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DOMINATION

Newsletter from Department of Management Studies,
IIT Roorkee

MAKE IN INDIA:
Solution or a Question Instead



EDITORIAL

Dear Readers,

Here is wishing a very happy and prosperous New Year to each one of you. We hope that 2015 brings you joy and prosperity. We are sure you enjoyed all the festivities of December. With the month of January serving us some harsh freezing weather, we present you another intriguing and exciting edition of DoMination.

This edition features a number of articles from a diverse range of topics such as India's Manufacturing Sector, E-Commerce and Economy. The cover story for this edition is a take on Narendra Modi's ambitious Make in India campaign. It is titled "**Make in India: Solution or a Question Instead**", written by Ms Rohini Mandiwal. It tells us about some recent consequences of this campaign. The Perspective section of this month's domination is titled "**Resounding E-commerce: Amazon, Flipkart and Alibaba**". This article is written by Ms Prachi Jain and she discusses how these major E-commerce giants carry out operations and provide distinctive user experiences

DoMination is never short of the fun quotient. This edition features our next round of quiz to test your grey cells. We also have a Fun Cartoon by Nitin Aggarwal under the chlorophyll section. DoMS, IIT Roorkee organized the **18th Annual International Conference on Operations Management by Society of Operations Management** during 12-14 December, 2014. We have a report on the event including parts of speeches by some of our esteemed guests. It is written and compiled by Mr Arjun Gaur.

It is always good to back to our alumni, listen to their experiences learn from their journey; the current edition has an **interview of Mr. Ankur Gaharwar (DOMS, IIT Roorkee, Batch of 2012-14)**, taken by Ms Karishma Manik. Ankur currently works at JBM Group. The edition also includes the **success story of Mr Satya Nadella, Current CEO of Microsoft**, written by Mr Ashutosh Puri. We finish this month's DoMination with an article titled "**Financial Inclusion in India: RBI's Vision**" written by Mr Kapil Gupta. Kapil has talked about the challenges in front of RBI while working towards financial inclusion and what are their targets.

Regards-

Team Domination



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MAKE IN INDIA : Solution or a Question Instead

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SUCCESS STORY



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COVER STORY

Make In India: Solution or a Question Instead



With the much awaited results of 2014 elections, Narendra Modi stormed up with tons of expectations which he is striving to fulfill through the gigantic aim of achieving manufacturing share in GDP at 25% by 2022, which will in fact result in 100 million additional jobs. Through his Make In India program, Narendra Modi proposes to do massive work in just under 25 major sectors through the inflows of FDI and partial privatization of loss-making government firms. It includes construction of industrial corridors like Delhi – Mumbai, Chennai- Bangaluru, East Coast Economic Corridor, Amritsar-Kolkata which would develop new manufacturing cities, logistics hubs and residential townships. A new ‘National Industrial Corridor Development Authority’ has been created to coordinate, integrate, monitor and supervise

the development of all Industrial Corridors.

With the manufacturing share in GDP of China at 34%, South Korea with 31% and Germany with 22%, India stands at a mere 15% despite such a high availability of resources.

India has everything like raw materials, unpolished talent and a number of promising markets. But what stops us are the problems like regulatory hurdles, long time-taking processes and finally our faithful companion ‘Corruption’.

Looking at the data, the global rankings by World Bank conducted for 189 countries shows us the true image of India for the outer world, which is as follows:

- Ease of doing business: 134
- Ease of starting business: 179
- Ease of getting construction permits: 184

- Ease of getting electricity connections: 134
- Ease of registering property: 121
- Ease of paying taxes: 156
- Ease of foreign trade: 122
- Ease of resolving insolvency: 137
- Ease of dealing with construction permit: 182
- Ease of enforcement of contracts: 186
- Ease of access to electricity: 111

There are major issues like electricity with 15% of shortage and electricity producing substance like coal, which is usually suffering with scams itself. Integration of education and training with the industrial process through TVET law is another much needed system.

Invitations are being sent to top 30,000 firms of the world. Indian embassies around the world are supposed to take it further. Even Indian President

Pranab Mukherjee himself invited Norwegian companies to join the 'Make in India' initiative of the new government. Indian Government has recently tied up with Singapore government to make Indian cities smart – a campaign that is initiated to turn 100 Indian cities into smart cities.

Narendra Modi carried out the campaign from 25th September and it has been successful in wooing many investors. PM's tour to Japan resulted in an investment of \$35 billion which brilliantly exemplifies it. Business head of TATA Sons, Maruti Suzuki India, Reliance Industries, Wipro Limited, ICICI Bank and ITC are all enthusiastic about it. Kumar Manglam Birla, head of Aditya Birla Group, sees economic centre shifting from west to east with India as the new global manufacturing hub. While recently, Raghuram Rajan "who is well known for his predictions about the 2008 financial crisis" questions about the viability of the program. He argued "Instead, I am counselling against an export-led strategy that involves subsidizing exporters with cheap inputs as well as an undervalued exchange rate, simply because it is unlikely to be as effective at this juncture,". He said "I am also cautioning against picking a particular sector such as manufacturing for encouragement, simply because it has worked well for China. India is different, and developing at a different time, and we should be agnostic about what will work," The former chief of the International Monetary Fund (IMF) continued "Other emerging markets certainly could absorb more, and a regional focus for exports will pay off. But the

world as a whole is unlikely to be able to accommodate another export-led China," he said.

Marketing, campaigns, revolutionary patriotic speeches will not be sufficient for sure. The facts are not supporting the third largest economy. This movement without the factual backbone will make us crumble further because the unfulfilled commitment to the



investors and countries would give out a poor yet true image of the governance and the country.

Moreover, the World's fastest growing economy, China launched the campaign 'Made in China' at the same day as India launched 'make in India'. The Confederation of Indian Industry estimates that Chinese manufacturing enjoys a cost advantage of about 10 per cent over Indian manufacturing. However, recent citing of some Chinese manufacturer installing outlets in India and a few Indian companies shifting production bases back home from China are encouraging. Havells, Godrej, Micromax and Bosch have recently moved back to India some part of their manufacturing on account of currency, labor and other cost advantages.

Economy has also been showing some positive signs. The currency has been stable and In-

dia's Stock Market is amongst the top performers. Meanwhile, the foreign reserves are almost brimming to the edge with little current account deficit. The oil prices are declining consistently. This all may result into current account surplus.

Policy reforms such as 16 Labor Reforms, dilution of factory 'Inspector Raj', deregulation of diesel prices and coal sector have been excellent. To resolve the Centre/ state conflict, States asked to introduce self-certification and third party certification under Boilers Act. Process for applying for Industrial License and Industrial Entrepreneur Memorandum has been made online on 24*7 basis through eBiz --a single window IT platform for services. Process of obtaining environmental clearance has been made online as well. Overall the Services of all Central Government Departments and Ministries will be integrated with eBiz, by 31 December, 2014.

There are many questions but are we ready? Are we ready to serve the pre-requisites? Are we ready to make in India? However, we ought to trust the current government which is juggling with 'Make in India' at one hand and secular politics with the other.

The former president, A P J Abdul Kalam has envisioned India as a superpower by 2020. Yet the question prevails, will it be?

By-

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Resounding E-commerce: Amazon, Flipkart and Alibaba



E-commerce (electronic commerce) is buying and selling of goods and services, or the transmitting of funds or data, over an electronic network, primarily the Internet. These business transactions are business-to-business, business-to-consumer, consumer-to-consumer or consumer-to-business. The world of e-commerce has broadened the ability of sellers to meet buyers despite geographic constraints. The number of sellers, buyers and intermediaries continue to increase and scope out new niches. One of the first e-commerce providers, Amazon, broke new ground as to what exactly they represented in the global marketplace.



E-commerce is unthinkable without Amazon which was among the first Internet compa-

nies to allow electronic transactions. The advent of Amazon.com Inc. challenged Wall Street's straightforward, silo view of industries, creating a quandary: Were they a technology company that provided the platform from which goods were exchanged, or were they a media company that provided the platform to advertise goods, or were they a retail company from which manufacturers sold goods? This new paradigm presented by Amazon spurred a novice category, which combined all three –technology, media and retail–becoming known as e-commerce. And because of its far-reaching implications, e-commerce skewed out many and various competitors at a rapid rate. But each of the competitors has different strategies and unique selling propositions that separate themselves from a crowded pack.

Amazon, Flipkart and Alibaba

Three of the most prominent e-commerce players in the market today, Amazon, Flipkart and Alibaba, operate in homogeneous, complementary and parallel verticals, but provide distinctive user experiences.

Amazon, the trailblazer

for e-commerce, has four primary lines of business--consumers, sellers, enterprises, and content creators. Based on management's discussion in its recent 10-K, Amazon "designs our websites to enable millions of unique products to be sold by us and by third parties across dozens of product categories." Sellers are allowed to sell goods and they pay Amazon a fee-fixed, or per unit activity



fee. Amazon also provides an online platform for independent authors and publishers of books, music and films. One area that distinguishes Amazon from many e-commerce competitors is its comprehensive logistics capabilities.

Flipkart, the online retail giant, has introduced cash-on-delivery as an excellent option for



a country where a relatively small percentage of the population have bank accounts. For Flipkart, it means the unlocking of a vast audience waiting to experience the joys and comfort of shopping online. A simple desire to create a tailor-made product for the Indian consumer has grown into something beyond what Flipkart imagined. The founders' passion for the consumer Internet space manifests itself in the brand, which is synonymous with customer service and satisfaction.

Alibaba, based in China, operates the largest by volume

businesses, one significant point of fact is that Alibaba does not “engage in direct sales, compete with our merchants or hold inventory.” Alibaba generates revenue based on several sources-- (1) fees determined by the number of units sold in its retail centers and the number of paying members in its wholesale centers; (2) fees from its online marketing and internet infrastructure services; (3) commissions from Alipay transactions, Alibaba’s third party online payment solution, and (4) membership fees from its storefronts.



global marketplace. According to its recent prospectus, Alibaba describes its business as an ecosystem with functional “marketplaces as a platform for third parties.” Although they participate in various lines of busi-

The Bottom Line

Amazon, Flipkart and Alibaba share the principal trait of providing an interface where buyers and sellers come together to exchange goods. Additionally, each delivers a mechanism for

payments to be executed (via a proprietary third party payment system like Alipay (Alibaba) or a co-branded credit card (Amazon). And while they share other likeness related to advertising and technology services, the differences are more profound. Amazon has some exclusive traits like its logistics and inventory capabilities, manufacturing and self-branded products and content provisions; Flipkart works on improving overall customer experience, convenience while Alibaba offers perhaps the most wide-ranging services through their ecosystem.

By-

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Toon Times



By-

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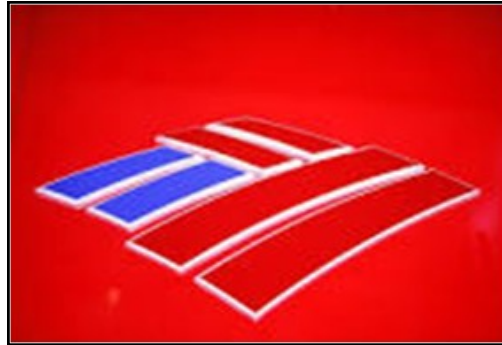
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Section A

(1 Point for each correct answer)

- 1) “American by birth. Rebel by choice” – is the tagline of which company??
- 2) Identify the name of the bank –



- 3) The name of American businessman and ex-CEO of Union Carbide Warren Anderson who died in Sept 2014 is associated with the industrial disaster of which city?
- 4) Two Belgian Malinois Dogs called Hurricane and Jordan were in the news in 2014 for tackling an intruder at what location?
- 5) The Three Stripes in the logo of what sportswear manufacturer represent mountains as a metaphor for challenges?
- 6) What giant corporation headquartered in Vevey, Switzerland was listed as the world's most profitable in 2011 by Fortune?
- 7) The logo of what company has been named after the NBA legend Larry Bird? The answer is less than 140 characters.
- 8) In economics what type of commodity is a Giffen good which violates a cardinal Law?
- 9) Red Barn, Now a historic site in the US, was the original manufacturing site of which company?
- 10) Chennai based TI Cycles of India(popular with BSA brand cycles) started by Tuber Investment Group(UK) and popular diversified Indian company. Which is the company?

Section B

(2 Point for each correct answer)



- 1) Which online business was named for a word from Gulliver's Travels that meant 'Rude, unsophisticated, Uncouth'?
- 2) In 1970s, 'The Chicago Boys' were a group of 25 economists working under which South American dictator's administration to create a free market economy?
- 3) The A is the outermost of the Large, Bright ones.
The B is the largest, Brightest, and most massive.
The C is wide but faint and located inward of the B.
The D is the innermost and is also very faint.
The E is the second outermost and is extremely wide.
The F is the outermost discrete one and very active.
The G is very thin and faint and is halfway between the F and the E.

What are we talking about?
- 4) In 1992 a Texas based cafeteria operator called Furr's & Bishop's Inc. had its ticker rejected on NYSE. Why was it rejected?
- 5) 'Participating is more important than winning' is the tagline of? And in which edition of Olympics was this tagline accepted by the IOC?



Section A

1. Amazon
2. Van Heusen
3. Price Plot, to analyze securities and forecast future price movements.
4. Alibaba's founder – Jack Ma
5. Bharti Softbank has stakes in all of them
6. Harley Davidson
7. Olacabs.com
8. InterGlobe Enterprises
9. Reliance Private Equity
10. Starwood

Section B

1. Sun Group
2. Tim Cook, CEO of Apple
3. Warren Anderson, CEO of Union Carbide and the movie's title is 'Bhopal, A Prayer for Rain'.
4. Mahindra & Mahindra
5. Birla Family

Winner of July edition

Ms. Prachi Jain

DoMS, IIT Roorkee (2014-16)



INCLUSION

MAINSTREAMING THE MARGINALISED

Financial Inclusion is defined as the delivery of formal financial services at affordable costs to the disadvantaged, low income and remote segments of society where these services are either not available or are not affordable. It has been observed that even the most developed financial systems have not succeeded in being all inclusive. The importance of an inclusive financial system is widely recognized while policy making and financial inclusion is seen as a priority in many countries.

However, Becoming an inclusive financial system is a complex process. There are 5 major forms of financial exclusion

- Access exclusion: Segments of population remain excluded from the financial system either due to remoteness or due to the process of risk management of the financial system
- Condition exclusion: Exclusion occurs due to conditions that are inappropriate for some people
- Price exclusion: Exclusion happens due to unaffordable prices of financial products

- Marketing exclusion: Exclusion occurs due to targeted marketing and sales of financial products
- Self-exclusion: Exclusion that takes place when certain groups of people exclude themselves from the formal financial system owing to their fear of refusal or due to psychological barriers.

Hence, a financial inclusion system needs to take all these dimensions into consideration.

In India, Poverty and exclusion continue to dominate socio-economic and political discourse as they have done over the last six decades in the post-independence period. Poverty reduction by means of financial inclusion has been an important goal of development policy since the inception of planning in India. Therefore, It is quite disheartening to note that the number of people with access to the products and services offered by the banking system continues to be very limited even years after introduction of inclusive banking initiatives. Over the past five years Reserve Bank of India has resolutely pursued the agenda of financial inclusion and achieved discernible progress in improving access to financial services for the

masses. However, the progress is far from satisfactory as evidenced by the World Bank Findex Survey (2012). According to the survey findings, only 35% of Indian adults had access to a formal bank account and 8% borrowed formally in the last 12 months. Only 2% of adults used an account to receive money from a family member living in another area and 4% used an account to receive payment from the Government. These miniscule numbers suggest a crying need for a further push to the financial inclusion agenda to ensure that the people at the bottom of the pyramid join the formal financial system, reap benefits and improve their financial well-being.

Financial Inclusion Plan

RBI has adopted a Bank-led model for FI, but has permitted non-bank entities to partner banks in their FI initiatives. RBI has encouraged banks to pursue FI as a commercial activity and to not view it as social service or charity. The self-sustainability and commercial viability of the FI initiatives are important if banks have to scale up their operations to cover more unbanked areas. Banks have been encouraged to

leverage technology to attain greater reach and penetration while keeping the cost of providing financial services to the minimum. RBI has put in place a structured, comprehensive monitoring mechanism for evaluating banks' performance against their FIP plans. Annual review meetings are being held with CMDs (Chairman and Managing Director) of banks to ensure top management support and commitment to the FI process.

banking outlets in villages in March 2010

- About 7400 rural branches opened during this period
- While, nearly 9.48 million farm sector households have been added during this period, 33.8 million households have been provided with small entrepreneurial credit as at the end of March 2013
- Addition of nearly 2.25 million non-farm sector house-

branches

- 80% of all the population with bank accounts in the next 3 years
- Hassle free emergency credit
- Financial Literacy

I would like to conclude by saying that Financial Inclusion of the unbanked masses is likely to unleash the hugely untapped potential of the sections of the society that constitute the bottom of the pyramid. Financial inclusion and inclusive growth are no longer just policy choices, but are policy imperatives, which would determine the long-term financial stability and sustainability of the economic and social order, going forward. Though commercial banks are expected to play a significant role in FI but banks alone would not be able to accomplish this mighty task. Other stakeholders also need to contribute their mite towards this cause.



Some of the facts about the progress made by the banks under FIP's during the period April 2010- April 2013 are as follows:

- According to a RBI report, nearly 2, 68, 000 banking outlets have been set up in villages as on March 13, 2013 as against 67,694

holds during this period, 3.6 million households have been provided with small entrepreneurial credit as at the end of March 2013.

The main objectives of RBI for FI in India are as follows:

- Ensuring coverage of all unbanked villages in next 3 years
- Emphasis on increasing rural

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SOM CONFERENCE

Society of Operations Management: XVIII Annual International Conference on Operations Management



Society of Operations Management



XVIII Annual International Conference

of

Society of Operations Management

Theme:

Operations Management in Digital Economy

December 12-14, 2014



Prof. Prem Vrat
Recipient, Lifetime
Achievement Award



Prof. Gautam Sinha
Director, IIM Kashipur



Mr. Satish Agnihotri
Chairman & MD,
RVNL



Prof. Janat Shah
Director, IIM Udaipur

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अध्ययन
MANAGEMENT
STUDIES

भारतीय प्रौद्योगिकी संस्थान
रूड़की
INDIAN INSTITUTE OF TECHNOLOGY
ROORKEE

Venue:

Department of Management Studies, IIT Roorkee

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Indian Institute of Technology Roorkee

Organized by:

Department of Management Studies, IIT Roorkee
ABV-IIITM Gwalior

The Society of Operations Management every year announces the International Annual Conference on Operations Management with a specific theme. Previously, Institutes of great repute like IITs and IIMs have had the privilege to organize the 3 day event, where professors, doctors, research scholars and even graduates and under-graduates give their submissions to be one of the few to be registered under reputed journals. This year The XVIII Annual International Conference of the Society of Operations Management was held during 12-14 Dec 2014 at Department of Management Studies, IIT Roorkee, organized by Department of Management Studies, IIT Roor-

kee along with another institute of national repute ABV-IIITM Gwalior. The Organizing Committee comprised of Students and Research Scholars from the Department itself, under the leadership of Prof. Dr. A Ramesh (IIT Roorkee) and Prof. Dr. S Rangnekar (IIT Roorkee). The event saw a massive gathering of Re-

nowned Academicians and Industry representatives.

The first day of the conference was dedicated to the **doctoral consortium** while the remaining two days were dedicated to presentations and discussions on broad and all-encompassing topics related to Operations Management (OM). Over 200 delegates from Top notch B and T Schools like IITs, IIMs, NITs and other Institutions from India and abroad participated in the conference. Themes of the SOM 2014 conference addressed contextual issues such as Sustainability, Innovation, Behavioral Operations Management issues, Humanitarian Logistics, Healthcare Supply Chain Management, Environ-



Dr. S Rangnekar

ment, Clean technologies and Infrastructure Management as well as conventional threads such as Economic models, Scheduling, Logistics, Inventory, Information Systems, Analytics, Technology Management, Revenue Management, Service Operations, and Quality Control. A "Book of Abstracts" and "conference proceedings" was also published in the conference. The conference proceedings comprised of nearly 200 abstracts.

Apart from the Keynote addresses by eminent personalities from the area of Operations Management at Inaugural Sessions, a workshop on "Six Sigma" was also organized for all the delegates. The workshop on Six Sigma was sponsored by **Quality Improvement Programme (QIP)Center, IIT Roorkee**. There were a total of nine techni-

cal sessions spread over 3 days which included a total of 30 tracks related to different areas of Operations Management in Digital Economy.

The sessions ranged from Application of soft computing in OM, Behavioral Operations, Empirical Research in OM, Finance Operations Interface, Healthcare Supply Chain Management, Humanitarian Supply Chain Management to General Management, Information Technology and OM, Knowledge Management, Human Resource Management and OM, OM and Marketing Interface, OR applications in OM, Quality Control and Six Sigma, Strategy and OM Interface, Supply Chain Management, Sustainable And Reverse Supply Chain Management, thereby constraining itself not only to Operations Management as such, but also collaborat-

ing with other fields and aspects of Management.

On day 1, the Inaugural function of Doctoral consortium was graced by **Prof. Sushil (IIT Delhi), Prof. K. S. Momaya (IIT Bombay) and Dr. Gyan Prakash (IITM Gwalior)** as



Keynote speakers. Also a workshop on Six Sigma was organized for all the participants of the con-



Prof Prem Vrat Receiving Life Time Achievement Award

ference. The speakers for the workshop, apart from the names mentioned above were **Prof. D. K. Banwet (IIT Delhi)**, **Prof. Ravi Shankar (IIT Delhi)**, **Mr. Jaya Prakash (Assistant Vice-President HSBC)**, **Dr. Rajat Agarwal (IIT Roorkee)** and **Dr. A Ramesh (IIT Roorkee)**. The workshop was followed by the technical sessions.

Day 2 started with the Inaugural session of the conference, which had **Prof. Prem Vrat**, Founder Director, IIT Roorkee, Former Vice Chancellor, UP Technical University, Pro-Chancellor, Professor of Eminence and Chief Mentor, ITM University, Gurgaon (Recipient of Life time Achievement Award at SOM conference), **Mr. Satish Agnihotri**, IRSE, Chairman and Managing Director, Rail Vikas Nigam Limited (RVNL) and Chairman, High Speed Railway Corporation of India Ltd. (The Chief Guest), **Prof. Gautam Sinha** (Director, IIM Kashipur), **Prof. Janat Shah** (Director, IIM Udaipur), **Prof. G. Srinivasan** (President SOM, IIT Madras) as Keynote Speakers. The session

was presided over by **Prof. Pramod Agarwal** (Dean, Academics, IIT Roorkee). **Dr. S. Rangnekar**, Head, Department of Management Studies, welcomed all the dignitaries and delegates at the conference and briefly introduced about the conference and Department of Management Studies, IIT Roorkee. Prof. Prem Vrat was felicitated with the Lifetime Achievement Award for his service towards the nation in the field of education by Mr. Satish Agnihotri, also one of the esteemed alumnus of IIT Roorkee. Mr. Satish Agnihotri also unveiled Prof. Prem Vrat's book on **Materials Management**, thereby making it a memorable moment for all. The inaugural session was followed by the technical sessions which were later followed by a cultural program where the artists from **Uttarakhand Cultural Association** entertained the guests.

The plenary session on day 3 was given by **Dr. M. K. Barua** on supply chain performance evaluation in select pharmaceutical companies. This was followed by the technical sessions. Apart from this, the event also

saw participation of B.Tech and MBA students from IIT Roorkee. It was a moment of pride and honor, when **Manish Kumar Singh** from Department of Management Studies, IIT Roorkee presented his paper as a one of the participants and was praised by many Session chairs and the faculties of the institute for his submission. We hope to see massive participation by students in such events and bring laurels to the institute.

In all, the 18th Annual International Conference of the Society of Operations Management provided a platform for academicians, practitioners, doctoral students and other researchers to exchange knowledge, experiences and share innovative ideas on the shifting roles of operations management in the digital economy through the presentation of papers, panel discussions and one to one or group meetings. The event was a massive success and the team comprising of Students from MBA namely **Manish Kumar Singh, Arjun Gaur, Brijesh Kori, Manish, Vikky Anand, Vijay Kumar, Vignesh, Smridhi Malik**, led by PhD. Scholars from the Department were applauded for giving their best shot and making it a grand success.

The event could not have been complete without the worthy support for the sponsors, namely **Quality Improvement Programme (QIP) Centre, Indian Institute of Technology Roorkee Indian Council of Social Science Research (ICSSR), Hindustan Aeronautics Limited (HAL), and Tehri Hydro Development Corporation Ltd. (THDC)**.



Prof. G Srinivasan

SUCCESS STORY

The Success Story- Satya Nadella



Now, we all know who SatyaNadella is and if not much then a “television” information as to what’s his background. So, I’ll just give you a short “bio-data” type credentials. Satya hails from India (born and brought up), did B.E. from Manipal Institute of Technology and then went to US to do MS and then MBS. Currently he is the CEO of Microsoft, first Indian and third-ever (after Bill gates and Steve Ballmer). He became CEO just few months ago and these last few months have been very eventful for Microsoft and its image.

The above information must have invoked some curiosity and I know what about. Now, let’s discuss his success story from a perspective of what position he holds and what’s unique

about him.SatyaNadella is an apt example that a person can become anything he/sheaspires to if he/she has right motivation and focus. Satya did his graduation from Manipal Institute of Technology which could be considered a good institute but not certainly a great one at the world platform. Despite that he went on to become the first Indian origin CEO of Microsoft, the company which has a wide global reach and impact.

So what’s so special about Satya? Why Bill Gates trusted him? Microsoft was in a dire need of a transformation after his former CEO Steve Ballmer who believed in traditional ways of operations. As Staya says that Microsoft needs to break this age old religion which is Windows and look at things with new perspec-

tive and adaptation to the market challenges.Sticking to only Windows and not making their products, e.g., Office not available on other platforms has been really detrimental to the company.Satyaworked for Sun Microsystems as a member of its technical staff before joining Microsoft in 1992. He has been Microsoftiefor 20 years and has worked as Vice-President in companies business and online services division.

Ballmer’s wrongs and Nadella’s strategy:

When Steve Ballmer left, he left a legacy which has deep rooted traditional religion in its veins. The Nokia acquisition was a step not welcomed during Ballmer regime. Ballmer’s motivation was to follow footsteps of Apple and create hardware and

software with apps to power features their products. In fact speculation was Ballmer's obsession of acquiring Nokia and enter in hardware didn't go down very well with the management and it was the beginning of the end of Ballmer era.

Nadella still needs to make people love and become comfortable with Windows 8. He also has the herculean task of making windows phone work which have not been a significant player in the Smartphone category and for that he needs to deal with

not be late in seeing the same happening for Android and iOS.

His farsightedness to achieve the target of making company's software ubiquitous is what a daring and bold step is when most biggies are focussed on making products for their own



Soon, after few months, when Satyawas made the CEO he made it crystal clear that Microsoft needs to focus on its software market, making cloud computing its priority and productivity tools which can be run on any device. He head-on declared that he does believe in religion. He discards the theory that Windows is the only platform for their products. Satya is the person behind the cloud computing of Microsoft which the world's one of the largest cloud computing company.

Nadella and future he holds for Microsoft:

the integration of Nokia which Ballmer gave him in a messy platter.

Satya believes in courage, as he said that Microsoft needs to innovate and do so boldly in these tough waters. He is determined and readily accepts the reality that lies in Smartphone or Windows 8 of receiving lukewarm responses and he is ready to stretch leaps and bounds to make fix that problem and gain confidence of customers as well as of shareholders. In fact it has already begun with his welcoming step of launching Office for iPad. It will

platform and services. A person of his calibre has a long and eventful future with Microsoft and would be a central figure to watch out for the global impact the company holds in coming years.

By-

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Interview with Ankur Singh Gaharwar

DoMS(2012-14)



1. Please give us a little insight about your journey prior to joining DoMS IIT Roorkee.

I am a Mechanical Engineer by profession & had a work-ex of about 4.5 years prior joining DoMS. I started my career with Dassault Systems in the field of aircraft manufacturing as a GET. Then after one year, I moved on to join TATA Motors, where I worked for commercial vehicle division for the green field project at Lucknow location. It was a great learning experience to be a part of the core team of a mega green field project. After spending 2 years in the most trusted &

ethical corporate group, again it was time to move on. Well this time the change was fuelled by aspiration to move to the NCR region, and also at the same time preparation for CAT was there at the back of my mind. And, these lead me to join DoMS IIT Roorkee.

2. And where did you land up after your DoMS journey?

After completing my MBA from DoMS, I joined JBM group, which is one of the fastest growing manufacturing company in automotive sector. I am into Lean manufacturing & Supply Chain

planning role at JBM. During my MBA as well, I had the same interest and opted for Operations as my specialization.

I also bagged a foreign summer internship with Foton Motors, China. But unfortunately due to the duration commitment of 3+ months, I couldn't join. BUT again my point is one should try to do summers in the area of aimed final profile.

3. What are your roles and responsibilities at JBM Group?

My profile "Corporate Projects & Business Strategy" offers a very unique combination of working on the current & future business prospects at the same time. Corporate Project is all about Project Management for simultaneous green field projects being executed across the country. The triangle approach of Project management i.e. Time, Cost, Process are part of my profile to monitor, control and improve the Project execution.

The Business strategy role is to deal with prospective business ideas of diversification, acquisition and venturing into new business fields. It also involves identification of probable business ideas which can be developed into group's new business arm, be it a new Technology or a Government subsidized/encouraged business idea. Market research, mystery calling, amalgamation with probable JV partners are also part of this profile. Both these profiles require extensive and hectic trav-

elling schedule on regular basis.

4. Can you please explain how does Project Management align with Business Strategy?

This is probably the best and the most tricky question of the entire interview. Well the better sync you have between the existing & prospective business, more convenient it is to enter the associative avenues. Thus, learning and improving the current business and at the same time hunting new business prospects that can be aligned with already established infrastructure is important. Shaping the path to future taking along the present is the concept of dual role. In operations term, partner at one junction can be a vendor at different location and vice-versa.

5. What are the challenges you face in your current field of work?

Since their inception, Indian companies have a basic problem of being people driven than being system driven. Thus, experience and learning is nested within the person and company or system is left empty handed. Finding shortcuts to cope up with such a situation without hampering the prospects and demanding timeframe is the biggest challenge.

Also, my work profile gives me the opportunity to work and interact with the industry big names. At times, it becomes complex to synchronize language and action with top brass all the time, where ego is all time high and average age more than 50. So, it becomes really difficult to work in routine with people twice your age, or sometimes even more. I am learn-

ing every day and every assignment is unique. Not to mention frequent travelling is very demanding and not that cool when it becomes regular over a period of time.

6. Please share with us some of your memorable moments at IIT Roorkee.

Ha ha ha.. There are many such moments.

Once I was chased by a pack of dogs at about 3am in front of the Placement complex, while I was returning from Delhi. I couldn't decide between running for life and standing still with no help in sight.

Another one involved, going through the lengthy procedure of appointment with DMRC chief Mr. Mangu Singh and successfully convincing him to accept the invitation of being the chief guest at 1st Operation's summit at DoMS. We also managed to extend the invitation to Mr. Nishant Arya and Mr. Kapse, and again successfully convinced them to visit DoMS next year.

All Late night placement meetings with our HoD, Dr. Santosh Rangnekar and team were also some of the memorable experiences of my stay at IIT Roorkee. HQ & Operazione gang of friends are the best takeaways of my stay. Converting the Idea of Operation's club "Operazione" into a reality was also a very memorable and cherished experience.

7. Any piece of advice for the current batches of DoMS?

DoMS is perpetually evolving and progressing to become one of the leading B-Schools in India. I feel,

MBA is the last roundabout where your career paths can be altered and changed. Thus, before selecting your specialization, give a serious thought about your interest area and of course future prospects. Don't do anything just because others are doing or choosing. Analyse your skills and try to match it with the specialization, and at the same time fill the lagging part with loads of facilities and experience DoMS has to offer. And a last and important one- Make good friends rather than just classmates.

By-

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