time.

- The paper talks about net energy payback of a PV system according to geographical condition of India and relate it to the traditional power plants (coal and gas) and try to show that how solar is more effective.
- The paper also quantifies the total externalized cost (cost to the environment), which is not accounted, in terms of carbon emissions and explains after how much time the PV system is going to provide clean energy in India.
- The major challenges for the Indian manufactures are also Included in this paper, the reason why the presence of Indian manufacturers in only one domain of PV value chain i.e. module manufacturing.

Short Film Competition by Yes Bank

Yes - I am the Change!

YES! I am the CHANGE (YIAC) is a nationwide film project that aims to inspire, engage and empower youth to participate in India's social transformation, through the impactful medium of films. The 101



-Hour National Filmmaking Challenge, invited filmmakers and amateurs to make **short films of up to 5 minutes duration** on various social issues. As a part of this competition, the students of SPM created four short films. The four movies were:-

Aey Chotu, PGP 14 (https://www.youtube.com/watch?v=RpMsJdHcmZM)

Amiss, PGP 13 (https://www.youtube.com/watch?v=goXJaeMcu4g)

Udayeknayisochka, PGP 13 (https://www.youtube.com/watch?v=hYi EBi2OI4)

Akshar-Gyan, PGP 13 (https://www.youtube.com/watch?v=OXEJeJbmfio)

Though we as a society are aware of the various social issues that undermine our society, turning a blind-eye to it all seems to be an apt approach adopted by most. This truth is very well depicted in the short-film "Aey Chotu".





India as a nation paints a very dismal picture in terms of women education. Illiteracy among women is just one of the many inflictions suffered by women in this nation. The film 'A miss' attempts to capture the essence of this plight.

'Uday ek nayi sochka' is a heart-warming short -film based on the lives of the elderly citizens of this nation who find refuge in nursing homes and convalescent homes. The film is about a group of students who took some time off from their busy schedules to visit nursing homes and mingle with the elderly. The movie highlighted the broad issue of elderly care increasingly spreading in our society.





Tackling poverty is one the most challenging issues faced by our country. Many children are forced by their parents to beg on the streets. The children miss out on education and a bright future. The makers of 'Akshar Gyan' have attempted to draw attention to this sensitive issue through this short-movie.

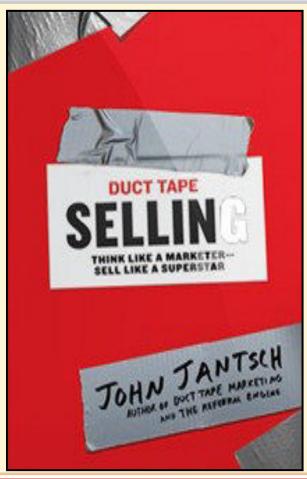
Voice your opinions!

Crude Oil prices falling to its lowest in 8 years. Is it a triumph of supply over demand or failing industrial activity in the global market?

Ankit Joshi, PGP14: The current fall in prices of crude is not a major threat to the world economy in my view. The prices were high earlier this year, in June at \$115 per barrel (pbbl) and then declined subsequently. The current oil prices are self-adjusting themselves. The three major factors of this decline are: 1) After the US intervention in the Iraq ISIS crisis, it seems that situation is somewhat under control and due to this, positive sentiments are being floated and in effect, the prices/bbl are on a falling path. 2) Currently we are crossing the peak low of the latest economic recession and now the world is showing an upward curve, so this may also be a factor of low oil demand. 3) The increase in domestic supply of crude oil from some countries like USA & Libya and the increase in shale gas production may also be the reason for the decline in crude oil price.

SPM Reviews

Duct Tape Selling: Think like a Marketer-Sell like a Superstar



Author-John Jantsch Publisher- Portfolio Hardcover

Year of Publication-2014

Reviewed By: Apurva Mittal

"A sale isn't a sale until the customer gets a result"

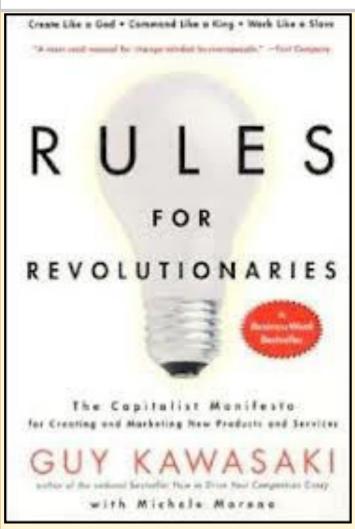
-John Jantsch

With Lots of information, lots of references on social media practices, the author takes what seems like a mystery and breaks it down in to practical steps. This isn't a book on creating scripts, sales questions, or sales tactics. Rather, it's a guide on how to be an expert and authority in the market with a systematic approach to selling. Being in a new era of selling John gives us everything we need to know to be successful as salespeople in this book.

The book is basically divided into three parts that discuss, respectively, the mindset and practices of the new salesperson and the world of the new sales coach. In part one, many concepts related to Duct Tape Marketing are discussed—for example, the importance of creating a listening station, how to create a talking logo for your business, building a marketing hourglass, and creating educational content to help in the sales process. In part two of the book, John takes the famous marketing hourglass concept and uses it to create a sales hourglass. In part three, he lays out a strategy for sales leaders and coaches to teach new way of selling to their teams. He even suggests that they may need to re-think the way they hire and train their sales staff in order to use the Duct Tape Selling System effectively.

The one critique is that there is much to do and much to implement: Jantsch leaves it up to us to decide what to do and some more bold guidance might be useful to help people prioritize.

Rules for Revolutionaries



Author- Guy Kawasaki Publisher- Harper Business Year of Publication- 2000

Reviewed By: Pranjal Kishore

Revolutionary products and companies outperform their competitors by completely changing the way things are done -- not by doing the same thing better. Perhaps the best book on this subject is Rules for Revolutionaries by Guy Kawasaki.

The book is divided into three sections, whose titles alone epitomize its thrust and tone. The first, "Create like a God," discusses the way that radical new products and services must really be developed. Guy walks you through the 3-step revolutionary thought process that leads to breakthrough product creation.

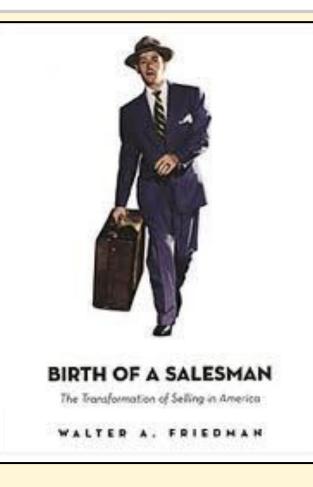
It's very practical, and if followed, will generate amazing ideas for your business. Guy introduces you to a concept he calls, "Don't Worry, Be Crappy." Focus on getting your product quickly to the market, but be ready to make constant improvements based on user feedback. It's not how good you can make your product the first time, but rather how quickly you can respond to feedback after it launches.

The second, "Command like a King," explains why take-charge leaders are truly necessary in order for such developments to succeed. For any revolutionary product, there will be barriers to overcome. Here, Guy gives us 5 common ones: Ignorance, Inertia, Complexity, Channel, and Price. The revolutionary entrepreneur anticipates this, and uses one or more of the book's 6 "barrier busters."

And the third, "Work like a Slave," focuses on the commitment that is actually required to beat the odds and change the world. The revolutionary keeps up to date by viewing the situation from different viewpoints, spending time with typical users, and then gaining information from those encounters. Businesspeople that stay (physically) close to their target customers are more likely to produce successful products. Guy also reminds his readers that if a new concept will be an inevitable long-term success, the best strategy is to focus on gaining market share rather than reaping big profits initially.

For any entrepreneur wanting to make a difference, Rules for Revolutionaries is highly recommended. The book is highly readable, and Guy Kawasaki's entrepreneurial experience at Apple Computer and later as CEO of seed capital firm garage.com is evident throughout..

Birth of a Salesman



Author- Walter A. Friedman Publisher- Harvard University Press Year of Publication- 2005

Reviewed By: Pratik Naker

"Birth of a Salesman" by Walter Friedman is an excellent title for the person who wants to learn more about the history of sales in the USA. A must-read for anyone interested in the veiled history behind what is the modern salesman and marketing force of today. Witty and intelligent writing with straightshooting facts about the brave, enigmatic, sometimes scandalous but consistently innovative world of sales and marketing. Instead of individual salespeople, the book focuses much more on people who have brought about changes in the area of sales. Specific people mentioned include Mark Twain, who convinced US Grant to write his memoirs for Webster and Company and Henry Heinz, who sold vegetables and eventually led to the Heinz Company. Birth of A Salesman also describes various topics such as popular sales publications, various sales trends and how the sales field has changed over the years, the general public's overall negative perception of sales that salespeople have had to overcome.

The book is well written, well argued, and thoroughly researched. Salesmen, Friedman argues, helped distribute the products of America's increasingly bountiful manufacturing industries, invented new forms of managerial hierarchies, investigated the psychology of desire, and were in the vanguard of America's transformation from a producer to a consumer society. Walter Friedman captures the real picture behind the daily struggles that sales people go through on a daily basis.

4th Oil & Gas Conclave



School of Petroleum Management (SPM), Pandit Deendayal Petroleum University (PDPU), with the vision of creating a pool of management professionals along with maintaining its legacy of providing a knowledge sharing platform, is organizing Oil & Gas Conclave 2014 to discuss contemporary issues and challenges faced by the oil and gas industry. The con-

cern for energy security is spreading across the world. The dynamism of the Oil & Gas business environment along with its inherent challenges of Human Resources, Finance, Marketing, Technology, Production & Operations Management, Resource Optimization, and Risk Management add more woes for companies operating in the Industry.

The 4^{th} Oil & Gas Conclave is scheduled on 8^{th} & 9^{th} September, 2014 and 30 speakers from over 25 corporate houses are expected













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