

Winter..
..is here.

THE PINE CHRONICLE

News, Views and Creative Expressions

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EDITORIAL

After having almost flogged the horse called intelligence Quotient (IQ) to near death, we are increasingly turning to understanding and explaining individual behaviour and social phenomenon with the help of Emotional Quotient (EQ). There is a growing realisation that hardly any aspect of mental life is more crucial than emotions. They determine not only the quality of life but also help explain meaning of existence. More often than not, it is emotions that help determine what makes life worth living and sometimes worth ending. Unfortunately, in the digital age, individuals are becoming more and more reliant on social validation. In other words, how one feels is often determined by what others say! For this one needs regular reinforcement and signals from the others to tell us how we "should" feel and what we "should" need and even what we care about! Often, when people cannot choose between a number of identical products, the most common practice is to read reviews! A quick Google search provides expert reviews and opinions without any difficulty. But what kind of an impact this will have on the process of individual decision making is not yet fully understood. Modern man is yet to recognise the full spectrum of human emotions. Interestingly most of the great classical philosophers had displayed exemplary scholarship to formulate fairly detailed theories on emotions. These theories typically conceived of emotions as an extremely deep individual response to significant events. The level of involvement often led to the triggering of distinctive bodily changes and behaviours. Surprisingly, in the modern age, scientists and researchers sought to neglect human feelings and emotions and laid more stress on numbers and the quantifiable aspects of life. The propensity to treat life as a binary and knowledge and civilization as a linear progression of events gave rise to the belief that everything in the world was quantifiable. Since human emotions did not subject itself to quantification, it was considered unscientific and hence dispensable and unnecessary. However, the frequent inability to understand human motivation, crowd behaviour, erratic markets etc seems to have forced a rethink. In recent years emotions have once again become the focus of vigorous interest. This renewed interest started with an attempt to tackle the descriptive question of what emotions are, and gradually beginning to raise the normative questions on emotions and rationality. Multi disciplinary interest in these questions particularly from psychology, neuroscience, and evolutionary biology has thrown up interesting nuances. Historically, emotions have been conceptualized and

distinct categories: that of experiences, evaluation, and motivations. Each of these prompted specific research traditions that succeeded in capturing something significant about the phenomenon of emotions. The other big issue was that of subjecting emotion to the test of rationality. Here emerged two distinct varieties, that of cognitive rationality and strategic rationality. Further, studies were made to understand how emotions can succeed or fail with respect to different standards of rationality. Gradually, there was an emphasis on focusing on positive emotions and denying and discarding emotions that were perceived as negative. It was argued that by nature, humans naturally and automatically move towards what feels good, and away from what feels bad. This would include human emotions. But the over emphasis on denying difficult emotions like sadness, embarrassment, anger or anxiety and failure led to its own set of problems. What emerged was an artificial personality with a distorted sense of emotions that was judged through pre-set norms. This often created anxiety in the individual that was sought to be overcome through social validation of individual behaviour. In the process, what was overlooked was the fact that emotions serve an essential function in connecting individuals to what is truly important. By losing this important ability to determine for oneself what is important in one life, humans have become unhappy and frustrated with a life that appear without purpose and meaning. Evolutionary theorists opine that the full mind-body response of emotions helped ancient man to ensure their safety, get their needs met from others in the group. Emotions also provided individuals with important information that were crucial for group harmony and existence. In short, emotions are a highly evolved mechanism that was the fastest and most effective means of communicating and connecting to others, and one's true self. It is amazing that the so called modern scientific human has sought to banish emotions and feelings. Society seems trapped in a huge struggle to control or get rid of emotions. But by doing so, humans are actually preventing their own true selves from emerging. This has had a devastating impact both on the individual as well as the society at large.

ABOUT NUKSA

Nuksa The Pine Chronicle is the monthly news magazine of IIM Shillong.

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TIMELINE

PGPEX MBEE 2020- Inauguration

IIM Shillong inaugurated the PGPEX- Management Program in Emerging Economies on 22nd of January 2020. The eighth edition of PGPEX program started with an Invocation by Prof. A Mukhopadhyay and a program overview by the Chairperson of PGPEX-MBEE, Prof. Rohit Joshi.

The current batch has an average work experience of 6.5 Years and a rich academic and gender diversity. The program deals in depth on the **Emerging Economies of the world** with academic focus and immersion programs in **China, Indonesia and Bangladesh**. The mission of the MBEE program is to enable to students to have an edge in managing transnational business in emerging economies with superior education and enriching cross culture experience. Prof. Joshi highlighted the funnel approach introduced in the course that starts with a bird's eye view and converges into a worm's eye view, ensuring holistic development of the participants.

Prof. D. P. Goyal, the Director of IIM Shillong emphasized on the primary goal of this program being the transition of managers into responsible leaders. The change from a teacher centric pedagogy to a learners' centric one. The Chief Guest for the event, Shri. Jayajyoti Sengupta, Head APJ, India & Middle East, Board Member of Cognizant Asia Pacific Geographies, Singapore, started with a



quote by Dr. APJ Abdul Kalam, 'It's not the dream that you see in your sleep, but it's the dream that doesn't let you sleep'. He delved on the pertinence of hyper individualization of businesses, increasing advent of hybridization of skills and the impact of digitization. He encouraged the participants for the journey ahead on returning to the next course of formal education. The event concluded with oath by the participants, presentation of memento by Prof. D. P. Goyal to our esteemed Chief Guest and a vote of thanks.



71st Republic Day Celebration in the Permanent Campus

IIM Shillong established one more milestone in its history by celebrating the 71st Republic Day at its new campus. The event started with Director IIM Shillong, Prof. DP Goyal's address to the students, paying tributes to all those brave-hearts because of whom we enjoy our freedom and encouraged all the students to work towards the betterment of the country. Prof Goyal also stressed upon the fact that the new campus of IIM Shillong is in itself an epitome of the journey that the whole nation and especially the north eastern states have traversed all through the 71 years of being a republic.



Afterwards, the majestic tricolor was unfurled followed by the national anthem and cultural performances by students, which commemorated the quintessential spirit of unity that indeed differentiates India from rest of the world.

This republic day has undoubtedly marked a new inception for IIM Shillong and is going to add another feather in the cap of the institute which already boasts of a plethora of achievements and signifies why it is an institute of national importance. Its new campus is not only an achievement for the institute, but for the whole North East region of the country.



Winners of Alcheringa 2020

IIM Shillong recently bagged a number of winning positions at **Alcheringa 2020**, the Annual Cultural Festival of IIT Guwahati. The 24th edition of Alcheringa which witnessed participation from almost 450 colleges and schools from all across the country from 30th January 2020 to 2nd February 2020 witnessed tough competition. Despite comparatively much larger contingent sizes from other institutions, the contingent representing IIM Shillong performed to their best ability. The results are as follows:



Hindi poetry slam	- First Position - Tania Solanki
English poetry slam	- Second Position - Tania Solanki
Duet Dance	- Top 5 - IshaPiplani & Tanmoy Das
Sports Quiz	- Top 8 - Ishan Kacker
Solo Singing	- Top 10 (Result awaiting) – BSS Pramod
NukkadNatak	- Top 5 - Rang de Manch

Members of Rang de Manch-
Akshansh Gupta, AnanditaKakwani, BSS Parmod, IshaPiplani, Ishan Kacker, Kunal Tibrewal, Nancy Tatwani, NisargSangani, Pankaj Ranjan, Shailesh Maheshwari, Tania Solanki, Vinushree Jain

IIM Shillong congratulates all the participants for their efforts and contribution to the success of the Institution.

A Farewell bid to Shri. Manoranjan Debnath

IIM Shillong bid farewell to Shri Manoranjan Debnath, Finance Officer on 31st January, 2020 in the presence of the Institute's Director Prof DP Goyal, Faculty Members, Officers and Staff.



Achievements

1. IIM Shillong congratulates Alumnus Paras Parekh, working at NITI Aayog, for being invited to be a part of the delegation of top 50 Global Shapers from across the world and attend the Annual Meeting of WEF at Davos2020.
2. IIM Shillong congratulates Trisha Waghela, PGP Batch (2018-20) for winning 2nd Position in 'The Showman - solo dance competition' during Chaos 2020, the Annual Cultural Festival of IIM Ahmedabad



MÉTIER

Prof. P.C. Mandal

Publications:

- Mandal, P.C. (2020). Pricing Strategies of Multinationals for Global Markets – Considerations and Initiatives, International Journal of Business Strategy and Automation, 1(1), 24-36.
- Mandal, P.C. (2020). Marketing in an Economic Downturn: Challenges and Opportunities, International Journal of Business Strategy and Automation, 1(1), 46-56.

Achievements:

- Awarded Certificate of Recognition from Journal of Global Marketing in recognition of outstanding work as a peer reviewer in 2019.

Prof. Natalie West Kharkongor

Appointed as Independent Director of Shillong Smart City Limited w.e.f December 2019 for a term of 3 years.

ODE

Words from my heart

Age is getting increased.
Physical Strength is getting decreased.
Knowledge is getting increased.
Divinity is getting decreased.
Earning is getting increased.
Happiness is getting decreased.
Responsibility is getting increased.
Relation/love is getting decreased.
Logical thinking is getting increased.
Common sense is getting decreased.
So, I think "what I am losing are more valuable than what I am gaining". Am I correct my dear friend?

Prof. Pradeep Kumar Dadabada

OFFBEAT

Managing Millennials

For the first time in the olden times of the world, five generations of employees are working together under the same roof at workplaces. As traditionalists leave, and Baby Boomers move closer to retirement, Generation X is slowly moving up in the hierarchy to replace them. But the majority of the workforce on the ground, the actual doers, are millennials.

By 2025, millennials are expected to form 75% of the world's workers. Though it is important not to generalize, millennials as a whole do possess some characteristics that differ significantly from former generations when it comes to the workplace. To get the best from millennials, managers need to understand this and accordingly adapt their management style.

Ten must-dos for companies to manage millennials more effectively:

1. **Loosen Up**
Millennials value a balance between work and their personal lives. They envision the result as their primary focus and believe that as long as they get the job done, there is no need to be at their desks all day. Managers should allow a more fluid, revolving door between work and play. Do not micromanage - set clear goals and allow flexibility in how to achieve them. Allow flexible work schedules, remote work opportunities, and increase the number of available vacation days.

Fun Fact: A survey conducted by KPMG showed work-life balance as one of the top-rated factors by millennials when they're looking for a job.
2. **Family Considerations**
For millennials, family considerations are a significant concern. The millennial generation includes more trailing spouses (more dual-career couples) who no longer conform to the traditional expectation of a woman not working and simply following her husband. Trailing spouses increasingly expect to work or at least be able to maintain their career abroad. These societal changes necessitate a re-evaluation of policies initially designed for the traditional family model.
3. **Feedback is Key**
Be a coach first, manager second. Traditional semi-annual or annual reviews are too infrequent for the millennial generation. They want to know they've done an excellent job, and they want to know it now. Some tips for managers include: give them checklists, offer plenty of help, reward them for innovating and taking appropriate risks, provide them with mentors, etc. Not only are the frequency and timing important, but so is how the feedback is framed and delivered. Feedback should be clear and specific to be effective. Millennials have a strong desire to improve their work continuously, so they want to know when they make mistakes or do things wrong - to grow and get better.

4. **Create Room for growth**
Millennials do not fear change, especially in workplaces. They are more interested in dynamic, cross-functional roles that will allow them to grow into other areas of the business. Encourage employees to work on projects they are interested in, irrespective of their job title or function. And this doesn't stop at the office - Send your employees to conferences or workshops that will aid their development.
5. **Give Back**
For many millennials, work isn't merely a way of earning money. This age group is unique in its social consciousness. More than any preceding generation, millennials are known for seeking out meaningful work where they can make a difference. However, millennials feel their employers base the majority of their decisions on how to generate profits. And while they understand that unprofitable businesses can't survive, they think companies should work harder to find a balance between increasing revenue and supporting their community. Anything they can do to show concern for the society, such as providing monthly opportunities for volunteering or leadership donating a proportion of their salary to charity, goes a long way. Fun fact: Nowadays, 63% of millennials expect their employers to contribute to a social cause.
6. **Build a Positive Workplace Ethos**
Creating an inclusive workplace culture from the beginning is incredibly important. Millennials show a higher affinity towards a workplace which provides them with a high trust culture. Best workplaces ensure millennials have a fun, psychologically and emotionally healthy environment with managers who involve people in critical decisions and deliver on their promises. While all generations want to be involved in decisions that affect them, it's particularly powerful for millennials. When they feel involved, they're more likely to give extra, stay longer, recommend their workplace, and contribute their best to their workplace.
7. **Encourage Creativity**
Millennials come with a strong desire to be creative. They have grown up in a time where information has become available instantly. Through a Google search, answers to even complicated questions can be found quickly. And thus, millennials have evolved into a group that wants to work on new and tough situations and ones that require creative solutions.
8. **Embrace Technology**
Millennials have grown up around new technology throughout their lives and relate better to employers who do the same. Millennials are passionate about working for employers who embrace conversant technology, and thus companies need to catch up.
9. **Practical Experience Over More Education**
Having the most formal schooling of any generation in history, most likely holding at least a bachelor's degree already, Millennials are more attracted to the opportunity to gain practical work experience over additional qualifications.

10. A Higher Compensation

Despite the importance of a friendly workplace, millennials are still highly motivated by generous salaries and bonus schemes. Employers must be aware of this and should be cautious of viewing them as a cheaper alternative to more experienced employees.

Ayush Dharnidharka & Nupur Gupta
PGP 2018

Diverging minds converging souls

I like to play guitar. You may want to play the drums. Someone else may like singing or keyboard. Now imagine a world where everyone liked the same thing or may have been forced to do so. It would surely be dull and boring to just listen to an all guitarist or all singers band all the time. Thankfully this is not the case. Each one of us is born different having different mix of attitudes, behaviour, qualities and skills. Some of us go on to become scientists, exploring why the world is as it is, some become artists, who give people an escape from reality, some go on to take responsibility of managing the affairs of a nation and so on. We, as humans, have taken and will have to take benefit of this diversity to figure out how to walk this world together.

With time the challenges we have face are becoming more and more complex in nature. They are out of scope for one man alone to solve them. This is what is happening. Majority of the Nobel prizes are being shared by two or more individuals, be it for chemistry or physics and even peace. It is also increasingly being acknowledged that collaboration of minds breeds creativity. Be it any field from economy to sports to business to political systems and global conventions they all are giving priority to diversity.

Climate change the next big problem which poses a threat to Earth. But this is a misnomer, our planet is known to have survive through times of incessant volcanic eruptions and even large scale bombarding of meteors. So to whom does this climate change pose a threat to? It is we, the humans. The solutions cannot be segregated from each other rather. Here it is encouraging to know that we, as humans, have acknowledged this - as under the Paris deal. In fact, individual countries, acknowledging their responsibility, have themselves set up targets to curb climate change.

Modern day football as we see it was drastically different in the 1900s. Back then there was less focus on the ability to function as one organism and more on the capability of star players to weave their way around the defenders and score goals. This ability to dribble, although important today as well, is not enough to win matches. Now, Football teams have evolved and behave as if they are one organism and it is becoming more and more difficult for teams to depend one player to win matches. Classic example is the tiki-taka style of play, primarily associated with the football club Barcelona.

The world has been through what is called the Dark Ages - a time of ignorance and barbarism which was followed by Renaissance a period of "rebirth" of arts, science, literature and exchange of ideas which reignited creativity of our minds ushering in modernity. But still instability, intolerance, violence, inequality etc. is on the rise. We need to understand that at the end of the day we all are one and have a responsibility towards the future generations to leave an Earth which is liveable, free from violence, nurtures creativity, promotes free flow of ideas and provides a dignified life to each individual.

Amol Maske
PGP 2019

A Day to Remember

*Those rocky heights with hue of dark blue clouds
Where lies embossed many a shining lake
Of crystal-clear, cool waters, and whose slopes
The 'herds of Indra' cover and bedeck:
Those are the hills wherein my soul delights.*

*Fair uplands rain-refreshed, and resonant
With crested creatures' cries antiphonal,
Lone heights where silent Rishis oft resort:
Those are the hills wherein my soul delights.*

- **MahāKāśyapa**, one of the principal disciples of Gautama Buddha

(Ref: The Buddhist Attitude Towards Nature", by Lily de Silva. *Access to Insight (BCBS Edition)*, 30 November 2013)

Undisturbed by the humdrum of the material world, the boat glided on the teal waters of the Dawki river, which unveils itself as the onlooker genuflects. Much the same way as a book does to the reader and a monk embrace a seeker. Most of the Asian fountain heads have relinquished the seekers amidst the lap of nature including buddha as the prominent testimony who was born in a park at the foot of a tree in *Kapilavatthu*; he attained Enlightenment in the open air at the foot of the Bodhi tree in Bodhgaya; he inaugurated his missionary activity in the open air in the *sala* grove of the *Malas* in *Pava*.

And sailing at the crosshair of the Khasi and the Jaintia hills, in all their serenity, with an Industrial Sufi -Mr. Jayajyoti Sengupta, was concomitant to the era of Gurukulas, the *Upa-nishad* education system of ancient India where the *shishyas* walked beside the *guru*, assimilating the lateral spectrums of thought unfurled before them amidst the rawness of nature.

Visited by industrial gurus time to time and enlightened by the expert faculties, The Indian Institute of Management, Shillong is itself a tantamount of the setups where thrives a peaceful coexistence of man with nature. And the day before, when Mr. Sengupta inaugurated the 8th chapter of IIM Shillong's Post Graduate Program for Executives, it was a moment of the rekindling of a deep relationship.

A relation that would mature from the outer orbits of respect to the inner ones of love and gratitude.

The next day was poised with the afore mentioned, when the two guides, responsible to usher, were guided by the Guest on vivid aspects ranging from business arena to academic purview, from the global issues to those of personal life as they admire the stupendous beauty of the hillocks, the freshness of unleashed waterfalls and circumvent through the abode of clouds.

From discussions on Strategy and the application of Game Theory, unwinding the intricacies of Negotiation Skills, as we trek to the Living Root Bridge, we were introduced to the associations of competencies, payoffs, and policies, entangled like the living roots of the trees, bridging a pathway for the human resources and the organizations.

The lunch at the Mawlynnong – Cleanest village of Asia, triggered an appetite for the History of the Indian Cuisines – leading to discussion on the influence of Nawab Wajid Ali Shah of Oudh, who was exiled at Calcutta and the Nizams of Hyderabad on the cross-cultural amalgamation of the 3 places.

The conversation delineated to Literature touching upon the stories of personal lives and teachings of destiny. To hear about the experiences of an industry leader who has almost created an empire in Asia- Pacific, was a sutra for moving forward.

“An author is a brand in himself, who lives among his words, his readers – forever.” – quoted Mr. Sengupta when disclosing some of his visions, which inspired us to keep the quest for knowledge going and to set visions before achieving the next milestone.



The whole day was so mentally intoxicating and intellectually ecstatic that we completely immersed ourselves in the company of our guest and mentor.

Beyond the boundaries of the board rooms, in the silence of the Khasi hills, to watch, learn and discuss with an industry leader, was a walk to remember.

The latitude of inquisitiveness is perhaps what every student

aspires for, which resides on the humility and attitude of the mentor. And the day with Mr. Sengupta was a testimony of meaningful learning and mindfulness.

Ashutosh Jha and Nayyer Khan
PGPEX. 2018-19

ALUM SPEAK

The Art of Zugzwang

Zugzwang, a word of German origin, refers to a situation found in chess wherein a player is put at a disadvantage because they must make a move when they would prefer to pass and not move. A player is said to be 'in Zugzwang' (a disagreeable obligation to move) when any possible move will make their situation worse -but they have no choice but to do it even if it leads to certain defeat.

Some say, Chess is a reflection of life and as a self-proclaimed novice of Chess, I could truly comprehend the meaning of Zugzwang for the first time when I entered the corporate world from the safe haven of our wonderful campus. Much to my dismay, the transition from campus to the corporate life wasn't a smooth, easy one. Almost 3 years since I left college, I've come to realize our Zugzwang moments in life are quintessentially the conflicting state of mind or the personal/professional crisis we all go through in our day to day lives. A situation may arise, when we're at a crossroads, the compulsion to move is inevitable and every decision or move we make could perhaps turn into a disastrous one. But, in order to move forward we ought to take a few steps back and there's no harm in doing so since more often than not such decisions prove worthwhile in time.

We're all part of a generation which is constantly seeking approval & validation to prove their self-worth and there are chances we might end up spending the rest of our lives chasing acceptance and trying our best to fit in. There is a definite problem in the millennial generation that is contingent on instant gratifications. In the last 2 years & 8 months, I've been a part of 3 different organizations, tried many different things over time (Sales, Operations, Political Consulting) and my quest for the 'perfect role', 'work culture' and most importantly 'The perfect manager' (viewed by many as an oxymoron) still continues. And essentially this is what truly defines me – Charting my own path amidst uncertainties.

Romanticizing the past often makes us feel bad about the present but now that I look back, I marvel at the blessings of our lives. How incredibly fortunate we all were to have had an association with our Alma Mater IIM Shillong, no matter how brief it was. The two glorious years at the Institute were nothing short of phenomenal.

The dreamy little town was a beautiful escape far away from the mundane trappings of the big bad corporate world. Having spent my formative years reading Ruskin Bond's novels, IIM Shillong campus seemed straight from the picturesque description of the mystic hills in his books. North East has somehow still managed to hold an aura of mystery and witnessing it in all its glory was no less than a Therapeutic experience. As an adult I've come to understand there's nothing of more value than the books you read, the places you go and the people you meet. The extraordinary people I met & interacted within these two years left the longest lasting impression own journey through life.

And, it all began with our first trekking experience to Mawphlang sacred forest organized by Professor Tapas Giri who was all smiles (That smile remained a constant for the next two years) on a typical cold rainy morning. It was indeed a welcome respite after a week long drudgery of Footsteps activities and we couldn't have asked for a better mentor to guide us through the journey and making our first week a memorable one.

It was during one of our Organizational Behavior sessions, I was introduced to Professor Rohit Dwivedi's anecdotal teaching style and his subtle art of explaining the complex theories through his impeccable diction & vast erudition. I distinctly remember one of his most engaging sessions on the self-sufficient agricultural community of Israel, Kibbutz which later compelled me to read more about this unique community and how it thrives on Sustainable Living.

Little did I know a course on Liberal Arts by Professor Sanjoy Mukherjee would expose me to some of the great works of Satyajit Ray, Rabindranath Tagore & the significance of Bob Dylan's classic 'Blowin' in the wind' in the modern times were

some of the valuable life lessons taught in those wonderful classroom sessions.

And it wasn't that long ago, I was attending my last Lecture at RN8(far away from the humdrum of the corporate world) being delivered by Professor Kakoty and needless to say, I'd never experienced classroom storytelling sessions filled with such joy and delight! My key takeaway from his 'Last Lecture' was learning the true art of weaving words out of tangled thoughts effortlessly. From his first lecture to the last, life has indeed come a full circle and his personal anecdotes and life experiences still resonate deeply with each one us.

For the teachings at IIM Shillong extended beyond academics and that helped me discover avenues to self –discovery & rise above conformity. My association with Nurturing Minds being one of them. It was my first teaching experience and interacting with these kids, listening to their unique stories gave me a whole new perspective on life. Almost 3 years since I left Shillong, I've come to realize sometimes, it's okay not to have a plan or a conventional career path, a moment will come when it'll look like there isn't anything going right and it's in this Zugzwang moment all we ought to do is make a move and do it fearlessly.

In Professor Sanjeeb Kakoty's profound words of wisdom that perfectly sum up the essence of Life, "Play whatever role life thrusts upon you in the best way you can without seeking to control the results! For, we control the efforts not the results"

By – Richa Sharma
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Current Role & Organization-
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