



TAPMI Newsletter

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Our Mission...

“To excel in post-graduate management education, research and practice”

- Means:
- By nurturing and developing global wealth creators and leaders
 - By continually benchmarking ourselves against best in class institutions
 - By fostering continuous learning and reflection, achievement orientation, creative interdependence and respect for diversity

Value Bounds:

- Holistic concern for ethics, environment and society

T. A. Pai Management Institute, popularly known as TAPMI, Manipal has earned initial accreditation of its postgraduate programs by the Board of Directors of AACSB International in April 2012. (The Association to Advance Collegiate Schools of Business-International). AACSB International is the longest serving global accrediting body for business schools that offer bachelors, masters, and doctorate degrees in business and accounting. TAPMI joins an elite group of institutions that have achieved business accreditation from AACSB International. TAPMI is the first AICTE approved B-School and Second in India to achieve this distinguished hallmark of excellence in management education. World over, Less than 5% have earned this distinguished hallmark of excellence in management education.

WHAT IS AACSB-INTERNATIONAL?

Association to Advance Collegiate Schools of Business (AACSB) is the oldest and toughest accreditation organisation in the world. Headquartered at Tampa, Florida, US, the organisation has been in existence since 1916. Initially an essentially American accreditation organisation, AACSB expanded its operations during late 20th century to both enable the spread of the best practices of management education globally and to facilitate global tie ups among business schools. (Please visit www.aacsb.edu).



Editorial

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We are at an intriguing part of the academic year, where like a Janus head we are vigilant and set for a new beginning. This is the threshold for the management diploma aspirants to enter a world in which they may be heard and dialogue among one another. The space beyond is where the now professional graduates have just entered - where dwelling can occur, where thinking can take place, and where a new community can be built. In both cases, with the opening of a dialogue there is a possibility of new beginnings. The shape it takes would solely depend upon the path which is opened beyond the threshold. Yet, without a threshold, one cannot enter upon a path at all, nor can a community be built.

At such a threshold, it is my privilege to present to you the first newsletter of 2016. The euphoria of the convocation 2015 and the anticipation of the induction 2016 are captured in this edition. Congratulations to all those who have received the awards and Kudos to all those who have joined the TAPMI fraternity, student faculty and staff alike!

Have a wonderful year ahead!

Aparna Bhat

Convocation 2016



The 30th Annual Convocation of TAPMI, Manipal was held on March 26, 2015 at the Syndicate Bank Golden Jubilee Hall in Manipal, Karnataka. The occasion was graced by Mr Sunil Kant Munjal, Joint Managing Director of Hero MotoCorp Limited, as the chief guest for the programme.

In his speech, MrMunjal spoke of India's glorious past of producing great leaders and how he expects the youth of today to play a part in the culture of aspiration that is prevailing in the country at the moment. He also spoke about the sacrifices that parents have to make to see their children get the best of opportunities. The onus, though, lies on the Government and the society to provide an ideal environment that offers enough opportunities to the people of the country to make a difference. With the kind of diversity that the country possesses, it is almost like a continent in itself.

Further, he encouraged the students to take up a profession they are passionate about while keeping in mind the importance of morals and ethics. He also

urged the students to not be afraid of taking risks. Moving forward, he said that it is important to recognize the responsibilities undertaken by women and give them their due appreciation and respect. He also spoke about what needs to be done for India to attain urban led growth and investment led growth and what are the aspects where the youth can contribute to.





He concluded with Mark Twain's words, *"Twenty years from now you will be more disappointed by the things that you didn't do than by the ones you did do. So throw off the bowlines. Sail away from the safe harbor. Catch the trade winds in your sails. Explore. Dream. Discover."*

A total of 428 students graduated from the institute of which 387 students were from Post Graduate Diploma in Management (PGDM), 10 from PGDM-HC (Healthcare Management) and 31 were from PGDM-BKFS (Banking and Financial Services). The most meritorious students were Dr. Marzia (PGDM-HC), Mr. Vinayak Prabhu (PGDM-BKFS) and Ms. Isha Sahoo (PGDM). The late Dr. Ranjan Acharya Award and the TAPMI Achiever of the Year award went to Ms. Isha Sahoo. The late Prof. M.V. Kini award was won by Ms. Naomi Raphael, while the Vishal Chaudhury Award went to Mr. Vaibhav Gupta. The Shri L. R. Adige and Manorama Adige Memorial Award went to Ms. Ananya Prasad while Ms. Nikita Mukund Kalibhat was awarded TITAN of the Year.



MERIT AWARDS:

Name of the Award	Awardee
Dr. S Dandapani Award	Ms. Isha Sahu
Dr. A S Aiyer Memorial Prize	Mr. Teja Malneedi
Smt. Gangamma Ammannayya (Finance)	Ms. Vintha Silpa Reddy
Smt. Gangamma Ammannayya (Marketing)	Ms. Isha Sahu
Jaspreet-Sebastain Memorial Award (PGDM)	Ms. Amrita Dubey
Jaspreet-Sebastain Memorial Award (HCM)	Ms. Pooja Singh
TAPMI Achiever of the Year Award	Ms. Isha Sahu
Prashant Kulkarni Memorial Award	Mr. Deshpande Avinash
TAPMI TITAN of the year	Ms. Nikhita M Kalibhat
Ranjan Acharya Award	Ms. Isha Sahu
M V Kini Award	Ms. Naomi Raphael
Merit Awards (PGDM, HCM & BKFS)	PGDM
	Ms. Isha Sahu - 1st Rank
	Mr. Nikhil Lohiya - 2nd Rank
	Mr. Teja Malneedi - 3rd Rank
	PGDM-HC
	Dr. Sumar Marzia Abdulrahim
	PGDM-BKFS
	Mr. Kamat Satoskar Shulin Vinayak
Vishal Chowdhary Memorial Award	Mr. Vaibhav Gupta
Shri L. R. Adige and Smt Manorama Adige Memorial Award	Ms. Aryama Prasad

Induction of students (2016 - 2018)



TAPMI inducted the students for its Post Graduate Programmes in Management on June 16, 2016. This symbolised the commencement of the batch 2016-18 of the programs - 34th Batch of PGDM, 7th Batch of PGDM Healthcare, 3rd Batch of BKFS students. The Induction Program was organized at Syndicate Bank Golden Jubilee Hall, Manipal.

The chief guest was Dr. Harsh Kumar Bhanwala, Chairman, National Bank for Agriculture and Rural Development (NABARD). Dr. Harsh emphasized on three basic characteristics for a person to be professional. According to him, the sense of Inadequacy, the sense of Orientation and the sense of Discipline without monitoring are the fundamental qualities without which one cannot succeed. He went on to say how technology has changed the way we do banking today. He said the future of banking will be ICT (information and communications technology). He said learning is external and unfolding yourselves will



provide an edge over competition. He urged the students not to cut paste and stick to original thinking, to be an effective manager.

Dr. R. C. Natarajan, Director, TAPMI, faculty and staff members were also present. Dr. Seena Biju, Chairperson PGP proposed the vote of thanks.



Guest Lecture

**“Emerging Trends in the eCommerce Industry” Mr. Avinash Parhi, Director
Category Marketing at Shopclues.com**

In an interactive session with the students of TAPMI, Mr. Avinash Parhi spoke about the organized retail market, the challenges faced by it to go with that of modern trade and how eCommerce is the way forward.

He brought out the reality in the retail market scenario in India, wherein Organized Retail Penetration (ORP) was only 8% as of 2015 as compared to a staggering 85% in the United States. Breaking it down further into categories, he brought into focus, the market shares of these categories followed by their key category USPs and how they had performed in various formats of retail. While Food and Beverages had a market share of about 70%, it had gross profit margins of around 3% to 14%. On the other hand, Home Décor and Furnishing, which had a market share of only 3% has gross margins ranging between 40% and 50%.

Moving ahead, he listed down the major challenges that the organized retail sector was facing that formed a hindrance for the growth of modern trade. The various factors listed down by him included the highly diverse demographics of the country, poor supply chain infrastructure, real estate concerns to go along with workforce related concerns. He also highlighted the bureaucratic and legal hurdles that Indian businesses face and was very vocal about the need for a single apex body to govern retail operations. In his opinion, the uniqueness of Indian customers was one of the biggest challenges of modern trade.

The solution to all such problems lies in eCommerce, which, according to him, is the next biggest wave in the retail business scenario. It takes care of all the major



hindrances to modern trade while providing a wide variety of assortment and helping consumers save time. He also spoke of how foreign players, in the past, have tied up with local players to understand the Indian market better. Furthermore, he delved into the two buzz words of eCommerce, i.e., growth and profitability and even took the students opinion of how firms can manage both at the same time. To end with, he spoke about the various departments that typically make up any eCommerce organization and the various aspects of marketing involved in the industry.

COBCAM 2016

COBCAM (Confluence of Banking and Capital Markets) 2016, the annual conclave of the Banking and Finance (BKFS) program of T. A. Pai Management Institute, Manipal, was held on the 28th of May 2016 at The Lalit Hotel in Mumbai. The event was attended by renowned guests from the banking and financial sectors. The Chief Guest for the event was Shri Deepak Mohanty, Executive Director of RBI. Dr. R. C. Natarajan, Director of TAPMI was also present for the



event along with Professor Madhu Veeraraghavan and other faculty members of the institute.

Shri Mohanty discussed about the importance of regulation in the financial sector. He stressed on the importance of transparency in regulation and stated that “Trust is the essence of finance.” He delved into the role of banks in the economy and highlighted the perils of overleveraging of bank balance sheets which led to the global crisis of 2008. He believed that not only quantity but also quality of capital is important for banks. He discussed about the challenges ahead for the Indian banking system in terms of maintaining and improving the asset quality. On a concluding note he said that “Financial inclusion is important for Social inclusion” and urged banks to include more people into the formal banking system.





The Key Note Speaker for the event was Shri S. V. Murali Dhar Rao, Executive Director of SEBI. In his address, he spoke how the 2008 financial crisis was a big lesson for all countries and how it led to paradigm shifts in countries with regards to various aspects. He also spoke about the objectives for which SEBI was set up and how it has evolved since its inception. He took pride in the fact that the Indian securities market has become one of the most regulated and developed ones in the world. He also spoke of the various reforms that SEBI plans to undertake during the year while constantly aiming at creating and increasing investor awareness.

The event also included two panel discussions on the topics *“The impact of Payment Banks on the Indian Banking Sector”* and *“Taking advantage of the 7 year cycle in the stock market.”* There were special mentoring sessions for the Banking and Finance students followed by a presentation on Risk Management and Financial Risk Management (FRM) by Mr. Lalit Taneja, Regional Director of GARP (Delhi Chapter). To conclude the conclave, Ms. Monica Veer, a BKFS student of TAPMI, gave a student perspective of the BKFS program to all the guests, which was followed by the Vote of Thanks.



MANTHAN 2016

“Is it the right time for India to lead global growth?”



Manthan 2016, the annual budget conclave of T. A. Pai Management Institute, Manipal, started off with Dr. R.C Natarajan, Director of TAPMI, giving an insightful address that was followed by an enthusiastic speech by Professor Madhu Veeraraghavan. The theme for this year's event was “*Is it the right time for India to lead global growth?*” Dr. Natarajan spoke briefly about the history behind the conception of the TAPMI Finance lab and unveiled the Bloomberg report. Thereafter, Professor Madhu set the tone of the event, which was based on the discussion of the topics: Investment Philosophy and Portfolio Selection.

The TAPMI Finance Lab which was started in the year 2013, with a vision of training students in real time trading and investments is one of the finest finance labs in India today. The finance lab is put to use through several specially designed courses and is also used across all the specializations. Student Management Investment Committee (SMIC) is one of the many courses which uses the TAPMI finance lab to train students the art and science of investment.

Students learn the nuances of trading and handle the real money unlike many other colleges where either trading happens through simulations or the management handles the required finance. With the vision to bridge the gap between theory and practice, SMIC provides hands on experience to the students and moulds them into smart investors.

The later part of the inauguration ceremony presented a platform for two of the SMIC teams of batch 2015-16 to present their reports and findings in front of esteemed panel judges: Mr. Anil Ghelani CFA, Senior Vice President of DSP BlackRock, Mr. Rajesh Nair State Head of BNP Paribas and Mr. Supreeth Shankarghal Founder & CEO of QF Assets. The interaction between the teams with the panel opened a world of possibilities to potential investors. They spoke in detail about their investment strategies, choices of stocks, the uncertainties and restrictions involved, the returns obtained and were eventually questioned by the judges upon completion of their presentation.

Research Seminars

April 05, 2016:

Prof. Prashant Kumar, An Evolution of Journal of Brand Management



Abstract: The article presents a content analysis of Journal of Brand Management (JBM) for the period 1993-2013 to understand key trends in evolution of JBM. Through an iterative search, all the research articles published in

JBM were identified and retrieved. For each article, a database was prepared for name of author, name of article, year of publication and number of citations as per January 2016. Using content analysis and citation analysis, a coding protocol for author demographics, citations and research themes was used to identify nature of authorship, ranking of prolific authors and most influential articles and most published research themes. The results of the study provide insights about key trends in the evolution of JBM for wide coverage of research themes related to brand management, interdisciplinary nature and global authorships.

June 07, 2016:

Prof. Prashant Kumar, Relationship between In-Store Experience Quality and Perceived Green Retail Store Credibility

Abstract: The paper examines relationship between in-store experience quality and perceived green retail store credibility. It presents a causal model with five hypotheses which examine whether service encounter quality, communication quality and product encounter quality affect perceived green retail store credibility and whether customer perceptions of retail stores' environmental activities has a mediating effect in the

relationships. Using a 30-item questionnaire, 356 valid responses were collected from the respondents who had been purchasing from a specific green retail store and have shopped from four kinds (brick-and-mortar store, mobile app, retailer website, retailer products available on general online stores) of retail formats of the retail store. The data was analysed using factor analysis and structural equation modelling. All the hypotheses were found statistically significant for each of the retail store formats. Also, proposed models for each of the retail store formats were tested and results were interpreted.

April 27, 2016:

Prof. Kumar Kunal Kamal, Subordinate-Superior Upward Communication: Power, Politics, and Political Skill



Abstract: A multi-phase study involving 1285 respondents was conducted to answer an important but overlooked question: For a job requiring frequent informal communication with superiors, should an organization focus

more on selecting employees with higher trait-like willingness to communicate or on providing a conducive environment where flow of communication is easy and aided? We found support for the latter. Further, we observed that subordinates alter their communication behaviors based on the perception of superior's power, politics in the organization, and their own political skills. The study contributes to a better understanding of how situational variables affect subordinate-superior upward communication.

FACULTY CONTRIBUTION:

Prof. Ganes Pandya has been awarded the first prize for the case titled "The Making of an Indian Film- John Snow and his Right Move". He has also won a cash prize of INR 50,000. The award has been sponsored by the Case Conference 2016 organized by Jansons School of Business in collaboration with The Case Centre UK.



NEWLY JOINED FACULTY



Prof. Amol Subhash Dhaigude
Assistant Professor
(Operations Management)



Prof. Ramakrishnan T S
Associate Professor
(General Management)



Prof. Subhabaha Pal
Assistant Professor in the area of
(I T and Systems Management)

NEWLY JOINED STAFF:



Ms. Amrutha V Raj
Academic Assistant



Ms. Jeevitha
Academic Assistant



Ms. Nikhitha D'Souza
Academic Assistant



Mr. Shashidhara Holla
Academic Assistant



Ms Vasudha
Junior Office Assistant



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