

Winter..  
..is here.

# THE PINE CHRONICLE

News, Views and Creative Expressions

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## DIRECTOR'S MESSAGE

I extend my warm wishes for a very happy, healthy, peaceful and prosperous New Year to each and every member of IIM Shillong fraternity. With the advent of the New Year, may we usher in new hopes and aspirations to make a better tomorrow.

I am happy to state that there have been a lot of positives. IIM Shillong is synonymous with quality education and excellent overall performance as an Institute of National Importance. Through sheer commitment of our experienced faculty and non-teaching staff, we have achieved quite a few land marks throughout the year so far, and we have established new targets and goals for the upcoming year.

It is my earnest desire for each of us to remember our commitment to offer holistic education, with the dedicated spirit of achieving excellence, in teaching and research, spread the culture of innovation and create outstanding personalities in the quest for emerging and new knowledge. I am sure, our students will make use of the grand opportunities, contribute through objective and responsible education, and further strengthen and positively remodel the structure of the society we operate in, towards nation building as a whole.

I must add that we have envisioned an exciting and vibrant future for this institution which will be possible only with your involvement, passion, commitment, and enthusiasm which has been with us all these years. I am very positive and hopeful that you shall stand strong in solidarity in meeting all our future endeavours.

I once again extend my warm greetings to all of you on the arrival of a New Year 2023

**Prof. D. P. Goyal**  
Director



## FACULTY DESK

### Setting an Agenda for Teaching of Management

Celebrating the post-pandemic New Year 2023 is as if ensuing a new lease of hope in life. Reflecting and feeling connected to all who touched you and recalling all what happened. I feel blessed to have met such people, that my own orientation towards my own subject has received much better grounding than it was.

Covid19 certainly has left back several pointers for us to visualize the kind of life we may want to live. And one can assume that the major civilizational shifts may have happened as much because of the technological advancements as it did due to the major crises which the generations had to suffer in the past. I would like to bring home some of my own reflections on what I feel are the most important lessons for the Teaching of Management. And I see some of the following as the underpinnings to what may trigger a major paradigmatic shift in the teaching, learning and practice of management.

- The long-standing debate about **climate change and the larger impact on community** is serious and is already shaping the agenda for businesses across the globe. There could be no sector or type of business which is not getting impacted by the expectations which are getting raised. Mother nature's cyclical shifts may be much more intense and could cause more havoc but the need to grow more responsible in all our business dealings is what needs to be accepted;
- The crisis and the Covid-19 pandemic which triggered it shook the very logic of "global supply chains" and

## ABOUT NUKSA

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

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businesses which thrived on them. Unnecessary re-location of business operations by compromising on the local needs and aspirations even after the highest of the sigma levels could not sustain the essential supplies, while **human relationships** did;

- **Human Action** in the form of Technology – especially the medical and the digital came to rescue life, work and relationships. Basic need to communicate and share the innermost anxieties to sustaining daily dosage of sensemaking of events and life in general was facilitated by the present-day gadgets. While another major technological revolution (AI, Blockchain and Nanotechnology etc.) is already brewing to reshape the nature of production and consumption of all what gets serviced by the industry;
- **Social Inequities** of income and gender amplified themselves during the crisis, to remind us of the need to do our bit to bridge the gaps and critically examine the most dominant models of growth and development. And that at a collective level, if each one of us does not accept the responsibility to remove such disparities, it does come back to haunt us in every generation and the overall burden of maintaining the inequities may be much more than what it would take to remove them;
- Overall the covid19 crisis seems to prove itself as a **master reset to global dynamics**, rebalancing the perceived global distribution of power and influence. Dependence of the “developed nations” on the others to reboot the post pandemic economy to cope with hunger and economic routines is so evident. While those countries which were assumed to be impoverished and “underdeveloped” are proving to be more resilient.

While at the macro level the above factors seem to paint a picture of the post-pandemic scenario while at the national level the need to rise up to the occasion and resilience becomes most critical. The factors listed above and many of those which have yet to be documented may be an apt occasion to rebuild some of our tenets on which businesses operate and thrive. Premier management schools, have the responsibility to review what they teach and how they do so to create a shared future which is based on certain ideals of a world wherein one feels inspired and blessed. The onus, I believe is more on the formal work organizations to sustain, cope and lead the world out of its miseries and add to the efforts of our other social systems, which sometimes gets disillusioned. The right Business Managerial Acumen could probably help enable that humbling environment of peace and dignity for all.

Narrowing down on the most impactful aspects of professional practice is the teaching of managers who decide to make a stint in Institutions like ours. A stint which begins with an aspiration to upskill to contribute to the growth and development of the industry ultimately rewarding the manager. An assumption which caters to the need of the talent supply for the businesses which are at the

cutting edge of economy, markets, technology and innovation. Some of the considerations which may become pertinent at this junction, to engage with the learners/participants while they decide to find their meaning on campuses. I personally feel convinced, that if a resolution towards management teaching is not achieved, expectations of the professional managers will never match with that of their capabilities. And it would only be a matter of chance that a few tricks and techniques may get compensated but the larger aspects will continue to be left to be taught and learnt on the job. And further on that it would get worsen in future ultimately causing a widespread redundancy of the need to educate oneself to manage. Afterall if the firms and work organizations would not see much value in hiring professionally trained managers, they could very easily switch over to building a cadre of managers who would best be suited to their needs, by catching them young and socializing them to their context of goals and operations. Some of the aspects to which teaching of management needs to retune itself to, although the they had been discussed and realized for very long now, would be as follows:

1. **Managerial Aspects rather than Subject Disciplines**  
Professional practice of management is a branch of knowledge which is as integrated as any of those disciplines which made it independent of their domains. Operations, finance, economics, organizational behaviour, human resources etc cannot any longer be taught and learnt as if they were standalone disciplines and with an assumption that the integration would happen at the level of the learner. Leaving the learner to draw any connections and parallels which may be necessary. The teacher ought to be equipped to understand and comprehend the bigger reality of practice of management while maintaining the necessary expertise in all aspects of management.
2. **A Bias for Value Based Action**  
Management has long had a bias for action and that no amount of theorization is going to satiate the need to do research but to resolve complex problems at the ground. Thus, also emphasising the need to practice what gets taught. An orientation towards a young discipline which requires a manager to be first rooted in fundamental human values and conscious of the intended and unintended consequences of the decisions made. Consequences both to the firm and others; in the immediate and in the long-term cannot be avoided to be trained.
3. **Engagement Vs. Immediate Solution**  
Being responsible is more important than profits is a realization which needs no further elaboration. Businesses any where in the world can evade any of their responsibilities only till it does not get noticed. And for managers to learn how to take responsible decisions it is important to bring home an essential point – the need to stay engaged to themselves, to their context and to the







and other dignitaries. The event was attended by the entire fraternity of IIM Shillong. The Prime Minister delivered the speech while donning a full Meghalayan attire. He emphasized on the importance of professional education and talked about how we need to take it forward. His speech was preceded by an address by the Home Affairs Minister Shri Amit Shah in which he focused on the development in the North-East. The Chief Minister of Meghalaya, Conrad Sangma, also took to the stage to talk about the growth and development in the state.



## “Global Oil and Gas Economy: Challenges for India” – An interaction session

An Interaction Session was organized on the topic “**Global Oil and Gas Economy: Challenges for India**” on December 6, 2022 at IIM Shillong Auditorium by Dr. APJ Abdul Kalam Centre for Policy Research and Analysis, IIM Shillong. **Ambassador Mahesh Sachdev, President, Eco-Diplomacy & Strategies, Delhi** was the speaker for the session. The session was attended by the faculty members and Ph.D scholars of IIM Shillong.

The discussion during the session revolved around current scenario in Global Oil & Gas Economy, oil production-consumption and oil reserves. The lucid presentation by Amb. Sachdev also threw light on the disruptors like peak oil, sanctions on Venezuela, Arab-US tensions and impact on the oil economy, producer instability and alternative sources of energy. In addition to this he also highlighted about world’s dependency on Oil & Gas at least till 2035 and mentioned about the **US Shale Gas: The rise and fall of a game changer**. The session addressed India’s energy challenges as Oil consumer and importer. He added that India’s demand would be the biggest driver of Global Energy till 2035.



## Connect, Immerse & Unleash



IIM Shillong received participants from across the country for a 2-day Campus Immersion Program of One Year Post Graduate Certificate in Human Resource Management, curated jointly with SHRM India.

In his Inauguration speech, Director of IIM Shillong, Prof. D P Goyal talked about the era of distributed leadership & encouraged every participant to take this opportunity for Peer Learning & Networking.

## Khlorthma

“Taste the relish to be found in competition -- in having put forth the best within you.” -- Henry Kaiser. The end of the year marked the end of one of the biggest inter B-School competitions in the country, Khlorthma 11.0, IIM Shillong’s Annual Management fest. Khlorthma, which in the local Khasi language of Meghalaya translates to “War of Stars”, stood true to its connotation of ‘vying for glory’, featuring the best of B school participants. We witnessed an enthralling participation from around 5000 plus participants across more than 200 Business Schools, competing for prizes worth upwards of Rs. 6 Lakhs. With every edition of the event, Khlorthma has grown bigger and better. It is not just in numbers that we have grown, but also in quality and maturity. And to up the ante, Khlorthma was introduced this year, for the first time focused on a theme. The theme was “Ethical Business Practices, Shaping the leaders of tomorrow”. IIM Shillong has always taken pride in committing ourselves to a mandate of sustainable development and responsible business management, wherein an understanding of culture and context becomes paramount. This year’s theme stemmed from this very foundation. We were honoured to host **Mr. Harsha Upadhyaya, the Chief Investment Officer- Equity, President at the Kotak Mahindra Asset Management Company Ltd, as the Chief Guest**, to address our event and share his industry experience and expertise.



The insights he shared from his expertise were valuable and well-received by the audience. With the event spanning over 15 days, participants had one of the most successful editions of Khlorthma, where fervent participation ensured that the year concluded with a remarkably successful event.

## Officers pursuing Business Management Programme at IIM Shillong, met Director Prof. D P Goyal, on the occasion of Armed Forces Flag Day on 7th Dec 2022.

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