



From the Editor

Dear Readers

"Known is a drop, unknown is an ocean", getting this deep rooted in mind creates an urge to learn continuously. In a constantly changing environment, the willingness to learn and being flexible, makes one completely fit to survive in personal and professional life. If people are flexible enough to take what comes and willing to educate themselves on how best to adapt, then the future holds overwhelming surprises on their path. I wish everyone to have a great learning experience at every point of life.

I am pleased to present the first issue of our Newsletter *Impressions* for the academic year 2016-17.

Happy Reading!

**Ms. D. Arthi**

## Vision

We shall be a leader in education, training and consulting in management founded on a strong base of core values, holistic perspective and recognition of human dignity.

## Mission

We are committed to empowering young women become successful business leaders and entrepreneurs and enable these young women to lead their lives with professional will and personal humility coupled with knowledge, skill and competence.

## Message from Dean

I happened to go through an article in a magazine about the demographic dividend India has and the issues related to it. I thought, there is a need to look into these issues much closer for analysis. The much pampered demographic dividend now looks to be a double edged knife. With the dip in employment and the employability of today's youth, what way the so called demographic dividend can make India proud. Somebody asked why we are seeing our population as so many millions stomachs to feed and not as so many hands that can work. Very true, but the point to be noted is where to work and what kind of education is required to take up a decent employment. When engineers and Management graduates are placed in IT fields and Clerical jobs, where Under-graduates are more than enough to do the job, the quality of job becomes highly questionable.

Management education that is taught in the country has to undergo a phenomenal change, as it is becoming too irrelevant and not keeping in pace with the macro environmental factors of the world. Industries look for talents who can innovate and there by enjoy their confidence. It has become a matter of survival for both the industries and the management graduates. Hence students need to select a particular line of study at their initial stage and look out for suitable support systems that can enhance their talents. It is high time; institutions also de-weed their obsolete resources and curriculum so that as a major support system, institutions meet the needs of the industries and thereby develop a conducive eco-system for higher education in this country.

It is time to act.

**Dr. P. Sadhasivam**  
Dean



Faculty Team

## Welcome

GRG School of Management Studies welcomes the new faculty members to the team,

Dr. Savitha Nair, Associate Professor

Dr. K. Sudhamathi, Associate Professor

Ms. K.C. Aruna Devi, Assistant Professor

Ms. D. Arthi, Assistant Professor

Ms. P.B. Saranya, Assistant Professor

*"The most important thing in communication is to hear what is not being said"*

— Peter F. Drucker



### Candidate for International Accreditation

**Dr. P. Sadhasivam**, Dean and **Dr. R. Savitha**, Associate Professor & Champion, ACBSP Accreditation, participated in the Annual ACBSP conference on "Creating New Knowledge in the Classroom" held at Atlanta Marriott Marquis, Georgia, USA during June 17 – 20, 2016. During the conference they met the Mentor and discussed the way forward for ACBSP accreditation. Also, received the "Certificate of Candidacy" from Dr. Steve Parscale, Chief Accreditation Officer. They visited University of Toledo on 20<sup>th</sup> June, 2016 and had a meeting with Dr. Garry S. Insch, Dean, College of Business and Innovation, University of Toledo.



Receiving the Certificate of Candidacy from Dr. Steve Parscale, Chief Accreditation Officer



Meeting with Dr. Douglass Gilbert, Mentor, ACBSP



Interaction with Dr. Garry S. Insch, Dean, University of Toledo

### Chief Mentor's Corner

#### Our Chief Mentor, Prof. S. Balasubramanian

- Attended the AIMA Council meeting at Mumbai on 11<sup>th</sup> March 2016
- Attended Academic Council Meeting of the PSGRKCW, on 6<sup>th</sup> April 2016
- Attended CII Coimbatore Education Panel Meeting on 11<sup>th</sup> April 2016
- Attended AIMA Council Meeting at Bangalore on 3<sup>rd</sup> June 2016
- Addressed the faculty of PSG College of Arts and Science on "Curriculum and Pedagogy" on 16<sup>th</sup> July 2016

### Dean's Corner

#### Our Dean, Prof. P. Sadhasivam

- Attended Academic Council Meeting of the PSGR Krishnammal College for Women, on 6<sup>th</sup> April 2016.
- Attended CII Education Panel Meeting on 30<sup>th</sup> July 2016.

### Faculty Timeline

**Dr. N. Anitha**, Associate Professor was as a resource person for a session on "Innovation and Entrepreneurship", during the two days Entrepreneurship awareness programme organized by PSGRKC sponsored by DST on 1<sup>st</sup> & 15<sup>th</sup> March, 2016.

**Dr. S. Kavitha**, Associate Professor was the Chief Guest for the valedictory session of the Intercollegiate Management Meet "Arthasastra" organized by SNS college of Technology, Coimbatore on 9<sup>th</sup> March 2016.

As a part of Internal Faculty Seminar, **Dr. S. Suganya**, Assistant Professor delivered a Seminar on "Impact of Celebrity Endorsements on Brand Image" on 21<sup>st</sup> March 2016.

**Ms. Vandana Madhavkumar**, Assistant Professor, Research Scholar of **Dr. B. Sripirabaa**, Associate Professor, successfully defended her thesis at the Viva Voce examination held on 18<sup>th</sup> April 2016.

**Dr. B. Sripirabaa**, Associate Professor attended CMA Managing Committee Meeting on 11<sup>th</sup> April 2016.

**Dr. N. Anitha**, Associate Professor attended the one day faculty orientation programme organised by EDI Chennai on 20<sup>th</sup> April 2016 at Chennai EDI Campus.

**Ms. D. Sangeetha**, Assistant Professor, **Mr. M. Venkatesh Prabhu**, Assistant Professor, **Ms. M. Gowri**, Assistant Professor and **Dr. S. Suganya**, Assistant Professor they got relieved from their services in GRGSMS in the month of April 2016.

**Ms. S. Sathyapriya**, Assistant Professor has been the resource person in a three day workshop on "MIS and technicalities from CSR perspective for NGO representatives" organised by Karl Kuberl Institute for Development Education on 5<sup>th</sup> May 2016.

**Dr. B. Sripirabaa**, Associate Professor and **Dr. J. Anitha**, Associate Professor were resource persons in a one day workshop on Application of AMOS in Research, in KCT Business School, Coimbatore on 6<sup>th</sup> May 2016.

**Dr. R. Savitha**, Associate Professor attended the MBA Board of Studies meeting at Sardar Vallabhai Patel International Institute of Textile Management, Coimbatore on 27<sup>th</sup> May, 2016.



**Dr. N. Anitha**, Associate Professor attended the ICTACT Bridge one day programme on “Igniting Startup India” organised by ICT Academy of Tamilnadu, Chennai on 23<sup>rd</sup> June 2016 at Coimbatore.

**Dr. J. Anitha**, Associate Professor, **Dr. S. Kavitha**, Associate Professor, **Dr. R. Savitha Nair**, Associate Professor and **Ms. S. Sathyapriya**, Assistant Professor participated as a team in the Master Strategist Business Game organized by PSG Institute of Management during 14 - 15 July, 2016. They secured third place in the contest.

**Dr. B. Sripirabaa**, Associate Professor was the subject expert for the PhD viva voce of the scholar **Mr. K. Maharajan**, registered under Anna University at PSG Institute of Management, PSG College of Technology on 22<sup>nd</sup> July 2016.

**Prof. S. Balasubramanian**, Chief Mentor, **Dr. P. Sadhasivam**, Dean, **Dr. R. Savitha**, Associate Professor, **Dr. B. Sripirabaa**, Associate Professor and **Dr. Vandana Madhavkumar**, Assistant Professor attended CII members meet with the President of CII, Dr. Naushad Forbes at Hotel Vivanta by Taj Surya, Coimbatore on 28<sup>th</sup> July 2016.

**Dr. S. Kavitha**, Associate Professor has been recognized as a Guide for MPhil and PhD in Management by Bharathiar University.

**Dr. N. Anitha**, Associate Professor attended the TiE Education Entrepreneurship Summit organized by Forge Accelerator, Coimbatore on 30<sup>th</sup> July 2016.

**Prof. S. Balasubramanian**, Chief Mentor, **Dr. P. Sadhasivam**, Dean and **Dr. R. Savitha**, Associate Professor attended an International Conference on “Management Education: Looking beyond the Curriculum – What to teach and How to teach”, organised by XIME, Bangalore on 18th March 2016.

As a part of Internal Faculty Seminar, **Dr. S. Suganya**, Assistant Professor delivered a seminar on “Impact of Celebrity Endorsements on Brand Image” on 21st March 2016.

**Dr. N. Anitha**, Associate Professor attended the one day faculty orientation programme organised by EDI Chennai on 20<sup>th</sup> April 2016 at Chennai EDI Campus.

**Dr. N. Anitha**, Associate Professor attended the TiE Education Entrepreneurship Summit organized by Forge Accelerator, Coimbatore on 30<sup>th</sup> July 2016.

#### Student's Corner

- As a part of Environment Forum students conducted a contest 'Birds at your Backyard'. Participants captured pictures of birds with a camera spotted near their home or adjoining areas and presented it with details like the species' name, habitat, whether it is endangered or common and nesting habit on 2<sup>nd</sup> March 2016.
- Our II MBA Students participated in intercollegiate meet organised by Guruvayurappan Institute of Management and won the following prizes on 4<sup>th</sup> March 2016. Ms. N. Janani, Ms. V. Rangamala, Ms. M. Shanmugapriya and Ms. S. Veena won second prize in Best Management Team Contest; Ms. R. Deepika and Ms. P. Shunmathy won II Prize in Finance Contest; Ms. Anushree Prasad, Ms. C. Rashmi and Ms. P. Syalini won II Prize in Marketing Contest.
- International Women's Day was celebrated on 8<sup>th</sup> March 2016.

- Our students of I & II MBA participated in 'Arthashastra 2016', intercollegiate meet organized by SNS College of Engineering on 9<sup>th</sup> March 2016. Ms. K. Nandhini, Ms. Shweta Suresh, Ms. G. Tharanya and Ms. S. Gayathri of II MBA won second prize in Best Management Team Contest; Ms. V. Anjana and Ms. K. N. Dhivya of I MBA won First Prize in Business Quiz.
- Our students of II MBA participated in various contest of Exemplar 2016 organised by Hindhustan College of Arts and Science on 9<sup>th</sup> March 2016. Ms. C. Rashmi, Ms. Sneha Baid of II MBA won I place in Ad Zap Contest; Ms. Sonu, Ms. V. Indumathi and Ms. Yamuna of II MBA won I place in HR contest. II Place in Logistics contest was secured by Ms. Janani, Ms. V. Rangamala, Ms. M. Shanmugapriya and Ms. S. Veena.
- Our Students of II MBA Ms. N. Janani, and Ms. L. Sharmila participated and won I Prize in CEO Meet – Video Coverage Contest at 'Intellect 2016' on 11<sup>th</sup> March 2016 at SNS Rajalakshmi College of Arts and Science.
- Our Students of II MBA Ms. M. Abinaya and Ms. R. K. Sonika attended the phase III Advanced training programme sponsored by ICTACT - EDI, Chennai during 16 - 17 March 2016 at NGP Arts & Science College, Coimbatore.
- As a part of forum activity the students of Knowledge forum organized “Knowledge Hunt – an event to test the Management skills of the students” on 16<sup>th</sup> March, 2016. Our students of I & II MBA participated in 'Brilliance 2016' at Sri Ramakrishna Institute of Technology on 21<sup>st</sup> March 2016 and won following prizes. Ms. R. Deepika, Ms. P. Shunmathy, Ms. V. Rangamala, and Ms. S. Veena of II MBA won I Place in Adzap Contest; Ms. Padmaja of II MBA won I Place in Best Manager Award; Ms. Induja, Ms. Mohanalakshmi, Ms. Pangaiyaseelvi and Ms. Priyadharshini won II place in Innovative Idea Contest; Ms. Anushree Prasad won I Place in Wealth out of Waste contest.
- As a part of Health & Fitness forum, Mr. Saravan Krishnan, International Lifestyle Consultant and Ms. Chandra Varatharajan, a Certified Wellness Coach and Natural Health Professional conducted a session on “Active Lifestyle” on 23<sup>rd</sup> March, 2016.
- Shreyas Valediction was organised on 30<sup>th</sup> March, 2016. Mr. Aditya Pathy, Managing Partner, Rajshree Biosolutions LLP & Whole time Director, Lakshmi Mills delivered the valedictory address and distributed awards and prizes for the deserving students.
- A farewell party was organised by I MBA Students for our II MBA & PGDMFS students on 13<sup>th</sup> April 2016.
- A thanks giving party for faculty and staff of GRGSMS was organised by students of II MBA on 22<sup>nd</sup> April 2016.



Ms. S. Sanjanaa, II MBA receiving the Best Outgoing Student Award from the Chief Guest. Mr. Aditya Pathy..



### Paper Presentations

- **Dr. N. Anitha**, Associate Professor presented a paper on "Women Entrepreneurs in India - Performance, Challenges and Prospects"; **Ms. S. Sathyapriya**, Assistant Professor presented a paper on "A Study on the Impact of Intellectual Capital on Firms Financial Performance with respect to Pharmaceutical Sector in India" in the International Conference on 'Innovative Trends in Business Practices for Sustainable Development' on 4<sup>th</sup> March 2016.
- **Dr. P. Paramanandam**, Professor presented a paper on 'GRG Model of Transforming Organisational Culture for Change and Innovation'; Dr. R. Savitha, Associate Professor, presented a paper on "Bancassurance – Does the Banking back up Trigger Insurance Investor's Pulse?".
- **Dr. S. Kavitha**, Associate Professor, presented a paper on "Usage of Social Media in Business – A Conceptual study" at the International Conference on "3i Intelligence, Innovation, and Inclusion – Best Practices for Global Excellence" organised by Pondicherry University during 11- 12, March, 2016. Dr. R. Savitha won the "Best paper" and was honoured during the valediction with a certificate and cash prize. Also, the papers were published in conference proceedings with ISBN.
- **Dr. S. Suganya**, Assistant Professor and **Ms. M. Vandana Madhavkumar**, Assistant Professor presented their papers inabsentia at the International Conference on 3i - Intelligence, Innovation and Inclusion, organised by Pondicherry University on during 11-12 March, 2016. The papers were published in the conference proceedings with ISBN.

### Other News

- GRGSMS Faculty Annual Review meeting with our Founder Trustee was held on 8<sup>th</sup> March 2016.
- MBA Admissions interview for 2016 – 2018 batch was conducted on 10<sup>th</sup> March 2016.
- GRGSMS Board of Studies Meeting was held on 24<sup>th</sup> March 2016. The proposed MBA Curriculum & Syllabus for 2016 – 2018 was approved during the meeting by the members.



*Board of Studies Meeting*

- Our Chief Mentor Prof. S. Balasubramanian, formally inaugurated GRGSMS Campus Company "Magical Shades" on 28<sup>th</sup> March, 2016.
- An Interview was held on 28<sup>th</sup> March 2016 for selection of new faculty members.
- Annual Parents Teachers Meeting was held on 16<sup>th</sup> April 2016.
- ICSSR has sanctioned a grant-in-aid of Rs. 10,000,00 towards the research project proposal submitted by Dr. S. Kavitha, Associate Professor entitled "Influence of Social Media On Personality Development Among the Millennial in Coimbatore, Tamilnadu with special reference to Facebook and Whatsapp". Dr. N. Anitha, Associate Professor will be the co-investigator for the same.
- Dr. S. Kavitha, Associate Professor has been recognized as a Guide for MPhil and Ph.D in Management by Bharathiar University.
- A four day induction programme for the new faculty was conducted from 15<sup>th</sup> to 18<sup>th</sup> June 2016, co-ordinated by Dr. B. Sripirabaa, Associate Professor.
- The meeting of Academic Advisory Body was held on 6<sup>th</sup> July 2016.



*Academic Advisory Body Meeting*

- An external panel including Mr. O. A. Balasubramaniam, Managing Director, Roots Cast Pvt Ltd., Coimbatore, Dr. G. Ranganathan, Managing Director, Rover Components Ltd., Coimbatore and Dr. K. Chitra, Director, Department of Management Studies, Sri Ramakrishna Engineering College, Coimbatore conducted annual appraisal for faculty on 16<sup>th</sup> July, 2016.
- Prof. S. Balasubramanian, Chief Mentor, Dr. P. Sadhasivam, Dean, Dr. R. Savitha, Associate Professor, Dr. B. Sripirabaa, Associate Professor and Dr. Vandana Madhavkumar, Assistant Professor attended CII members meet with the President of CII, Dr. Naushad Forbes at Hotel Vivanta by Taj Surya, Coimbatore on 28<sup>th</sup> July 2016.



- Induction program was organized for the II MBA students on 11<sup>th</sup> July 2016 on the first day of their academic year as they stepped up to the final year after summer vacation.

#### CXO Talks / E-Talks / Guest Lectures

- As a Part of CXO talk Mr. P. K. Thiagarajan, President and fellow of Institution of Valuers delivered a talk on 12<sup>th</sup> March 2016.
- Mr. Vishnu Potty, Vice President, Cognizant Technology Solutions, delivered a CXO talk on 6<sup>th</sup> April 2016.
- Mr. C. M. Vijay Ramesh, Vice President – Exports, Roots Multiclean Ltd., delivered a guest lecture for the course Cross Cultural Appreciation for II MBA Students on 22<sup>nd</sup> April 2016.
- Mr. S. Muthuraman, Managing Director, Lakshmi Ceramics delivered an E-Talk on “Handling Risks – A Mantra for Success” on 28<sup>th</sup> March, 2016.
- Dr. Hema Krishnan, Professor of Strategy and Global Business, Xavier University, Cincinnati, Ohio, USA delivered a guest lecture on “Global Economic Environment: Trends and Implications for India” for the students of II MBA on 26<sup>th</sup> July 2016.



Guest Lecture by Dr. Hema Krishnan

#### Faculty Award

Dr. P. Paramanandam, Professor received the Best Faculty Award from GRG Trust on the 14<sup>th</sup> March, 2016.

#### Industry Visit

A group of 24 Students of I MBA, comprising wards of Dr. J. Anitha, Associate Professor, Dr. S. Kavitha Associate Professor, and Ms. Vandana Madhavkumar, Assistant Professor visited Elgi Ultra Industries, Coimbatore on 15<sup>th</sup> March, 2016.

#### Research Publications

- Dr. P. Paramanandam, Professor published a paper on "Locus of Control and Job Satisfaction among the Employees of a Shipyard" along with P.S.Shobita in *Management Today*, Volume 6, Issue 1, pp 19-24 (ISSN: 2230-9764).
- Dr. P. Paramanandam, Professor published a paper on "Job Satisfaction as a Predictor of Organisational Citizenship Behaviour" in *Srusti Management Review*, Vol.VIII, Issue II (ISSN 0974 - 4274).
- Dr. B. Sripirabaa, Associate Professor along with Ms. S. Priyanka, Research Scholar published a paper on "A Study on Assess The Impact of Career Growth Prospects On OCB Among Bank Employees" in *International Journal of Informative & Futuristic Research*, Vol. 3, Issue 6, ISSN: 2347-1697
- Ms. D. Arthi, Assistant Professor, published a paper on "Interaction effect of Age and Type of Family on Apparel's Post Purchase Dissonance of Working Women" in *Annals of Education*, Vol.2, Issue 1 (e-ISSN: 2455-6726) pg.no. 27-31
- Dr. P. Paramanandam, Professor along with Ms. K. Sangeetha, Research Scholar, published a paper on "Locus of Control and Employee Engagement among the Employees of Automobile Industry" in *GBAMS - Vidushi*, Vol 6 & 7 (1&2), (ISSN: 0974-6374).
- Dr. J. Anitha, Associate Professor along with Ms. Preetha F James, Assistant Professor, Bishop Appasamy College for Arts and Science have published an article on 'The impact of Emotional Demand and Job Demand on Emotional Exhaustion: A study on Sales executives of Automobile Showrooms' in *The IUP Journal of Organisational Behavior*, Vol XV, No2, April 2016.
- Dr. Vandana Madhavkumar, Assistant Professor published an article titled, "Job Attributes influencing Job Pursuit Intention of Gen Y MBA Students: Investigation" in *SCMS Journal of Indian Management*, Vol. XIII, Number 2, April-June 2016, ISSN 0973-3167.

"Strength does not come from physical capacity, It comes from an indomitable will"

-Mahathma Gandhi



### Day with Nature

Dr. J. Anitha, Associate Professor, Mr. M. Venkatesh Prabu, Assistant Professor and Dr. S. Suganya, Assistant Professor escorted 89 students of IMBA to an Organic farm in Pollachi on 19<sup>th</sup> March 2016.



*Day with Nature*

### Alumni Corner

- Thirty six alumni from GRGSMS, including internal alumni-faculty participated in the Mega Alumni Meet "PURPLES DAY OUT" organised by PSGR Krishnammal College for Women on 23rd July 2016.
- The Alumni Association Executive committee meeting was held on 12th July, 2016.
- Our Alumni Ms. Harsha Vimalchand of PGDBA 2008-09 batch and Ms. Uthra Karthic of MBA 2013-15 batch met Dr. P. Sadhasivam, Dean and Dr. R. Savitha, Associate Professor during their official visit to USA to attend the annual conference of ACBSP between June 17 – 20, 2016.



*Meeting with Alumni Ms. Harsha Vimalchand in USA*

*"Strength does not come from physical capacity,  
It comes from an indomitable will"*

*-Mahathma Gandhi*

### Management education and its relevance for coimbatore

Formal management education in our country is nearly six decades old. It was Pandit Jawaharlal Nehru's vision that helped establishment of the first Indian Institutes of Management in Ahmedabad and Calcutta in early 1960s. We have come a long way since then. Today, as per the list of approved colleges by All India Council for Technical Education (AICTE), we have over 4,500 institutions imparting management education. Over 50% of these are in just three States – former Andhra Pradesh, Maharashtra and Tamil Nadu.

There are over 70 institutions in Coimbatore alone which offer MBA/PGDM programmes. Probably there are more which we do not know about. Have these had any significant impact on industry and business in Coimbatore? This is a question that all of us need to ponder over.

The generations that followed the founders and promoters of this great city – Coimbatore - discovered that the world around them was changing at a furious pace. Technology was galloping, demographic profile was being redrawn, globalisation was turning a reality, and aspirations and expectations morphing into a complex web. It was this discovery that has resulted in more of these second, third, and fourth generation entrepreneurs seeking formal qualifications in management.

But to cater to these changing needs, should management education also not change? What an MBA graduate learnt in the 19060s and 1970s is no longer relevant today. We need industry and sector specific, domain specific knowledge and skills to be developed. We need cross cultural appreciation, cross functional expertise, and ability to get across our thoughts and ideas. The curriculum of MBA needs to adapt and change. Then, and only then, can management education survive and become relevant.

Coimbatore has a large cluster of small and medium enterprises. Associations such as CODISSIA, COINDIA, SIEMA and CPC are examples of organisations that serve the needs of these enterprises. Institutions imparting management education in Coimbatore need to design and develop programmes and courses that address the needs of these. Faculty of these institutions need to develop expertise that will help solve problems and issues faced by the SMEs. Students need to be actively encouraged to undertake projects specifically for finding creative and innovative solutions.

**Prof. S. Balasubramanian**  
Chef Mentor, GRG SMS.

*"Excellence is a continuous process and not an accident"*

*– Dr. A.P.J. Abdul Kalam*



## WWW

"What Went Wrong" simple yet most intense question that unravels all our weaknesses. Other day, I was little bewildered to find that Verizon took over Yahoo for a mere \$4.8 billion "What!!! You must be kidding me" that was my 1<sup>st</sup> thought; and another thought questioned me "Oh really, ok, when was the last time you logged into your Yahoo account?".. Yes that's when it hit me I haven't done that in a lifetime. I was so lost in Google I just forgot my 1<sup>st</sup> mail ID which was once my pride at age of 10. That's when the question popped up "what went wrong".

I started studying articles and case studies on that subject and the results I got were more of a valuable life lessons than just mere mistakes of a renowned company. The below are few

### 1. Bad investment = bad business:

"Yahoo" the dominant web portal of the 2000s had no effective competitors at that period. They miscalculated that they will be the top players in that field and never bothered to build a strong engineering culture: instead they focused more on advertisements and marketing. They made a terrible mistake with 3 acquisitions which turned out to be bad investments: Geocities (\$3.6 billion), Tumblr (\$1.1 billion), Broadcast.com (\$5.7 billion) all of which went downhill and got washed out eventually. It is one of the major loss Yahoo had to face. Think twice before you act always make smart investments which you know will always benefit you.

### 2. Never forget your roots:

Never ever forget where you came from and what took you there. Yahoo was so successful they were blind to all the upcoming competitors. They had the time and resources and an upper hand in changing the face of web history, but they never used that golden opportunity. They missed out on every chance of experimenting and bringing better version of their product; instead stuck to old one believing it's enough to sustain and got heavily beaten by Google and various other rookie companies. Yahoo mail lost to Gmail, Yahoo answers lost to Quora, Tumblr lost to Instagram. The latter weren't a new concept but a better version of what Yahoo has already offered. Never forget there is always room for improvement; if you don't, someone will.

### 3. Make smart decision:

One of the smartest investment Yahoo made was purchasing 40% shares of Alibaba.com (leading Chinese E-commerce Company). Alibaba is said to be worth \$200 billion which makes Yahoo's share worth \$80 billion. Yet again Yahoo made a horrible decision of selling the shares leaving only 15% percent with them though they profited few billions at that time the shares they sold is worth \$50 billion. Yes they do have \$30 billion at present but they could have certainly profited with the \$50 billion which might have even changed the fate of Yahoo.

### 4. Be a strong and a smart leader:

From Marissa Mayer to Terry Semel equally shoulders the misfortune Yahoo has faced through their lack of leadership and lack of ability to look for opportunities (though they presented it themselves, we'll talk about it later). If Marissa had made the worst decision of acquiring Tumblr to selling Alibaba shares, her successor Scott Thompson not only laid off 2000 employees during his tenure but also lied about his educational qualification. Lack of visionary leaders lead to the downfall of Yahoo. So if you want to be a good leader always see what's in front of you and beyond that.

### 5. Never miss an opportunity:

While talking about bad leadership we can't miss out Terry Semel who missed out on a golden opportunity. He made a disastrous move of not buying out Google when its founders Larry page and Sergey Brin were willing to sell it for just \$1 million (now I'm literally screaming inside "Why Terry why?!"). There he let go of a chance which could have been one of his strong alliance in ruling the web world (bad move Terry). And it doesn't end there: then came another offer from one of the giants "Microsoft"- offered to buy out Yahoo for \$40 billion - boom it hits again.. Yahoo just refused. Opportunity knocked the door not just once but twice yet Yahoo failed to make use of it. Never ever miss out on any opportunity you never know what it actually has to offer.

*S. Rubeni, Alumna, Class of 2013*

*General Administrator;*

*Ruby Matric Higher Secondary School.*

## Pep up Life

"Unusually interesting"

This is how I wish to describe life.

Ever wondered who you are? Now please do not list the bio-data details! I refer to the individual you are, the way you learn to appreciate the environment around you, your feelings and values. If *you have asked yourself* the above mentioned question, you would agree "UNDERSTANDING SELF" is top most priority.

Puzzled why this topic in a management newsletter.

To manage others we need to first manage us. Only when we are comfortable with ourselves and do what we like, our mind will move on to think of others. As we wakeup we should feel a sense of joy over the work we will be doing, and not crib. This is possible only when we do a job we are passionate about. To choose our passionate job, we must be aware of what appeals to our heart. So we need to take time to know us better. It is then we won't regret or compare with others.

*"Education is not the learning of facts,  
but the training of the mind to think"  
- Albert Einstein.*



Even if we think we know our passion now, in reality, are we able to go in pursuit of it? If so, yes, we would be able to do it through sacrifice and hard work. Ask anyone on the list of achievers, they would vouch for it. I have been awe struck by individuals who have a clear idea of what they want and I see it's this which gives them the confidence to face the world. If you are among the individuals, clueless about why you landed up a job which you are not ready for and not interested to learn too, then be aware that you are creating trouble for yourself and the organisation. As managers and members of top management, identifying such taints is important. A pool of passionate workforce, be it at home or organisation, substantially reduces managerial intervention. So current and future managers of work and home, make life easy by following your zeal and spreading the essence of being passionate about the work we take up. Contradicting isn't it !!! Pursuit of Passion involves hard work and sacrifice, which is not cakewalk.

Do you agree that, if you feel satisfied with your work, then you will feel happy and that will make your world a heaven and so life is easier. And the mantra for this is, "Feel passionate and take responsibility for the work you do and not for the results of the work". It is the time tested one, passed on over generations by the Bhagavath Geetha (Shloka 47, Chapter II) as follows,

कर्मण्येवाधिकारस्ते मा फलेषु कदाचन ।  
मा कर्मफलहेतुर्भूर्मा ते सङ्गोऽस्त्वकर्मणि ॥ 47 ॥  
karmaṇy-evādhikāras te mā phaleṣhu kadāchana  
mā karma-phala-hetur bhūr mā te saṅgo 'stvakarmaṇi

"You have a right to perform your prescribed duties, but you are not entitled to the fruits of your actions. Never consider yourself to be the cause of the results of your activities, nor be attached to inaction".

So devour every moment of life with delight! HAPPY LIVING!!

*M. Hema Sathya Kamala, Alumna, Class of 2000  
Managing Partner, Senthil Hospital LLP.*

### Why very few women on top management?

Is there a need to break the "Glass Ceiling"? There exists always a barrier to advancement in a profession, especially with women. Women hold only 12% of the total world's seat on the Boards. In today's corporate sector, the number of women at the entry level is 25 per cent due to lack of support from family and due to gender diversity, women get rejected during the recruitment stage itself. In the mid-level is 16 per cent and in the senior level, it is 4 per cent – McKinsey & Company. The desire of women to reach to the top declines to 60% over time, whereas for men it remains constant. The reason being, there is no supportive work environment to give women with a challenging task.

There is "Double Burden Syndrome" which is a hurdle for many women to stay at lower and middle-levels due to capacity to handle the pressure from Organisation and Family, Child care, Dependents etc.

UNESCO, reports that 29.9% of men had a bachelor's degree, while women had 30.2%. Development of women is halted due to lack in self-confidence, lack of having role model and because of their emotional and soft hearted nature which makes them unsuccessful to reach the peak. There is lack of support from their superiors because, male executives receive 10% higher competence ratings, where as female executives get their ratings from their peers as 14% lower than the entry level employees. There always exists a gender gap which keeps women from getting lower wages and promotions. Women now earn what men earned ten years ago. Global average annual earnings for women are 11K, compared to men's earnings of 21K.

There are five elements of gender inequalities that affect women from entering the workforce, they are decision making not in their hands, stereotyping by the society, tradition bound, lack of work-life balance and gender-based violence. The Industries where majority of women to work on the top management are Education and Social Welfare activities and Healthcare. In these industries there is one female manager for four males. Technology sector has been criticized predominantly for having majority of male employees and managers. Grant Thornton's research reveals that only 19 percent of senior technology positions are held by women in this field.

The solution for women to make it to the top management in the corporate world are by building confidence through mentoring, enhancing their network within the organisation and on discovering their key transition points, women can make their mark on the top. Support from family for women seeking to make a career will be encouraged by having organisational shifts for women without affecting their family life. Women's contributions and abilities and the organization's commitment to supporting their success to be recognised.

### Initiative by TATA Group

Cyrus Mistry, Chairman, TATA Group has started a Cross-Company mentoring programme. By identifying 300 potential women executives, who will be mentored by 180 CXO's and 35 CEO's of 45 group Companies. The main aim behind this programme is to have 1000 women leaders in the group companies and double the women workforce by the end of 2020.

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