

# Advanc'edge®

February 2019  
Mumbai | Volume XV | Issue 7

Mastering Business Acumen

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Specialisation Issue #3

## All you need to know about **OPERATIONS & HR**



**INSIDE**

**Student Speak – Operations:** Piyush Punewar, First year, NITIE  
**Professor Speak – HR:** Professor Vasanthi Srinivasan, IIM Bangalore

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## FROM THE EDITOR

If you are one of the few who are very clear about your life goals and aspirations, and the path to fulfill them, congratulations, you're one of the tiny minority. If, however, you're still wondering how to frame an answer when someone asks you, "What are your career goals?", don't fret, you belong to the vast majority. And it is the answer to this question that the last few issues of Advanc'edge MBA have tried to clarify.

In earlier issues, we explored the worlds of Marketing and Finance. This time, we've delved into HR and Operations. The trouble with both these fields – or in MBA jargon, specialisations – is that for the question "Why HR?", few know better than to say "I love interacting with people", and as far as Operations is concerned, very few actually even know what the field is about!

Naturally, both HR and Operations can be defined very simply, but both are complex fields in themselves, requiring specific programmes and electives to be taken up in order to understand what a career in either entails. As engineers, taking up Operations would appear to be a default choice, as will HR for many others not interested in it or Marketing or Finance. Applicants to XLRI also tend to mark both HRM and BM while applying via the XAT, without actually knowing whether HR will be ideal for them. So how do you choose?

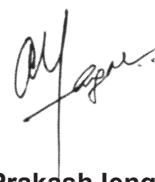
First of all, arriving at choice of specialisation by means of elimination is not advisable – not Marketing, not Finance, not Ops, not Systems, hence HR. It is better to understand a bit about each field before making that

decision. However, that's a question for a whole different issue of Advanc'edge MBA!

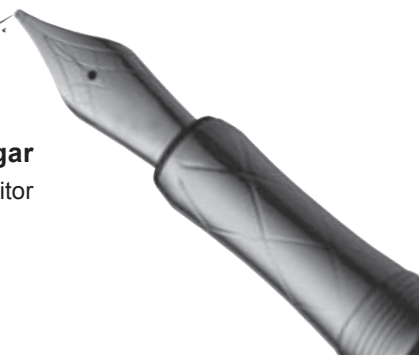
Second, the ideal process is to do your own research. Remember, the B-Schools don't expect you to have in-depth knowledge of HR and Ops, or indeed of any field (unless you've had relevant work experience). However, they do expect you to have SOME idea. So simply open your browser and start searching about the field, the branches under that field, the roles that are offered, the career path you can expect. We've tried to add to your research here by giving you the points of view of actual HR and Operations professionals as well as professors. An inside insight, if you'll pardon the pun.

As always, the best reward we at Advanc'edge MBA can get is to see one of our issues thoroughly dog-eared due to much reading. Let's hope our dream, and through us, yours as well, come true.

All the best.



**Aditya Prakash Iengar**  
Editor



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# Network your way to success

**Did you know that one of the most effective ways to find a job is through the connections you have within the firm that you are applying for, and the people they can introduce you to? If you have the right qualifications and skills, right networking can almost guarantee a foot in the door.**

Amarendra V Singh | Mentor, IMS | Business Head, [www.goFYI.in](http://www.goFYI.in)

According to LinkedIn, 'More than 70% of professionals get hired at companies where they have a personal connection'. In the present world, where job-portals and head-hunters are in abundance, the above claim may seem only an exaggeration. But the scary fact for job-seekers is that on average, every corporate job opening attracts over 250 résumés, translating into 4-6 of them receiving an interview call, which culminates into 1 job offer [based on Glassdoor report]. This is only for the jobs that are posted or advertised. A huge proportion of corporate jobs goes unadvertised and is usually filled by employee referrals. Based on *India Recruiting Trends 2016* study, conducted by LinkedIn Talent Solutions, nearly 55% of recruiters utilise employee referral programmes as the top source of quality hire.

## What is networking?

Networking is when two or more persons exchange information,

contacts, and experience for professional or social purposes. Because of the personal nature of networking, for each person, the definition, purpose and utility of networking is bound to be different. You may choose to network to make new friends, find a new job, extend your hobby, develop you current

career, find sales leads, explore new career options, obtain job referrals, or broaden you professional horizons or any combinations of these objectives.

Networking is one of the most valuable things a current or aspiring MBA student can do to boost their career. A recent annual



survey of MBA applicants conducted by the Association of International Graduate Admissions Consultants (AIGAC) revealed that 48% of the respondents mentioned 'access to a strong network' as their reason for pursuing an MBA. The top-2 reasons given were 'the desire to acquire new skills and knowledge about business' (57% respondents) and 'access to job prospects' (49% respondents). It is clear that MBA students and graduates realise the value that networking can bring in the form of career advancement, job-search and mentorship.

### When should you start networking?

You have been networking all your life, perhaps without even knowing. Your friends, family, family-friends, and professors etc., all are part of your network. The only difference is whether you are networking actively or passively.

As an MBA student, it would be great if you can start networking as early, in the MBA course as possible. Ideally, you should start doing it even before your course commences. Why? Because if you have networked with the B School alumni prior to joining the program, they can guide you about your interest and program fit; they can help you in selecting the best courses; and they can give you insight information about the B School and its culture etc.

When you start the programme, your classmates form your immediate network. Investing your effort with them will yield results later on, as they move to high-level positions in corporate or start their own businesses. Your MBA classmates can help you when you

change industries by giving you insights about their industry functions, they can introduce you to their reporting managers and help you advance your career etc.

### Networking with B-School Alumni

Most of the B Schools have invested in maintaining an extensive alumni network. As the current student, you will have an access to this network for a variety of objectives – from mentorship to career advancement. The B-School Alumni Network is probably the best resource in securing your first job post-MBA, because over a period of time, the alumni must have spread across a variety of industries and functions and can help you with any kind of career.

The alumni can be connected by e-mail or telephone. Some of them may agree to offer help by giving an 'information interview' (explained further below) to the MBA student who aims to follow their footsteps, by talking about their work, industry, and their past, including how they started career and how it has developed. A few alumni also offer help by preparing MBA students for the job interview and giving them valuable knowledge of their company and industries.

### How to approach any contact

More often than not, the first contact is made with an e-mail. Please remember that professionals today are bombarded with loads of emails every day, and it won't be easy to grab their attention. However, with an effective and interesting subject line you can increase the chances that your

e-mail will be opened. If you were referred by someone, you should mention the connecting person and send the e-mail to them as a copy, or you can include the name of the mutual acquaintance who gave you the contact.

This first e-mail should be short and to-the-point. It should include your brief description and background, and should explain the reasons why you are getting in touch and what you expect from the addressee. You should also give your contact information and thank the addressee for their time.

Do not attach your CV and do not ask for a job in this e-mail. The objective of the first contact must be to have a face-to-face meeting or a telephone conversation. If the addressee agrees to talk over phone, make a call at the agreed date & time of convenience. Your telephone conversations should also be concise and clear, stating your specific goals and trying to get as much information as possible about your area of interest.

This is often known as 'information interview', where you interview your contact to get a deeper insight into your intended career, and to obtain their advice or

Your first e-mail should be short and to-the-point. It should include your brief description and background, and should explain the reasons why you are getting in touch and what you expect from the addressee.

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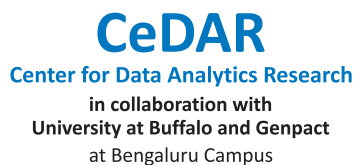
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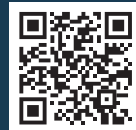
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suggestions. It is advised that you do some preliminary research about the career and industry and avoid wasting their time by asking unnecessary questions. You can also prepare a list of relevant questions about the company and the job in order to find out what skills you need to develop in order to be hired.

Ideally, the informational interview should be about 15-20 minutes long. You should not ask for a job, but just for information. It would be polite to send a follow-up note thanking the interviewee for their time.

### Other avenues to network - Recruiting events & Social Networking

Some B-schools may organise events that include informational or social events such as luncheons, dinners, case competitions, guest lectures, and corporate presentations. These events are usually open to all the MBA students. As an MBA student you should choose which events to participate in to meet the people with whom you want to network. With a specific goal in mind, you should prepare to make a personal connection with the targeted people and include details about your background and credentials fluidly into the conversation, which should not last more than 10 minutes.

Social networking, such as using LinkedIn a professional online network, is another way to connect with professionals in industries and or functions where you aspire to be. You can subscribe to their paid services to unlock the full networking potential. Apply the

“Succeeding in business is all about making connections. While we at the Virgin Group have never hired anybody whose job description was limited to making internal and external contacts, it is implicit that almost everyone on staff has these skills. This has helped Virgin to expand into so many different industries, from music to mobile phone services: As we build connections in other areas, we have been able to grow our expertise and multiply our reach.”

- **Sir Richard Brandson, entrepreneur and businessman**

“The richest people in the world look for and build networks, everyone else looks for work.”

- **Robert Toru Kiyosaki is an American businessman and author**

“It isn’t just what you know, and it isn’t just who you know. It’s actually who you know, who knows you, and what you do for a living.”

- **Bob Burg, Best-selling Author of Endless Referrals and The Go Giver**

“Networking is an essential part of building wealth.”

- **Armstrong Williams is an American political commentator, entrepreneur and author**

same principals and best practices as described above in the ‘How to approach any contact’ section.

### Few words of advice

It is important to have good soft-skills to make your networking effective; however, not everyone arrives at B-School with the best soft skills. Here, you can take the help of the careers services of your B-School and work on effective speech, confidence and even humility. It must be understood that networking may not come naturally to many people, but still the networking skills can be improved with right inputs and training.

Networking is probably the most powerful career tool you have at your disposal, but if you use it incorrectly you won’t build an effective network. The key thing to remember is that networking is fundamentally about people. To do it successfully, you need to build personal connections and never be brash or rude. People will notice if you only get in touch when you expect something from them.

It takes time to develop a solid network, so establishing a personal connect is important. Try and find common interests and remember the best connections you make will be with people you like. It is worthwhile keeping a log of people you wish to keep in your network, and making notes of personal details, such as birthdays. You could also consider sending them links to news items you think they would find interesting from time to time.

Fundamentally, networking is a long-term investment and it takes time to nurture a strong network that knows you and trusts you. This cannot be rushed, so giving it a head-start will help you. If you begin only when you start your job-search or need help, your network will feel exploited. **A**





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Disclaimer: 'Past record is no guarantee of future job prospects'



# 'Don't just study hard, you also have to play hard'

...says, **PIYUSH PUNEWAR**, a First Year MBA student at NITIE. In conversation with **Kalyani Majumdar**, Piyush talks about his decision to pursue an MBA in Operations and how mock GD-PIs can give you that extra boost to get into a top B-School.



## How did you decide that you wanted to do an MBA?

I did graduation in Chemical Engineering from TSEC, Mumbai. While I was in college I participated in many committees. I used to meet lot of peer groups who made me think beyond my known realm. It was then that I decided to do an MBA. After graduation I worked for three years with VVF India Pvt Ltd as an Executive Engineer and it was during this job that I realised that I wanted to pursue MBA in Operations. Also, I never really had much of an inclination towards marketing or finance. Thus, it was a

very well planned decision for me to pursue MBA in Operations.

## Why did you choose NITIE as your MBA destination?

Right from the beginning my focus was very clear that I wanted to work in supply chain in the future. Thus, although I had a 99 percentile in IIFT, when I had to choose between NITIE and IIFT, I knew very clearly that I wanted to pursue Operations and IIFT is good for Finance, and we all know that NITIE is one of the best B-Schools for Operations, so it had to be NITIE. Apart from that with my work experience and aptitude I knew NITIE was the best-fit for me. At present, I am in the First Year of PGDIM.

## How did you prepare for CAT?

Since I worked in a plant so I had morning and evening shifts, thus I could not join regular classes to prepare for CAT. So, I decided to take IMS test series. Since I only had five months to prepare, so initially I gave one hour to DLIR and one hour to Quant and kept vocabulary for later. I was consistently giving mock tests and I could see my scores increasing steadily. While preparing for CAT you need to be disciplined. I took around 25 to 30 mock tests. And, I would

definitely recommend anyone who wants to crack CAT to give as many mock tests as possible.

## Tell us about your group discussion and personal interview experiences at NITIE.

For the GD there were around 10 students in the group. Everything happened very smoothly for me. The topic was 'advertising is a waste of resource'. It was a topic that was also covered by IMS. So, I was well prepared for the discussion. In my PI they asked me, why I want to pursue an MBA. Apart from that they asked me about my work experience and why do I think Operations suits me. For me it was very easy to connect the dots between my work experience, my interests and my plan to pursue operations as I was already working in a manufacturing plant and I wanted to go into supply chain management. So being a part of manufacturing, I told them I want to work in procurement and then logistics and hence I will be working and learning for 2 to 3 years in each department, and thus I can then become the head of supply chain management in 10 to 15 years.

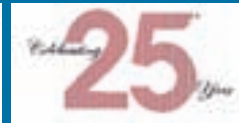
## How did you prepare yourself on the day of the CAT test?



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I had a word with my mentor the day before and watched a bit of TV, a documentary and then went to bed early. I had afternoon slot so I had a good breakfast and went to the venue. I saw hordes of anxious students waiting outside the centre. I spent some time alone in a park nearby, listening to music and simply relax.

### What is your take on group study?

I feel group study helps a lot. I always suggest other students to study in a group as there are questions that you might not know how to solve and someone else in the group might know how to solve the same, and vice versa. Also, you can motivate each other.

### What is your plan after MBA?

I have got an internship that starts in May 2019, with Exide Batteries. They have offered me a role in Operations Management, so I am aiming to do very well in the internship and then I will try to get a pre-placement interview with them.

### How is life at NITIE? As part of the campus life, what should one look forward to, at NITIE?

Although the campus is in the middle of Mumbai, it is so green. It has a beautiful campus. It is extremely relaxing with a lovely lake and forest view. It feels like you are in

Campus life at NITIE is fantastic for self growth as the students get enough breathing space in between their assignments to concentrate on other extra-curricular activities that would help the students to concentrate on self growth.

You can participate in many case studies. NITIE is known for doing a lot of case studies.

### What is Supply-chain management?

Supply-chain management (SCM) is the management of the flow of goods and services, that involves the movement and storage of raw materials, of work-in-process inventory, and of finished goods from point of origin to point of consumption. Interconnected or interlinked networks, channels and node businesses combine in the provision of products and services required by end customers in a supply chain. It entails, design, planning, execution, control, and monitoring of supply-chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronizing supply with demand and measuring performance globally.

a resort. Apart from the greenery, academically as well the Operations faculty is amazing. The faculty is extremely dedicated and they make sure that the students get A to Z of Operations. Now, I know it is because of their continuous effort that NITIE is known for Operations. Campus life at NITIE is fantastic for self growth as the students get enough breathing space in between their assignments to concentrate on other extra-curricular activities that would help the students to concentrate on self growth. You can participate in many case studies. NITIE is known for doing a lot of case studies. So, NITIE gives you enough opportunity to develop yourself and that of course helps you in the long run.

### What are your personal learning after joining a top B School?

You learn a lot from your peer group. I have learned that there is so much

knowledge to gain from each and everyone. Also, being in a B-School has taught me the importance of teamwork and you have to help each other out. Being in a group and understanding the group dynamics is a great thing to learn. I also learned that it is not just about studying hard; you also have to play hard. And yes, alumni matters a lot. I only understood this after coming to NITIE.

### What are the important points one must remember before going for a GD or PI?

Regarding PI, my most important suggestion would be to not take the PI lightly. You must practise mock PIs just like you give mock tests. You have to prepare well and know how to drive the interview. It is taught during the mock interviews. I have seen cases wherein despite getting low percentiles in their tests, some students get selected because of their performance in GD and PI rounds. Also, one must read about the values of the B School before going for the interview. To clear the CAT, you must have a lot of discipline and you must be ready to work really hard. And also give a lot of mock GD-PIs.

### Anything you would like to share with future MBA aspirants?

First of all, you must do a thorough research about the B School you are getting into and understand the ground reality of being in that B School. Also, be mentally prepared to face rejection. Don't feel disappointed even if you face rejection as that might affect your performance in the next interview or the next round. Also, don't worry if you can't decide immediately regarding what specialisation you want to pursue. You have the entire first year to choose the elective, so you have enough time to test the water before making that decision. **A**



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# 'If you enjoy desk job then Operations is not for you'

...says **ANIL KUMAR JAGIRDAR**, Principal Consultant at PwC and an alumnus of IIM Shillong. In an interview with **Kalyani Majumdar**, Anil talks about his decision to pursue an MBA and what it takes to make a career in Operations.



## Tell us about your academic journey from Biotechnology to MBA.

During the time when I was studying B Tech. Biotechnology from CBIT, Osmania University, I always wondered what would be the business that this product could generate if it cleared the R&D. Most of the engineering students throughout the graduation period focussed on the technical festivals, so whenever there was a technical fest in the college these students would participate and present their technical papers. But there were few students including me that always focussed on business papers. Throughout my engineering I think I have attended around ten business plan competitions and a significant portion of it was cooperating with MBA students on

business plans and that was a great learning for me. Thus, I knew that I wanted to focus on the business of biotechnology and not so much on the technical aspect of it. So, by the end of third year, I wanted to explore how to commercialise a product. Thus, MBA was the next step for me.

## You did a PGDM in Operations Management from IIM Shillong. Tell us a bit about the interview procedure.

IIM Shillong gives substantial value to ethics and sustainability and it is one of their fundamental philosophies as one day you will take a top management role in a firm. So, the group discussion was based on ethical factors. It is their way of testing a candidate on certain aspects, such as, how do you balance out your company objective versus your employee welfare versus environmental sustainability. My personal interview was all around my business plan. I didn't need to convince the panels that I am passionate about business. So, you have to provide substantial evidence to show why MBA is relevant for you.

## You worked as a Manager-Operations with Apollo Hospitals. Was getting into the Healthcare

## sector part of your plan?

During the placement interviews at IIM Shillong, I was quite selective about my job role, as I wanted to join an organisation where I could run the business. Although, I got placed in couple of firms, what made me join Apollo Hospitals was because the job role that they were offering was to run the business unit. For me, it was a wonderful opportunity because at the end of the day speaking about business is one thing but running a business is a very different experience. Thus, healthcare was not my strategic choice, but running a business was. I got that particular role in healthcare sector and I took that opportunity. The more I got involved with healthcare, the more I found it as a very fulfilling sector to work in.

## Explain a little bit about your work in PwC?

At PwC, I have three primary duties. Firstly, due diligence, and this would entail assessing the health of the asset through operational and commercial due diligence. Secondly, I handle strategy, wherein I look at the feasibility of a health facility, what kind of capital infrastructure we need for it, when it would reach an operating breakeven point and so on. Thirdly, I look after



operational transformation. What we do is either with private equity or with the hospital promoters we take up assets that are not performing well and we turn it around to make it more profitable in a given span of time. So, we go and take over the unit, roll out initiatives and ensure that it is implemented. Once all the initiatives are rolled out we come out.

### What kind of aptitude one must have to be successful in Operations?

Someone who is ready to roll up the sleeve and walk on the shop floor will be well suited in Operations, as it is not a desk job. If it is a factory you have to get on the floor and see what is working, speak to the employees understand what is going on, and take suggestions from them because most of the time the professional suggestions will come from an employee from the shop floor. Understand what went wrong and what worked well. Thus, it is very important to be people friendly as you will have to work with a lot of human resource. You must have a keen eye for quality. You must be passionate about understanding the needs of the customer and take regular feedbacks from them. And one must have a passion for innovation. If you continue to run the things the same way nothing is ever going to improve. You have to continuously innovate and upgrade. If you like spending days working on

Someone who is ready to roll up the sleeve and walk on the shop floor will be well suited in Operations, as it is not a desk job. If it is a factory you have to get on the floor and see what is working, speak to the employees understand what is going on and take suggestions from them as they know the ground realities.

excel sheets and make PPTs then it might not be the job for you. It is a job that needs you to be on the ground and change things. It can go right or wrong and whenever something goes wrong you have to be brave and take decisions. Also, you have to be a good team leader and give credit to the team when things go well.

### Given that AI and Machine Learning are cutting across corporate India, how much of this is impacting Operations?

There is a huge impact. For instance, if I take healthcare, things that were manual are now automated. Our focus in operations is always to ensure that it is process oriented and not people oriented, because you can track a process but you cannot track people. Every person behaves in a different manner, so how much of it can be standardised? And, if we can't standardise it, can we use digitisation to standardise the way people behave? For every process if there are ten steps 20 to 30 percent of the steps are getting automated. Things are getting more standardised. Now, there are robots to draw blood from a patient, however it is not that cost effective in India as human labour is still very cheap compared to a robot. There are robots to dispense pharmacy. The medicine is analysed by the robot. Thus, we are eliminating a pharmacist and more importantly we are trying to eliminate a human error. These days, once your MRI is done, we have AI algorithms ready to give you a print of the report as soon as the scan is complete. So we are eliminating the need for radiologists and there has always been a scarcity of radiologists in India. Like healthcare, in all other sectors too, Operations is being impacted in similar manner.

### What do you think of management education in general?

Some of the good B Schools provide

significant amount of learning to the students in terms of live projects. As far as theory is concerned most B Schools are fine. However, a good B School brings the real world to the students and helps them to solve real world problems, so that when they go out in the professional world they know what to expect. Some of the top Indian B Schools are able to bring in very good case studies. And, it is a fact that the quality of students coming out from a B School depends on the kind of exposure they had. The challenge is for those B Schools that are treating a management course as a professional degree. Management is all about the real world experience and it is very important for the students to get exposed to the idea of how to apply it in the industry. In Harvard and Stanford most of the professors that are teaching are also on the board of companies and therefore, they are bringing in their industry experiences to the students and that matters a lot. We need more of that in all the Indian B Schools.

### How has MBA changed you as a person?

MBA gives you a set of tools to manage every aspect of your life. From there, it is all about how you take it to the next level. MBA gave me clarity of thought that is needed for decision making. It helped me to focus effectively, for instance where do I start a project, what are the ways to attain success in that project, how do I define the contours of a problem and so on. You interact with so many people from different backgrounds while doing an MBA that your realm of knowledge regarding the world grows significantly. You do a lot of group case studies. You get to hear different approaches. So, you are exposed to so many perspectives. Then you can form your own perspectives based on the wealth of knowledge that you accumulate in the span of two years. **A**

# Top B-Schools For Operations /Supply Chain Management/ Project Management: India



NITIE, Mumbai



SJMSOM, Mumbai



IIM Kashipur



IIM Calcutta

## National Institute of Industrial Engineering

City / State / Country	Mumbai, Maharashtra
Program Name	PGDIM, PGDISEM, PGDIE
NIRF Rank 2018	14
% Students placed in Ops & SCM	49%
Average Salary (Ops & SCM) [LPA]	-
Average Salary (Overall) [LPA]	18.45
Median Salary (Overall) [LPA]	17

**Top Companies hiring for Ops & SCM:** AB InBev, Amway, Godrej Consumers, ITC, Nestle, PepsiCo, Asian Paints, Whirlpool, Siemens, RPG, Jindal, Titan, Welspun etc.

## Shailesh J Mehta School of Management, Indian Institute of Technology Mumbai

City / State / Country	Mumbai, Maharashtra
Program Name	M. Mgmt.
NIRF Rank 2018	5
% Students placed in Ops & SCM	20%
Average Salary (Ops & SCM) [LPA]	-
Average Salary (Overall) [LPA]	17.63
Median Salary (Overall) [LPA]	-

**Top Companies hiring for Ops & SCM:** Cummins, IOCL, Piramal Glass, Tata Motors, Whirlpool, Avery Dennison

**Indian Institute of Technology, Kharagpur**

City / State / Country	Kharagpur, West Bengal
Program Name	MBA
NIRF Rank 2018	7
% Students placed in Ops & SCM	17%
Average Salary (Ops & SCM) [LPA]	-
Average Salary (Overall) [LPA]	16.29
Median Salary (Overall) [LPA]	14.76
<b>Top Companies hiring for Ops &amp; SCM:</b>	
Recruiter list is not available	

**Indian Institute of Management, Calcutta**

City / State / Country	Kolkata, West Bengal
Program Name	PGP
NIRF Rank 2018	3
% Students placed in Ops & SCM	12%
Average Salary (Ops & SCM) [LPA]	29
Average Salary (Overall) [LPA]	24.2
Median Salary (Overall) [LPA]	22
<b>Top Companies hiring for Ops &amp; SCM:</b>	
Recruiter list is not available	

**Indian Institute of Technology Delhi**

City / State / Country	New Delhi, Delhi
Program Name	MBA
NIRF Rank 2018	8
% Students placed in Ops & SCM	20%
Average Salary (Ops & SCM) [LPA]	-
Average Salary (Overall) [LPA]	16.54
Median Salary (Overall) [LPA]	-
<b>Top Companies hiring for Ops &amp; SCM:</b>	
Recruiter list is not available	

**SP Jain Institute of Management & Research, Mumbai**

City / State / Country	Mumbai, Maharashtra
Program Name	PGDM
NIRF Rank 2018	19
% Students placed in Ops & SCM	Not Available
Average Salary (Ops & SCM) [LPA]	-
Average Salary (Overall) [LPA]	22.24
Median Salary (Overall) [LPA]	21.25
<b>Top Companies hiring for Ops &amp; SCM:</b>	
Recruiter list is not available	

**Management Development Institute, Gurgaon**

City / State / Country	Gurgaon, Haryana
Program Name	PGPM & PGP-IM
NIRF Rank 2018	12
% Students placed in Ops & SCM	19%
Average Salary (Ops & SCM) [LPA]	-
Average Salary (Overall) [LPA]	19.35
Median Salary (Overall) [LPA]	18.39

**Top Companies hiring for Ops & SCM:** Ashok Leyland, Tata Motors, Sterlite, L&T, Tata Steel, Vedanta, Ecom Express, Maruti Suzuki, Tata Sky, HCL, IBM IT, Newgen

**Faculty of Management Studies, University of Delhi**

City / State / Country	New Delhi, Delhi
Program Name	MBA
NIRF Rank 2018	Not Ranked
% Students placed in Ops & SCM	10%
Average Salary (Ops & SCM) [LPA]	-
Average Salary (Overall) [LPA]	21.1
Median Salary (Overall) [LPA]	20.5

**Top Companies hiring for Ops & SCM:** Ab-InBev, Amazon, Flipkart, Nestaway, OfBusiness, Paytm, Swiggy, TCS, Uber, Wipro

**Great Lakes Institute of Management, Chennai**

City / State / Country	Chennai, Tamil Nadu
Program Name	PGDM
NIRF Rank 2018	16
% Students placed in Ops & SCM	29%
Average Salary (Ops & SCM) [LPA]	-
Average Salary (Overall) [LPA]	9.3
Median Salary (Overall) [LPA]	9

**Top Companies hiring for Ops & SCM:** Daimler, Hero Motocorp, Lynk Logistics, NinjaCart, Shopclues, Shriram Properties

**Indian Institute of Technology Madras**

City / State / Country	Chennai, Tamil Nadu
Program Name	MBA
NIRF Rank 2018	Not Ranked
% Students placed in Ops & SCM	13%
Average Salary (Ops & SCM) [LPA]	-
Average Salary (Overall) [LPA]	12.4
Median Salary (Overall) [LPA]	-

**Top Companies hiring for Ops & SCM:**  
Recruiter list is not available

**Indian Institute of Management, Kashipur**

City / State / Country	Kashipur, Uttarakhand
Program Name	PGP
NIRF Rank 2018	20
% Students placed in Ops & SCM	15%
Average Salary (Ops & SCM) [LPA]	-
Average Salary (Overall) [LPA]	12.19
Median Salary (Overall) [LPA]	-
<b>Top Companies hiring for Ops &amp; SCM:</b> Bodycraft, Future Supply Chain, HDFC, IREDA, L&T, Wipro, Yes Bank	

**Indian Institute of Management, Jammu**

City / State / Country	Jammu, J&K
Program Name	PGP
NIRF Rank 2018	Not Ranked
% Students placed in Ops & SCM	17%
Average Salary (Ops & SCM) [LPA]	-
Average Salary (Overall) [LPA]	10.15
Median Salary (Overall) [LPA]	8
<b>Top Companies hiring for Ops &amp; SCM:</b> Recruiter list is not available	

**Indian Institute of Management, Ahmedabad**

City / State / Country	Ahmedabad, Gujarat
Program Name	PGP-FABM
NIRF Rank 2018	1
% Students placed in Ops & SCM	16%
Average Salary (Ops & SCM) [LPA]	15
Average Salary (Overall) [LPA]	13.88
Median Salary (Overall) [LPA]	13.82
<b>Top Companies hiring for Ops &amp; SCM:</b> Recruiter list is not available	

**Indian Institute of Technology Roorkee**

City / State / Country	Roorkee, Uttarakhand
Program Name	MBA
NIRF Rank 2018	9
% Students placed in Ops & SCM	10%
Average Salary (Ops & SCM) [LPA]	-
Average Salary (Overall) [LPA]	9.1
Median Salary (Overall) [LPA]	10
<b>Top Companies hiring for Ops &amp; SCM:</b> Recruiter list is not available	



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# Can Management education really transform lives and careers?

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Business Schools treat all students the same, regardless of education background, skill or knowledge levels. An engineer has more exposure to quantitative skills than a BBA or B.COM student. In turn, BBA students have more exposure to management subjects. Similarly, management programs don't consider that students may have differing English levels, general knowledge and other soft skills. At ITM Business School, we've been focused on solving these issues in our PGDM program. ITM has developed a unique, game-changing PGDM program, called ITM PGDM iConnect, which refocuses business education on practical knowhow, industry experience and professional development. The ITM PGDM iConnect program is an AICTE approved, 2 year, full-time post-graduate Diploma in Management.

The faculties at ITM Business School continuously redesign the ITM PGDM program, literally from the first day-first-class, right up to convocation. Starting with revising and re-designing all the subjects with a focus on the skill-sets students need for the next 10 years, to the unique 'iConnect Core', an extended industry internship, an integral part of the learning experience. Realizing that recruiters highly value attitude and aptitude, ITM has transformed pre-placement training into a 2 year long 300-hour training program called TALEWIND, that gives its students a competitive edge in final placements. ITM's philosophy in redesigning its PGDM program is "to build it backwards" according to Chairperson Dr. P.V. Ramana. "We've mapped the knowledge & skillsets our graduates will need over the next 5 to 10 years in their careers. These competencies have been built into the program, starting with specialization subjects, to the internship, professional development and business fundamentals taught as part of the foundation course".

### 8 Reasons why ITM's PGDM iConnect program is transforming students and their careers

**1. Get your basics right:** The ITM PGDM iConnect program starts with a Foundation Course, which helps students from different graduate streams get caught up on the basic subjects required of all management students. From quantitative techniques to accounting and finance, the foundation course makes getting up-to-speed easy.

**2. Become a Specialist:** Students choose their specializations in the first year itself. This enables ITM faculties to deliver more specialization subjects than a standard PGDM program. This is essential, as the required knowledge in each field is vast, and students can become specialists in their chosen field.

**3. Get real industry experience:** 2-month summer projects are old-school. The ITM PGDM iConnect features a 5 month full-time, paid industry internship. Students get hands-on work experience in top companies, handling business operations, strategy and research projects. Aided by faculty mentors, teams of students work and learn directly from industry. Many students get a PPO (Pre-placement Offer) from their internship companies.

**4. Evolve into a professional:** Over 200 hours of personal and professional development coursework are integrated throughout the 2 year program. This innovative course combines essential hard skills, general knowledge and soft skills to help students become articulate, knowledgeable and confident professionals. It culminates in intensive pre-placement training, to help students succeed in final placements.

**5. Awaken your Inner Human:** Social responsibility is not just a feel-good thing at ITM, we take CSR and ISR very seriously. That's why every student takes up a one month NGO project, working directly to support social causes and understanding how charitable organizations work and how their work changes the lives of millions.

**6. Focus on What Matters:** ITM faculties take up the challenging task of constantly revising and enriching the courses delivered in the ITM PGDM program. Each year, they review the state of various industries and the global economy and change course content to focus on what matters to business professionals today.

**7. Start your career with the best companies:** Over 650 companies visit ITM's campuses each year for final placements. Some of India's biggest companies, and even global giants are regular campus recruiters. With the best brands and challenging job profiles on offer, ITM students get a wide choice of career starts.

**ITM Business School 2016 placements: Highest package: Rs. 15 lacs pa Average: Rs. 7 lacs pa**

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**Indian Institute of Management, Udaipur**

City / State / Country	Udaipur, Rajasthan
Program Name	PGP
NIRF Rank 2018	13
% Students placed in Ops & SCM	23%
Average Salary (Ops & SCM) [LPA]	-
Average Salary (Overall) [LPA]	13.16
Median Salary (Overall) [LPA]	-
<b>Top Companies hiring for Ops &amp; SCM:</b> Recruiter list is not available	

**Indian Institute of Management, Raipur**

City / State / Country	Raipur, Chhattisgarh
Program Name	PGP
NIRF Rank 2018	21
% Students placed in Ops & SCM	23%
Average Salary (Ops & SCM) [LPA]	-
Average Salary (Overall) [LPA]	12.45
Median Salary (Overall) [LPA]	-
<b>Top Companies hiring for Ops &amp; SCM:</b> Accenture, Cholamandalam, Cognizant, Decathlon, APL Apollo, Blue Star, Indiamart, Infosys BPM, Mphasis, Mu Sigma, Rentomojo, VM Ware, Wipro	

**Great Lakes Institute of Management, Gurgaon**

City / State / Country	Gurgaon, Haryana
Program Name	PGPM
NIRF Rank 2018	Not Ranked
% Students placed in Ops & SCM	12%
Average Salary (Ops & SCM) [LPA]	-
Average Salary (Overall) [LPA]	11.14
Median Salary (Overall) [LPA]	10.5
<b>Top Companies hiring for Ops &amp; SCM:</b> Recruiter list is not available	

**Great Lakes Institute of Management, Gurgaon**

City / State / Country	Gurgaon, Haryana
Program Name	PGDM
NIRF Rank 2018	Not Ranked
% Students placed in Ops & SCM	17%
Average Salary (Ops & SCM) [LPA]	-
Average Salary (Overall) [LPA]	9.2
Median Salary (Overall) [LPA]	9
<b>Top Companies hiring for Ops &amp; SCM:</b> Recruiter list is not available	

**Management Development Institute, Murshidabad**

City / State / Country	Murshidabad, West Bengal
Program Name	PGPM
NIRF Rank 2018	Not Ranked
% Students placed in Ops & SCM	15%
Average Salary (Ops & SCM) [LPA]	-
Average Salary (Overall) [LPA]	9.01
Median Salary (Overall) [LPA]	-
<b>Top Companies hiring for Ops &amp; SCM:</b> Recruiter list is not available	



IIM Raipur



IIM Udaipur

# Top B-Schools For Operations /Supply Chain Management/ Project Management: Global



MIT Sloan



University of Michigan



Carnegie Mellon University



Ohio State University

## MIT Sloan School of Business, Massachusetts Institute of Technology

City / State / Country	Cambridge, MA, USA
Program Name	MBA
FT Global MBA Ranking 2018	9
% Students placed in Ops/SCM/Prod functions	27.60%
Average Salary (Ops/SCM/Prod)	\$ 1,35,451
Median Salary (Ops/SCM/Prod)	\$ 1,35,000
Average Salary (Overall)	\$ 1,55,000
Median Salary (Overall)	\$ 1,82,500

## Stephen M. Ross School of Business, University of Michigan

City / State / Country	Ann Arbor, MI, USA
Program Name	MBA
FT Global MBA Ranking 2018	26
% Students placed in Ops/SCM/Prod functions	10.20%
Average Salary (Ops/SCM/Prod)	\$ 1,27,530
Median Salary (Ops/SCM/Prod)	\$ 1,30,000
Average Salary (Overall)	\$ 1,26,299
Median Salary (Overall)	\$ 1,25,000

## Tepper School of Business, Carnegie Mellon University

City / State / Country	Pittsburgh, PA, USA
Program Name	MBA
FT Global MBA Ranking 2018	40
% Students placed in Ops/SCM/Prod functions	12.17%
Average Salary (Ops/SCM/Prod)	\$ 1,23,093
Median Salary (Ops/SCM/Prod)	\$ 1,30,000
Average Salary (Overall)	\$ 1,20,283
Median Salary (Overall)	\$ 1,20,000

## W. P. Carey School of Business -Arizona State University

City / State / Country	Tempe, AZ, USA
Program Name	MBA
FT Global MBA Ranking 2018	51
% Students placed in Ops/SCM/Prod functions	25.60%
Average Salary (Ops/SCM/Prod)	-
Median Salary (Ops/SCM/Prod)	-
Average Salary (Overall)	\$ 1,00,000
Median Salary (Overall)	-

**Smeal College of Business, Pennsylvania State University - University Park**

City / State / Country	University Park, PA, USA
Program Name	MBA
FT Global MBA Ranking 2018	75
% Students placed in Ops/SCM/Prod functions	33.00%
Average Salary (Ops/SCM/Prod)	\$ 1,06,385
Median Salary (Ops/SCM/Prod)	\$ 1,00,000
Average Salary (Overall)	\$ 1,06,100
Median Salary (Overall)	\$ 1,05,000

**Eli Broad College of Business, Michigan State University**

City / State / Country	East Lansing, MI, USA
Program Name	MBA
FT Global MBA Ranking 2018	72
% Students placed in Ops/SCM/Prod functions	58.00%
Average Salary (Ops/SCM/Prod)	\$ 1,04,324
Median Salary (Ops/SCM/Prod)	-
Average Salary (Overall)	\$ 1,05,963
Median Salary (Overall)	\$ 1,02,000

**Max M. Fisher College of Business, Ohio State University**

City / State / Country	Columbus, OH, USA
Program Name	MBA
FT Global MBA Ranking 2018	68
% Students placed in Ops/SCM/Prod functions	15.00%
Average Salary (Ops/SCM/Prod)	\$ 96,500
Median Salary (Ops/SCM/Prod)	-
Average Salary (Overall)	\$ 97,626
Median Salary (Overall)	\$ 1,00,000

**Krannert Graduate School of Management, Purdue University**

City / State / Country	West Lafayette, IN, USA
Program Name	MBA
FT Global MBA Ranking 2018	55
% Students placed in Ops/SCM/Prod functions	39.00%
Average Salary (Ops/SCM/Prod)	\$ 96,073
Median Salary (Ops/SCM/Prod)	\$ 90,000
Average Salary (Overall)	\$ 91,491
Median Salary (Overall)	\$ 90,000

**Rutgers Business School-Newark and New Brunswick**

City / State / Country	Piscataway Township, NJ, USA
Program Name	MBA
FT Global MBA Ranking 2018	89
% Students placed in Ops/SCM/Prod functions	30.50%
Average Salary (Ops/SCM/Prod)	-
Median Salary (Ops/SCM/Prod)	-
Average Salary (Overall)	\$ 87,652
Median Salary (Overall)	\$ 90,000

**Michael G. Foster School of Business, University of Washington**

City / State / Country	Seattle, WA, USA
Program Name	MBA
FT Global MBA Ranking 2018	48
% Students placed in Ops/SCM/Prod functions	9.00%
Average Salary (Ops/SCM/Prod)	\$ 1,05,998
Median Salary (Ops/SCM/Prod)	-
Average Salary (Overall)	\$ 1,18,328
Median Salary (Overall)	\$ 1,20,000



### Scheller College of Business, Georgia Institute of Technology

City / State / Country	Atlanta, GA, USA
Program Name	MBA
FT Global MBA Ranking 2018	54
% Students placed in Ops/SCM/Prod functions	13.00%
Average Salary (Ops/SCM/Prod)	-
Median Salary (Ops/SCM/Prod)	-
Average Salary (Overall)	\$ 1,12,729
Median Salary (Overall)	-

### Judge Business School, University of Cambridge

City / State / Country	Cambridge, UK
Program Name	MBA
FT Global MBA Ranking 2018	13
% Students placed in Ops/SCM/Prod functions	8.00%
Average Salary (Ops/SCM/Prod)	-
Median Salary (Ops/SCM/Prod)	-
Average Salary (Overall)	€ 80,628
Median Salary (Overall)	-

### HEC Paris

City / State / Country	Jouy-en-Josas, France
Program Name	MBA
FT Global MBA Ranking 2018	21
% Students placed in Ops/SCM/Prod functions	14.00%
Average Salary (Ops/SCM/Prod)	-
Median Salary (Ops/SCM/Prod)	-
Average Salary (Overall)	\$ 1,01,400
Median Salary (Overall)	-

### Haslam College of Business, University of Tennessee

City / State / Country	Knoxville, TN, USA
Program Name	MBA
FT Global MBA Ranking 2018	Not Ranked
% Students placed in Ops/SCM/Prod functions	35.00%
Average Salary (Ops/SCM/Prod)	-
Median Salary (Ops/SCM/Prod)	-
Average Salary (Overall)	\$ 1,00,438
Median Salary (Overall)	-

### Schulich School of Business, York University

City / State / Country	North York, Ontario, Canada
Program Name	MBA
FT Global MBA Ranking 2018	Not Ranked
% Students placed in Ops/SCM/Prod functions	18.00%
Average Salary (Ops/SCM/Prod)	\$92,379
Median Salary (Ops/SCM/Prod)	\$88,000
Average Salary (Overall)	\$91,500
Median Salary (Overall)	-



HEC Paris



Cambridge



Schulich School of Business



Purdue University

# 'HR professionals must be fair and firm.'

... says, **Professor VASANTHI SRINIVASAN**, faculty at IIM Bangalore, who teaches the core course on Organisational Behaviour and Human Resources Management. In an interview with **Kalyani Majumdar**, Professor Vasanthi shares her learning and talks about her teaching experience in Indian and international B Schools.



## Tell us a bit about your academic journey and why did you choose HR as your area of specialisation?

After my graduation I was working for a not-for-profit organisation that was promoting blood donation in Bangalore. It was during this job that I realised that people can be such a source of making a difference in the life of a corporation. Also, as I interacted

with various professionals and HR people of different companies, it was then that I knew I wanted to work in HR. Someone at my work place had mentioned that XLRI is the place to study HR, and the next thing was for me to take the exam for XLRI. After completing my PGD in Personnel Management and Industrial Relations from XLRI, Jamshedpur, I went to work with Wipro and in some time I realised that one needed to specialise in HR as one couldn't just be a generalist. By then I had figured that my passion was in learning and development.

Also, I realised that to get into a role of corporate HRD, it required more in-depth understanding of the subject. So, I did a Fellow Programme in Management (PhD equivalent) from IIM Bangalore and I went back to consulting, but I also did a little bit of teaching. And when at IIMB my professor fell ill and I stepped in and that's how I ended up in academics.

## At present you are teaching HR at IIM Bangalore. What is it that excites you about teaching HR?

There is always something new

to learn while teaching and especially when you are teaching a subject like HR, that most people think is common sense, there is a certain excitement to see that "aha" moment in the class when you get the students to think differently about the subject. It is always exciting to help the students to discover that there is a science and an art to it.

HR is a very comprehensive subject with so many facets to it. It is about how to develop the human capital of the organisation for long term sustainability.

## You have also designed and delivered, Tanmatra: Women in Leadership. Tell us about that.

In 2013, when the Companies Act came into being where it states that the listed companies should have at least one woman on board, organisations were trying to find women leaders. So, the idea of designing a women in leadership programme came from there.

So, Tanmatra is a women in leadership programme and is aimed to build leadership competencies among senior women

leaders in business. So, what we have is a network of women from a variety of organisations who are nominated by their organisations to attend this programme.

The challenge is in creating leadership development programme that equip them with competencies that enable them to lead more effectively when they go back to their organisations.

### **What do you feel are the aspects of HR that has changed with the advent of digitisation?**

Digitisation is impacting the HR-function itself. We are always talking about transactional HR and transformational HR. Now with digitisation it is really going to make it easy for transactional HR. That's one space that is changing very quickly with automation.

In case of transformational HR as well a lot of AI, big data, analytics is coming in. So yes, both transactional and transformational HR is impacted. So, the question is, how much and how far should technology be integrated in everything? So, Tech versus Touch is the biggest debate that is going on across the world.

I think the sense that we are

Abroad, most of the students join MBA, because they are passionate about that subject and would like to invest their time in it. Also, the students who come for management programmes have many years of work experience, thus the level of engagement in the class and the extent of clarity in terms of their prior experience that they bring in and their willingness to engage with difficult problems is higher.

getting is that as tech increases, touch has to increase even more. Now, let's look at the role of a line manager in HR. As more and more departments use technology, the skills that are needed for running the new age technology are not available in the existing employees.

So, you need to up skill the existing employees, bring new talents from outside which means, all of these dynamics are changing with the line manager because they are responsible for ensuring that people are delivering the products or services every day.

So, the HR has to upskill itself but also up skill everybody else in the organisation.

For transformational HR more expertise will be needed in the future as automation and AI interventions increases. When the human and machine ratio changes with more machines and less humans we don't know what is the scope for the manager in such a situation, but we do know for sure that it will change in a big way.

### **Do you think MBA education and the present curriculum is ready to evolve and recalibrate itself because of digitisation?**

Before the student receives the training, the bigger question here is, are the industries and the faculties thinking about the implications of this change and ready to act on this methodically? I am not too sure that these conversations are happening.

Till the industries begin to share the positives and the negatives of automation and how they are coping with it, it is very difficult for the academics to know what is happening.

In the past two years there has been a flurry of excitement as

everyone is talking about robots, chat bots and machine learning, but we are not even getting enough insights from the industries, so that is where the real challenge is.

### **You were the Chair Professor for Corporate responsibility at the HHL Graduate School of Management Leipzig, Germany. How was the experience teaching there? Are there any major differences between teaching MBA in India and teaching MBA abroad?**

Yes, there is a big difference. So, while teaching in Germany, I observed that the motivation of the student is not just oriented towards marks and grades. Apart from that, they come prepared to class, they do their homework thoroughly, and they do their own research on the subject and get an insight and have an opinion. That is the major difference.

Opinion is one of the most critical point. You need to have an independent opinion as a professional. In India, the students are more worried about their grades and how the courses will look on their CVs, rather than the need to take the learnings from the course or to think how to apply it elsewhere.

Whereas, abroad, most of the students join MBA, because they are passionate about that subject and would like to invest their time in it. Also, the students who come for management programmes have many years of work experience, thus the level of engagement in the class and the extent of clarity in terms of their prior experience that they bring in and their willingness to engage with difficult problems is higher.

So, if you have never worked

in an organisation and you don't know what it looks like how would you be able to appreciate it in a classroom? That I think is the biggest difference.

Also, abroad the B Schools have more live projects, thus the overall study experience is more engaging.

### How important are live projects and industry sessions?

From a pedagogy perspective, management is an applied science and therefore you learn through application, thus whether it is case studies or classroom discussions, whether it is participation in a simulation, whether it is role playing and so on, it has to have a strong application orientation. And therefore, all of us need to use a combination of methodologies for it to be successful.

### Many students can't decide which field to choose in the second year of their MBA programme. Any suggestion on how to decide?

You must have a little bit of work experience before you apply to a B School, and the reason is because at least then, you would know what you don't want.

It is a myth that if you are in HR, you have to be nice and friendly. That is absolutely a wrong notion that people have. That is the biggest myth that is going around.

New technologies are arriving and the HR needs to know the implications of those. You need to have an understanding of the marketing function because a large part of HR is about branding. So this notion that you have to be soft and loving people is a myth.

### Transactional HR

Transactional HR functions cover administrative activities such as documenting operational processes and maintaining employee records. Transactional HR activity is usually concerned with day-to-day dealings and is usually very narrow in scope and for relatively shorter duration. For example: processing the payroll, conducting appraisals, induction, etc. are all examples of transactional HR.

### Transformational HR

Transformational HR covers functions that are essential drivers in the process of transforming your organisation, putting significant time into future-focused activities such as talent management (ensuring the right people with the right skills will be available at the right time) and using tools such as the latest software and technology to better use the data available.

So, knowing what you don't want and what you don't like is very important. It is an advanced degree and not an under graduation degree. Thus, know exactly what you don't want!

Also, I have observed that some students select a subject because they prefer that professor. Students must keep in mind that there are some courses that are very critical and help them to be effective managers in the future, so, they should have those courses under their belt and ensure that they have covered them in the programme.

### What kind of aptitude and interests one should have to excel in HR?

There are few stereotypical things about the idea of HR that I think we need to re-examine carefully. First one is the belief that if you are not good in math you should choose HR. Honestly, there is a lot of number crunching in HR. Please if you are not liking numbers that should not be the reason for you to take HR.

Second myth is that if you are in HR, you have to be nice and friendly. That is absolutely a wrong notion that people have. That is the biggest myth that is going around. HR is about being fair and firm. Because you will be unpopular because you will have to say things that people don't want to hear. HR is in the business of helping business and to build a sustainable company. New technologies are arriving and the HR needs to know the implications of those.

You need to have an understanding of the marketing function because a large part of HR is about branding. So this notion that you have to be soft and loving people is a myth.

### Do you have any suggestions for MBA aspirants?

Keep an open mind and stay engaged don't treat it like a certificate as it is not just a degree. It is an application of your knowledge, skills and attitude in terms of how you are going to perform at work in the real world. It is an appreciation and is not an undergraduate class and therefore the degree of application will seriously determine what you take away from the programme. Also, learning through peers is very important.

The programme brings in students from diverse backgrounds in the classroom but the question is, are you learning from them? **A**

# 'Overall consistency in your performance really counts'

...says, **WALES DSOUZA**, First Year, MBA student at XLRI Jamshedpur. In conversation with **Kalyani Majumdar**, Wales shares his insightful suggestions for MBA aspirants and his learning at XLRI so far.



## Was doing an MBA always on your mind?

After completing my graduation in Mechanical Engineering from Don Bosco Institute of Technology, I started working with Jacobs Engineering as a Design Engineer. I worked with them for almost two years. So, right after engineering, I was already evaluating my next career path. I was not sure whether to pursue M Tech or an MBA. I think my work experience helped me to decide on that aspect. My work profile enabled me to interact with many professionals from the tech-based companies and these also included sales managers, regional managers and also design engineers. I soon realised that MBA would help me to achieve my long term goals. That is why I decided to go

for it. So, apart from CAT I also took XAT and that gave me the interview for XLRI. Now, I am pursuing my MBA in Human Resource Management from XLRI Jamshedpur.

## Tell us about your XAT experience?

I was working and simultaneously preparing for CAT and XAT. Here I must add that since I was working on multiple projects it required me to time my activities really well and that is something that taught me time management. In a way it helped me during taking tests, wherein time management becomes an important factor. Initially, I followed a preparation strategy of solving questions at home. Since I was working, so I could not attend classes on weekdays, but I ensured that I attended the weekend classes. The IMS booklets really helped. At that stage of my preparation I had not started to give mock tests, yet. During the weekdays I would come home and practise on the questions and I would brush up on the concepts. So, after that when I started giving mocks and used the analysis provided by IMS SIMCATs, I was able to identify where all I lacked. I was able to identify, the areas that I knew I could improve upon. So, the mock tests really helped me to focus on the areas that I

was not good at. I got through XAT.

## What are your strengths and weaknesses?

A strength that really helped me particularly in my preparation for the tests is that I stayed determined all the time. Setbacks don't deter me! So, I always design an objective approach of doing things so even after giving CAT I stayed focussed and I continued working on preparing for XAT. One of my weaknesses would be that my reading speed is not very good. As an engineer I never really spent much time reading long form articles and so on. But then I started reading newspapers on a regular basis. So, when I was travelling I would read articles. This is how I increased my reading speed and turned one of my weaknesses into strength. So, this skill addition again helped me in my XAT.

## How did mock tests help you in your test preparations?

Sitting for mock tests definitely helped me, as one of the key aspects of these tests is the mental preparation as well as physically preparing for CAT and XAT. Sitting for long hours going through that rigour, requires a lot of practise, you just cannot do it in one go. Sitting for mocks, highlighted what are the key



challenges that CAT or XAT could be presenting on the day of the tests, and how I can strategise my approach and dynamically improve my test strategies. Also, mock tests really helped me to identify the set of questions that I am wasting my time on, and also it gave me an understanding of my strengths in terms of the questions that I could quickly finish and the sections that I have a higher level of accuracy in answering. So, all that helped me to design my test-taking strategy.

### How did you approach the XAT on D-Day?

On the D-day for XAT I tried to stay calm I did not really stress myself. I did not treat it like the actual test day. I just treated it like one of my mock tests. I went with a calm mind to the test centre, and solved whatever I could. I did not waste my time on the questions that I couldn't solve and the results fortunately turned out good for me.

### How was your GD and PI experience at XLRI?

People with work experience usually should know about some of the common terms that are associated with HR, for instance, gratuity, probation and its terms and policies, and so on. So, while gauging the interest level of the candidate in HR, the interviewers often focus on these questions, during the interview session. HR is a broad subject; however, the students are

usually familiar with these basic terminologies. During my interview it was more like a debate, wherein I was holding my ground and the interviewer was trying to make his point. In the end they seemed pretty convinced with the solutions that I gave. In my interview I mentioned from my own experience of working in an organisation, that how HR played a role in making things more convenient for the employee. Thus, they want to see how you would use HR to add value to a company. My GD topic was, 'is automation killing jobs?' So, the interviewer wanted to see if the candidates can bring out a balanced argument for this topic. And, it went very smoothly for me. You have to be practical in your approach and bring in relevant points. They do look at your communication skills and how you behave. So, at XLRI, they see if someone is overly aggressive and is not letting others to express their views then they have a lesser chance of getting selected. Reading newspapers definitely helped me in my GD as I was able to come up with points very clearly. Overall it was a good experience.

### What are the important points one must remember before going for a PI?

So, while going for a personal interview it is important you should remain calm and confident. Always, remember that, one wrong answer does not really deter your chances and one good answer does not increase your chances. It is the overall consistency in your performance that really counts. They look at your overall competence. You just need to be true to yourself. Know your facts and try to maintain fluency while you speak, and stay humble. It goes a long way.

### What are the important points that one must remember while preparing for CAT or XAT?

Anyone who is preparing for CAT or XAT, must continue to work hard and

taking feedback is very important and whatever feedbacks you are getting try to take one feedback at a time and try to utilise it in your next mock test, and try to make the improvements in that front. Even if your mock test scores are not good don't be disappointed by that, keep working and eventually things will turn up good. Don't lay your eggs in one basket. My CAT results were not exceptional, but my XAT was really good. So, try to give multiple tests since the syllabus is more or less the same and just stay focussed. Keep giving mock GDs and PIs. IMS had put us through a lot of GDs. There were many PIs that they had scheduled for us as well. So, I would suggest that if you treat the actual GD and PI as mock then it will help you to remain calm and help you to perform well in your actual GD and PI rounds.

### What according to you are some of the benefits of studying at XLRI, Jamshedpur?

I am very happy that I got selected at XLRI and that too in HR, as it is their flagship programme and that is why I decided to go for it. The best benefit of studying at XLRI is the connection that students have with each other. The juniors and seniors bond very well. Students have a lot of support from their seniors and their alumni. This will always be a strong point for this campus. Regarding the campus life it is a very unique experience.

Everyday you get to do something new. Everyday it's a new experience. People help each other out and that is something that I really cherish over here. Being at XLRI has helped me to develop business acumen and how to look at problems from different perspectives. Apart from that there are exams every alternate days and that really helps you to stay on your toes and remain focussed and gets you out of your comfort zone. That is something I feel has helped me a lot in my personal growth. **A**

My CAT results were not exceptional, but my XAT was really good. So, try to give multiple tests since the syllabus is more or less the same and just stay focussed. Keep giving mock GDs and PIs.

IMS had put us through a lot of GDs. There were many PIs that they had scheduled for us as well.

# 'Working in IR is vital for a holistic HR experience.'

This is what **VIGNESH VS**, Factory Personnel Manager at ITC and an alumnus of TISS feels. In conversation with **Kalyani Majumdar**, Vignesh talks about the exciting field of HR and his job responsibilities, along with some important suggestions for MBA aspirants.



## Tell us about your career trajectory until your MBA.

I did a B Tech from Vellore Institute of Technology. Right from the start of my engineering I wanted to go for Masters, but by the end of my second year I was not sure whether to go for MBA or M Tech. After engineering I started working for Accenture as a Software Engineer. After clearing CAT and also TISSNET I was introspecting which is the area wherein I would like to specialise in. I didn't want to decide on it after finishing a year

in a B School. I wanted to figure out the area of specialisation that I wanted to pursue right from the start.

So, I was evaluating my strengths and weaknesses and I felt that somewhere I was more comfortable working with people. Although I was a software engineer, I was always involved in employment engagement activities and I was one of the first volunteer for many cultural fests etc., while I was working at Accenture.

I somehow felt that I was good with human engagement so I thought perhaps I should pursue HR.

Career wise also when I got selected in TISS, I thought since it is one of the top B schools for HR, I should go for it.

## Tell us a bit about your experience of studying at TISS.

My experience at TISS was really fantastic. Now, looking back, I feel that choosing TISS as my MBA destination was the best decision I could take for my career, and not the other B Schools that I had as options. I was also selected at IIM Trichy and IIM Ranchi, but I

had already taken the decision to pursue HR. And, I am so glad that I chose HR as my specialisation.

So, at TISS, the campus life is excellent and when you talk about the fieldwork internships, I think TISS is perhaps one of the best and it is also one of the strongest points for TISS. In field internships at TISS you get a feel of almost six different industries. So, you have four corporate internships, one summer internship and one NGO experience as part of the internships.

Right from the first semester they send you for field work internships and that is where the main learning actually happened for me.

It is one thing to study theories and case studies in the classroom, but quite another experience to really get exposed to corporate environment and that too right from the first semester.

I went to NSE for my first internship and apart from looking at the scenarios from the HR perspective you also get a clear understanding of the different industrial experience that you get exposed to. So, my first exposure was in the banking domain and

then my second internship was with VE Commercial Vehicles in the area of Industrial Relations. My summer internship was with ITC through which I got a placement offer. Then I had an internship with Unilever and then Aon Hewitt. So, it gave me a very well balanced understanding of different industries and aspects of HR and business functioning.

### **You are also involved in campus recruitment for ITC. How does it feel to be on the other side of the interview table?**

I really have to give credit to ITC for giving me this opportunity to be a part of their recruitment team that goes to the campuses.

Now, when I go back to these campuses for recruitment, the pressure is of next level. I have gone to TISS as well as to IIFT and I feel the pressure is on you.

So, I feel the same pressure that I felt when I was a student and sat for those interviews. Campuses like TISS where you have the placements happening in a single day is even more stressful for the recruiters as, this is where five different companies sit at the same

time and fight for talent. It is like each interview goes on for around 5 to 10 minutes and within that you have to take a call.

You have to evaluate whether this candidate is really suitable. You need as much data as possible on the candidate, right from the GD that happens prior to one day we start jotting down certain characteristics of the candidate. And the final interview is just a confirmation, that you are a true-fit for ITC.

### **How should one prepare for the tests and PI for TISS?**

So, at TISS, the Quant and Verbal portions are fine but TISSNET gives a lot of importance to the general knowledge section. For an aspirant who has seriously prepared for CAT the Quant and Verbal portions of the test should be easy.

Apart from the other sections, you must give enough time to prepare for GK as it has a lot of weightage here at TISS. I remember I had to prepare separately for GK. I remember going through all sorts of books on GK that exists.

There is a written test as well. In the PI round I was asked questions mostly about why do I want to pursue HR and why did I choose TISS as my MBA destination.

Apart from that they ask questions on social issues. So, I was asked to talk about a social issue from my hometown. This was something unique at TISS. The rest of the interview was mostly about questions regarding my work at Accenture.

### **What kind of impact do you feel automation is having on HR?**

Every new technology is being frowned upon for some time. Even during the Industrial Revolution

many people were against it. So, right now that is what is happening with AI, automation and machine learning. Technological development will keep happening. I feel that the end result would be that the HR will be able to do their job more efficiently with the support of automation.

I think people should not be so worried about being replaced by automation as at the end of the day you still cannot replace human experience, emotions and touch with machines, or AI or data analytics. How much can it talk about human emotions?

### **You are now working with ITC. What does it entail?**

At ITC the experience has been fantastic. I am the Factory Personnel Manager in ITC and I am looking after a tobacco processing plant in Andhra Pradesh. The plant is in a remote area.

The learning has been tremendous. Ask any HR professional and they will always say that working in Industrial Relations (IR), is extremely important for a holistic HR experience.

This is the backbone of what we see as HR today. It is a manufacturing unit, here there are workers belonging to different categories. This is a hardcore HR role as compared to the kind of HR activity you see in banking sector or in the IT sector.

Here, one primary challenge is dealing with the unions. It is a multiple union setup and for any HR professional, if at all you get an opportunity to work in a manufacturing unit you will be seen as a person who has seen tough situations and circumstances.

For instance, over here any small issue can lead to a strike and

At TISS, the Quant and Verbal portions are fine but TISSNET gives a lot of importance to the general knowledge section.

For an aspirant who has seriously prepared for CAT the Quant and Verbal portions of the test should be easy. Compared to the other sections, GK has slightly higher weightage here at TISS. I remember I had to prepare separately for GK. I remember going through all sorts of books on GK that exists.

people can be highly aggressive in a factory set up, and agitations are common.

Tomorrow when I move up the corporate ladder I will be the HR professional who has first-hand experience of handling such situations. At present, my work responsibilities entail all areas with respect to humanised workforce. So, sometimes there are issues brought by multiple unions, there are grievances on the shop floor, we are also responsible for wage settlements with the factory workers. Providing medical facilities and maintain the security of the plant is also our responsibility. So, anything apart from the production process comes under the HR.

### Has MBA changed your approach to life and work?

Definitely, a big yes! Earlier I was a software developer, thus, I was an individual contributor. My interaction with other people was limited and I did not get the macro perspectives of a company or an industry. Definitely after MBA, the roles and responsibilities are really huge compared to an engineer. The exposure I have and the scope

Definitely after MBA, the roles and responsibilities are really huge compared to an engineer. The exposure I have and the scope of my work has also been large compared to what it was earlier and most importantly, I think I have become good at team management and that is something that has changed me a lot, compared to how I was in my pre MBA days.

I have developed leadership qualities after doing an MBA.

### What is Industrial Relations?

Industrial relations or employment relations is the multidisciplinary academic field that studies the employment relationship that is, the complex interrelations between employers and employees, labor/trade unions, employer organisations and the state. The newer name, “employment relations” is increasingly taking precedence because “industrial relations” is often seen to have relatively narrow connotations. Nevertheless, industrial relations has frequently been concerned with employment relationships in the broadest sense, including “non-industrial” employment relationships.

of my work has also been large compared to what it was earlier and most importantly, I think I have become good at team management and that is something that has changed me a lot, compared to how I was in my pre-MBA days. Now, I am not just responsible for my contributions, but I am also responsible for other people and their contributions.

I have developed leadership qualities after doing an MBA. I have learned how to engage the team members more effectively and extract maximum out of them. I have understood the value of ownership.

### What do you think of management education in general? Do you think we should incorporate more live projects?

Case studies are important, but real world exposure is something that actually adds value to your management education. Now, apart from summer internships

many campuses are offering winter projects as well. Apart from that, the good news is that more and more B Schools in India are including live projects, in their course programme. Unfortunately these are only limited to the top B Schools.

So, yes there are many B Schools that are giving only summer internships and I feel they should include more live projects in their curriculum.

Practically, being part of an organisation and getting a feel of its functioning is a must. I feel all B schools need more industrial experts apart from case studies and theoretical learning.

### Any suggestions for the MBA aspirants?

Competition is really tough so prepare well. I don't want to discourage anyone but one must have a realistic goal in front of them when it comes to clearing CAT. There are people that have given CAT for more than 6 times, without getting success, for them it is alright to step back and re evaluate their goals. You must ask yourself the real reason that why you want to get into a B School, is it because of the pay package or are you really passionate about having a career in managerial and leadership roles? And, answer honestly. Sometimes an MBA aspirant gets swayed by the placement figures of a particular B School, even if it does not fit their career goals. This should be avoided. Lastly, do your due diligence properly before choosing your B school and the best way to do that is to get in touch with the current students from the particular B School to get the right picture and see if it is a good fit for your career goals. **A**



# Top B-Schools For Human Resources Management: India



XLRI, Jamshedpur



MDI Gurgaon



IIM Ranchi



Xavier University

## XLRI - Xavier School of Management

City / State / Country	Jamshedpur, Jharkhand
Program Name	PGDM-HRM
NIRF Rank 2018	10
% Students placed in HRM	100%
Average Salary (HRM) [LPA]	-
Average Salary (Overall) [LPA]	20.1
Median Salary (Overall) [LPA]	21

### Top Companies hiring for Ops & SCM:

Recruiter list is not available

## Management Development Institute, Gurgaon

City / State / Country	Gurgaon, Haryana
Program Name	PGP-HRM
NIRF Rank 2018	12
% Students placed in HRM	100%
Average Salary (HRM) [LPA]	19.15
Average Salary (Overall) [LPA]	-
Median Salary (Overall) [LPA]	18.15

### Top Companies hiring for Ops & SCM:

Recruiter list is not available





### Tata Institute of Social Sciences, Mumbai

City / State / Country	Mumbai, Maharashtra
Program Name	MA – HRM&LR
NIRF Rank 2018	Not Ranked
% Students placed in HRM	100%
Average Salary (HRM) [LPA]	18.77
Average Salary (Overall) [LPA]	-
Median Salary (Overall) [LPA]	18.5
<b>Top Companies hiring for Ops &amp; SCM:</b>	
Recruiter list is not available	

### Indian Institute of Management, Ranchi

City / State / Country	Ranchi, Jharkhand
Program Name	PGDHRM
NIRF Rank 2018	40
% Students placed in HRM	100%
Average Salary (HRM) [LPA]	14.67
Average Salary (Overall) [LPA]	-
Median Salary (Overall) [LPA]	13.5
<b>Top Companies hiring for Ops &amp; SCM:</b>	
Recruiter list is not available	

### Xavier University, Bhubaneswar

City / State / Country	Bhubaneswar, Odisha
Program Name	MBA-HRM
NIRF Rank 2018	36
% Students placed in HRM	100%
Average Salary (HRM) [LPA]	11.88
Average Salary (Overall) [LPA]	-
Median Salary (Overall) [LPA]	11.12
<b>Top Companies hiring for Ops &amp; SCM:</b>	
Recruiter list is not available	

### International Management Institute

City / State / Country	New Delhi, Delhi
Program Name	PGDM-HRM
NIRF Rank 2018	25
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Average Salary (Overall) [LPA]	-
Median Salary (Overall) [LPA]	9.61
<b>Top Companies hiring for Ops &amp; SCM:</b>	
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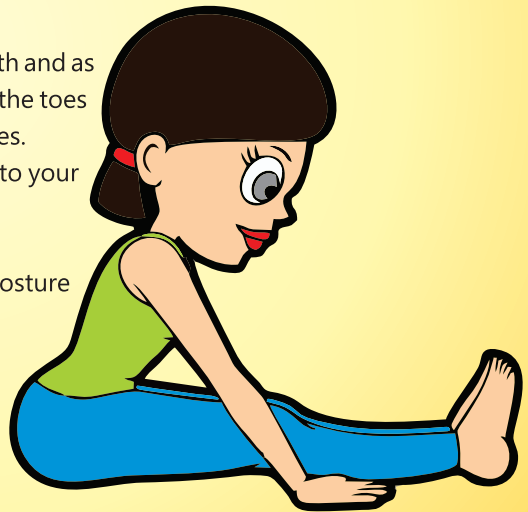
# Cultivate humility with Paschimottanasana

- Kalyani Majumdar

While we all know the importance of confidence when facing the world, many forget the value of humility and its role in finding success in life. It is not only a quality that one should have when sitting for an interview but it is a trait that can help you to have a successful career in the long term. Humility brings self-awareness that helps one to learn and grow. Regular practise of Paschimottanasana (seated forward bend) can help you to develop humility. While Paschimottanasana seems like an easy pose, it requires a lot of patience to perfect it. To go deeper into the asana you must approach it passively, not aggressively and surrender to the pose, only then you will experience inner peace and focus in this yoga asana.

## GETTING INTO THE ASANA:

- Sit on your mat with your legs together by stretching in front of you.
- Make sure that your head, neck and spine are straight.
- For beginners, you can roll one end of the mat and rest your buttocks on the edge. This will help you to bend forward with more ease.
- Place the palms on your respective knees and take a deep breath and as you exhale, bend your head and torso slowly forward to catch the toes with the thumb, index and middle fingers without bending knees.
- Take a deep breath and exhale slowly. Try to touch your head to your knees.
- Bend the arm and try to touch the elbow on the floor.
- Exhale completely and holding out your breath stay in this posture for a few seconds.
- After few seconds slowly return to your starting position.
- Breathe normally.



## BENEFITS OF THE ASANA:

- It acts as a stress reliever and removes anger and irritability.
- Reduces abdominal fat.
- Helps in developing humility and patience.
- Stretches the spine and brings flexibility.
- Good for constipation and digestive disorder.
- Tones the abdominal-pelvic

## REMEMBER:

This asana should be avoided by anyone with slip disc, sciatica, respiratory problems such as asthma, and ulcers.



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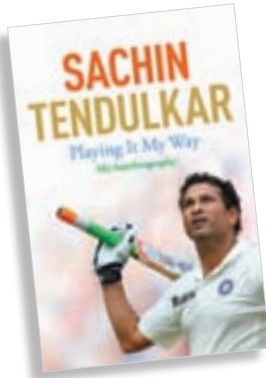
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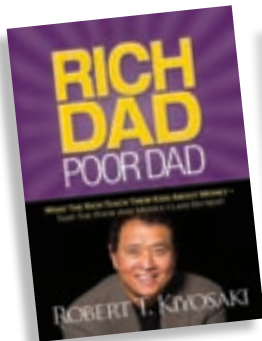


Since you're planning on doing your MBA, you need to be well read, and not just on current affairs. In this section, we offer you some choices of books that will broaden your perspective, and you will find that you will never be at a loss in a discussion!



**Title:** Playing It My Way: My Autobiography  
**Author:** Sachin Tendulkar, Boria Majumdar  
**Publisher:** Hachette India  
**Price:** ₹540  
**Genre:** Non-fiction/Autobiography

This is the much-awaited official autobiography of cricket's batting icon Sachin Tendulkar. Fans of the master-blower are treated to his memoirs as the batting legend discusses all aspects of his life that have not been shared previously. Beginning with his childhood, the book is a journey through the life of Sachin from the first time he lifted the bat to his last walk back to the pavilion. It covers his family, his first tour, his captaincy, the period that severely tested his career, about music: his second love, the highs and lows of his prolific career and the glorious World Cup triumph. While Sachin's life has been an open book, fans will get to know him better through this autobiography.



**Title:** Rich Dad Poor Dad  
**Author:** Robert T. Kiyosaki  
**Publisher:** Perseus Books Group  
**Price:** ₹239  
**Genre:** Non-Fiction/Finance

This life changing book has been a personal finance best seller for over a decade. It has changed the lives of many people and their perspective on money. The contents of this book tells the story of a young man, the author himself, being brought up by his natural father the conventional way - getting a job, saving every penny, working hard and climbing the corporate ladder. At the same time, he also had a "second father" who taught him a different way to view things and how to start from scratch and build his business into an empire.

The main point of this book is to educate oneself on personal finance, which is to learn how to become financially independent by making our money work hard for us instead of us working hard for money. It teaches us that how to turn situations and opportunities to our advantage and tells us that there is no need for us to work for another person (if we do not want to), in order to achieve our goals.



**Title:** Good Omens  
**Author:** Terry Pratchett and Neil Gaiman  
**Publisher:** HarperTorch  
**Price:** ₹457  
**Genre:** Fiction - Satire/Comedy

Written by two of the best authors of fantasy today, Good Omens is a brilliant satirical take on Armageddon. The end of the world is coming soon, but the angel Aziraphale and the demon Crowley are not quite supportive, as they have become accustomed to their lives on earth and are starting to have second thoughts about the whole Armageddon thing. Despite being mortal enemies, they decide to work together to help raise the antichrist, hoping that at the last moment, the antichrist might just not go through with it!

In Good Omens, Pratchett and Gaiman have created a satirical story that incorporates slapstick and out of the box humour while being largely cynical as well. The result is a surprisingly accurate account of human life across the world. A certain recommendation for book lovers, and a must read for everybody.

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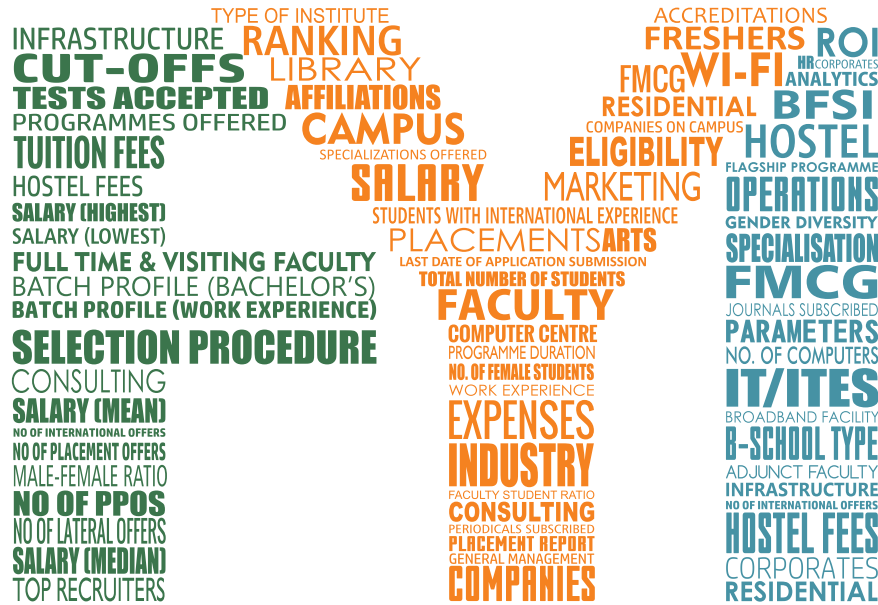


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