

THE PINE CHRONE Expressions



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FACULTY DESK

Is Reverse Mentoring an Untapped Resource?

"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel" – Maya Angelou

Reverse mentoring as a powerful employee development tool has been widely recognized in the corporate organizations. The foundation of reverse mentoring takes into consideration junior employees (mentors) with enhanced leadership skills and organizational knowledge benefit senior employees (mentees) through direct interactions. There has been an immense attention being given by human resource development practitioners in deploying reverse mentoring as a tool in harnessing talent development practices in addition to contribution towards innovative workplace behaviors as well as in devising social equity and diversity & inclusion-based initiatives. Traditionally mentoring has been referred as a kind of developmental relationship in which a senior experienced person enlightens the path of a junior less experienced person through the provision of socio-emotional mentoring (e.g. unconditional acceptance and confirmation, role-modelling) and career-mentoring functions (e.g. challenging assignments, greater exposure & visibility). It is interesting to note that the nature of the type of mentoring forms whether as psychosocial or career mentoring has been found to remain intact even during the facilitation of reverse mentoring.

Yet, the facilitation of reverse mentoring has remained a major barrier right from the implementation stage for the organizations and requires

ABOUT NUKSA

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

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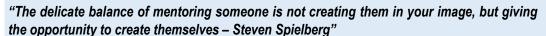
Congratulatory Note

a substantial attention. Let's have a comprehensive look at the key attention points:

- 1. Game of Expertise Vs Power: Key expertise or knowledge of an individual is a crucial asset to the growth of any organization. Being a strategic asset, growth across the organizational ladder is many a times contingent upon the extent to which an individual well utilizes his key expertise in a requisite domain. This is equally helpful in accomplishing an appropriate hierarchical powerful position. Yet, the people in the quest of maintaining or intending to attain a powerful position engage in something called knowledge-hiding behaviors which in turns becomes detrimental to the display of positive display of mentoring in any form. Overall, intentional withhold of knowledge whether senior-junior dyads/ junior-senior dyads or peer-peer dyads is a major barrier to the successful implementation of reverse mentoring programs.
- 2. Cultural context: Many a times, both mentors and mentees hailing from the cultural context of 'high power-distance' nations/ organizations feel a sort of discomfort in managing reverse developmental relationship and associated career/organizational benefits. Given such a situational context, an inclusive leadership based on greater participation of employees at all levels during the key decision-making times can actually contribute towards creation of an environment of better practice of reverse mentoring.
- 3. Mindset: A mindset that focuses to imbibe cross-domain/ cross-functional knowledge and learning with an emphasis on multigenerational competencies can prove to be conducive for the nurturing of a reverse-mentoring relationship. Along with this, mindset striving for an openness to change without showing any resistance and knowledge-sharing can actually help many of the senior positions who are facing a career-plateau stage.
- Learning & Goal-orientation: A sound learning and goalorientation can instill a sense of working with those with fresh thinking or diverse skill-set. In this regard, a creation of gender-inclusive environment such as gender-diverse teams can better prepare and drive organizations for reversementorship programs.

In sum, definitely there is a possibility of many other key pointers

that can add value to the successful launch of a reverse-mentorship programs. The need of the hour is to think about the extent to which one can be flexible enough to work with people coming from altogether different spectrum. As well as comfortably able to sail through the complex environment emerging from the varied opinions, thought-process of the similar/ opposition groups. Probably, even though all are governed by choicemaking at hand but can organizations and people operate with a kind understanding of pursuing the organizational goals together and that they would lose some and win some?





Prof. Ridhi Arora

TIMELINE

Director of IIM Shillong, Prof. DP Goyal in conversation with Hindustan Times. The interview is also available at https://www.pressreader.com/india/hindustan-times-gurugram-city/20221203/281668259000860



n acclaimed academician, professor DP Goyal, director, IIM Shillong, who joined the institute in early 2019, has over 35 years of experience in teaching and various leadership roles. He says, "The institute has evolved as a global centre of excellence in the education sector with its holistic approach."

What is IIM Shillong doing to internationalise Indian education sector?

We have signed 16 MoUs, two of which are with ALBA **Business School in Greece** and EADA Business School in Barcelona. We are in the process of finalising four more with business schools in the US. We're also running a credit exchange plan that allows for students exchange programmes with top business schools in the world.

How is the institute contributing to the development of the

Northeast region?

As Meghalaya is the only state among the eight northeastern states to have an IIM, it is our duty to work towards the betterment of the region. We have developed a centre for policy research and analysis and an incubation facility, which caters to all eight states. We're also encouraging the youth in the region to launch start-ups.

Is IIM Shillong doing anything to promote language, cultural diversity?

IIM Shillong has partnered with numerous international universities to offer participants exposure to international programmes, which will help them gain new perspectives and comprehend the dynamics of managing businesses in a variety of

macroeconomic environments in a VUCA world. These programmes help students develop awareness on cultural and communication diversity, and to understand the region's economic, business and geopolitical environment. HTC

International Collaborations

Prof. D P Goyal, Director of IIM Shillong visited the University of South Florida Muma College of Business.



9th International Conference on Sustainability

In keeping with the institute's mission of sustainable development, the Indian Institute of Management (IIM) Shillong inaugurated its ninth edition of the three-day International Conference on Sustainability, also known as SUSCON IX on November 3.

The conference was held in hybrid mode with participants from all around the world attending both online, as well as physically at the Institute's Umsawli campus.

To advance a holistic developmental paradigm, the theme of SUSCON this year was themed "Collaboration, Compassion and Co-Creation." The goal of SUSCON is "to bring together the brightest minds working on sustainability from across the world."

Prof. DP Goyal, Director IIM Shillong in his welcome address mentioned that the conference would provide a platform for deliberations on sustainability as a form of celebration of the country's progress.

Chief Guest Padma Bhushan Dr. Mrityunjay Athreya, globally renowned Management Thinker, Educator and Consultant attended the conference online as did Guest of Honour Shri Dasho Karma Ura, President of the Centre for Bhutan Studies and Gross National Happiness Research (Thimphu, Bhutan). Dr. Bibhab Kumar Talukdar, Indian conservation biologist and Founder and CEO of Aaranyak, Special Guest, was present at IIM Shillong. The event was formally inaugurated with the lighting of the lamp by all the present dignitaries.



Dr. Athreya, in his address, spoke on the topic 'Our Shared Global Sustainability Dharma' and shared his insights through a Powerpoint Presentation. Speaking about the need to combat the global crisis of climate change, he suggested two feasible solutions, namely Climate Compensatory Funding and Green Technology which can be adopted by various countries for a sustainable future. He stressed the need for the world to come together as one, as solving the problem of climate change is not a national or regional but a global issue.

The Guest of Honour Shri Dasho Karma Ura, President, Centre for Bhutan Studies & GNH Research Bhutan, provide a different perspective on sustainability by combining it with Buddhism and spoke in detail about this relationship while referring to happiness in general.

Dr. Talukdar speaking from his experience of wildlife management stressed the need to plan developmental activities in a manner that is less hazardous to the environment, which in turn can solve many local and global environmental issues.

Prof. Sanjoy Mukherjee, IIM Shillong faculty and Chairperson of SUSCON in his speech said that SUSCON is a movement and a commitment to the cause and spirit of sustainability. Prof. Sanjeeb Kakoty mentioned that SUSCON is a platform where people from different specializations come to find solutions to various environmental problems.



The inaugural session was followed by a paper presentation session which witnessed the presence of keynote speakers like Prof. Tan Sri Dzulfikli Abdul Razak, Rector, International Islamic University, Malaysia, Prof. Laszlo Zsolnai, President – European SPES Institute Professor and Head, Business Ethics Center, Corvinus University of Budapest, Hungary and Prof. Ove Daniel Jacobsen Professor of Ecological Economics Business School Nord University, Bodo, Norway. The three-day conference in the next 3 days will witness a series of technical sessions and paper presentations circling the theme of sustainability.

Guest Session: Professor Krishna Kumar

On 2nd November, 2022 IIM Shillong hosted Professor Krishna Kumar. Professor Kumar is a former Professor of Strategic Management and the Dean at IIM Lucknow. He is also the former Director and Professor at IIM Kozhikode. Sir has completed his Fellowship in Management Business Policy from the prestigious Indian Institute of Management, Ahmedabad and has also served as the Senior Core faculty, Staff College at Bank of Baroda. Dr. Kumar has over three decades of experience in academics.

Dr. Kumar shared his experiences about academics and placements at the various Indian Institute of Management universities. He stressed on the need for students to not get carried away by placements and scores but should rather focus on the learnings derived from their experience in a management institute.





Dr. Kumar shared his experiences on how he catalysed the rapid growth of IIM Lucknow. He stressed the importance of strong learning and fundamentals in students and how it resulted in ultimately the success of the institute and its students. He pointed out how execution is equally, if not more important than having a strategy in the first place. He advised students to learn Strategic Management as it involves both strategy and execution.

He stressed the need to inculcate and improve entrepreneurship in India and he spoke about the growth potential for India if more and more students commit to entrepreneurial ventures. One of the examples that he gave in this regard was about how India needed strong chip manufacturing capabilities today. He further stressed the need for a creative mindset in the people of India, especially its students.

Before taking the leave of the students, Prof. Kumar mentioned that he had compiled his experiences in a book titled 'Hits and Misses in Leap Forward Strategies'. The session was a truly insightful and enriching session for the students of IIM Shillong.

Book Launch event: "Heavens and Earth" by Ms. Garima

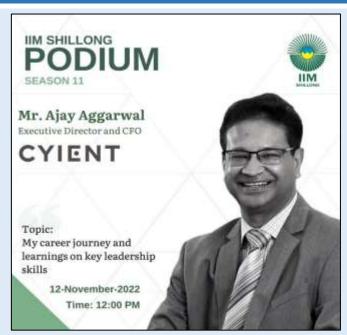
"The more that you read, the more things you will know, the more that you learn, the more places you'll go." - Dr Theodore Seuss Geisel

This quote very well resonates with the belief and value system of IIM Shillong, where it is believed that management education is not only about preparing one for the core business competencies but



providing one with the multifaceted worldview and dynamism in wisdom. In line with the same, IIM Shillong proudly hosted the book launch event of "Heavens and Earth", the debut book of Ms. Garima Garg, an accomplished journalist, who took this journey of selfactualization, research, and travel to give the world an account of Astrology, how the field developed through ages and took its present form. The book is a perfect ensemble of all answers that we look for while pondering about astrology and our associated apprehensions but at the same time not being a commentary on the right and wrong of it rather amazingly giving the reader a chance to take one's own route. The Book Launch Event was organized by Zeitgeist Club, IIM Shillong and moderated by Professor Dr Rohit Dwivedi (SAPPR) who during his interaction session with the author left the participating students brimming with knowledge and piqued their interest in the field followed by an insightful Q&A session between the participating students and the respected guest and author Ms. Garima Garg.

PODIUM Season 11: Mr. Ajay Aggarwal



On 12th November 2022, IIM Shillong organized 11th Season of its flagship Corporate Connect series, PODIUM. The institute, through its Public Relations team, hosted Mr. Ajay Aggarwal, Executive Director, and CFO, Cyient for an enlightening session on the topic – 'My career journey and learnings on key Leadership skills'.

Mr. Ajay Aggarwal is an engineer turned finance professional and possesses over 30+ years of experience working for various organizations like JK Cement, Asia Pacific Fibers, Alghanim Industries, Cyient etc. As evident from the list of organizations, Mr. Aggarwal has gained multi-industry experience with CXO level experience spanning of over 15 years. He believes in continuous learning and stability to analyse one's decision to plan the path ahead. Since joining Cyient, he has been part of 18 acquisitions, mostly US and Europe based.

The session was conducted in an offline mode with Mr. Aggarwal suggesting the batch of PGP22 to learn about global cultures before joining the corporate teams. He also shared his 80:20 rule to foster collaboration, which encourages 80% action and 20% communication within a team. Another point of focus was IQ vs EQ. Mr. Aggarwal emphasized on the fact that people are more important than numbers hence, networking and collaboration are the key to becoming a successful leader. He explained how a 'Visionary' stands different from a 'Performer' – being eager to learn, putting up innovative ideas, summarizing the information and providing a backup for manager.



Through a brief session of Q&A, Mr. Aggarwal actively answered some curious minds of the institute. The questions revolved around keeping a balance between health and work, delegation of responsibilities in a team, entrepreneurial mindsets and many more. The session ended with a vote of thanks from the Public Relations team to the speaker. The session was really inspiring and will help the students to imbibe leadership skills and perform better in their roles.

Guest Session: Ms. Aparna Piramal Raje



Mrs. Aparna Piramal Raje, a renowned author, columnist, public speaker and mental health educator joined us on campus for delivering a guest lecture on the topic 'Think like a CEO'. She is the author of the renowned book 'The Chemical Khichdi' and the founder of the project by the same name. Ma'am is also actively involved in several social causes for Women Empowerment and mental health advisory.

The session commenced with a welcome address by the Director, Prof. D.P. Goyal. Post this, ma'am introduced the topic and briefly shared her experiences on speaking with multiple CEOs of large corporations in India, while stressing upon the importance of incorporating design in business operations.

This was followed by several rounds of trivia with the participants, which all included of showing the participants various images from the corporate offices and having them guess the office, putting emphasis on the importance of spirituality in the CEO's life and how different CEOs practiced their spirituality in different ways. Through these trivia rounds, she shared how the design of different aspects of the office spaces reflected the culture in the office, which was driven by the CEOs of these top Indian corporations, driving home the point on how design and leadership styles were co-dependent. She shared varied examples of leadership styles including but not limited to collaboration, sustainability, storytelling, integrative thinking, purpose, and many more.

There was also a brief Q&A round, where ma'am answered some pertinent questions involving leadership and mental health, where she was also joined by Prof. Rohit Dwivedi on stage to have a discussion on topics such as mental health awareness. The session concluded with a closing address and the memento with a token of appreciation was presented to the speaker.

Niveshak Investment Fund

Indian Institute of Management (IIM) Shillong's club Niveshak has completed the first round of funding for their student-run investment fund, the Niveshak Investment Fund, a diversified equity portfolio that aims for growth through an optimally diversified portfolio strategy. The fund's primary objective is to practice, implement and apply classroom learning to build security analysis, portfolio management, and business valuation skills while comprehensively understanding the risks associated with the investment into the capital markets.

Team Niveshak said, "this fund will open doors for students to be investors and get involved in learning more about the practical aspects of the stock market."

The presence of faculties and students graced the fund launch. During the fund launch, Prof. Sharad Nath Bhattacharya, IIM Shillong, said, "I have a vision that this fund will grow to have different branches- social ventures and different kinds of themebased investments, which can possibly prompt more students to

to the fund and make it more inclusive, along with providing them an avenue to apply their classroom learnings."

Niveshak Investment Fund raised a whooping ₹12.5+ lakhs in the first round of fund collection with 230+ investors, crossing a corpus of ₹14 lakhs. It is the first time the fund has raised investments from the community of IIM Shillong. Team Niveshak extends thanks for the overwhelming support from all the investors.









LEAD – Corporate Guest Lecture

Dr. Soumen Ray, Head of Analytics at Hindustan Coca Cola Beverages Pvt. Ltd, addressed students of IIM Shillong on the "Future of Analytics."



Mr. Aswajit Singh, MD at IPE Global shared his insights on "Being Development Sector Entrepreneur."



Dr. Surender Jeet Raj, Executive Vice President - Global Business Strategy and HR at Newgen, shared his insights on "Strategy Execution & Culture-Vehicles to Success."



Mr. Piyush Vora, Advisor to the Board at Lodha delivered a talk on "Leadership & Negotiations"



Programmes

An MDP on **Project Management & Leadership**, for Officers of the **Assam State Service Commission** was conducted by Dr. APJ Abdul Kalam Centre for Policy Research & Analysis.



The participants of the **Certificate Course in Advance General Management conducted by IIM Shillong** visited Umsawli Campus & had interactions with faculties as a part of their one-week "Campus Immersion Program."



As a part of the module for 1-year Certificate Course on "Advance General Management", the participants from the ongoing first batch visited Umsawli Campus.



15-day Programme to discuss ways to end discrimination against Women

Discrimination Against Women Pakhwada by IIM Shillong inaugurated

A 15-day programme, viz. Discrimination Against Women Pakhwada was launched on Friday by the Indian Institute of Management (IIM) Shillong. Thematised on 'Inclusion: Building Relationships with Respect and Dignity', the 15-day programme will feature leaders from industry, government and society, who will examine various ways and means to eradicate discrimination against women.

The Presiding Officer, Internal Complaints Committee, Prof. Vishakha Bansal, during the programme, touched upon the context of the theme of the programme and contended that any relationship between men and women has to be based on a solid foundation of mutual respect and dignity.

The inaugural programme was also attended by Director General of Civil Defence & Home Guards Idashisha Nongrang as the Chief Guest. After inaugurating the programme, Nongrang spoke about how society and societal values play and are a critical factor in mainstreaming women. She added that true women empowerment can be realised when people's thoughts are positive and inclusiveness of women is accepted.



Informing that India currently has 56 statutes to bring about and further strengthen women empowerment, Nongrang also suggested that everyone should be aware of the same.

She contended that doing so will then educate people on women's rights.

Director of IIM Shillong, Prof. DP Goyal, on the other hand, put forth his thoughts on how women are today contributing in all spheres of life and at all levels. He also informed that IIM Shillong, in collaboration with the Government of India, has started a number of programmes to empower women.

The audience at the ceremony also watched a video on women's empowerment initiative in IIM Shillong.

The following day witnessed a Panel Discussion on **"Inclusion: Building Relationships with Respect and Dignity"** as part of the ongoing "Discrimination Against Women Pakhwada. The panel discussion was well received and highly interactive.

Corporate Alumni Workshop

WHAT TO EXPECT FROM THE BANKING INDUSTRY AND WHAT THE INDUSTRY EXPECTS OUT OF YOU?

Corporate Alumni Workshop: What to expect from the Banking industry and what the industry expects out of you?



On November 27th, 2022, the Alumni Committee of IIM Shillong organized its first corporate alumni workshop for PGP 22. The event was graced by stalwarts of the banking industry, esteemed alumni, Mr. Harsh Bhardwaj (PGP 09-11), Chief Manager at Aditya Birla Finance, and Mr. Umamaheswaran B S (PGP 09-11), VP of Large Corporates Group at Kotak Mahindra Bank, who enlightened the batch on the topic, "What to expect from the banking industry and what the industry expects out of you?"

The session saw a healthy interaction between the speakers and 120 aspiring students trying to get a deeper insight into the banking industry and address their reservations about the field. The alumni kicked off the session by sharing stories about their time at IIM Shillong and then dove into business. Some important topics covered during the session were the broad division of the banking industry, specialist roles in the sector, and what skills are suited for each role. The session revolved around how the banking industry looks and why should a person enter it.





Kurukshetra 3.0

The wits, the rivalries, and the skills; A perfect dance to battle for glory! Kurukshetra 3.0, the intra-Institute biggest e-Sports event of the year, gave us some nerve-racking moments. Ten sections fought it out in various e-sports and games on the PC and mobile platforms. The mobile games included 8 ball pool, Call of Duty, and Poker, while the PC games included CS GO, Valorant, Chess, FIFA, Smash karts, and Cricket07.

The event was held from the 15th to the 18th of November, 2022, with more than 250 participants. Dracarys (Section D from PGP-22) won Kurukshetra 3.0 with 22 points. Aatank (Section A PGP-22) were runners-up with 16 points, and Dhurandar (Section D PGP-21) came third with 11 points.



A fun and sporty atmosphere, along with an intense passion for all the e-sports and games ensued as the event went on. Breathtakingly close finishes and astonishing individual performances amid perfect team play were the highlights of Kurukshetra 3.0.

The event celebrated the spirit of e-sports and games in this digital age and gave us an opportunity to experience some high-stakes contests.

METIER

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There shall be equal opportunities for work!

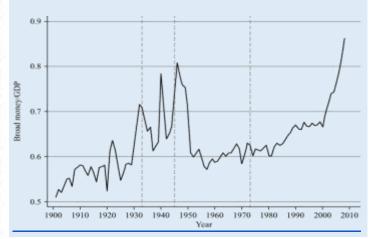
We are the largest democracy in the world, having the longest-written constitution. Article 16 of the Indian constitution clearly says that the state, while appointing to a state-run office, shall never discriminate against a citizen based only on religion, race, caste, sex, descent, place of birth, residence, or any of them. While all of this looks glorious in terms of state employment, the state fails to do its part in the sphere of private employment. After the LPG (Liquidation, Privatisation, and Globalisation) reforms, the private sector in India bloomed like an orchid in India, with the decreasing role of the state in the private sector now taking India on a higher growth path. The million-dollar question is, "Will the growth be sustainable?"

The answer is simply a big No, Bù in Chinese and Nien in German. Why you may ask so, here is why Workforce in India is quite disparate. There are multiple factors that come into play, some of which are rural, urban, income (low, medium, and high), region, caste, and gender. Factors such as those mentioned above are detrimental to the total inclusion of women in the workforce, which is detrimental to growth in the long term. Let us look at the example of the US; women's labour force participation was merely just 20 percent of all women were "gainful workers," as the Census Bureau then categorized labor force participation outside the home, and only 5 percent of those married were categorized as such (Of course there is a significant contribution of married women towards GDP but to keep our discussions safe we are not touching that factor).

We can clearly see (Refer to figure) there was a noticeable bump in GDP from the period of 1909 to 1950 when women's participation in the workforce increased to 50%. In India, it is just 25% now for a nation of 135 Crore people imagine what a 50% participation would do to our GDP.

Reference for Image -

https://www.researchgate.net/publication/322561541_Have_we_been_here_before_Phases_of_financialization_within_the_twentiet h_century_in_the_US



The private sector in India can be the vanguard in this area. Still, in the private sector, hiring women employees is biased. Women employees are conceived as unproductive and incapable of leadership. They are considered a liability when they become mothers and are often preferred last on the list of promotions to the top posts. This needs to change if India needs to become a 5 trillion dollar economy. The corporates must take a proactive approach to this problem. One way can be mandating 50% of women employees in the companies. Another can be mandating creches in each office to help women take care of their babies while at work and enabling WFH for women. The stakeholders should mandate 50% of women on the board. This would genuinely engage the women workforce across the verticles of a corporate. There is no doubt that without women's participation in the workforce. especially in the private sector, the high growth rate will not be sustainable. Like Martin Luther King Jr, I, too, have a dream, A dream where women are equal to men in every aspect. Where women are not discriminated against if they are married or not, if they have a child or not. Where a woman's leadership is equally trusted to that of a man's leadership. Where they are equally preferred for a top position. Where the top law-making authority of India also has 50% of representatives as women.

Shubhang Mehta

ODE

The Resolve

Defeated by fate yet unmarred by spirit The Phoenix rises again To take the world under its spread To spread its wings far and wide

The myriad trenches and troughs
Have failed to taint the soul
The hopes fly high though ages have passed
The hunch for victory still so familiar

Not a wink has come its way In the unending pursuit into the unknown The unstoppable sense of purpose Has strived and struggled and stayed

The blood runs warm and agile
After all the winters that could have
Chilled the spine and jailed the belief
That is the storm before the calm

The haunting souls lay perched at each corner The skies have rained fire tirelessly The wings are charred and the body fragile And then the lack of a habitat to resort to

But it's just the start and not the story And I call upon the spirits to not be stingy Rain all the rage and rust to ruin Burn the bridges and rampage the pastures

What is in a soul to make its eternal And in a dream to make it thrive Through ages and eons and millennia Through pricks and pains and plunder

And what lies in gestation is the scintillating dawn Holding promises and hopes of a new beginning A harbinger of enlightenment and new fortunes For peace, progress and prosperity of all

Amlesh Kumar Mohapatra

CONGRATULATORY NOTE

Beat the Curve 2022:



ICICI Bank's Beat The Curve is a national annual case study competition organized by ICICI Bank. Through Beat The Curve,

ICICI Bank invites talent from across the country to ideate, implement changes, and impact lives. The competition comprised of four rounds namely the Campus Round, National Round Submission, National Round Presentation, and the Grand Finale. IIM Shillong's Team PASSed Out was declared as the 1st Runners-Up at the ICICI Bank Beat The Curve 2022 competition. Team PASSed Out comprised of four second-year PGP students at IIM Shillong – Aditi Pathak, Aditi Singh, Ojasvi Agrawal, and Shivam

LENS CAPTURE



Sunset over Mighty River Brahmaputra "Every Sunset is an Opportunity to reset!! Just Mesmerised with the view..."

Dhananjoy Mazumdar, PhD WP-2021

























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