

Hello
Spring!

THE PINE CHRONICLE

News, Views and Creative Expressions

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FACULTY DESK

Leadership for Managing Complexity

The nature of leadership has been changing over the years. A data- and technology-driven multigenerational workplace with emphasis on diversity, equity and inclusion (DE&I), collaboration and well-being, along with socially aware customers and civil society means that effective leadership entails managing complexity. The first defining characteristic of leadership for complexity is that anyone can be a leader. Leadership now is not associated with age or organizational hierarchy, rather, the ability to identify and solve problems. This is evident in the emergence of young leaders driving the start-up ecosystem. The youngest entrepreneurs in India are 16 to 18 years old, many of whom are redefining traditional leadership roles and transcending sociocultural barriers to influence people worldwide. The recent Padma Awards, where diverse contributions towards solving pertinent problems at the grassroots level were recognized and honoured, also indicate that a leader is someone who can develop adaptive responses to challenges irrespective of formal authority. Second, leadership is now shared and distributed so that collective wisdom and skills can be used for achieving goals. In India, such empowerment is especially relevant given the diversity and uniqueness of stakeholders. For example, the COVID-19 vaccination drive would not have been successful without empowered ground-level healthcare workers such as Accredited Social Health Activists (ASHA) and their efforts in reaching out to those outside the formal healthcare networks. The third aspect of leading through complexity is that there is no best way to lead. Highly interconnected workplaces, complex supply chains, rapid pace of work and instant feedback mechanisms mean that leaders face contradictory demands from numerous stakeholders and have to shift roles frequently. They should be able to assess the situational demands and adapt their responses accordingly for balanced responses. They need to blend several values, often considered opposing, such as control with collaboration, feminine with masculine, profits with sustainability and flexibility with stability. For example, in India, leaders have recently begun to prioritize local interests even while working globally to fulfil the vision of "Atmanirbhar Bharat". Fourth, the scope of leadership is larger than ever. On a day-to-day basis leaders manage considerable demands, such as extensive communication through different media for masterful corporate and personal branding, increased visibility, quick access to customers, and speedy problem solving. They also need to be prepared to lead through mega events such as global crises like 9/11, 2004 Indian Ocean tsunami, or COVID-19, major merger and acquisition, or socioeconomic reforms. Fifth,

though the focus on the individual as given in the "Great Man" theory is now less, personal attributes that foster flexible leadership are to be developed. Attributes such as emotional intelligence, cognitive flexibility and cognitive and behavioural complexity enable adaptive response to situations through management of emotions and complex information and flexibility of thought and action. Furthermore, flexibility is to be balanced with the attributes of integrity, honesty, humility and grit, which are consistently required across situations. Another valued attribute that provides simplicity and security to leadership amidst uncertainty is authenticity. An eccentric Elon Musk and a calm and discreet Sundar Pichai are both adored because of the unique values they represent. Finally, as learning becomes open source facilitated by technology, leadership involves continuous learning and creating an environment where learning is facilitated, valued and rewarded. Therefore, effective leadership involves being comfortable managing ambiguity using diverse behaviours, while remaining ethical and true to one's innate values. Management students and scholars should view leadership as not only something associated with an individual but also as a process that includes diverse and empowered stakeholders and fosters adaptive outcomes such as shared vision, collective learning, proactive problem solving and cohesive teams for improved functioning of organizations in a constantly changing environment.

Prof. Priya Alat



ABOUT NUKSA

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

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TIMELINE

International Collaboration

IIM Shillong signed an MoU with German Research Center for Comparative Vocational Education and Training (G.R.E.A.T), University of Cologne, Germany on 11th August, 2022. This MoU permits the exchange of scholars, faculty members, students and academic information between the signatory institutions.

The infographic features the IIM Shillong logo and the G.R.E.A.T logo. It includes a photograph of three people at a signing table, a circular inset showing the IIM Shillong campus, and another circular inset showing a building. Text on the left reads: 'IIM SHILLONG signed an MoU with GERMAN RESEARCH CENTER FOR COMPARATIVE VOCATIONAL EDUCATION AND TRAINING (G.R.E.A.T), UNIVERSITY OF COLOGNE, GERMANY'.

IIM-Shillong inaugurates Business Management Certificate programme for Defence Officers

The programme offers an opportunity to update and refresh one's skills using the newest, quickly developing technologies. It is a specialised curriculum designed to equip defence commanders with the skills, knowledge, and understanding needed for a seamless transfer into the business world.

The Indian Institute of Management (IIM), Shillong, successfully inaugurated its ongoing Business Management Certificate programme for Defence Officers on Friday, August 5, 2022 at the IIM Shillong campus. In order to reduce the knowledge-action gap and manage the altering dynamics of the military



and commercial sectors, the 6-month Certificate programme intends to give the executives a thorough business management exposure to analytical, strategic, and entrepreneurial thinking.

Professor D P Goyal, Director, IIM Shillong, **Professor Sitanshu Sekhar Das**, Programme Coordinator, **Professor Vibhas Amawate**, Chair, MDP & Consultancy, **Brig Vinod S, SM, VSM, ADG DRZ East** attended the inaugural event.

The Chief Guest for the event was Air Marshal D K. Patnaik, AVSM, VM, Air Officer Commanding-in-Chief (AOC-in-C), Eastern Air Command.



The inaugural ceremony started with an address note by Professor Vibhas Amawate, Chair, MDP and Consultancy on an auspicious note with the invocation and lighting of the lamp.

Following this, the ceremony was addressed by the Chief Guest, Air Marshal Dilip Kumar Patnaik, AVSM, VM, Air Officer Commanding in Chief (AOC-in C), Eastern Air Command with his auspicious Keynote.

Air Marshal Dilip Kumar Patnaik, AVSM, VM, Air Officer Commanding in Chief (AOC in C), Eastern Air Command, while sharing his own experience of imparting executive learning, told the participants that this is a great opportunity to further their education from IIM Shillong while working in the defence. In order to become leaders, he advised participants to learn by giving their best shot and to adopt different worldviews.

He continued, that a happy worker is a performing worker and the "FAUJ" is a very different area in itself from the corporate world. In order to learn, it is important that they unlearn what they already know in order to absorb the information the faculty exposes them to.

Studying at IIM Shillong in very pleasant weather has special advantages. He went on to describe how the program appeals to defence authorities, exposes learners to challenging real-world business scenarios from a variety of industries, organisations, and management specialisations, and is beneficial for the country by relying on information from IIM Shillong."

Through interactive lectures, case studies, sessions with industry experts, management games, simulations, and student

Melange 2022 at IIM Shillong



IIM Shillong hosted the Melange 2022 event on the 20th and 21st of August 2022. Melange is a flagship Alumni meet event conducted by the Alumni Committee of IIM Shillong. Melange 2022 was a truly special event since it was the first time that Melange was hosted on IIM Shillong's home grounds - the Nongthymmai campus and the Umsawli campus.

Alumni from various batches of IIM Shillong participated in the Melange event. On the first day, the Alumni were excited to step into the cozy green campus of Nongthymmai in the beautiful Shillong atmosphere. The first day's festivities kicked off with the Alumni reliving their hostel days when each of them visited their rooms. They interacted with the students residing at the Nongthymmai campus and gained exposure to how much IIM Shillong has evolved since the time they graduated. The well-known Scholar's path of IIM Shillong was also decked with photos of Alumni. The Alumni experienced sweet nostalgia while going through the photos and finding the photos related to their campus life. Some of the Alumni also played cricket with the PGP '22 batch, while the other Alumni observed the wonderful game and laughed at how the rules of what counts as a six has changed over the years. Post lunch, after a short fun interaction with the student's favourite Professor Kakoty, the Alumni reminisced the fun each batch brought along with themselves. The students from the first batch of IIM Shillong discussed how different the scenario was in the first days of the Institute, and to what extent the first batch contributed towards the growth of the Institute and how. In the evening, the crowd gathered together at the Orchid Resort, all glitters and stars as they danced away into the night, while they talked and laughed about old times with their professors over a Gala Dinner after a crisp address by the Director.



On the next day, everyone came together to witness the growth of the Institute's sprawling campus at Umsawli and found some time between lunch and snacks to interact with the current senior batch of PGP21 through a session of Hark Back. They discussed the culture of IIM Shillong over the years and what should be the way onward for the current batch to pave a sustainable future for the Institute.

The atmosphere at IIM Shillong was all-smiles on the Melange weekend due to the presence of the Alumni and the current students got to learn a lot from their graduated super-seniors.



Janmashtami 2022

The Cultural Committee, in collaboration with the Sports Committee, organized a vibrant Janmashtami celebration at IIM Shillong's Umsawli campus on the 18th of August 2022. The event witnessed enthusiastic participation by not only the students but also the faculty, staff, and their respective family members. The celebration included multiple festive competitions including Dahi Handi, Tug-of-War, and Kabaddi. The Janmashtami celebration began in the afternoon and continued till Sunset. In the afternoon, the Dahi Handi and Tug-of-War competitions were conducted with players showcasing immense energy. Towards the evening, the Men's Kabaddi competition and the Women's Kabaddi competition set the stage on fire. A lot of students formed teams and enthusiastically participated in one or multiple of the three

Mizoram, aims to support Mizoram's human resource development, assist the government of Mizoram and MYC in particular in identifying skill gaps, offer capacity-building programs for government employees and support Mizoram's economic development by encouraging innovation and entrepreneurship in promising industries.

During a session with MBA students of Mizoram University, Aizawl Prof D P Goyal Director IIMShillong encouraged young minds to evaluate various business opportunities, leverage IT & Information, enhance decision making skills, face the complex situation and prepare for future.



Discussions about the changing marketing environment and the creation of value was also witnessed.

The conference preceded by a two-day virtual pre-conference workshop on August 22 and August 23. The workshop focussed on SLR and Meta-Analysis, Basics of Confirmatory Factor Analysis & SEM, CFA and SEM in R using Lavaan, Qualitative Analysis to provide a platform to share knowledge and to enlighten about novel advancements.

The conference also featured many distinguished academicians, researchers, scholars as well as representatives from the industry and start-up firms. Prof Subhadip Roy (IIM Ahmedabad), Prof Bipul Kumar (IIM Indore) and Prof Biswajita Parida (IIT Delhi), among others, graced the occasion.



IIM Shillong hosts second edition of the International Marketing Conference

This year the theme of the conference was 'Contemporary Marketing Research: Innovation, Inclusion, and Integration,' with the main goal of the international marketing conference being to provide a forum for sharing knowledge, learning about new advancements, and discussing anticipated problems in the field of marketing.



The conference provided a forum for participants to share knowledge, learn about new developments, and discuss potential marketing problems. Furthermore, it aimed at assisting in understanding the gaps and planning ahead of time to fill the gaps

The 2nd International Marketing Conference (ImarC) was formally inaugurated with the lighting of the lamp by Director, Prof. D. P. Goyal, #ImarC Chair. Prof. Bidyut Gogoi in the presence of faculties & scholars.

Director, Prof. D. P. Goyal while welcoming the participants of the imarC2022, emphasized on the importance of Innovation, Inclusion & Integration in Marketing & highlighted the relevance of such conferences for entrepreneurs, marketers & students.

Lead - Corporate Engagement

"A leader is one who knows the way, goes the way, and shows the way".



We would like to express our sincere gratitude to Dr. Ankur Garg, Chief Commercial Officer of Air Asia in India, for his incisive and fascinating presentation on "Value Drivers And Challenges in Aviation." The main focus of the event was on the problems and difficulties that the aviation industry currently faces, along with the possible solutions. Given that the aviation industry is a large revenue-generating player in the business world both nationally and globally, it plays a pivotal role in the growth of the economy as a whole. It is imperative to dive deep to unearth hidden truths in this sector.



Getting to learn about the holistic overview of the aviation industry from the leader himself was an important step in this direction. A big thank you from the PGPEX batch to Dr. Garg for enlightening us with a wonderful session

ODE

बस एक धागे की मोहताज नहीं,
बस एक टिका के मोहताज नहीं,
हाँ ये रिश्ता तेरा और मेरा,
समय के बेरियों से भी बन्धा नहीं!

तू कह तो सही,
तेरे लिये पानी पे आग लगा दूँ

तू कह तो सही,
तेरे लिये आसमान बन आंधी को झेलूँ

तू कह तो सही,
तेरे लिये सादगी में रंगों के फुहार कर दूँ

तू कह तो सही,
जिसका तू चाहे उसका दिल धड़का दूँ

तू कह तो सही,
तेरे लिये पर्वत का सीना फाड़ जुगनू लाऊँ
तू कह तो सही,
तेरे लिये आंधी में से मोती समेटूँ

तू कह तो सही,
सागर को अपने बाजुओं में समेटूँ,
और तेरे कदमों में ला रख दूँ

तू कह तो सही,
तेरे रास्ते के पत्थर को,
अपने पैरों के ठोकर से खाक पे मिला दूँ

तू कह तो सही, बस एक बार ही सही, तू कह तो सही |

(ये लेख एक मिनट के भितर लिखा गया था) Prof Achinta Sarmah

Lens Capture

Har Ghar Tiranga Campaign by the Institute

...where the month of August was all about the country's tri colour and glory!





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