



# THE PINE CHRONICLE

News, Views and Creative Expressions

Volume I, Issue no. 6, October 2018

## ABOUT NUKSA

Nuksa The Pine Chronicle is the monthly news magazine of IIM Shillong which seeks to provide to the world outside, News, views and Creative Expressions from members of the IIMS family. Nuksa is a Khasi word meaning example or sample and as the Pine Tree is almost synonymous to Shillong and our beautiful campus, hence the name Nuksa, The Pine Chronicle.

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#### Disclaimer:

The Views expressed here are not necessarily reflective of the views of the Editorial team or of the Institute

### Vision

To become an internationally recognized management Institute with a global outlook grounded in Indian values.

### Mission

To generate and disseminate knowledge in all aspects of management education for sustainable development and to develop innovative leaders with strong ethical values.

### Core Values

- ❖ Openness to new ideas and experiences
- ❖ Intellectual freedom
- ❖ Self-experimentation and creative pursuit
- ❖ Adherence to fair, just and ethical practices
- ❖ Compassion for others

## EDITORIAL

When we were young we were often reminded that *manners maketh man*, hence proper behaviour was part of education. As a matter of fact, civility and genteel behaviour was the trademark of the Shillong where I grew up. This may have been due to the fact that Shillong was an educational hub of the region and greatly influenced by missionary educational institutions. But it also needs mention that civility and politeness constitutes an intrinsic feature of Khasi culture with its emphasis on maintaining *Burom* and *Akor* or maintaining respect, manners and civility. It need not be emphasised that your mannerisms and characteristics make you who you are. In other words, a person will be judged and remembered mainly on the parameters of ones manners, conduct and civility. Interestingly, the use of the phrase *manners maketh man* was used to emphasise that manners make us human and that politeness and etiquette are the necessary precondition that prevent us from falling into savagery. Civility is not simply a show or a put on. It is born out of empathy and a desire to treat the other in a manner that we expect to be treated. Unfortunately, with the

growth of education and rapid techno economic changes sweeping the world, the need for civility in everyday life seems to have been relegated to the background. People are loud, abrasive and downright mean in their behaviour with others. Online abuses, road rage, trolling and the like have become commonplace. Lack of civility also manifests itself in pedestrians losing their right of way, disdain for punctuality and appointments, and a callous disregard for the very young and elderly. Things have reached such a stage that often parents coach their children to become *tough* (read discard civility) so as to be ready for the *real* world. So, what we see are a generation of young people who believe that lack of civility is a necessary prerequisite to becoming modern. Use of slang words in everyday conversation has become *the new normal!* It has also become common to treat human relationships as a means to an end and not an end in itself. This has given rise to the disturbing trend of treating humans as objects. This renders relationships as disposable with a limited shelf life. Unfortunately, all relationships are born and sustained more out of emotions than anything else. Seeking to reshape human life to mimic that of a robot sans emotions, manners and civility certainly constitutes a giant step backward for mankind. It negates the very foundation that makes us civilized human beings.

## CONTENTS

Timeline	2
Off Beat	5
Alum Speak	6
Reflections	7
Ode	7
Metier	7
Letters to the Editor	8

***It's not about being the best, it's about being better than you were yesterday....***

## TIMELINE

### IIM Shillong inducts new PGPEX-MBIC Batch

The seventh batch of IIM Shillong's Executive PG programme, PGPEX (Managing Business in India & China) was inaugurated on October 9, 2018. PGPEX-MBIC is a 14 months intensive program designed to equip the participants with adequate knowledge and business skills for managing businesses in India and China, and also enabling them to operate at strategic levels with a global outlook by synergizing all functional areas of Management. In addition, the participants are trained in Chinese language, Chinese Culture and understanding of Chinese tradition, which is considered desirable for undertaking business in China. Chairperson of the programme, Prof. Rohit Joshi said, "The Indo-China orientation ensures that the participants get immersed in best of both the management styles in Asia and carve an outlook which spans across the Asian giants in the Global Economy. We would like students to gain an insight into China's business environment and culture and also follow case studies of businesses that are flourishing in that country along with performance of various corporate groups."

It may be added that The PGPEX-(MBIC) program is the first ever Sino-Indian Executive Post Graduate Program and is conducted under the partnership and stewardship of two institutes of academic excellence – the Indian Institute of Management Shillong, India and the Ocean University of China, Qingdao, China.

Speaking as Chief Guest of the inaugural ceremony, Mr. Sumeet Chander, Country Head eValueserve (Greater China & Asia-Pacific Region), and an alumnus of IIM Ahmedabad stressed on "be a student all your life," as a key message behind his insightful address on the need to have a more holistic perspective of China, which is possible only through sheer people to people interaction, and from a more business oriented outlook, that of leader to leader interaction. Having spent close to ten years in Shanghai, Mr. Chander was observant of the fact that China, over the past five years has witnessed a more socially conscious consumer behavior as opposed to a comparatively earlier copious one. "Therefore, it is important for students, particularly of this programme, to closely understand the pace of change, while keeping an eye on development trends, especially the urban policies of China, which promises to deliver more often than not." Fielding off queries on multiple topics Mr. Chander adeptly infused his personal experience citing, "making things cheaper, and creating better quality products can increase the desire for the product, and hence ease trade deficit".



While speaking on possible areas for development of business prospects and strategies with a China focus, Mr. Chander urged the students to look into elder health care, fintech, entertainment, and tourism as some areas of interest.

Bringing the inaugural session to a close, Manager (Corporate Affairs & PR), Mr. H.K. Dutta thanked the Chief Guest for flying all the way from Shanghai to ensure his presence among the students of IIM Shillong.

### Addressing the issue of "Burgeoning traffic congestion in Shillong"

IIM Shillong's Centre for Development of Northeastern Region (CeDNER) organized a brainstorming session on the "Burgeoning traffic congestion in Shillong" on 5<sup>th</sup> October, 2018. The session was attended by key stakeholders including principals and representatives from colleges and educational institutions, retired officials, concerned citizens, representatives amongst commercial vehicle drivers, media fraternity, and the police department of Meghalaya among others.

The session opened with the Superintendent of Police, East Khasi Hills, Mr. Davis N.R Marak presenting some information on the current situation of traffic circulation in Shillong. Mr. Davis highlighted issues such as increase in the number of vehicles in Shillong over the past few years and lack of planned parking spaces within the city. The shortage of traffic personnel required to manage the traffic was also discussed.

The lack of parking for educational institutions and insufficient space for pedestrians, to hawkers taking over footpaths and roads was highlighted. Problems in the public transport system were also discussed.



It was felt that Shillong needs the services of competent urban planners and traffic engineer to suggest workable solutions. Apart from strict regulatory measures it was also felt that the whole hearted support and cooperation from the public was essential to make the task of proper traffic management a success.

## Mega Icon Kalam Remembered On Birth Anniversary

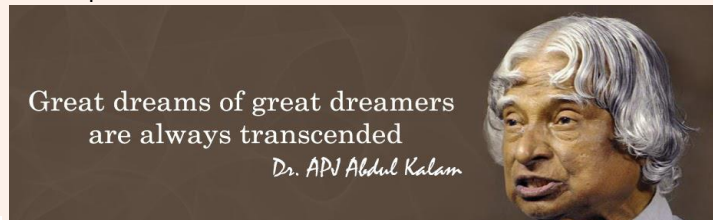


Dr. APJ Abdul Kalam was a man who dreamed, and who inspired others to dream. He was a great scientist, thinker, writer, the missile man of India, and its 11th President. But above all, he was a teacher. A teacher who inspired through his words, and his actions. Nurturing Minds is a unique initiative of IIM Shillong students in his memory. Aimed at teaching and touching the lives school students and to encourage learning and help foster creativity.

Dr. Kalam's 87th birth anniversary, was celebrated through a number of events. It started **'Sesame'** that was designed to provide children with a platform to display their talents, and for their parents to witness the transformation in their children. It was a cultural event which witnessed some stupendous dancing, singing & story telling by young prodigies. The nestling brains festooned the Institute with all their talents and spread happiness around.

Students also took a pledge which said "As a leader in public life, business, education and culture, I commit personal and public integrity, honesty and transparency".

The day also saw the screening of a biopic on Dr. Kalam from the National Geographic's ongoing documentary series, 'Mega Icons'. The screening began with Director I/C of the Institute, Prof. Keya Sengupta paid tribute to the Missile Man by reminding the audience of the special bond the Institute shared with the revered leader.



## 11<sup>th</sup> Session at the Greens!

The grand finale to the 11<sup>th</sup> Season of Annual Golf Cup was in a glittering prize distribution ceremony at the Meghalaya State Convention Centre on 28<sup>th</sup> of October 2018. This season witnessed a huge participation of about 200+ golfers who were competing against each other under different categories. This 2-day event was preceded with a Day-0 that witnessed the participants of IIM Shillong playing for the student category. This season marks the beginning of the inclusion of a student category in the game. Both the days were scheduled to accommodate teams

teams from all over the country including professional golfers, corporates, the army officers and the air force officers. This brought in tremendous diversity and helped the students in interacting the best with them. The day 1 began with the teeing off at 6 in the morning by the army officers and witnessed the official inauguration at 9 by the Health Minister of Meghalaya, Shri A L Hek.



*Business leaders from Mumbai and Bengaluru enjoying the day at the Golf Course with IIM Shillong's Board of Governors Chairman Shishir Bajoria.*

The first day hosted participants including professional golfers and the juniors. The professionals golfers from across the country came for the tournament. Others in the tee off included the Golf captain of the Shillong Golf Club, Shri Rahul Bajaj, Shri Batkumar Synrem and some of the players like R C Saxena IGP (Retd) BSF, Col N N Singh and many others. Apart from these players, the game was also extended to the Junior category attracting budding talent from golf clubs all over the country.

The day 2 also had the morning tee off at 6 from four different tee boxes of the course. This day involved the active participation of golfers from the corporate world drawn from places like Delhi, Bangalore, Chennai and Mumbai. The corporate honchos included Shri Mithesh Jain, Shri Gopalakrishnan and Shri Vinay Gajakosh. The second day also marked the prize distribution ceremony and valedictory program which was attended by the Governor of Meghalaya, Shri Tathagata Roy as Chief Guest. Speaking on the occasion, Shri Roy said that "First I was a teacher at Jadavpur University before taking on public work, hence, it is always a pleasure to talk to students. Management, golf and Shillong is all I wanted to talk about as we have people gathered from all across the country who have contributed to finally make the tournament a grand success." Shri Hector Marwein with a cumulative 2-day score of 151 emerged as the Overall Winner of the tournament and was presented with the Green Jacket sponsored by Shri M T Jatani, Style Craft Shillong. The other winners included Dr. Dilip Nadkarni Bombay Presidency Club with a gross score of 79, Shri Kailash Joshi from Jaipur with a gross score of 87, Shri Ashish Chemburkar with a net score of 73 and Vikram Sahgal from Bangalore with a net score of 73 again. *The sponsors for the tournament extended from OIL India, State Bank of India, IOCL, Atrimed, Union Bank, OYO, Uber, Qzine, SBI, CaribEX.*



Director I/C Prof. Keya Sengupta inaugurating *Khthurma*, the annual management festival

The Chairman of Board of Governors of IIM Shillong, Shri Shishir Bajoria appreciated the efforts of the students and said that the students are the future movers and shakers of the country. He complimented the organizers and said, "Conducting a tournament for 11 seasons consecutively is no mean task, and has been achieved only through sheer commitment."

Thanking the golfers and business leaders, Director I/C Prof Keya Sengupta said, "By participating in the tournament, you have become part of the extended IIM Shillong family. Golf adds value in terms of academics and enhancing interaction with the corporates, which is very important for an IIM."

Simultaneously, the campus was abuzz with the annual management fest *Khthurma* which tested its participants' business acumen and aptitude to solve real life business problems in various domains of management. The inaugural ceremony had a tree plantation drive to mark the event. During *Khthurma*, competitions were organised in the fields of Consulting, Marketing, Finance, HR, Operations, Debating and Public Speaking. The event witnessed 200+ college entries and extensive participation from top IIM's.

The ECoBiZ club organized "Supernova – Let the brightest minds collide" and presented a chance to the future leaders to use their MBA skills to make a difference in the lives of people. This year's case study – Improving Foundational Outcomes – invited students to analyse and provide solutions to improve the current state of education in India. The Operations club Op-Era, saw eight teams from five colleges igniting their grey matter to come up with ideas for optimizing operations in a highly competitive ecosystem through their flagship event *Shrinkhala*. The case required them to assist NutriMeal Food Solutions to go pan India "Corona", the event organised by Conquest – the consulting club, was about understanding and analyzing the integration and impact of Aadhaar Card in the Indian economy through a case study.

Adhering to the meaning of Niveshak (Investor), the finance club of IIM Shillong organised "DelFINus", the mock stock event where young investing enthusiasts participated in an exhilarating stock trading round in an attempt to maximise the value of their portfolios. usHR, the HR club's competition "entHRal" saw teams presenting their solutions to a case study based on the recent #MeToo movements. The solutions ranged from strengthening the workplace policies and introduction of self-defence apps. "Touchstone", organised by Markathon, the Marketing Club saw

teams addressing problems ranging from target markets, pricing, distribution, competition, packaging and brand endorsements.

"JustBidIT", a live bidding event organized by biTeSys, the systems club of IIM Shillong was about devising a strategy in bidding for the weapons and coming up with a game plan to attack the opponents. Nail biting bids and quirky tactics summed up the competition. Zeitgeist, the Quizzing, Literary, and Activities Club of IIM Shillong organised "Coup-De-Grâce – The Great Indian Debate" which saw five teams battling it out in a round table conference modelled on the lines of United Nations. The teams represented different countries and put their stance on two of the most critical issues of our generation – climate change and refugee crisis.



Business executives in an interactive session with IIM Shillong students. The informal session saw the leaders discuss everything from sustainability to diversity.

**Golf Link** in Shillong was the first 18-hole golf course in India. But it is not just for people who can swing the golf club; it is open to common people as well. The extraordinary beauty of the place invites not just golfers but everyone who cares about beauty. It is also called 'Gleneagles of the East' because of its natural beauty and resemblance to the Gleneagles by the United States Golf Association Museum.

In 1898 the Golf Link began with only 9-hole course, but it was converted into 18-hole course in 1924 by Captain Jackson. It is one of the best things the British left behind in Shillong. Shillong's golf course is located at the lower valley near the Polo ground.



## OFF BEAT

### Time- The Ultimate Healer



Time is a wonderful healer and I am starting to believe in it, there are many quirks about you that I am having a hard time remembering right from the way you used

squeal when you get really excited, The way you used to act like a kid only in front of me, The way you could get high without having anything to drink, I have to strain my memory to remember your favorite color, food or movie. I don't even want to imagine the things that I may have completely forgotten about you. Who am I to change what's written in store for us?

But the thought that scares me the most is that someday I will forget everything about you, You won't cross my mind for a very long time nor be the last thought I have before I go to bed, But even after everything one day maybe I will stumble across an old picture of us and smile because at one point in my life you were exactly what I needed.

Aashish Vyas, PGP 17

### Intelligent Music



The doctors declare a baby alive when he makes the first sound of his life and on the other hand, declare someone dead when that person makes the last sound of his life. Sound was born when the vacuum

got filled with air. This random sound became noise when the matter interacted with each other in the pool of air. But over time, nature started developing patterns and the systemic movement of sound became music. Today, from the fellow riders of metro to the football fans at Wembley, we find music to have become an integral part of the human life. We listen to music everywhere we go. This habit is so evident that almost any mobile phone sold on this earth carries an earphone accessory in the box.

Ancient Indian literature even assigned a goddess to music, Sarasvati. Music became an interesting way of spending one's free time and simultaneously a method to connect with the masses. The holy scripture of Bhagavad Gita is a set of 700 verses spread across 18 chapters helping man find the answers to his questions. Students at that time would recite their syllabus in a lyrical way. But, music was never associated with money. People who were deeply connected with music had to live a humble life being able to just meet their daily means.

As the time passed on, the relevance of music increased to many folds. The kings and queens started having their own royal musicians who would perform to help the courtiers relax at the end of a tiring day. While the musicians reached the royal courts, they still didn't garner much veneration or money.

As time went by, music became a method of storytelling. Masses would gather to listen to the heroic stories of how their king defeated the great ruler of Whiteland. Music brought people together in the time of need and helped them pray in unison. The pattern of sound through the instruments would replicate the pattern of emotions inside each soul. Music was slowly becoming the golden thread holding the whole community together. Through the ages, these stories travelled in the form of folklores and so did the folk music. The households who were employed only into this activity, became what we today refer to as the Gharanas of Indian Classical music. But the economic and social plight of these people did not go away. As the society moved into the twentieth century, these people and their art were both left behind in the race of wealth accumulation.

The society witnessed a change when the mass population of India got dominated with the youth who had a continuous stream of family income. While the family ties severed, workload increased, and the fear of silence deepened, a need for people worshipping increased and the music industry was ready to serve. The musicians slowly started becoming celebrities and the music became more and more technologically curated. Music moved from being a devotion to a commodity up for sale. As the quality of life of these musicians improved, many saw the opportunity to dig some profits out. The music directors became happy with the money they were offered while the rich, not-qualified singers became happy with the popularity they received from a hit song. Life was great until another set of people saw the vast opportunity in Music.

Technology professionals, who until now were only helping the undeserving musicians ruin the Gharanas, now decided to eat the whole pie themselves. They thought that music is nothing more than a pattern of sounds and if a human can do it, why can't a machine. This led to the genesis of AI generated music or the 'intelligent music'. They used deep learning methods to analyze millions of songs and find patterns in it. Machines started a voyage to replicate the sound of the soul.

Though still in a nascent stage, the concept of intelligent music is daunting. To think that a machine can recreate what a soul feels even though that machine has no capability to understand emotions is scary. The quality of music is not Grammy award worthy and it would take some time before it could steal the limelight at the award show. But we can't abandon the thought that the day is near when the machines would sit in the royal courts to help the machine royalty relax after a tiring day of making humans work.

**SHUBHAM SINGH**  
PGP 2017

**The art of communication is  
the language of leadership.**

James Humes

## Pricing Strategy At The Yiwu International Trade City



Yiwu International Trade City is the primary wholesale market complex in Yiwu, Zhejiang. It's the world's largest wholesale market. The market is divided into 5 districts covering an area of 4 million square meters for 75,000 shops where 100,000 suppliers display 400,000 kinds of products. The products come from around 40 industries and include 2,000 different categories of goods.

Mass production of specialized goods reduces the cost of the product. This trade city is generally for B2B Business merchants who want to take advantage of the pricing situation. For example there were shops which consisted of only leather wallet and it was surprisingly priced at 1 Yuan or about Rs 10?/- with additional 3% discounts if bought at bulk and the wallet could be easily sold to customers at minimum of Rs 50-100. Including shipment and duties the cost would be within Rs 20/- This gives a direct 150% profit. Since goods had to be bought in bulk, i.e.>500 pieces the trick is to focus on volumes. Consumer too benefits as he feels he has obtained good value for money.

The price is determined by bargaining and a midway price both the parties agree upon. Prices of comparable products in all shops seem equally priced. Also if we find it difficult to converse to strike a deal there is an option to hire agents who generally charge (5%) if the deal value as a commission who is trying to maximize profit (5% of deal) at the cost of his time and convenience which he is trying to minimize that risk.

With the pricing strategy, Yiwu cheap products obtained a big market share in the world. But developed a bad reputation for poor quality. Efforts to reverse this in small home decor items, Christmas items, socks etc. Yiwu seems to be reversing this. Focused advertisement and strategic partnership with top names like NBA global top brands are also bearing fruit. However price would increase and sales might decrease a bit keeping more or less the revenue same but since advertising and manufacturing costs increases bottom line of profit to the organization decreases. Hence to gain the profits back price would be increased to get back to its initial profit margin which would be the new equilibrium price.

**Arjun Aniyeri**  
PGPEX 17

## ALUM SPEAK

### Random Ramblings!



I remember how in my parents' times most of their lives choices and decisions were defined. How one path would seamlessly lead to the next and expectations were crystal clear. The room for variation or alternation were minimal or nonexistent.

I don't know if it is fortunately or unfortunately, as regards me I tend towards fortunately, that things have changed quite drastically in the last few decades and I see around me an increasing number of friends and colleagues asking extremely relevant existential

questions. People throwing aside a routine life and choosing action, excitement and self fulfilment over predetermined journeys; journeys often times predetermined by others.

While writing this for my junior colleagues in Shillong, I ponder over what I would have done differently when I was there and one response that comes to my mind is that I should have perhaps developed a practice enhancing self awareness. The true and most meaningful arguments we have are the ones we have within ourselves, the ones that lead us to deeper realisations about ourselves, realisations that may even change the course of our lives and put us on a path to realising our fullest potential. It's quite disappointing that we a part of a system so rigid in its ways that by the time we all are 18 years of age, we actually have planned for the next 20 years of our lives. What we study, what jobs we want, how much we would like to earn and so many such trappings that the space to manoeuvre or so much as accommodate anything else is unthinkable. At an age when one should explore and learn, our minds schooled into submission.

Sure we all need a means to earn our living but we earn to live and not the other way around. Lot many of us don't truly live, if anything, most of us just manage to get by.

There's a wave of boredom among working professionals these days and I can vouch that few would raise their hands and say their work life is fulfilling or brings out their true potential.

Heightened self awareness and attempts to get to know the self better help in discovering aspects of your personality that might even surprise you. More importantly, it helps one in understanding what one really needs in their life.

Life need not be a continuum of one choice invariably leading to the logical next. One choice can simply be an exhilarating journey of learning and self-discovery.

I urge you my dear friends to at least for a few moments in a day consider the possibility of an alternate passion which can potentially be a self-fulfilling life choice.

In the middle of the busy classes and hurried exam scheduled with EOD submission deadlines, do take some time out to be with yourself, think, write, meditate or perhaps read something that interests you.

One does not stumble upon their passion or the courage to pursue it in a moments' epiphany, the epiphany happens to a mind that has built a reasonable level of self-awareness and understanding.

We now live in a time when people are actually asking existential questions and are welcoming new avenues of growth and change. While going about our routine lives and hectic schedules, let's remind ourselves to stop and consider all the others things we can be and we'd rather be.

May be someday it'll all culminate into the true joy of living up to each ones true potential. "

Regards,  
**Smriti Nandakumar**  
PGP 11-13, the Incredible Batch!  
Currently Senior HR Executive at ONGC

## REFLECTIONS

### Engaging with China

Second and soon to be fifth largest economies of the world (notwithstanding Purchasing Power Parity) namely China and India are geographic neighbours. Has any leading Management Institute tried tapping this enormous potential yet? Rest assured, Indian Institute of Management Shillong has been on it since 2012. This year (2018) end will see 23 accomplished professionals graduating from the sixth batch of Post Graduate Programme for Executives (Managing business in India and China). Next 2018-19 batch has already commenced with 33 participants with intensive experience averaging 7.5 years from a varied range of industry such as IT, ITES.

Consulting, Power & Energy, BFSI Engineering, Manufacturing, Oil & Gas and Entrepreneurship. The eclectic batch represents a strong team of professionals in the areas of Sales & Marketing, Operations Management, Project Management, General Management, Business Consulting, Brand Management, IT Development and Support, R&D, Construction & Engineering and Banking Operations.

Apart from being the only general management program in India where learning Mandarin is a mandatory part of the curriculum, an indispensable navigating tool to manage business and trade globally, particularly in China, the International Immersion module in the PGPEX (MBIC) is designed to give participants insights into the management principles, economic, social and cultural aspects of India and China. In the second stage, the participants will spend around 2 months at both Ocean University, Qingdao and Fudan University, Shanghai. The participants will have to undertake industrial visits in China to understand the business practices, further, there would be a mandatory industrial internship in China spread over the following 2 months.

Some of the past China internships include reputed Chinese companies & APAC companies like IoT ONE338, Shanghai, Mahindra Satyam You Hua Law Firm, Fortune Investment Bank Agility, MKL technologies Tech Mahindra, Shanghai, Freight System Limited China Material Supply & Transportation, Institute of Chinese Studies, Confederation of Indian Industry, Shanghai etc to name a few.



Aiming to develop global managers with a general emphasis on the APAC region and emerging economies, top and prominent recruiters from various industry domains have steadily validated the course program with lucrative offers made for each of the students across the years. Some of the companies that have come for the final placement are HILTI India, Cognizant – China, Cognizant – India, Indusind Bank, Capgemini, Ernst & Young, Reliance Industries Limited, KPMG, Aditya Birla Group, Tech Mahindra, L&T Infotech, Future Group etc with the highest package grossing 42 LPA.

The beautifully sprawling campus located in the heart of Shillong houses the premises where the current students of the program will receive the best of learnings from some of the best minds in the field of Management studies during the course of the curriculum, The curve of opportunities has been on the rise for this 14 months' niche management programme offered by IIM Shillong and it is prudent even for enterprises to invest onto these talents and be the early movers to capture the essence of a management course where truly the west meets the east!

- Purnachandran Nair & Ognibho Banerjee PGPEX 18

## ODE

### Meaningful life

*Life is mixed with great sorrow  
but you will always find a new tomorrow,  
In future you will have time for hoping  
When lost in darkness that is probing,  
Though the soul be heavy and hurt you feeling  
If there is praying there be healing,  
If through your window a new day is flowering  
Thank God for the strength though it is tiring,  
There be a tomorrow and life still has meaning  
Just pay attention and listen it humming.*

- **Sushant Kumar**, 2015FPM002



## METIER

### Papers published:

**Mandal, P.C.** (2018). Public Policy Issues and Initiatives in Collection of Information and Intelligence in Direct Marketing, *International Journal of Business Forecasting and Marketing Intelligence*, 4(4), 386-399. (Ranked 'C' in ABDC Journal Quality List)

**Mandal, P.C.** (2018). Translation in Qualitative Studies: Evaluation Criteria and Equivalence, *The Qualitative Report*, Vol. 23, No. 10, 2529-2537. (Indexed in SCOPUS Elsevier, Thomson Reuters Web of Science)

## Letters to the EDITOR



Sanjeeb,

This is an excellent chronicle of events and helps us readers and observers from the outside have a glimpse of what actually happens in IIM Shillong, apart from the pursuit of a degree in management. Indeed, one can see that there is a lot of interface between students and heads of industry and their journey towards where they are today. Thank you Sanjeeb for this excellent work and if you have the hard copy it would be a wonderful keepsake.

Best,

**Patricia Mukhim, Editor Shillong Times.**

Dear Sanjeeb,

Thanks for sending me the September edition of 'NUKSA'. I agree with your editorial about the paradoxical correlation between higher education and human behavior today. At the same time, the participation by Captains of Indian corporate and industry in business related events in IIM Shillong makes it very encouraging about the preeminence of IIM Shillong. Please put me in your regular mailing list.

Regards,

**Ambassador Rudi Warjri**

*“Live as if  
you were to die tomorrow.  
Learn as if  
you were to live forever.”*

~ Mahatma Gandhi

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Dear Dr. Kakoty

Thanks for sending the newsletter  
"Adaptation or radical action, the choice is ours!"  
Thought provoking Editorial....congratulations

**Manjit Sharma,  
SREEMANTA SANKAR MISSION OF GUWAHATI**

Thanks for the post.

Enjoyed reading the articles and also the main article on how education has failed to instill values in our society. Let's hope that people start to appreciate wisdom rather than knowledge to make human values gain precedence over petty materialistic issues and learn to live a simple life with high moral values.

**Anup Saikia, CMD Meghamallar Pvt Ltd**

Dear Sir,

Congratulations to you and the team of Nuksa for bringing us fond recollections with every issue! The business connect forums and the student achievements showcased here is a continuous validation that our institute is growing from strength to strength. I love your editorial sections which are profound and take me back to the lively discussions on sustainability.

When I read the 'About Nuksa' commentary, I thought to share trivia from what is now IIM-S history lost pages. In 2010, the first and second batches together brought out a compilation of market assessments (pretty basic) of various sectors prepared for the corporate who wish to enter North East. It was called PINE (Peak Into North East). Hopefully we have a copy of the same at our library!

I am sure a lot of effort goes behind the scenes of bringing out these editions and it is definitely worth it. Keep up the awesome work!

Warm Regards

**Girish Krishnakumar  
PGP 09**



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