# vidwat

## The Indian Journal of Management

# DHRUVA COLLEGE OF MANAGEMENT

ద్రువక్షితి ద్రువయేని: । ద్రువమసి ద్రువస్థితం । త్వంనక్షత్రాణం మేధ్యసి । సమాపా వృతన్యతా:॥

# DHRUVA
### defining excellence
## COLLEGE OF MANAGEMENT

Chairman Governing Board

Honorary Adviser

Chairman Academic Council
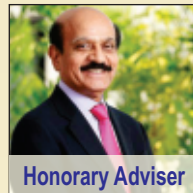
## GOVERNING BOARD

**Dr K Pratap Reddy**
Director-Society for Entpp Devt & Agri B-Magt

1. **Sri Parthasarathy C**
CEO - Karvy

2. **Dr M.R. Rao**
Dean Emeritus - ISB

3. **Sri N. Sesha Reddy**
Chairman - Aditya Group

4. **Sri Krishna Prasad C**
MD - Granules India

5. **Dr Lakshmipathy PV**
Director, ECGL - Indonesia

6. **Dr Mathew M Monippally**
Professor, IIM - Ahmedabad (Retd)

7. **Sri Ram Nomula**
CEO, MAM-A Inc - USA

8. **Sri Ravindar Reddy K**
Chairman, Engineers Syndicate - India

9. **Sri Reddy KT**
ED - Fenner Conveyor Belting

10. **Ms Karuna Gopal**
CEO - INSAIT, Chennai

11. **Sri Tarini P Patnaik**
Director-Rider Steel, Ghana

12. **Prof Aparna Dantu**
Dean- DHRUVA

13. **Prof Pradeep Kumar**
Adjunct Faculty- DHRUVA

**Dr S Pratap Reddy**
Founder Chairman - DHRUVA

---

**Padma Shri BVR Mohan Reddy**
Executive Chairman - Cyient Ltd

**Sri Nrupender Rao J**
Chairman - Pennar Group
Outgoing Chairman

**"Padmabhushan Awardee"**
Keerthi Seshulu
**Dr K Anji Reddy**
Chairman - Dr Reddy's Group
FIRST CHAIRMAN

---

## ACADEMIC COUNCIL

**Dr Vipin Gupta**
California St University, San Bernardino
American Council of Education Fellow

14. **Dr Akhouri MMP**
Amway Chair Professor - Delhi University

15. **Sri N V Raghuram**
President-Yoga Bharathi - USA

16. **Dr Asefa Abahumna**
Vice President, Adama University - Ethiopia

17. **Dr Ram Subramanian**
Professor, Stetson University - USA

18. **Dr David J Sumanth**
Professor-Emeritus, University of Miami - USA

19. **Dr H Rao Unnava**
Professor, University of California at Davis - USA

20. **Dr Lynda L Moore**
Simmons School of Management - USA

21. **Dr Matthew J Manimala**
Professor, IIM - Bangalore (Retd)

22. **Dr R K Jain**
Director - Symbiosis

23. **Prof Sailesh Chandra**
Director-E Cell, DHRUVA

24. **Dr Rama Velamuri**
Professor, China Europe International Business School

25. **Dr Srinivas K Reddy**
Lee Kong Chian School of Business, Singapore Mgmt University

26. **Dr U B Raju**
Dean Emeritus - Dhruva

# EDITORIAL

"*Vidwat - The Indian Journal of Management"*- home journal of Dhruva College of Management aspires to be the source of ideas for leader-managers shaping the corporate India. Since its launching in 2008, it has had a tradition as a management magazine promoting ideas and insigts on the key issues corporate India is facing. Researchers, practitioners, academicians and professionals in all areas of Business and Management share their innovative research achievements & practical experiences through Vidwat to stimulate scholarly debate in the development of Management Philosophy-modern as well as ancient Indian!

Vidwat articles cover a wide range of topics that are relevant to vast array of industries, institutions and their variegated functions. They focus areas Viz; management, leadership, organization, strategy, operations, marketing, finance, communication and handling 9 Ms prudently. While the topics may vary, all the Vidwat contributors are encouraged to look through the prism of our rich ancient Indian literature. Most of them are written by luminaries whose acumen springs from study, analysis, and vast experience in industry and academia. Many of these articles have been found relevant for use in the real time. We the Editors often look for aha! We test each article using Simon Sinek's Golden Circles "outside-in from the clearest thing to the fuzziest thing" approach that's akin to Pancha Kosha. The problem is that WHAT and HOW do not focus the raison d'etre of our filtration. Hence, we analyse each article :Why(that article?) -to-How (is it relevant ?) -to- What (it'll deliver ?).

2020 has been a diabolic year! We are just 2 weeks beyond a brand new year and a brand new decade! What would we like to learn new as we step into this new decade? Will it be in the area of technology, management, philosophy etc - no matter which of these we got our eyes on, the new decade has already got us ensconced!

"Prosperity tries the fortunate, adversity the great."-the pandemic gave us at Dhruva trials & tribulations-yet, we tried our best inter-alia, to bring out Vidwat -our home journal on schedule. As is our wont, we have maintained high standards in this edition too. All the articles are "blind peer-reviewed" and Vidwat is indexed in the Indian Citation index (The only national bibliographic and citation index). To ensure that we're in tune with the best global practices we are on the OSJ platform and all the articles will be indexed on Crossref. We have also kept on the anvil being indexed on; UGC CARE, Infobase, and Index Copernicus.

It gives us immense pleasure to invite our esteemed readers to peruse the contents of the current issue of "Vidwat - The Indian Journal of Management. Volume XIV Issue XXII Jan, 2021 which dwells upon contemporary issues in the area of Management Education, Philosophy, Human Resource, Marketing, Morals and Values and the irrepressible IT, ITES, AI.

*Reflections on MBA Education:* Challenges and Prospects... through this article, the author-an iconic professor of management has made an attempt to assess the suitability of the current MBA Programs w.r.t the VUCA world and suggested ways to make it relevant in times to come.

*Fear not death; It is inevitable:* The author-a nationally renowned thinker and HR veteran has highlighted the inevitability of death and life through Swami Vivekananda's veritable quote " fear is death, courage is life. Weakness is death, moral strength is life"; and Nobel Laureate Otto Heinrich's epochal quip that "he survived Nazis for he had a purpose to fulfil and that is what kept him alive"!

*Factors Effecting Employees Intention to Quit: A Study on IT and ITES:* The author – a seasoned HR academician brings to light the factors that influences an employee's decision to quit. This study focused on how work life balance, perceived organizational support and employee engagement play a role in this decision.

*Consumer Behaviour - An Iconic Game Changer:* The author-a Dhruva faculty tried deftly to incorporate Rudyard Kipling's famous 6 Qs in his narrative. He also talks about the importance of customer's likes, dislikes and opinions that impact the market trends.

*Role of Artificial intelligence in E-commerce:* The author-a child prodigy focuses on how Artificial Intelligence has impacted the human intervention in areas like E-Commerce and redefined customer experience.

*Bhagavath "Anugreha.. On the Advent of Makara Sankramanam 2018:* The author-an octogenarian educationist attempts to share his experience of interacting with the above child prodigy who mesmerized him by his profound thoughts, humility and vision.

Thank you for your love and kind appreciation of our "*Silver Jubilee Edition*"!

We finally wrapped up the feedback on this mega launch that has catapulted Dhruva Brand.... still feedback is pouring in from all over the world.

Can't wait to welcome you to this *"Post Silver Jubilee Edition"* of Vidwat!

**EDITORIAL TEAM** | Prof. Akkaraju Sailesh Chandra
Prof Priya Naidu Karna
Prof Sailaja Jonnalagadda

# Reflections on MBA Education: Challenges and Prospects

Dr Ram Baliga

## Abstract

This paper critically assesses the current state of MBA programs with respect to their suitability for the evolving environment, specifically with respect to increasing volatility, uncertainty, complexity and ambiguity (VUCA) and increased hybridization of technologies. Following this, suggestions are made to move MBA programs to deal with this development. Arguments are made to shift from passive teaching to active and experiential learning along with the adoption of a holistic, interdisciplinary approach. Challenges in moving in this direction are highlighted and potential approaches to dealing with the same are advanced.

**Keywords:** *MBA Programs, VUCA, Convergence, Active Learning, Experiential Learning, Holistic, Interdisciplinary.*

## Introduction

Ironically, despite employing hundreds of MBAs, Elon Musk, best known as the CEO of Tesla Inc (the company that is revolutionizing the auto industry with its electric vehicles) and SpaceX (an aerospace manufacturer and space transport services company) bashed MBAs at the recent Wall Street Journal's CEO Council Summit stating "I think there might be too many MBAs running companies; there's the 'MBAization' of America, which, I think, is maybe not that great. There should be more focus on the product or service itself, less time on board meetings, less time on financials".[1] This was merely the most recent salvo against MBAs. Its proximate genesis was in the 2008 global financial crisis wherein Wall Street MBAs were accused, by the Occupy Wall Street crowd, of being leeches--not creating any real product or services, merely manipulating financial instruments to their advantage. This attack, its aftermath, and the global economic downturn resulted in a decline in students pursuing Fulltime MBA degrees in the U.S. John Byrne a respected business journalist, labelled this development a 'crisis' and questioned whether there was a future for MBAs[ii]. Critics of Byrne, however, pointed out that that there was no crisis in terms of students enrolled or considering enrolling in business schools. Business Schools were not losing students; rather, they were shifting toward evening, weekend and online programs as the opportunity cost of pursuing a full time MBA program was deemed too high by potential MBA candidates. Furthermore, given the recent hype regarding Big Data, a number of students were opting to pursue Master's degrees in specialized areas such as Analytics or Informatics offered in schools of business or choosing to pursue MBAs with concentrations in these areas rather than the more traditional ones such as finance or consulting.

Is there a crisis? Is there a future for MBA education in its current form in the US? Globally? These questions can only be answered by taking a critical look at current MBA programs, assessing their appropriateness for the evolving environment and determining changes that must be made for continued viability.

## The Changing Environment

The environment in which businesses function has changed dramatically over the last decade as a result of (i) shifts in technology, (ii) geopolitical volatility, (iii) changes in regulations and public policies, (iv) conflicting demands from a myriad of stakeholders, (v) globalization and its discontent, (vi) digitization, evolution of social media which facilitates instant global communication around diverse causes, and (vii) demands for increased transparency and accountability to cite the more important ones. In brief,

***Ram Baliga*** is the John B. McKinnon Professor of Management in the Babcock Graduate School of Management, Wake Forest University. Dr. Baliga teaches in the areas of Strategic Management, Strategic Transformation, International Marketing and International Management. His research interests include strategies adopted by corporations in response to deregulation and shifts from planned economies to market economies (special emphasis on China and India), corporate governance, strategic decision making and leadership. His research has been published in many of the major academic journals in management and he is the co-author of three books: Emerging Leadership Vistas, Tables are Turning: German and Japanese Multinational Companies in the United States and Quest for Survival and Growth. Dr. Baliga earned a B.E. from the University of Madras, a P.G.D.B.A (equivalent to the MBA) from the Indian Institute of Management, Ahmedabad and a D.B.A. from Kent State University.

the environment has become significantly more volatile, uncertain, complex and ambiguous, labelled VUCA by Johansen.[iii]

Recent years have also witnessed rapid developments in artificial intelligence and an increase in convergence across disciplines: Artificial intelligence systems such as those developed by Deep Mind, a unit of Google, have started invading the traditional domain of MBAs, viz. unstructured decision-making.[iv] Convergence 1.0 (arising from the intersection of physics and engineering) and Convergence 2 (arising from the intersection of biology and engineering) are creating a plethora of new products, services and industries, e.g., mechatronics, biotech.[v] These developments have started to pose substantial challenges to business leaders and managers in their quest to gain an understanding of shifting industry boundaries, the evolving contours of new industries and determinants of success in these. As example, consider the difficulty camera leader Nikon would have had in determining the future for their volume digital camera business when camera embedded mobile phones started to become ubiquitous. Likewise, the conventional practice of medicine is starting to get affected by artificial intelligence systems such as IBM's Watson. mrna technology that provided the first vaccine for COVID-19 is poised to disrupt the pharmaceutical industry as a gene therapy. As if these developments were not sufficient in challenging the current status quo, businesses are also being called upon to realize and deal with the adverse consequences of their operations by adopting socially responsible practices. Corporate Social Responsibility programs that had historically been voluntary have now started to become mandatory in some countries, including India.[vi] Given these developments, corporate leaders and managers can no longer conduct 'business as usual' and have to develop new models for functioning. Consequently, MBA programs, that provide the managerial stock for businesses, have to transform too. I assess current state of MBA programs and detail the contours of the needed transformation.

Current MBA programs with their faculty-as-expert, information-transmission approach-- where content is slow to change (we have all witnessed our share of instructors with yellowing notes or, in the modern context, Power Point decks that remain invariant over extended periods of time) --were ideally suited to deliver highly standardized education in the relatively stable environment of the past. There was an implicit assumption that what students needed to know to function in the world of business could be taught comprehensively in two years, the length of conventional full-time programs. Armed with these capabilities, MBAs were expected to go forth and become successful managers and leaders across a wide range of for-profit and not-for-profit organizations. VUCA-- characterised by multiple, unpredictable points of inflection, non-linear dynamics and multiple stakeholders—and Convergence have tested this assumption and found it wanting, not only in terms of the set of required capabilities but also the manner in which these were imparted. Given this, the need of the hour is to transform MBA programs in both content and process to handle the challenges posed by VUCA and Convergence. In my judgment, this can only be achieved *by altering curricula and shifting the programs from teaching to learning with the goal of preparing MBA participants for lifelong learning.*

Is there a difference between teaching and learning? *In teaching, the content along with the direction and pacing is controlled by the faculty member/expert.* The outcome of this approach is that the teacher has 'taught' but whether any real learning has taken place is an open question. The refrain from corporations is that most MBA candidates imbibe the jargon but lack a nuanced understanding of concepts and frameworks involved. In my field, strategy, it is very common to find MBAs throwing around words such as 'core competence' and 'synergy' without a clue of what they really mean in the organizational context. This jargonistic approach invariably creates problems for the organizations involved and in extreme cases threaten survival. While organizations could recover, somewhat, from such damage in the past, it is very difficult in VUCA as the time available for recovery is very limited. Hence, it is imperative that MBAs move beyond jargon and embrace real learning to truly understand the nuances of business concepts before they start managing. Real learning accomplishes the following: (i) creates a substantial change in perspective, (ii) creates a spirit of inquiry, (iii) increases problem solving capability, (iv) raises critical thinking and (v) fosters reflective thinking.[vii] Judged by these criteria it is easy to see that current MBA programs, even in the best of institutions, fall short. Why is this the case? For real learning to take place students have to be willing to challenge the notion that the teacher is always right, a difficult thing to do in cultures, such as India, where deference to authority is the norm. Additionally, both faculty and students have to overcome self-imposed constraints, fixed assumptions and mental blocks and reject the notion that there is only one 'right' solution to problems. While a 'right' solution may have been

feasible in the relatively stable environment of the past, this is not so in the VUCA environment which is characterized by complex interdependencies, non-linearities and dominated by 'messy' problems - problems that are difficult or impossible to solve because of incomplete, contradictory, and constantly changing requirements e.g., Climate Change.[viii] 'Solving' the problem of climate change by, say, eliminating use of all fossil fuels in favor of wind and solar energy creates another set of messy problems, viz. how to prevent millions of birds from dying in the blades of the wind turbines and how to manage pollution created in mining rare earths that are required for solar panels and wind turbines.

Real learning can only occur through active learning. In active learning the faculty member acts as a discussion leader, posing provocative questions as she guides students through a detailed examination of the issues involved. The pedagogical objective is to get students to understand the context, concepts and frameworks in a nuanced manner rather than teach facts and test students on their recall as is the case in current MBA programs. Active learning, while clearly beneficial, has rarely been embraced by faculty members as it pushes them out of their comfort zone. Ironically, faculty members in MBA programs often assume that they are engaged in active learning when they use cases for teaching. Despite the potential that cases offer for active learning most faculty members have a set 'solution' in mind and work on leading students to this rather than letting the students engage critically with the issues to facilitate real learning.

A major obstacle to real learning is many students lack contextual knowledge to appreciate the value of the content. It is this difference in contextual knowledge between the younger students and those with work experience that prompted management expert and academic, Mintzberg to assert that only people with organizational experience should participate in MBA programs. To quote Mintzberg: "Trying to teach management to someone who has never managed is like trying to teach psychology to someone who has never met another human being. Organizations are complex. Managing them is a difficult, nuanced business, requiring all sorts of tacit understanding that can only be gained in context."[ix] Mintzberg's assertion is contrary to many MBA programs (including those in India) that admit students fresh out of their undergraduate studies; their underlying assumption appears to be that if you accept 'smart' students, lack of work experience is irrelevant. Nothing could be further from the truth. MBAs without contextual knowledge

are responsible for the bulk of organizational problems. They act without reflection transferring elements of their management knowledge and style across dissimilar contexts. For instance, managing an organization such as TRL Krosaki Refractories Limited in a Naxalite-Maoist insurgency area such as Belpahar, Odisha is vastly different from managing the same in an area not wracked by insurgency. One has to deal with the insurgents in a sensitive manner to ensure that insurgency problems do not spill over into plant operations. Likewise, MBAs need to understand that what works in a Multinational Corporation does not necessarily work in a Public Sector Undertaking or a University. Hence, it is critical that MBA programs sensitize students to the importance of context and contextual differences in dealing with organizational issues and problems.

As a nuanced understanding of both internal and external context is critical to gain an understanding and perspective of the whole, it is necessary that MBA curricula be cross-disciplinary and integrative. By contextualizing MBA courses within broader discussions of ideology, globalization and geo-politics, the subject matter can be elevated form the perceptible vacuum in which they are currently presented. Opening up fundamental interconnections between subjects/ disciplines allows students to inform their precise academic interests with the necessary social and political contexts to situate their learning within the broader world. Such exposure would better prepare students to anticipate and understand issues such as the current backlash against globalization and the link between increasing nationalism and trade wars. An MBA program that does not expose students to geo-political forces is of limited value trying to manage in the globalized world in which firms operate. As example, it is difficult, if not impossible, for managers to develop a strategy for People's Republic of China without an in- depth, nuanced understanding of China's geopolitics and culture.

Non-US programs that are modeled on US programs suffer from a contextual bias with most subject matter grounded in texts and cases with an Anglo-Saxon or global-north perspective–a perspective that is truly alien and probably irrelevant for most students. The relevance of such subject matter to the different national and cultural contexts is rarely, if ever, questioned.

Wouldn't it be better for Indian MBA programs to expose their students to, say, Arthashastra by Kautilya first? Following this, students could also be exposed to management thought from a diverse set of nationalities

or cultures? Such exposure would be invaluable in managing globally.

Another major cause of organizational problems is the failure of leaders and managers to see the 'whole'. This results from the manner in which traditional MBA programs are structured. Most, if not all, MBA programs have a 'depth' bias with multiple concentrations available to students; even within a concentration, students have the option of specialization, e.g., investment banking specialization within the finance concentration. The downside of this specialization is that managers lose the overall perspective. Lack of this perspective often results in organizational issues being defined and solved in a siloed manner. Unfortunately, this creates problems in other parts of the organization. e.g., optimizing production processes generally create problems in meeting customer expectations resulting in loss of sales that has a knock-on effect on working capital and so on. Another major cause of organizational problems is the failure of leaders and managers to see the 'whole'. This results from the manner in which traditional MBA programs are structured. Most, if not all, MBA programs have a 'depth' bias with multiple concentrations available to students; even within a concentration, students have the option of specialization, e.g., investment banking specialization within the finance concentration. The downside of this specialization is that managers lose the overall perspective. Lack of this perspective often results in organizational issues being defined and solved in a siloed manner. Unfortunately, this creates problems in other parts of the organization. e.g., optimizing production processes generally create problems in meeting customer expectations resulting in loss of sales that has a knock-on effect on working capital and so on.

### Is the depth sacrificed by adopting a broader integrative perspective desirable?

Indubitably, the need for an integrative approach is particularly critical for dealing with messy problems characteristic of VUCA and the changing industry boundaries created by Convergence. The importance of breadth over depth/specialization for success has been confirmed by many studies detailed in the recent publication 'Range: How Generalists Triumph in a Specialized World'.[x] Furthermore, it is easier to address the depth rather than the breadth lacuna in dealing with messy problems: Depth can be compensated by managers with breadth and a holistic perspective interfacing and working with subject experts. While it would be ideal to have MBAs with both breadth and depth (referred to by McKinsey, the leading global consulting firm, as 'T' profile personnel--breadth referenced by the horizontal line in the 'T' and depth by the vertical line) finding and retaining an adequate number of MBAs with this profile has been challenging. This is in no small measure due to the ongoing knowledge explosion created in no small part by Convergence. To compensate for this shortage, McKinsey has moved toward creating a cadre of knowledge/competence specialists who work with their client facing MBA counterparts. The key role played by these specialists in firm success has been acknowledged by McKinsey by providing them with attractive compensation and incentive packages. Such collaborative approaches are increasingly likely to be the norm as organizational problems become increasingly messy. Dealing with such problems in a timely manner is causing organizations to seek expertise beyond their organizational boundaries, creating the extended organization. Managing in the extended organization context requires the ability to work horizontally and collaboratively with others, effectively horizontally. Hence it is critical that MBA programs provide both cognitive and experiential opportunities for students to work horizontally.

A major barrier in faculty adopting active and integrative learning processes is the manner in which faculty are evaluated. In many instances, if not all, metrics employed to assess learning and teaching/ teacher effectiveness are rife with problems. Given the difficulty in measuring learning or teaching effectiveness directly, institutions often employ surrogate measures that really do not measure learning. Despite this lack of validity most MBA programs in the US require every faculty member be evaluated by students enrolled in his course. Consider assessing 'student learning' in a particular course with a particular faculty member. Most evaluation instruments ask questions such as 'Does the instructor know his material?' (If students could assess this then there is no valid reason for them to take the course);

'Were you satisfied with the course materials? Clearly these are inappropriate measures, even as surrogates, for learning. More recently some of the accrediting bodies such as AACSB has required MBA programs assess the degree to which learning regarding topics were achieved without any clarity as to 'which' and 'how'. As these evaluations have a substantial impact on raises, tenure and promotion decisions, faculty members have a perverse incentive to seek very positive evaluations. An oftenused approach adopted by many faculty members is to deemphasize content

and rigor and make courses entertaining, unconcerned that long term real-learning goals are being sacrificed in the process.

Additionally, any real innovation that is seen as adversely affecting student evaluations is rejected, particularly if these involve cross disciplinary collaboration (e.g., team teaching) of the type necessitated by Convergence 1 and 2. In such instances, faculty members are concerned that their individual contributions cannot be teased out with each person's evaluations being affected by the other which could have an impact on their raises, promotions and tenure. Despite their low validity, administrators continue to justify student evaluations by stating that students are consumers and should have the right to evaluate faculty members. Administrators are also quick to use these 'objective' evaluations to defend their compensation and firing decisions. Treating students as 'consumers' rather than 'clients' has placed considerable power in the hands of students who often use evaluations to seek revenge against faculty members who they deem as demanding.

While faculty evaluation by students may not yet be a global phenomenon, it is only a matter before MBA programs globally are pressured to do so by accrediting bodies such as AACSB International and EQUIS. MBA program administrators will do well to resist such pressure unless they can develop valid measures.

**Creating MBA Programs Relevant for VUCA and Convergence: Prospects and Challenges**

A problem with MBA education is the trend toward calling anything and everything 'innovative'. Unfortunately, these so-called innovations are often very superficial. Thus, when students are encouraged to ask questions it is "Flipping the Classroom", when they take a two- week trip to a foreign country it is 'Developing a global mindset and increasing Cross Cultural Sensitivity', when they work with companies on a project it is 'consulting' and so on. Creative labelling has become the substitute for real innovation and transformation relevant for VUCA and Convergence.

For MBA education to be truly relevant to deal with VUCA and Convergence, educators have to truly embrace experiential learning, disruptive technologies such as AI, virtual and augmented reality, and micro-learning to create student learning experiences that are hyper- personalized MOOCs (Massive Open Online Courses) and Open Courseware facilitates wide ranging personalization. If these are coupled with in-depth cross-disciplinary activities, that provide diverse

perspectives and communications skills it helps prepare students for functioning in a global workplace and dealing with VUCA and Convergence. University of Michigan's Full- Time MBA program has made a real attempt to move in this direction by incorporating action- based learning extensively. Likewise, MIT's Sloan school students are encouraged to engage in collaborative Action Learning programs - a form of experiential learning where students travel to developing countries or work with local entrepreneurs to hone their learning and gain hand-on experience potentially enabling them to be better leaders and managers. Research has shown that personalized combination of classroom, experiential and on-line elements is more effective for real learning than any one of the elements on its own. Taking this approach, a step further, students could be permitted, and encouraged, to take offerings from other institutions creating an open, multi-institutional educational ecosystem. Such an approach would also be consistent with the 'extended' enterprise mode of functioning that is becoming increasingly prominent in VUCA and Convergence.

About two decades ago the author attempted to create a type of MBA program ('innovative' had not been established in management jargon at that time) for working professionals that sought to incorporate integrative systems thinking, active learning through experiential projects and prepare the students life-long learning. Firms were asked to send three participants from different functional areas and commit to participating in 5 consecutive MBA programs. The idea here was that these participants would constitute a core internal consultant/transformation group in their respective organizations following their graduation enabling them to adapt to the demands of VUCA and Convergence.

The program centered on three key projects with three distinct time horizons (short-term, mid-term, and long-term). These projects would be identified by their respective organizations and would be guided by a faculty team during the two-year course of study. Managers who had suggested these projects would be actively involved in monitoring and evaluating. Successful completion of these projects would have been equivalent to paying approximately half a million dollars for consultants. An addition benefit for the organizations involved was that the teams would be actively involved in implementing their recommendations. As an integral part of the program, Personal effectiveness modules (off-line) would be available to participants so as to strengthen their soft skills.

One would think that such a program would have a strong appeal, the program, however, never gained traction: it was considered too radical. Managers were not interested in monitoring and evaluating the projects as they perceived it as involving additional work without any obvious reward, organizations were unwilling to commit to sending participants for five programs and potential participants were mainly interested in credentialization not real learning.

Another attempt to enable Full Time MBA students to 'learn through action' was by offering students a one-year internship, following their study, in small and medium enterprises. The proposed internship was similar in character undertaken by doctors following graduation and prior to embarking on their residencies. Arrangements had been made with firms to hire these students at lower compensation (since the internship was primarily educational) for a year with the option to hire them permanently if the firms saw the value offered by the students in their internship year. The pitch to the firms was that they could obtain the services of an MBA for substantially lower compensation than otherwise. The pitch to the students was they could test their knowledge in real life and if they found some weaknesses, they could attend classes at the university to compensate for the same. This proposal too was rejected by administrators who claimed that students would never agree to this as the opportunity cost of the internship year would be too high.

## Obstacles to Transformation

As stated earlier, for MBA programs to facilitate real learning, faculty must go beyond acting as deliverers of information or soft-skill trainers. Specifically, they should perform four roles-learning facilitator, researcher, consultant and trainer. Acting as a consultant or trainer, enables faculty members to check the validity and applicability of their research and teaching; appropriate adjustments could then be made both content and process to improve effectiveness to facilitate life-long learning. The publish or perish world in the U.S. is, unfortunately, creating a distortion in these roles with faculty members placing substantially more emphasis on research and its publication. Rather than be of use to practitioners of management, the research and publication game has degenerated to researchers speaking for and to each other. The focus of this research, moreover, tends to be very narrow, exploring esoteric nuances within a particular functional area such as financial derivatives. Interdisciplinary and a holistic understanding of business to deal with VUCA and Convergence gets lost in the process. Speaking at the 10th Indian Management Conclave, global management guru Prof. Henry Mintzberg said: Today, most journal articles written by MBA faculty are so convoluted that managers simply don't read them. If we are not reaching out to managers with our research, who is the faculty speaking to? The need is hire or *develop faculty members who are integrators* who, as per Prof. Mintzberg "can connect with the realities of business and society and create impact by effective teaching and research-based on real issues that businesses are facing, and not living in their ivory towers.[xi] Such faculty are, unfortunately, few and far between. Furthermore, faculty members who have the potential to be integrators are reluctant to embark on this path as they are convinced that their tenure, promotions and marketability will be in jeopardy if they stray from the narrow functional/discipline centric path. Some institutions have sought to deal with this lacuna by hiring managers (active or retired) as Clinical Professors or Professors of Practice. With few exceptions such professors lack the conceptual depth and perspective to deliver a truly meaningful, integrative experience.

Despite talk to the contrary, there is limited, if any, reward for true innovations in teaching relative to research and publishing; hence, most faculty members are reluctant to push teaching innovations. With the US centric 'publish or perish' approach beginning to spillover over to MBA programs globally the likelihood is that even more faculty members will place an emphasis on research and publication at the expense of engaging in active learning. This will certainly lead to MBA programs becoming even more out of sync of the demands of VUCA and Convergence.

Accrediting agencies (AACSB, EQUIS) also impact an institution's ability to switch to active learning and become innovative. *Generally, accrediting agencies evaluate programs on very traditional metrics* which tend to be discipline/subject centric, i.e., is this subject being taught and if so, how many credit hours are being devoted to its teaching? Do faculty members have a Ph.D.? Do they have industry experience (for business schools) if they lack a PhD? Such criteria mitigate against true innovation of the kind needed to deal with VUCA and convergence. As indicated earlier, more often than not, when institutions talk about 'innovation' it is only at the margin and not one of degree of its kind. Often, it is nothing more than *rebranding programs to conform to what is 'hot'*. For example, many MBA granting universities have recently created Master's Degree in Analytics. This is nothing more than rebranding traditional management science and quantitative methods courses as "Analytics". As one critic puts it: There will likely never be an accepted

definition of analytics. Analytics is a marketable product that relatively few people understand but that many more people want to buy it because they think it will help them make money. Consequently, there is no shortage of those offering to provide it (10) (Bell, 2019). Clearly 'Analytics' is the gold rush that MBA programs were for universities in the past.

It is easy to see from these examples cited above that practically all stakeholders involved are not concerned with real active learning: administrators are primarily interested in dressing up their programs to look good; students are mainly interested in credentialization; firm managers are not interested in expending their resources in mentoring; and faculty members prefer to spend time on research and publication in order to maintain their academic mobility. Given this it is an uphill battle to create the necessary changes to deal with VUCA and Convergence. It takes committed leadership.

## The Leadership Challenge

Abandoning 'business as usual' has to start at the top. MBA program leaders have to abandon the notion of the 'quick fix' and focus on the 'right fix'. They have to be dispassionate about shedding non-viable assets and capabilities, and devoting needed resources and capabilities for transforming themselves acknowledging the fact that VUCA and Convergence demands a radically different way of operating. *A good starting point is to commit to active learning and rigor both of which have suffered significantly from commoditization of MBA programs (everyone institution appears to have one) and mass-scale, passive-learning approaches. MBA programs need to focus on active learning, critical thinking, and increased cross-disciplinary collaboration, learning in context, and adopting the extended organization concept.* As pointed out earlier faculty members are generally reluctant to engage in long-term cross disciplinary collaboration of the type required by Convergence. Program leaders will have to employ silo- solvents such as permanent task forces or standing committees to break down the boundaries between silos that restrict such collaboration. Such silo-solvents can help all stakeholders involved gain an appreciation of the broader context and help build up internal networks of contacts that can be accessed at appropriate times to get things accomplished. *It is also recommended that leaders extend these internal networks to other entities (industry, other universities, research institutions, foundations etc.) to create an ecosystem that can address complex and messy problems through novel, interdisciplinary perspectives.*

Colleges of Medicine (Medical Schools) provide a model worth considering by MBA Program to develop curricula and processes to cope with VUCA. Though medical students are exposed to core concepts in Anatomy, Physiology etc. either through traditional course work or more innovatively through a disease-centric approach their real learning comes in rotations when they are exposed to real patients and have to identify diseases and their treatments under the watchful eyes of senior doctors. Differential diagnosis, the process of differentiating between two or more conditions which share similar signs or symptoms, is a key part of the training process to drill down to the right diagnosis. This is very different from the approach adopted in current MBA programs whose focus tends to be to provide a set of tools for solving problems rather than proper identification of the problem in the first place. This misplaced emphasis on tools often results in students trying to define problems in terms of 'visible' symptoms and the specific 'toolset'' they possess rather than using symptoms to drill down to the 'true' problem as a medical student trained in differential diagnosis would. As example, an MBA candidate with marketing specialization is likely to define the problem in marketing terms while a student specialization in finance is likely to define/emphasize it in financial terms. This invariably leads to the Error of the Third Kind-- 'right' solution to a wrongly defined problem. Hence, it is imperative that MBA programs develop a process akin to the differential diagnosis process to help students refine their problem definitions to deal with VUCA's messy problems. Student's also need to be provided opportunities to feel comfortable with ambiguity and use their judgment rather than mechanically relying on tools. strengthen their judgment. This could be done by exposing them to 'messy' problems of the day such as 'How do you reduce inequity in society?', or 'How do you ensure that limited Covid19 vaccine supply is equitably distributed?

I cannot overemphasize the need to ensure that learning is contextual and holistic. Contextual commitment enables student to understand concepts and frameworks in context. For example, marketing issues approached from a cross-cultural perspective are significantly more valuable than marketing concepts taught in the Abstract. A good example of the importance of contextual understanding of marketing is provided in the failure of the initial family planning campaigns in India that asked newly married couples to delay having their first child for a few years forgetting the strong

cultural imperative to prove fecundity. It took significant resources and time for this mistake to be rectified. In order to gain a holistic understanding, MBA students could be encouraged to launch real companies with some faculty members acting as venture capitalists while other faculty members could serve on the venture's board and help build the firm. Such an approach is also likely to create a favorable with experiential learning environs.

In order to increase viability, organizational systems and processes that were designed in the era of stability and passive learning have to change too. Leaders have to play an active role in this process. Changing systems and process to get faculty to engage in active learning is a good place to start. This requires that faculty focused on facilitating learning are placed on par with those whose primary focus is research. Faculty members should be allowed to play to their strengths. This would go a long way in facilitating innovations for active and experiential learning creating a favorable climate for collaboration between teaching and research-oriented faculty. As has been pointed out earlier faculty evaluations by students have been a major factor in the limited adoption of active learning and collaborative teaching/learning of the type necessitated by convergence. It is time that programs take a hiatus from student evaluations or if these continue to be performed minimize their importance in granting raises, promotions and tenure. Faculty evaluations and support for active learning, collaboration and innovation are better done by cross- disciplinary peers who have a more comprehensive understanding of disciplines, their links to other disciplines and the broader context. A key component in faculty evaluation should also shift toward cross-disciplinary collaborations and innovations for active learning.

In brief, MBA programs have to move from the current episodic, siloed, teaching mode to providing opportunities and mechanisms for active, experiential, collaborative learning. This will enable an increasingly diverse group of students to, not only acquire needed competencies to deal with VUCA and Convergence, but also enable them to learn to become life-long learners to deal with the vicissitudes of tomorrow. Given that MBAs will graduate and function in an increasingly demanding world, MBAs should move beyond profits and monetary success. They should play their part in ensuring a just and equitable society. Verily one can only succeed if society succeeds.

**References:**

I    Wall Street Journal (2020) Elon Musk Decries 'MBAization' of America, December 9, 2020

ii   Byrne, J (2019). 'It's Official, the M.B.A Degree is in Crisis', Forbes, August 20, 2019

iii  Johansen, B. (2012). Leaders Make the Future. San Francisco, CA: Barrett-Koehler Publishers Inc

iv   Aoun, J.E. (2017). Higher Education in the Age of Artificial Intelligence. Cambridge, MA: MIT Press

v    Hockfield, S. (2019). The Age of Living Machines: How Biology will build the Next Technology Revolution. New York, NY: W.W. Norton & Company

vi   B the Change, CSR Mandate in now the Law, Retrieved from https://bthechange.com/csr-in-india-is-now-a-law- 2502aa6d0daa

vii  Riffert, F.G. (Ed.) (2005). Alfred North Whitehead on Learning and Education, Theory and Application.Cambridge Scholars Publishing

viii Sarewitz, D., &Metlay, D. (2012). Decision Strategies for Addressing Complex, "Messy" Problems. Fall Issue of the Bridge on Social Sciences and Engineering Practice, 42(3), 6-16

ix   Mintzberg, H. (2004). Managers, Not MBA. San Francisco, CA: Berrett-Koehler Publishers.

x    Epstein, D. (2019). Why Generalists Triumph in a Specialized World, Riverhead Books.

xi   Mintzberg, H., (2019). Presented at the 10th Indian Management Conclave (2019). New Delhi, India, August 2-3, 2019.

*Correct meaning of "OK" is the name of a German engineer Otto Krovens who worked for Ford car company in America.*

*As chief inspector he wrote his initial as OK upon each car he passed. Hence it continued till date as All correct.*

**Do we know actual full form of some words???**

*News paper* = North East West South past and present events report.

*Chess* = Camel, Horse, Elephant, Soldiers.

*Cold* = Chronic Obstructive Lung Disease.

*Joke* = Joy of Kids Entertainment.

*Aim* = Ambition in Mind.

*Date* = Day and Time Evolution.

*Eat* = Energy and Taste.

*Tea* = Taste and Energy Admitted.

*Pen* = Power Enriched in Nib.

*Smile* = Sweet Memories in Lips Expression.

*SIM* = Subscriber Identity Module

*etc.* = End of Thinking Capacity

*Or* = Orl Korec (Greek Word)

*Bye* = Be with you Everytime.

# Fear Not Death - It is inevitable?!
# "A blessed life brings a blessed death" - Socrates

Shri K Satyanarayana

## Abstract

Death is certain. No one can escape it. Only those who are not afraid of death can achieve great success. We should do our DHARMA without fear or favor. It's the only thing that accompanies the soul once it leaves the body. Hence, we should not clamor to accumulate wealth and material possessions. We should be compassionate to all living creatures and help others as long as we are alive.

**Keywords:** *Vedantha, Nachiketa, Death, Life, Fear, Dharma, Freedom Fighters, Adventure Sports, Courage, Weakness, Confidence, Purpose, Destiny, Fate, Soul, Swami .*

**Setting:** As an individual who has had 'సహస్ర చంద్ర దర్శనం' 82 Years of age', I was a bit senile and pessimistic about contributing an article to "Vidwat The Indian Journal of Management" published by Dhruva College of Management which I consider as a B-School that adheres to Dharma in 'letter & spirit'!

**Motivation:** During one of my morning walks, I was observant watching beautiful flowers on a plant and hit my head to a pillar. I almost became unconscious for a while and could have easily slipped into coma and may have died on the spot. As I escaped death 'unscathed', I decided to write an article on the 'inevitable and most feared guest' – **The Death.**

This is not the first time I escaped from the jaws of death. It happened several times. Once, an RTC bus hit our car. The car was badly damaged but my wife and I came out without even a scratch. On another occasion, I was sitting on a front seat in the RTC bus and when the driver applied a sudden brake, my head hit the roof of the bus and I landed on the railing around the driver's seat. It could have been fatal but I escaped with few broken teeth. On yet another occasion, while I was returning home after taking a class at Ramakrishna Math, an auto hit me and the driver escaped a la "hit & run" leaving me unconscious. The impact was so sudden and severe that I didn't even know that an auto hit me. A good samaritan young man shifted me to a nearby hospital and called my wife finding the number from my mobile in my pocket. When I gained consciousness after about three hours, I saw myself on a hospital bed with shirt fully soaked in blood and stitches on head surrounded by "near & dear"!

I served first 16 years of my career as a uniformed soldier with the Indian Air Force, followed by 24 years with Central Government organizations, public and sector companies in the area of personnel management, industrial relations and labour welfare. The main job used to be fighting with the unruly and militant labour union leaders. Once a union leader who was allowed to carry a revolver for his personal protection pointed at my head in a rage and threatened to shoot me following a heated discussion. I told him firmly that I am not afraid of death and I also told him that I will die once in my life unlike him who is dying every day carrying a weapon in self protection. I also made it clear that if my death is destined at his hands that moment, no one can prevent it. Otherwise, I will come out alive even if he fires all the six bullets. He could have shot me but he kept the revolver back in his pocket for reasons known to him alone!

"Sacrifice is a part of life. It's supposed to be. It's not something to regret. It's something to aspire to"- Why are people afraid of death when death is not in their hands? When you look at the history of the mankind, it is only such people like Bhagat Singh, Rajguru, Sukhdev, Uddam Singh, Mangal Pandey, Alluri Seetharama Raju etc went to gallows with a smile on their faces as if mocking at death.

Look at all the adventure sports like mountaineering, automobile racing, rope walking, sky diving, boxing, wrestling, jalli kattu etc which are all highly risky. They prove the adage "Great achievements are possible only when you are prepared to take great risks"!

**DEATH IS THE LEVELLER:** There is the world of the living, which we finally, in one way or another,

**K. Satyanarayana** (+91 944 066 5375 ksnhrd@gmail.com) is President Emeritus, National HRD Network, Hyderabad Chapter and a Senior Faculty at Vivekananda Institute of Human Excellence, R.K. Mutt.

The author expresses his gratitude to Dr S Pratap Reddy-DHRUVA Chairman for taking pains in revising and embellishing his article.

succumb to, and then there is the domain of the dead. The departed secretly, constantly and incisively beckons, reminding us of our irreparable loss. What is memory-it's but a shadow that lurks at the corners of the mind interrupting our normal course of life, disrupting our sleep in order to remind us of some acute pain, something that can't be silenced or ignored? All who have gone before you have submitted to the stroke of death. All who come after you shall undergo the same fate. The great and good, the prince and the peasant, the renowned and the obscure, travel alike the road which leads to the grave. At the moment when you expire, thousands throughout the world shall, with you, be yielding up their breath. Can that be held to be a great calamity which is common to you with everything that lives on earth? – which is an event as much according to the course of nature, as it is that leaves should fall in autumn, or that fruit should drop from the tree when it is fully ripe?--- **excerpted from HUGH BLAIR**

కాయ మెంత భయాన - గాపాడిననుగాని
ధాత్రిలో నది చూడ - దక్క బోదు
ఏవేళ నేరోగ - మేమరించునో? సత్య
మొందంగ జేయు నే - చందమునను
ఔషధంబులు మంచి - వనుభవించిన గాని
కర్మ క్షీణంబైన గాని - విడదు
కోటివైద్యులు గుంపు - గూడివచ్చిన గాని
మరణ మయ్యెడు వ్యాధి - మాన్పలేరు

తే. జీవుని ప్రయాణకాలంబు - సిద్ధమైన
    నిలుచునా దేహ మిందొక్క - నిమిషమైన?
    భూషణవికాస | శ్రీధర్మ - పురనివాస |
    దుష్టసంహార | నరసింహ - దురితదూర |

पुनरपि जननं पुनरपि मरणं, पुनरपि जननी जठरे शयनम्।
इह संसारे बहुदुस्तारे, कृपयापारे पाहि मुरारे।।

Being born again, dying again, and again lying in the mother's womb; this samsara is extremely difficult to cross over...save me by your infinite compassion.- O God!

We shall all die. Thus, death is foreseeable for all of us, and there is nothing we can do about it. And, quite logically, it seems that there is no need to be afraid of it. But does it help us not to be afraid? Hardly so. I don't believe there is a single person in this world who is not afraid of it – even if one persuades himself in the opposite, some animal fear still remains.

Question is how to treat death prudently? What is the reasonable attitude towards death? To everyone his own, as wise people say. You have no power over it; yet, you have power over how you spend the entire life before it. I treat the inevitability of death as yet another motivation to try and do as much as possible right now, for I know that the time of my life is limited. That is the reason why we should help others as long as we live and we should learn to find our happiness in the happiness of others.

Quite often in life we over-evaluate the problems and start working on huge solutions spending time, money, efforts, unnecessary planning, energy and focus, whereas, in actual, problems never existed. It was our own faulty thinking ! We should do our dharma without any fear or favour. I remember an incident that took place in Krishna Express between Kazipet and Secunderabad 1982. A cheat robbed a old man of his money and a gold ring. The man started crying. I was in the same compartment and I could not bear the sad plight of the poor innocent man. I got up from my seat, grabbed the cheat. When he escaped from my grip, I ran after him and caught him in the next compartment, handed the poor man his money and gold ring, tied the hands of the cheat and handed him to Railway police at the Secunderabad Railway Station. Many of the passengers who witnessed the episode thought that I was a police officer. Is it necessary for one to be a police officer to tackle such an anti-social issue? Not at all; all it needs is empathetic courage!

We know that every moment is a moment of grace, every hour an offering; not to share them would mean to betray them. Our lives no longer belong to us alone; they belong to all those who need us desperately. Also remember people with a great purpose will not leave this world unless they complete their purpose. Let me quote an anecdote from World War II. Victor Frankl was a Jew. Along with other family members, he was also arrested by Nazi soldiers. At the time of his arrest, the Nazi soldiers also burnt a manuscript of a book that Victor Frankl almost completed and was about to go for printing. At the time of his arrest, he vowed that he would re-write that book after his release. All his family members perished in the concentration camps but Victor Frankl survived. When his friends and well wishers asked him how he survived, his simple reply was that he had a purpose to fulfil and that is what kept him alive. Finally, when he was released by the Allied forces, he re-wrote that book within a week. The book is "Man's Search for Meaning" and Victor Frankl received the Nobel Prize.

**Death rides one who is destined to die-** Once, Lord Yama had a job with Lord Shiva. As Yama was going to Shiva, he noticed a sparrow sitting in a bush near Kailash, the abode of Shiva. He gazed at the sparrow and had a puzzled face. Sparrow noticed this and was frightened that Yama was going to kill him. As soon as Yama left to meet Shiva, sparrow ran to its king Garutmanth and requested him to save his life. The king of the birds asked the sparrow to sit on its wings and took the sparrow far away to Kanyakumari, hid it in a bush and came back quickly to the place where the sparrow was spotted by Lord Yama. Yama after finishing his job with Lord Shiva and while going back had again looked at the bush where he saw sparrow earlier. To his surprise, he found the king of birds sitting at the place where sparrow was sitting earlier. Garuthmanth with the pride of saving the sparrow from the jaws of death mocked Lord Yama, "You wanted to kill that poor sparrow. No way. I have protected him in a far-off secure place." Lord yama replied that he is no one to take any life and that he was only puzzled to see the sparrow here at that time when he should actually face his death at the arrow of a hunter in a Kanyakumari Jungle. On hearing Lord Yama, Garuthmanth realized that he took the sparrow to Kanyakumari to face his death at the appointed time – **that's destiny!**

"Fear is death, courage is life. Weakness is death, strength is life". Let us thank God each day in the morning when we get up as He gave us a golden opportunity to live one more day and thank Him before going to bed for allowing us to do all good things we could do on that day."

**Epilogue**

Vājashravasa, desiring a gift from the gods, started an offering to donate all his possession which is called as 'SARVA DAKSHINA'. But Nachiketa, his son, noticed that Vajashravasa was donating only the cows that were old, barren, blind, or lame; not such as might buy the worshiper a place in heaven. Nachiketa wanting the best for his father's rite, asked: "I too am yours, to which god will you offer me?". After being pestered thus, Vājashravasa answered in a fit of anger, "I give you to Death (Yama)".

Nachiketa went to Death and interalia prays for the revelation of **"mystery of what comes after death"** Yama was reluctant on this question. He said that this had been a mystery even to the gods. He asked Nachiketa to ask for some other boon, and offered many material gains. Yama was secretly pleased with Nachiketa's persistence, and elaborated on the nature of the true Self, which persists beyond death. The key of the realization is that this Self is inseparable from the supreme spirit, the vital force in the universe. Yama further elaborated....

~ The sound Om the supreme syllable,

~ "The Atma, whose symbol is Om manifest as the Soul" is formless and all-pervading.

~ The goal of the wise is to know this Atma.

~ The Atma is like a rider; the horses are the senses, which he guides through the maze of desires.

~ After death, it is the Atma that remains; the Atman is immortal.

~ Mere reading of the scriptures or intellectual learning cannot realize Atma.

~ One must discriminate the Atma from the body, which is the seat of desire.

~ Inability to imbibe "Atma Gyan" results in one being enmeshed in the cycle of rebirths. Understanding the Self leads to moksha.

If one is following the path of dharma, wouldn't it be prudent to thank one's maternal, feminine self-Shakti, who is empowering us to do that day after day.

## WORDS OF WISDOM

- A wise person knows that there is something to learn from everyone.
- It requires wisdom to understand wisdom. The music is nothing, if the audience is deaf.
- To Make A Difference In Life, You Don't Have To Be Brilliant, Rich, Beautiful, Or Perfect. You Just Have To Care.
- The future belongs to the Risk takers, Not the Comfort seekers.
- The only person that reads the terms and conditions is the one who writes it.
- Kindness is like butter, it works best when you spread it around.
- If you have a mother there is nowhere you are likely to go where her prayer has not already been.
- The walls don't only have ears, they also can see.
- Never fight a man under GRACE, because the GRACE he carries will DISGRACE you.
- A deaf husband and a blind wife are always a happy couple.
- A child who asks questions does not become a fool.
- The words of the elders do not lock all the doors, they leave the right door open.
- The first matter / person you think of in the morning, or last matter / person you think of at night, is either the cause of your happiness or your pain.
- Everybody is a nobody, trying to be somebody.
- Never open the door for an Armed Robber. Let him break it, its part of his Job.
- Sometimes, you have to play the role of a fool to fool the fools who think they are fooling you.
- One Man's food is every other man's food. Just because one refuses to eat it doesn't make it a poison.
- No matter how long the night, the day is sure to come
- No matter how rich you are, you cannot pay for your parental loan.
- Give them a chair, if they can't stand your success.
- Be careful who you trust, Salt and Sugar are both white.
- Let not what you cannot do tear you from what you can do.
- The death of a lion cannot be announced by a goat.

# Factors Affecting Employee Intentions to Quit: A Study on IT and ITES Professionals.

Dr. G. Hima Bindu

## Abstract

IT and ITES organizations in India have encountered high employee turnover during the last few years, yet there has not been any significant effort made to figure out the causes. The fundamental aim of this study was to analyze the relationship between each of the three independent variables, namely a) work life balance, b) perceived organizational support and c) employee engagement, and a dependent variable- turnover intent. These independent variables were considered for the study because they are thought to have a significant bearing on turnover intent. The data collected from 201 employees from select IT and ITES organizations in Hyderabad city of Telangana State in India was tested for measures of reliability, and the results indicated that the data was consistent. The data was then subjected to $\chi2$ (chi square) analysis to test the association between the variables. Further, the data was subjected to Pearson's correlation analysis to measure the degree and direction of association. The findings uncovered that all the three variables viz., work life balance, perceived organizational support and employee engagement are individually correlated negatively with turnover intent.

**Keywords:** *Perceived Organizational Support, Employee Engagement, Turnover Intent, Work Life Balance.*

## Introduction

Employee turnover intent has become a major challenge for all organizations across the world. Business owners and researchers are giving much importance to this issue as they are aware of the fact that high employee turnover slows down the effectiveness and performance of the firm. Further, it increases the expenditure related to recruitment and selection as well as training of new employees. Employee turnover has detrimental effects on organizational performance therefore it becomes necessary to understand the factors contributing to turnover intent. There are three important factors which are thought to have a significant effect on employee turnover intent. They are a) work life balance, b) perceived organizational support and c) employee engagement. Perceived organizational support is the sum total of the perceptions of employees about how employers treat them and also the perceptions about the extent to which their organization values their contributions and cares about their well being [1]. Work life balance is employee's perceptions about having a balance between work and personal life. Lack of balance between work and personal life is a strong source of work- related stress [2]. Employee engagement is the intellectual and emotional commitment towards the organization and the amount of discretionary effort exhibited by the employees in their jobs. This paper provides empirical evidence for the above factors that are thought to significantly contribute to turnover intent among the IT and ITES professionals.

## Theoritical Framework

The purpose of this Paper was to find out the relationship between factors such as work life balance, perceived organizational support and employee engagement on turnover intent, so that more insights into turnover intent and related causes of employee turnover can be acquired. The research papers discussed in the literature review section comprise of studies carried out in European, American, African and Asian firms and this study is in specific reference to the firms in India. The theoretical framework for this paper consists of three independent variables Viz., work life

**Dr. G. Hima Bindu,** Associate Professor for HR and OB, Amity Global Business School, Hyderabad. MBA with HR and OB from Osmania University. Awarded Ph.D from Osmania University in the field of HR in the year 2018. Total experience of 21 years (7 years of industry experience and 14 years of Teaching experience). Prior to Amity, worked in Dhruva College of Management, Bharat Institute of Engineering & Technology and Ascent Consultants &Trainers.

balance, perceived organizational support and employee engagement and one dependent variable, named turnover intent. This paper proposed the following Hypothesis.

H1:   Work life balance is negatively correlated with turnover intent.

H2:   Perceived organizational support is negatively correlated with turnover intent.

H3:   Employee engagement is negatively correlated with turnover intent

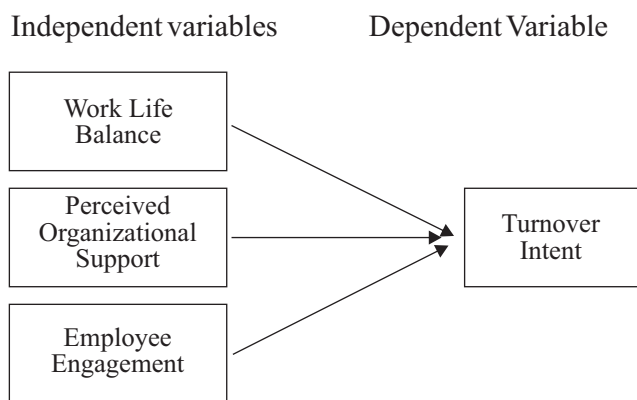Independent variables            Dependent Variable



Figure 1 : The relationship between the independent and dependent variables.

## Review of Literature

Researchers across the globe have done extensive work and have produced literature on employee turnover. The literature relevant for this study are examined below to arrive at the hypotheses.

**A.     Literature pertaining to Work Life Balance and Turnover Intent**

A study which examined whether an employee's perceptions of having a balance between personal life and work were linked to a) feelings of stress on the job, b) satisfaction with one's job and c) reasons for quitting the job, indicated that lack of balance between work and personal life is a strong source of work- related stress. This source of stress is related to a number of undesirable outcomes and is also a major reason why employees choose to quit their job [2].

A study which analyzed the impact of quality of work life (QWL) on organizational commitment and turnover intent uncovered that dimensions of QWL result in distinctive effects on organizational commitment and turnover intent [3].

A study that examined the effect of work life balance (WLB) and job satisfaction on turnover intent which was carried out among medical professionals working in hospitals across Pakistan revealed that the doctors who were able to manage the work and life activities better were more satisfied with their jobs and had less intent to leave their jobs [4].

Another study carried out in private hospitals in Jordan to identify the influence of work life balance on turnover intent uncovered that managers support was the only WLB practice that had a significant direct and negative effect on turnover intent, while flexibility in schedule had insignificant effect on turnover intent [5].

Considering the above research literature, it can be hypothesized that;

H1:   Work life balance is negatively correlated with turnover intent.

**B.     Literature pertaining to Perceived Organizational Support and Turnover Intent**

Researchers developed a model consisting of organizational commitment, in-role performance and turnover intent as dependent variables and perceived organizational support (POS) as independent variable mediated by felt obligation. The relationships were examined with a sample of 325 full time employees in an industrial organization in Iran. The results indicated that a) POS was positively related to employee's felt obligation, b) POS was positively related to organizational commitment and in-role performance, and c) POS was negatively correlated with turnover intent [6].

A study which explored the relationship between perceived organizational support (POS) and organizational commitment (OC) on turnover intent with a sample of 412 employees who participated in a questionnaire-based survey conducted in Malaysian Banks revealed that POS positively affected organizational commitment while it had negative effect on turnover intent [7].

An investigation which studied the role of individual differences and perceived organizational support (POS) on intent to quit, with a sample of 451 ambulance personnel, concluded that perceived organizational support plays both a mediating role and moderating role on individual differences and intent to quit [8].

A study which investigated the association between perceived organizational support (POS) and organizational commitment (OC) on turnover intent,

carried out in select organizations of Aviation industry with a sample of 240 employees at an international aviation organization in Cape Town, South Africa, established that POS and OC played a significant role in decreasing turnover intent [9].

Considering the above research literature, it can be hypothesized that;

H2:    Perceived organizational support is negatively correlated with turnover intent.

## C.    Literature pertaining to Employee Engagement and Turnover Intent

A study to test the relationship between employee engagement and intent to stay in the organization indicated that leader-member dyads of different races reported low levels of engagement and a lower tendency to stay with their organization than the leader-member dyads of same race with higher levels of engagement [10].

An investigation to elicit the relationship among a) psychological empowerment, b) work engagement and c) turnover intent, with a sample of 291 managers from Indian industrial organizations belonging to sectors such as Pharma, Engineering, IT and Electronics, indicated that there was a strong evidence of empirical relationship among all the three constructs [11].

A study on the effect of work engagement on employee turnover intent in public sector organizations in Kenya, which was carried out via standard questionnaire that comprised of items related to work engagement and turnover intent, revealed that there was a negative relationship between work engagement and turnover intent [12].

While examining the link between work life balance, job engagement and turnover intent with a sample of 213 employees belonging to different industries in Klang Valley, Malaysia, a direct relationship among the variables work life conflicts, job engagement and turnover intent was apparent [13].

Considering the above literature, it can be hypothesized that;

H3:    Employee engagement is negatively correlated with turnover intent.

## Methodology

The respondents of the survey and measures used for the survey are discussed under methodology.

## A. Respondents

The respondents of the study were the employees from IT (Information Technology) and ITES (Information Technology enabled services) organizations in Hyderabad city of Telangana State in India. A sample of 201employees were chosen based on convenience and availability.

## B. Measures

A structured questionnaire consisting of items pertaining to variables considered for the study were sent to the mail ids via google forms. The respondents were briefed about the purpose of the survey and were assured of the anonymity and confidentiality aspects. The survey questionnaire was designed to elicit responses about their perceptions on the variables considered for the study. The items of the questionnaire were adapted from the scales extensively used in the literature and well tested for their validity. Following are the details of the measures and scales.

The questionnaire contained items related to the following measures:

*   *Demographics:* Respondent demographics such as chronological age, gender, educational qualifications, nature of job and length of service are included in the questionnaire.

*   *Work Life Balance:* Work life balance (WLB) was measured via 8 items based on work-family conflict model [14] and work-family gains and strains model [15].

*   Perceived Organizational Support: POS was measured via 8 items; four items were meant for measuring perceived organizational justice and another four for measuring perceived supervisory support [16].

*   Employee Engagement: Employee engagement was measured via 7 items designed for measuring intellectual, social and effective engagement [17].

*   Turnover Intent (Intent to Quit): Turnover intent was measured via 7 items based on Martin and Shore model of turnover intent.

All the items in the questionnaire were converted into statements with a five-point Likert type of scale with point anchors ranging from "1" Strongly disagree to "5" Strongly agree.

## Results

Results of demographic characteristics, chi-square analysis and correlation analysis are discussed under this section.

## A. Demographic Characteristics

The demographic characteristics of the respondents are tabulated in Table I and the descriptive statistics are shown in Table II. Out of 201 respondents, about 47 percent belonged to the age group of 21 to 30 years, about 43 percent belonged to the age group of 31 to 40, about 6.5 percent belonged to the age group of 41 to 50 and the remaining 3.5 percent were above 50.

### TABLE I
### DEMOGRAPHIC PROFILE OF THE RESPONDENTS

| Demo-graphics | Category | Number of respondents | Percentage |
|---|---|---|---|
| Age | 21-30<br>31-40<br>41-50<br>Above 50 | 95<br>87<br>12<br>7 | 47.0<br>43.0<br>6.5<br>3.5 |
| Gender | Male<br>Female | 129<br>72 | 64<br>36 |
| Education | U. Graduates<br>Post Graduates<br>MS/M.Phil | 85<br>102<br>14 | 42<br>51<br>7 |
| Length of service | Less than an Year<br>1-3 yrs<br>4-7 yrs<br>7-10 yrs<br>Above 10 yrs | 26<br>73<br>82<br>12<br>4 | 13.2<br>36.3<br>40.5<br>6<br>2 |
| Nature of Job | Technical<br>Administrative | 169<br>32 | 84<br>16 |

### TABLE II
### DESCRIPTIVE STATISTICS

| Measure | Work life balance | Perceived organi-zational support | Employee Engagement | Turnover Intent |
|---|---|---|---|---|
| Mean | 3.462 | 3.623 | 3.191 | 2.390 |
| Std. Devaia-tion | 0.662 | 0.654 | 0.598 | 0.891 |
| Variance | 0.423 | 0.436 | 0.442 | 0.872 |
| Count | 201 | 201 | 201 | 201 |

## B. Measures of Reliability

Table III depicts the measures of reliability of all the four scales viz., work life balance, perceived organizational support, employee engagement and turnover intent, these indicate that all the scales are consistent with a Cronbach's alpha coefficient of more than 0.7.

### TABLE III
### MEASUREMENT OF RELIABILITY

| Measure | Cronbach's alpha |
|---|---|
| Work Life balance | 0.87 |
| Perceived Organizational Support | 0.79 |
| Employee engagement | 0.85 |
| Turnover Intent | 0.82 |

## C. Chi- square analysis

Table IV shows the results of Chi- square analysis. Results show that there is statistically significant relationship between turnover intent and each of the three variables of work life balance, perceived organizational support and employee engagement.

### TABLE IV
### CHI-SQUARE ANALYSIS RESULTS

| Sl. No. | Variables | P- Value for Chi2 Statistic | Significance Value | Inference |
|---|---|---|---|---|
| 1 | WLB Vs TI | 0.000 | 0.05 | Associated |
| 2 | POS Vs TI | 0.000 | 0.05 | Associated |
| 3 | EE Vs TI | 0.000 | 0.05 | Associated |

## D. Hypotheses Testing via Correlation Analysis

Table V depicts the results of Pearson's correlation analysis for the hypotheses H1 through H3. It is clear from the table that there is a modest to strong support to all the three hypotheses considered for the study.

**Hypothesis 1** considered for the study was "Work life balance is negatively correlated with turnover intent". From Table V, Pearsons' correlation coefficient is (-0.264) indicating that there is a modest support to this hypothesis.

**Hypothesis 2** considered for the study was "Perceived organizational support is negatively correlated with turnover intent". From Table V, Pearsons' correlation coefficient is (-0.573) indicating that there is a slightly strong support to this hypothesis.

**Hypothesis 3** considered for the study was "Employee engagement is negatively correlated with turnover intent". From Table V, Pearsons' correlation coefficient is (-0.389) indicating that there is a modest support to this hypothesis.

### TABLE V
### PEARSON'S CORRELATION COEFFICIENTS

|  | WLB | POS | EE | TI |
|---|---|---|---|---|
| Work Life Balance (WLB) | 1.000 |  |  |  |
| Perceived Organizational Support (POS) | 0.496 | 1.000 |  |  |
| Employee Engagement (EE) | 0.286 | 0.345 | 1.000 |  |
| Turnover Intent (TI) | -0.264 | -0.573 | -0.389 | 1.000 |

### Discussion

The paper focused on three independent variables viz., work life balance, perceived organizational support, and employee engagement and one dependent variable i.e. turnover intent, all the three independent variables are found to have a negative correlation with a dependent variable amongst the IT and ITES Professionals in Hyderabad city of Telangana State in India. Work life balance is negatively correlated with turnover intent and is consistent with the past literature. But correlation happens to be modest, suggesting that there might be numerous other factors contributing to turnover intent.

Perceived organizational support is found to be negatively correlated with turnover intent which is consistent with the research carried out previously. It shows slightly strong correlation when compared to other variables. This indicates that this variable contributes significantly to the turnover intent. This also means that when an IT or ITES professional perceives support from the organization, there is less likelihood of he/she intending to quit the organization. Employee engagement is negatively correlated with turnover intent. Though it is modest, this indicates that employees might stay with the organization longer if they are intellectually, socially and emotionally engaged with the organization.

This study indicates that HR practices should be formulated in a way that IT and ITES professionals perceive strong support from the organization. There are good number of initiatives to ensure balance between work and personal life and there are enough employee engagement initiatives to reduce turnover intent, and in turn help retain the talented professionals.

### References :

[1] Eisenberger R., Huntington R., Hutchinson S., and Sowa D., "Perceived organizational support- A review," Journal of Applied Psychology, vol. 71, pp. 500- 507., 1986.

[2] Gwenith Gwyn and Fisher, "Work/Personal life Balance: A construct development study," Dissertation Abstracts International, vol. 63, issue 1, 2002.

[3] Tung Chun, Huang, Lawler, John, Lei and Ching-Yi, "The Effects of Work Life on Commitment and Turnover Intention," Social Behaviour and Personality: An International Journal, vol. 35, issue 6, pp. 735-750, 2007.

[4] Muhammed Imran Malik, Solomon Fernando Gomez, Mehmood Ahmed and Muhammed Iqbal Saif, "Examining the Relationship of Work Life Balance, Job Satisfaction and Turnover Intention in Pakistan," OIDA International Journal of Sustainable Development, vol. 2, issue 1, pp. 27-33, 2010.

[5] Taghrid S. Suifan, Ayman Bahjat Abdallah and Hannah, "The Influence of work life balance on turnover intention in private hospitals: The mediating role of work life conflict," European Journal of Business and Management, vol. 8, issue 20, pp. 126-139, 2016.

[6] Nasrin and Arshadi, "The relationships of perceived organizational support (POS) with organizational commitment, in-role performance, and turnover intention: Mediating role of felt obligation," Procedia: Social and Behavioural Sciences, vol. 30, issue 1, pp. 1103-1108, 2016.

[7] Talat Islam, Rahman Khan, Norulkamar, Ahmad, Ghulam Ali, Ishfaq Ahmed and Zulfqar Ahmed, "Turnover Intent: The Influence of Perceived Organizational Support and Organizational Commitment," Procedia: Social and Behavioural Sciences, vol. 103, pp. 1238-1242, 2013.

[8] Luke Treglown, Katarina Zivkov, Anthony Zarola and Adrian Furnham, "Intention to quit and the role of dark personality and perceived organizational support: A moderation and mediation model," PLOS ONE, vol. 13, issue 3, 2018.

[9] Satardien, Maahierah&Jano, Rukhsana & Mahembe, Bright., "The relationship between perceived organizational support, organizational commitment and turnover intention among employees in a selected organization in the aviation industry," SA Journal of Human Resource Management, vol. 17, issue2, 2019.

[10] Jones, James & Harter, James, "Race Effects on the Employee Engagement-Turnover Intention Relationship," Journal of Leadership & Organizational Studies, vol. 11, issue 2, 2005.

[11] Jyotsna Bhatnagar, "Management of innovation: role of psychological empowerment, work engagement and turnover intention in the Indian context," The International Journal of Human Resource Management, vol. 23, issue 5, pp. 928-951, 2010

[12] Jyotsna Bhatnagar, "Management of innovation: role of psychological empowerment, work engagement and turnover intention in the Indian context," The International Journal of Human Resource Management, vol. 23, issue 5, pp. 928-951, 2010.

[13] Agoi L. F., "Effect of Work Engagement on Employee Turnover Intention in Public Sector, Kenya," International Journal of Economics, Commerce and Management, vol.3, issue 12, pp. 426–440, 2015.

[14] Nor Siah Jaharuddin and Liyana Nadia Zainol, "The Impact of Work-Life Balance on Job Engagement and Turnover Intention," The South East Asian Journal of Management, vol. 13, issue. 1, pp. 106-118, 2014.

[15] Greenhaus, J. H. and Beutell, N. J., "Sources of conflict between work and family roles," Acad. Manag. Rev., vol. 10, pp. 76–88, 1985.

[16] Marshall N. L. and Barnett R. C., "Work family strains and gains among two-earner couples," Journal of community Psychology, vol.21, issue-1, pp. 64-78, 1993.

[17] Rhoades L., and Eisenberger R., "Perceived organizational support: A review of the literature," Journal of Applied Psychology, vol. 87, issue 4, pp. 698–714, 2002.

[18] Emma Soane, Catherine Truss, Kerstin Alfes, Amanda Shantz, Chris Rees and Mark Gatenby, "Development and application of a new measure of employee engagement: the ISA Engagement Scale," Human Resource Development International, vol.15, issue 5, pp. 529-547, 2012.

## DHRUVA STORY

King Uttanapad had two queens, Queen Suniti, the elder and Queen Suruchi, the younger. Queen Suniti's son, Dhruva was the rightful heir to the kingdom. But Queen Suruchi wanted her own son, Uttam to be made king after his father and despised Dhruva. Unfortunately, the king, who liked Queen Suruchi more, allowed her to continue with her unjust ways.

One day, little Dhruva, while playing with his father, sat on his father's lap along with his stepbrother, Uttam. But Dhruva's stepmother, Queen Suruchi did not like this, as she felt that only her son had the right to be so close to the king. So, she sternly asked Dhruva to get down from the king's lap at once and told him never to repeat such behaviour.

Little Dhruva felt really hurt by this and stepped away, as the king mutely watched his son's humiliation. Crying, little Dhruva ran to his mother, Queen Suniti, but she was helpless against Queen Suruchi's cruel behavior. So, she told little Dhruva to pray intensely to Shri Vishnu, who would surely help Dhruva.

Hurt as he was, Dhruva was a determined boy, and he decided to pray intensely to invoke Shri Vishnu, so that he would never be humiliated again. Little that he was, he went deep into the woods and started meditating upon Vishnu's name as told by his mother. He prayed day and night, without fear of the wild beasts in the woods, sometimes going without food and water. This continued for many years. Dhruva's father, King Uttanapad was worried sick for Dhruva's safety and repented allowing Queen Suruchi to continue her cruel ways. He made a resolution that if Dhruva returned safely, him and not Uttam would be crowned the king.

Finally, Lord Vishnu was pleased with Dhruva's single minded devotion, that too at such a young age and asked him what he wanted. Dhruva replied, "Bhagwan Vishnu, please assign me a place from where no one will ask me to get down." Vishnu said, "I will position you on the steadfast pole star, which is always in sight. It will be called Dhruva Tara." (Vedic name -Pole star.)

Joyfully, young Dhruva returned home. He was crowned king as per his rightful inheritance and ruled wisely.

*Moral:* Spiritual practice done with such faith and perseverance always bears reward. One can begin the spiritual practice of repeating God's Name as per one's religion to develop the kind of faith that little Dhruva had.

# Consumer Behavior –
# An Iconic Game Changer in Sales and Marketing

Prof. Prakash Kumar

*"If you want to know how to sell more, than you better know why customers buy"* – Steve Ferrante

## Abstract

Today in the world of cut-throat competition and digital customer service, it's important to remember that your competitor is only one mouse-click away. The average age of organizations 100 years ago was 70 years and today it is just 7 years. The world is changing and everything is getting disrupted. So, until and unless a marketer or an organization doesn't understand the consumer's psyche, it will become difficult for them to survive in the current market. This paper explains us the importance of consumer behavior which acts as a catalyst for marketers to understand the needs of their target markets, provide customer value, retain customers, understand customer insight which creates customer delight and on the whole, become more customer centric. Understanding consumer behavior is more important than your *4P's, 6P's, 7P's, 8 P's or even the 31 P's* because the most important *"P"* i.e., *"Profit"* evolves only from understanding your consumer.

**Keywords:** *Consumer Behavior, Disrupt, Customer Retention, Customer Centric, Customer Satisfaction.*

## Introduction

The famous lines of Rudyard Kipling "I keep six honest serving men (they taught me all I knew); Their names are What and Why and When and How and Where and Who." always resonate in my mind which triggered me to think, what product should I make and Why? When and How should I make? How much should I price it? Where should I sell? Who should I sell to? How should I sell? How should I sell? I convinced myself by saying that if you have a strong product with a price that suits every pocket, a strong positioning strategy and a good location, you are surely going to capture the entire chunk of the market. In short, if your **4P's, 6P's, 7P's** are in place then you are sure to hit the jackpot and capture the maximum market share which in turn leads to the biggest **P, Profit.** But I realized I was wrong after reading the famous Caselet of World Health Organization (WHO) Pulse Polio Campaign promoted by Amitabh Bachchan which failed for 5 consecutive years even after being offered for free.

I kept asking myself, why did a powerful brand like WHO fail even after being promoted by Amitabh Bachchan and offering the product for free. The only reason was that WHO failed to understand their consumers' behavior which is a game changer and a solution for being customer centric, retaining customers and delivering the best customer value. I immediately got an answer to my thought process that don't decide the product, don't decide the price, don't decide the profit, don't decide the positioning, understand your consumer behavior, which is the key to design a "WOW" feeling in the minds of the customers, create a competitive sustainable advantage and uncontested market space for the organization.

## What is Consumer Behavior and why is it important?

Consumer behavior is the study of individuals, groups, or organizations and all the activities associated with the purchase, use and disposal of goods and services, including the consumer's emotional, mental and behavioral responses that precede or follow these activities. "The study of consumer behavior helps marketers to recognize and forecast the purchase behavior of the consumers while they are purchasing a product. It also helps the marketers not only to understand what consumers' purchase, but helps to understand why they purchase it" (Kumar, 2004). Study of consumer buying behavior is most important for marketers as they can understand the expectation of the consumers. It helps to understand what makes a consumer to buy a product. It is important to assess the

*Prof Prakash Kumar* has been working with Dhruva College of Management, Hyderabad for the last 3 years as a Marketing Professor, Placement Synergist and Corporate Relations Manager. Prior to joining DHRUVA, he worked for more than 16 years in the Marketing & Retail services Industry. He has earned cross cultural and variegated experience in the areas of Retail Operations, Supply Chain, and Customer Relations. He has traveled widely across countries like the USA, Canada, Panama, Venezuela, and Netherlands Antilles.

kind of products liked by consumers so that they can release it in the market. Marketers can understand the likes and dislikes of consumers and design-base their marketing efforts based on the findings.

## Importance of Consumer Behavior

Understanding consumer behavior is essential for a company to find success for its current products as well as new product launches. Every consumer has a different thought process and attitude towards buying a particular product. If a company fails to understand the reaction of a consumer towards a product, there are high chances of product failure. Due to the changing fashion, technology, trends, lifestyle, disposable income, and similar other factors, consumer behavior also changes. A marketer has to understand the factors that are changing so that the marketing efforts can be aligned accordingly.

**What is the importance of consumer buying behavior?**

This article outlines several of them.

### 1. Consumer Differentiation

In marketing, consumer differentiation is a way to distinguish a consumer from several other consumers. This helps to make a target group of consumers with the same or similar behavior. Though you have a targeted customer demographic in your business, you can still have variations between individual customers. Each group of consumers is different and needs and wants differ from other groups. When a marketer is knowledgeable about differentiation of each group of consumers, he/she can design separate marketing programs. Consumer differentiation will help to tailor your strategies to the needs of varying customer groups. When consumer differentiation is done, you can expand the width and breadth of your services. You will be able to effectively serve a wider group of people.

### 2. Retention of Consumers

"Consumer behavior is of most importance to marketers in business studies as the main aim is to create and retain customers" says Professor Theodore Levitt (Kumar, 2004).

Consumer behavior is not just important to attract new customers, but it is very important to retain existing customers as well. When a customer is happy about a particular product, he/she will repeat the purchase. Therefore, marketing the product should be done in such a way that it will convince customers to buy the product again and again.

Thus, it is very evident that creating customers and retaining them is very important. This can be done only by understanding and paying attention towards the consumer's buying behavior.

### 3. Design Relevant Marketing Program

Understanding consumer behavior allows you to create effective marketing campaigns. Each campaign can speak specifically to separate group of consumers based on their behavior.

A study of consumer behavior enables the marketers to understand what motivates consumers to make purchases. Marketers should take decisions regarding the brand logo, coupons, packing and gifts on the basis of consumer behavior.

### 4. Predicting Market Trend

Consumer behavior analysis will be the first to indicate a shift in market trend. For example, the recent trend of consumers is towards environment friendliness and healthy food. This changing market trend was observed by many brands including McDonalds. Based on the consumer behavior, McDonald's brought healthy food options.

By conducting consumer behavior study, a company saves a lot of resources that might otherwise be allocated to produce a product that will not be sold in the market. For example, in summer a brand will not waste its resources for producing a product that will not sell in summer. Based on consumer behavior the company decides on production strategy which will save on warehouse costs and marketing costs.

### 5. Competition

One of the most important reasons to study consumer behavior is to find out answers to some of the questions:

Is the customer buying from your competitor?

Why is a consumer buying from your competitor?

What features attracts a consumer to your competitor products?

What gaps are your consumers identifying in your products when compared to your competitors?

Studying consumer behavior facilitates in understanding and facing competition. Based on consumers' expectations, your brand can offer competitive advantages.

### 6. Innovate New Products

We all know some of the big names such as New Coke, Crystal Pepsi, Colgate Kitchen Entrées, Earring Magic Ken Doll, and Wheaties Dunk-a-Balls Cereal. Can you see the similarities in these products? Yes, they all failed!!

The sad truth is that most new products and new ideas

end up in failure. There is an estimate of new product failures – they range from 33% to 90% based on the kind of industry.

Companies consistently strive hard to improve the success rate of their new products or new ideas. One of the most important ways is to conduct sound and thoughtful consumer behavior study.

With the help of consumer behavior analysis, Nike realized that most of its target audience is not professional athletes, but many of them were striving to be more like them. So, at the 2012 Olympics in London, Nike introduced a campaign to encourage athletics called 'Find Your Greatness'. It aimed to promote the aspirations of being an athlete, not just with high-performing athletes, but wanted to include all people regardless of their physical capability. The campaign was well planned and was data-driven, of course, carefully analyzed before taking any action. This message inspired many consumers and had enormous appeal for target consumers.

## 7.    Stay Relevant in the Market

When the world is changing as rapidly as it is happening today, the biggest challenge we all face is staying relevant to our target market. And do you know what is the main reason behind the rapid changes? It is the ever-changing behavior of our customers.

Today's consumers have greater choices and opportunities, which means they can easily switch to a company that offers better products and services.

"The pre-eminent skill required to shift ahead in the twenty-first century is the ability to see and seize." -- Adamson and Steckel, authors of Shift Ahead.

Losing relevance will only cost the company its market share. Haven't we seen Sony Walkman failing to stay relevant in the digital music era, and the taxi industry doom with no preparedness to battle the UBER uprise!!

## 8.    Improve Customer Service

Consumers require different levels of customer service, and understanding the differences within your customer base will help you provide the most appropriate service for individual needs.

For example, if you own an electronics store, high school or college students who buy a new laptop are more likely to understand the features they're looking for than a person buying his first computer. With the first demographic, your service goal will be to provide information about the latest trends in technology, while with the second demographic, you'll need to spend more time educating the customer, finding out what his specific needs are, and even teaching him how to use the features of his new electronic device.

## Conclusion

The customer may always be right, according to the old adage, but the customer may not always be profitable. This is the reason that many companies are today rethinking their customer strategies. While the existence of the customer is integral to the existence of the marketer, the ability to understand consumers is the key to developing a successful strategy. Consumer behavior analysis has emerged as an important tool to understand your customers. By looking into consumer psychology and the forces behind customer buying behavior, companies can craft new products, marketing campaigns and increase profitability.

Leading companies such as The Coca-Cola Company and Barclays, have constantly improved its existing products and focused on developing new products. The Coca-Cola Company aligns its corporate strategy of 'refreshing everyone who is touched by our business', by conducting market research to identify consumer behavior. Similarly, Barclays conducted consumer behavior study to better understand the needs of this target market. Companies should talk to consumers, watch out for frustrations, and most importantly, identify their needs and expectations!

## References :

1.    Consumer Behavior (n.d). Retrieved from https://en.wikipedia.org/wiki/Consumer_behaviour

2.    Vincent, P. L. (2014, July 28). When Amitabh's voice did the trick to make India polio free. Retrieved from https://www.thehindu.com/news/cities/Delhi/when-amitabhs-voice-did-the-trick-to-make-india-polio-free/article6257123.ece

3.    What Is Consumer Behavior and Why is it important? (2020, December 03). Retrieved from https://clootrack.com/knowledge_base/what-is-consumer-behavior/

*Power Naps are Necessary!!*
Taking a quick nap after learning something new can solidify that memory in your brain.

*Laugh while Driving!!*
If you are in for a long drive at night, listen to comedians while driving. It's impossible to fall asleep while laughing.

*End to Curiousity!!*
Whenever you're curious about something, write it down. This way, whenever you're bored you'll have an entire list of things to learn about.

# Role of Artificial Intelligence in E-commerce

Chi. Anugreh Sehtya

## Abstract

The impact of artificial intelligence in E-commerce is growing. Various aspects of E-commerce operations, right from product selection to successful ordering of products. This work is focused on different components of Artificial Intelligence and its impact on E-commerce. Artificial Intelligence will reduce human efforts while shopping using E-commerce site and helpful for high-quality user experience with more relative efficiency and satisfaction level.

**Keywords:** *Artificial Intelligence, Machine learning, E-commerce.*

## Introduction

Artificial intelligence and machine learning help E-commerce to engage with their customers on a new level and create interface design easy to learn, efficient to use, and pleasant for better user experiences. In a world with more brands, channels and client contact focuses than at any other time, consumers are presented to another and unexpected world in comparison to ever before which is overflowed with more brands, channels and services where they expect more consistency.

This is mainly applicable in E-commerce business to develop a technology by a brand for the purpose of visibility, time consuming, displaying the exact information of a product or as expected by the customer at the time of purchase there by engaging the customer, obtaining brand value and also satisfies the customer. Brands speak to something in excess of an item (Ries A.,2014), and the brand esteem is made when association puts resources into emotive and social advertisements.

This is pointing to our five senses mainly Sight (vision), hearing (audition), taste (gustation), smell (olfaction), and touch (sensation). On creating a brand value and customer satisfaction in E-commerce business using Artificial Intelligence and their preference towards developing a new machine using Artificial Intelligence to make their purchase more flexible and reliable. The results show that in future the buying through online will be automated using Artificial Intelligence according to consumer preferences and expectations. This will be possible only by developing a machine system which identifies our five senses and this system can only be developed using Artificial Intelligence. The results also show that Artificial Intelligence used in E-commerce helps in building better consumer-brand associations and product-brand associations. The results also show that Artificial Intelligence used in E-commerce will motivate each customer to be loyal to a brand due to their good and better service.

## Objectives

- To study the components of Artificial Intelligence.
- To study the effectiveness of using Artificial Intelligence in E -commerce business.

## Artificial Intelligence in E-commerce

The application of AI and machine learning is increasing drastically in theE-commerce industry. According to a survey conducted by eMarketer stastia in 2018, following changes in sales has been seen and continued to be seen. They also predicted the approximate sales of 2021 based on the existing pattern in data.
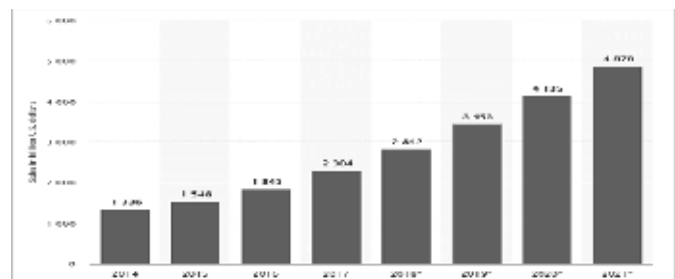
***Anugreh*** is a young innovator and a social entrepreneur from New Delhi, India. He believes that the path humanity follows needs to be pivoted for the better and he constantly work towards setting up those pathways. He constantly looks for problems around him to solve and to leave the world in a better place than he found it in.

Anugreh has been honored with numerous national and international awards for his social work with technology and his leadership skills which has made a renowned personality globally. He is currently heading Hybrid Idea, which is India's first assistive technology solution design company supported by NITI AAYOG and is also leading a community of over 300 students under the National Service Scheme.

Thus, Retail E-commerce sales have been influenced greatly by AI and Machine learning. Another Survey has been conducted by Cowen and Company IT survey -2017 to explore some areas in software that are ripe for investment of AI/ML investment. It has been found that Digital marketing has 50% potential and it is largest area of investment, whereas E-commerce has 20% potential but it is increasing day by day.



**What are some of the areas in software that are ripe for AI/ML investment?**

Source: Cowen and Company IT Survey May 2017 (N= 140)
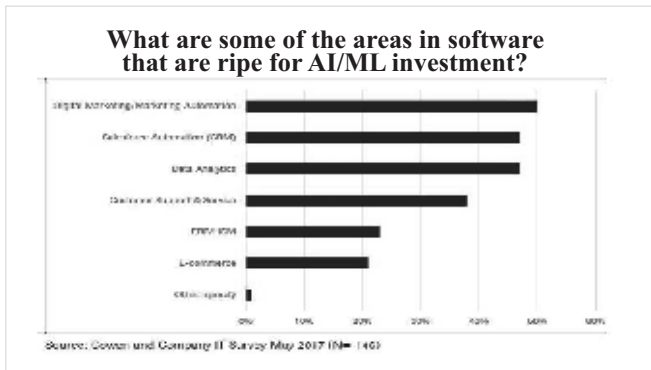
According to Gartner the leading research and advisory company's prediction by 2020 over 80% of all customer interactions will be handled by Artificial intelligence. Today, companies like Alibaba, eBay, and Amazon are applying Al to detect fake reviews, product recommendations and managing big data.

### Components of Artificial Intelligence

The Key Areas of AI has been divided into 3 parts: Data Mining, NLP, and ML. These areas of AI help E-commerce businesses to grow. Data mining helps to mine large amounts of current data (OLTP) and historical data (OLAP) so that it helps in future predictions. Natural Language Processing (NLP) is a second key area of AI, which focuses on how computers and humans can interact with each other in natural language. Machine learning (ML) is an extraordinary domain of AI where the machine is programmed in such a way that it uses examples or past experience to solve a given problem.



AI assists us to perform manual tasks very quickly; surprisingly it is doing their job incredibly good and allowing us to focus more on a strategic level of business. Introduction of AI and ML into the

E-commerce domain reduces not only cost but also the time complexity in such a way that now we have that time that we hadn't had before, rather doing repetitive tasks, we can prefer to do some constructive tasks.

### Application of AI into E-commerce

It is absolutely not possible to uncover all the hidden applications of AI into the E-commerce domain. However, in this paper, an attempt is made to cover all the applications that are widely in vogue.

### Visual and voice search

The searching and sorting of data patterns keeps on changing day by day. A Survey has been conducted by Slyce-a visual search company that has spent years crafting image recognition technology. It has solved real-world problems for some of the world's largest retail businesses. According to Slyce, retail category consumers use visual search in different domains of E-commerce as follows:



**Retail Categories Consumers Use Visual Search For**
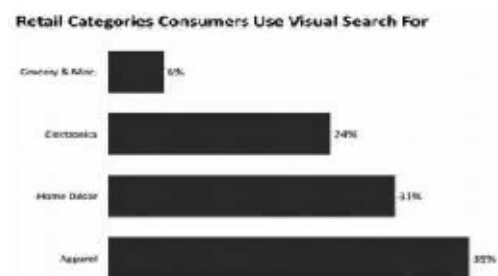
A survey has been conducted by Comscore-an American media measurement and analytics company providing marketing data and analytics to enterprises. They claim that image and voice search may make up 50% of all searches by 2020. It is predicted that by 2021, due to the popularity Voice search E-commerce revenue will increase by 30 percent.

**AI assistants and chatbots:** It helps in responding to customers as per their inquiries. Virtual assistant is also popular in this segment. It also provides good suggestions to the referred problems. It is also used in product recommendations systems through NLP. Alibaba and eBay are good examples.

**Smart logistics:** AI helps to manage online warehouse operations and delivery processes. Amazon.com, JD.com are good examples. Recommendation engines: Artificial intelligence & Machine learning has capability of analyzing customer behavior on websites. It uses a training dataset based on searching patterns and algorithms to predict what products may be liked by customers and provide recommendations. Amazon, Flipkart can be brilliant examples.

**Recommendation engines:** Artificial intelligence and Machine learning has capability of analyzing customer behavior on websites. It uses training data set based on searching pattern and algorithms to predict what products may be liked by customers and provide recommendations. Amazon, Flipkart can be a brilliant example.

**AI In Ecommerce: Benefits:**

i. Customer-centric visual search approach.

ii. Retarget potential customers and improve the sales process.

iii. New level of personalization.

iv. Chatbots and virtual assistants. Improve recommendations for customers.

v. Filter fake review

**Conclusion**

AI is on the rise in the E-commerce industry; however, it is still far from being perfect. E-commerce firms continue to improve their AI tools to better match market demand. They also partner up with other companies to merge their competencies in AI and create more sophisticated solutions. We believe that Artificial Intelligence in E-commerce will impact transactions, customer retention, satisfaction, efficiency and many more. AI is changing the way we buy and sell online. Artificial Intelligence is really taking over the world. AI is everywhere now, especially in the E-commerce sector AI is making its impression. AI is on the rise in the E-commerce industry; however, it is still far from being perfect. E-commerce firms continue to improve their AI tools to better match market demand. They also partner up with other companies to merge their competencies in AI and create more sophisticated solutions. We believe that Artificial Intelligence in E-commerce will impact transactions, customer retention, satisfaction, efficiency and many more. AI is changing the way we buy and sell online. Artificial Intelligence is really taking over the world.

**Limitations of the Study**

The paper demonstrates that shoppers anticipate that the item will show up on the pursuit page right now and consider it and this innovation is one of the utilizations of AI. Future research ought to investigate to develop a machine system which can understand the five senses of humans and also the research would be to develop a computer programming which converts human senses into machine language in the way computers understand.

**Future Research**

The paper demonstrates that shopper anticipates that the item will show up on the pursuit page right now the consider it and this innovation is one of the utilizations of AI. Future research ought to investigate to develop a machine system which can understands the five senses of humans and also the research would be to develop a computer programming which converts human senses into machine language in the way computer understands.

**References:**

[1] Avneet Pannu, "Artificial Intelligence and its Application in Different Areas", International Journal of Engineering and Innovative Technology (IJEIT) Volume 4, Issue 10, April 2015

[2] Dheeraj Kapoor, R. K. Gupta, "Software Cost Estimation using Artificial Intelligence Technique" International Journal of Research and Development in Applied Science and Engineering (IJRDASE), Volume 9, Issue 1, February 2016

[3] Mausami Sahu, "Plagiarism Detection Using Artificial Intelligence" International Journal of Scientific & Technology Research, Volume 5, Issue 04, April 2016

[4] Ashish, A. Dongare, Prof. R.D. Ghongade, "Artificial Intelligence Based Bank Cheque Signature Verification System" International Research Journal of Engineering and Technology (IRJET) Volume 03, Issue 01, Jan-2016

[5] Siddharth Gupta, Deep Borkar, Chevelyn De Mello, Saurabh Patil, "An E-commerce Website based Chatbot" International Journal of Computer Science and Information Technologies (IJCSIT), Vol. 6 (2), 2015

[6] Saloni Shukla, Joel Rebello, "Threat of automation: Robotics and artificial intelligence to reduce job "http://economictimes. indiatimes.com.

**DID YOU KNOW**

***Google :*** Global Organization of Oriented Group Language of Earth

***COMPUTER :*** Common Oriented Machine Particularly United and used Under Technical and Educational Research

***VIRUS :*** Vital Information Resources Under Seize

***WINDOWS :*** Wide Interactive Network Development for Office Work Solution

# Bhagavath "Anugreh"..
# on the Advent of Makara Sankramanam 2018

Dr. S. Pratap Reddy

## Abstract

The coronavirus COVID-19 pandemic is the debilitatingly defining global health crisis of our time. The human family with already more than two million casualties is grappling under this intolerable burden. The vaccine is like Godsend to slow-if not eradicate-the spread of this virus.

Today's world must be alert and agile to adapt to 'new normal'.It's predicted there could be more such viruses visiting our environmentally degraded earth. I am aware of my limitations/not innovative anywhere near the likes of the protagonist Chi Anugreh/may be I have enough EQ (Entrepreneurship Quotient) /maybe I have little extra money to help the bottom of the pyramid/ maybe I have the urge to help the disadvantaged like any divyangs and deprived... I myself can never afford to even imagine to innovate.... After all I am 78 with a repaired heart, defunct calf- muscle and failing health etc etc!

In these circumstances, I consider myself so fortunate to have found Anugreh who I'm sure will find solutions to alleviate the drudgery of humanity suffering from many incurable diseases.

Happy reading my blog "BHAGAVATH "Anugreh"... ON THE ADVENT OF MAKARA SANKRAMANAM 2018" that sets the epilogue to his article "Role of Artificial Intelligence in E-commerce"

*On the blogpost, Saktishree DM-CEO, AgileIntel Research (Dhruva PGDM - 2004 topper) wrote:*

"Wow...A blog on a wonder kid by a wonderful teacher, philosopher and life guide. I am sure the kid will achieve zenith of success with your generosity and support. I still remember the days when you offered me help without even asking. I think a good teacher impacts students in all possible ways in the class to excel, but great teachers are the ones like you who continuously and most of the times unintentionally impact students throughout their life. This article is nothing but a reminder to all of us who boast their simple achievements with utter ego and pride, to be humble and be ready to learn like a child (even if the world thinks you are the one who knows all) from anyone. Thank you, sir, for reminding us the lessons. Wishing all the best to Anugreh for the wonderful work."

**Keywords:** *Integrity, Perseverance and Innovate.*

**The setting:** MeltingPot 2020 Innovation Summit Nov 14, 2017 Hotel Trident, Hyderabad.

As an invitee I was enthusiastically sitting in front row (as I normally sit to listen to/witness the proceedings carefully) to listen to the likes of Prof. Sadagopan (IIT-Bengaluru), Dr. R A Mashelkar (Fellow of the Royal Society), and of course, my friend philosopher, Padma Shri BVR Mohan Reddy (Cyient Patriarch). But to my utter surprise, probably to the entire audience from across the globe, the program opened with the presentation of Anugreh, a 15-year-old boy who invented an App to help the visually impaired.

I was so excited that I couldn't contain my fascination to meet with Anugreh that unmindful of the Tea Break, I went in search of him, but in vain! I bumped into my friend BVR who was getting ready for delivering the inaugural speech and unabashedly I asked him whether he knew Anugreh. Sri BVR chuckled giving a broad smile as to how on earth he'll know a boy of 15 hailing from Delhi. Then, I approached one adult-looking young man, not knowing he's none other than Sri Jay Krishnan, CEO of T-Hub, Hyderabad. Jay was polite enough to say that he knows the boy and exclaimed he might've left already. After my colleague Prof Prakash and I failed to contact Anugreh, luck came in the form of Sri. Satyanarayana, the organizer who gave me Anugreh's phone number. I called that number immediately and found Anugreh's mother at the other

**Dr. S. Pratap Reddy,** B.E, MBA, Ph.D is the founder chairman of India's first not-for profit B-School. After 30 years of relentless service at JNTU Hyd, he took voluntary retirement as Chairman – Board of Management Studies. Dr. Reddy's passion is to offer MBA/PGDM 'gratis' to the deserving undergraduates of 'bottom of the pyramid'. Under his stewardship, Dhruva attained an epitome so much so that CMO Asia with Wall St. Journal acclaimed it as "Asia's Best Emerging B-school"

end of the line. After exchange of pleasantries, she told me that her son is still in Hyderabad and promised that she would inform him about my phone call. But as is my wont-a'la Pattuviduvana Vikramarkudu-I besought her to let me know Anugreh's phone number which she happily and unhesitantly gave.

Then I called Anugreh who told me he's still in Hyderabad and promised to meet with me at the summit the following day and naturally I went to attend the summit only with an intent to interact with him. As luck would've it, lo! there Anugreh was-as promised!! Anugreh confided in me that with an ardent desire to help blind to see, he had been working on this project when he was just 10 and within 5 years, he could crack the innovation "EyeQ". On further enquiry, he told me that his father passed away few years ago-I couldn't dare ask "Why? When? How?" lest I add to his melancholy. That's how my association with Anugreh started. Please find below the trail mail which gives a glimpse of my initial interaction with Anugreh.

**1/16/17**

*Pratap Reddy :* Dear Chiranjeevi Anugreh,

I was awestruck seeing you perform on MELTING POT stage-God bless! Please send your nomination at emtech.livemint.com before 31st Dec 2017 (Source: Today's MINT).

***A REQUEST: Will you please innovate an App to help children with AUTISM live "near normal life" as you did for visually impaired. Though I'm running a not-for-profit B-School, I can afford to fund Rs 1 Lac to start with and if you succeed I'll donate a million.

PS: Please convey my regards to your revered mum

**11/17/17**

*Anugreh Sehtya:* Good afternoon sir, I am Anugreh Sehtya, the one with the project named 'EyeQ... I can't thank you enough for your blessings, sir. And, I'd love to work on that project! We can surely start working on it.

P.S: Sorry for the delayed reply.

**11/19/17**

*Pratap Reddy:* Anugreh, if you solve AUTISTIC CHILDREN problem, I'll be indebted to you–all expenses mine.

*Anugreh Sehtya :* Okay, sir. I am starting to work on it. I'll ask you whenever I will need funds.

*Pratap Reddy :* you're most welcome

**11/1/18**

*Pratap Reddy :* Dear Chiranjeeva Anugreh, I hope you've sent your nomination at emtech.livemi...

*Anugreh Sehtya :* Dear Sir, I have sent my nomination at emtech.livemint.com. I am also working on Autism...

*Pratap Reddy :* Dear Anugreh, I'm overwhelmed by the way you're working on AUTISM...will you please let me know your particulars of your bank account so that I can transfer Rs100,000 to start with...

*Anugreh Sehtya :* Dear sir, I am highly obliged by the fact that you want to grant me some honorarium-but I don't need any right now...

*Epilogue:* At such a tender age of 15, Anugreh showed his incomparable integrity. Every time I wanted to support him by funding to my 'pet project of finding some solution to Autism, a' la EyeQ', he affirmatively said he would sure pursue the impossible, but politely declined financial help. In this age of Kalyug, where can you find such a noble, dedicated, simple yet prodigious boy? While pursuing his school final studies in Delhi, helping his widowed mother, "fire in the belly" to innovate, having already cracked the 'EyeQ'app, I really wonder, where does he find time, enthusiasm, money, perseverance ad infinitum to help find a solution to Autism at my request!

In tune with "Make in India", "Skilling India", "Start-ups", "Entrepreneurship", that could be the only possible panacea for the rampant unemployment in our so called "India-the youngest country in the world", I wanted to do my bit to contribute "udata bhakti".

I consider myself so fortunate to have found Anugreh who I'm sure will find the solution to alleviate the drudgery of the AUTISM-the ONLY INCURABLE DISEASE IN THE WORLD (AUTISM is a complex neurobehavioral condition that includes impairments in social interaction and developmental language and communication skills combined with rigid, repetitive behaviours. Because of the range of symptoms, this condition is now called Autism Spectrum Disorder (ASD). It covers a large spectrum of symptoms and levels of impairment. ASD ranges in severity from a handicap that somewhat limits an otherwise normal life to a devastating disability that may require constant, personal as well as institutional care).

On this auspicious occasion-Sun entering into Uttarayatana - may I pray that there could be a ray of hope for autistic persons through "**Anugreh-the God send...BHAGAVATH Anugreh**"!!!

VIDWAT (विद्वत) in Sanskrit means: know, understand, find out, learn, ascertain, discover and expound.

*Managing Editor:* Dr S Pratap Reddy

"Vidwat – The Indian Journal of Management" is an annual publication. Its objective is to encourage and publish applied research in all the functional areas of management. It lays emphasis on juxtaposing ancient Indian wisdom to modern management that is relevant to academicians and practising managers grappling with Gen Y

Designed and Printed by Revathi Creative Communications, Flat No.301, Moghal Mansion, Khairatabad, Hyd, A. P.

© All Rights Reserved Opinions expressed in Vidwat are of the writers.

## ☞ Guidelines for Authors

1. The Manuscripts should be in MS-Word. The paper template is available for download on the Vidwat Portal. (http://www.dhruva.ac.in/research.html)

2. All papers are double blind peer reviewed, hence the author's name or affiliations should not appear anywhere in the body of the manuscript.

3. The Manuscripts should not be more than 6000 - 6500 words.

4. The abstract should adequately describe the work and highlight its significance in not more than 250 words. The author should only include text and must refrain from using abbreviations and references in drafting the same.

5. The author must mention 5-6 keywords after the abstract.

6. Every manuscript should be labelled as being :Research Paper, Case Study, Review paper, Perspective, Philosophy, Bibliography, Blog, Story resembling ancient Indian ethos, Critique, Inventive or a Book Review.

7. Tables and Figures should be numbered consecutively and the source should be indicated at the bottom.

8. All tables, charts, graphs, diagrams should be black and not in colour. The images should be of high resolution and in black and white only. All charts and graphs should be drawn legibly and figures should be indicated in millions and billions.

9. References must appear in APA Format at the end of the paper. All the references should be complete in all respects, arranged in alphabetical order and cited in the body of the text.

10. Footnotes, italics, and quotation marks should be kept to the minimum.

11. The primary heading should be in capitalized form (Uppercase), boldface with 14 font size and the sub-headings should be in title- case capitalization (first letter of each word in capital) and in bold. The overall content must be with 12 font size.

12. All articles must be submitted on the VIDWAT portal. No email communication is permitted to ensure stringent quality control

For queries, please contact : *saileshchandra@dhruvacollege.net; priyanaidu@dhruvacollege.net*; *sailaja@dhruvacollege.net*

# ♪ DHRUVA in News

## DECCAN Chronicle
### THE LARGEST CIRCULATED ENGLISH DAILY IN SOUTH INDIA

**CITY**

### New education policy can revive India's pride

*Dr S. Pratap Reddy*

---

సాక్షి

### ఘనంగా 'ధ్రువ' సిల్వర్ జూబ్లీ వేడుకలు

---

## DHRUVA COLLEGE MARKS SILVER JUBILEE ONLINE

**DC CORRESPONDENT**
HYDERABAD, AUG. 16

The Dhruva College of Management on Saturday completed 25 years of operations. To commemorate the occasion, the organisation celebrated the 'silver birthday' online.

Expressing joy on the accomplishment, the organisation's founder chairman Dr S. Pratap Reddy said that even during the lockdown and against the grim picture regarding employability of MBAs that was being projected, 95 per cent of Dhruva's Post Graduate Diploma in Management (PGDM) Class of 2020 students had been placed with an annual package ranging from ₹3.5 lakh to ₹12 lakh.

Dhruva College of Management has recently earned a patent in simulation and filed two more applications for patents. The faculty is pursuing research with the aim of publication in renowned UGC CARE, SCOPUS, SCI indexed journals.

The collaboration with Bolton University-UK to offer certificate courses and student exchange may fructify soon.

---

### వెలుగు
07.11.2020 | www.v6velugu.com | 09

### టాప్ 3బీ స్కూల్స్ లో ధ్రువ కాలేజ్ ఆఫ్ మేనేజ్ మెంట్

---

### THE HINDU
MONDAY, SEPTEMBER 28, 2020

### Visit down memory lane for first batch of Dhruva

*B. RAVIKANTH REDDY*
HYDERABAD

An emotional reunion it was as they saw some of them after 25 years. There were no hugs and handshakes but only smiles and emotions pouring out on the screen as the silver jubilee reunion was celebrated virtually by the first batch of the Dhruva College of Management.

Cutting across continents, countries and time zones, sharing successes and disappointments and the highs and lows of life, 59 of the 60 students of the 1995-97 batch went down the memory lane as they missed their lone batchmate Sunita, who passed away.

Giving them the company were their teachers and other dignitaries who shaped their careers after they stepped out of the portals. On behalf of the batch of 1995-97, Sudarshan Satyam presented a video tribute to S. Pratap Reddy, chairman of Dhruva, for being pivotal in shaping their lives while the college curated and presumed a video reminiscence of their first steps to leaving the campus.

Dr. Reddy in his address recalled the roller coaster journey of Dhruva since its inception and the significance of the first batch of students that will always remain special to him as the first born child to a mother.

To revive the moments of the past, the organising committee that comprised Sudarshan Satyam, Dheeraj Gaur, Vishnu Vardhan, Venkat Reddy, Ch Prasad, Vinod, Ganesh M and Nagarjun Gowra designed a bouquet of awards mimicking the Oscars for their batchmates.

Mr. Dheeraj Gaur and Mr. Sudarshan kept the audience glued to their catchy video presentations and funny banter taking them down memory lane. Dr. Reddy also shared another video compilation as a digital memento to the batch that made the Dhruvans emotional.

---

### వెలుగు
సోమవారం | హైదరాబాద్ | 17.08.2020
www.v6velugu.com

**DHRUVA COLLEGE of MANAGEMENT**
25 ANNIVERSARY 1995-2020
SILVER J...

### ధ్రువ కాలేజీలో సిల్వర్ జూబ్లీ వేడుకలు

---

### వెలుగు
### రీయూనియన్ సెలబ్రేషన్స్

---

**Business Today**
SPECIAL ISSUE
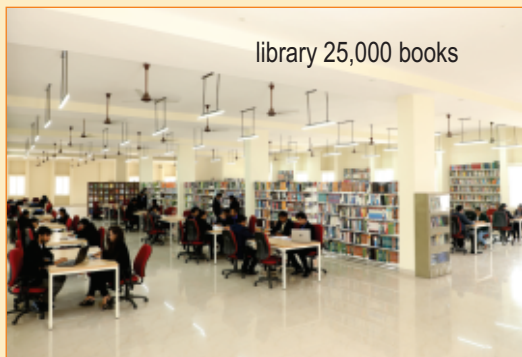**INDIA'S BEST B SCHOOLS**

# DHRUVA's infrastructure... the second best in Hyderabad


1,000 seater auditorium with latest acoustics & LED


central A/C lecture studio


library 25,000 books


hostel room overlooking oxygen park


64 terminal all-inclusive computer lab


quadrangle - a ZEN garden


fitness centre
and
yoga kendra


300 seater dining hall


dhyana kendra with
buddha benignity