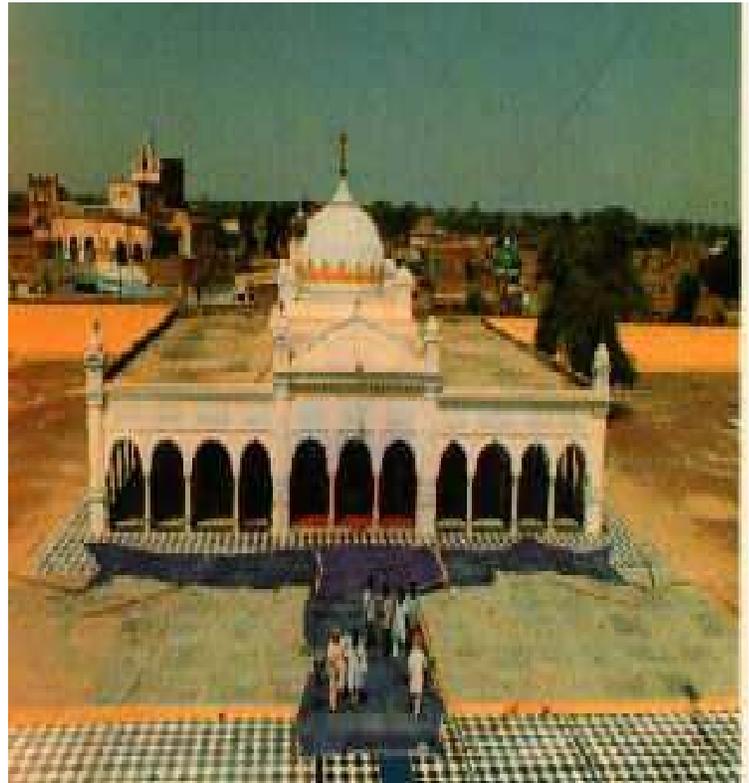




GNIMITES

e-Newsletter

December 2012



The 543rd anniversary of Guru Nanak Dev Ji was celebrated with great religious fervor, dedication and devotion on 29th Nov. 2012. Guru Nanak Devji, the first Guru of the Sikhs was the founder of Sikhism, a religion that is world renowned and has thousands of followers. Guru Nanak Jayanti is also about reliving his preaching and teachings that are quoted in the sacred Sikh scripture Guru Grant Sahib, the holy book in which hymns of Sikh Gurus are quoted.

Gurpurab actually refers to the anniversary festivities that revolve around the lives of 10 Sikh Gurus to mark the significant contributions towards Sikhism.

Career Development Cell:

Our students were selected by companies like Maharashtra State Power Generation Co. Ltd. (Mahagenco), Future Group, Pioneer Property Zone, Godrej & Boyce, CRISIL

Examinations:

- PGDM Sem-III result has been declared.
- MMS and Part Time Sem-III results have been compiled
- MMS-III and Part Time Sem-III University Examination are on 26th Nov, 29th Nov and 3rd December 2012 respectively.
- Part Time Sem-I exam will be held from 07th Dec to 16th Dec 2012.
- MMS Sem-I exam will be held from 10th Dec to 20th Dec 2012.
- E-MBA exams will be held on weekends from 02nd Dec to 16th Dec 2012.

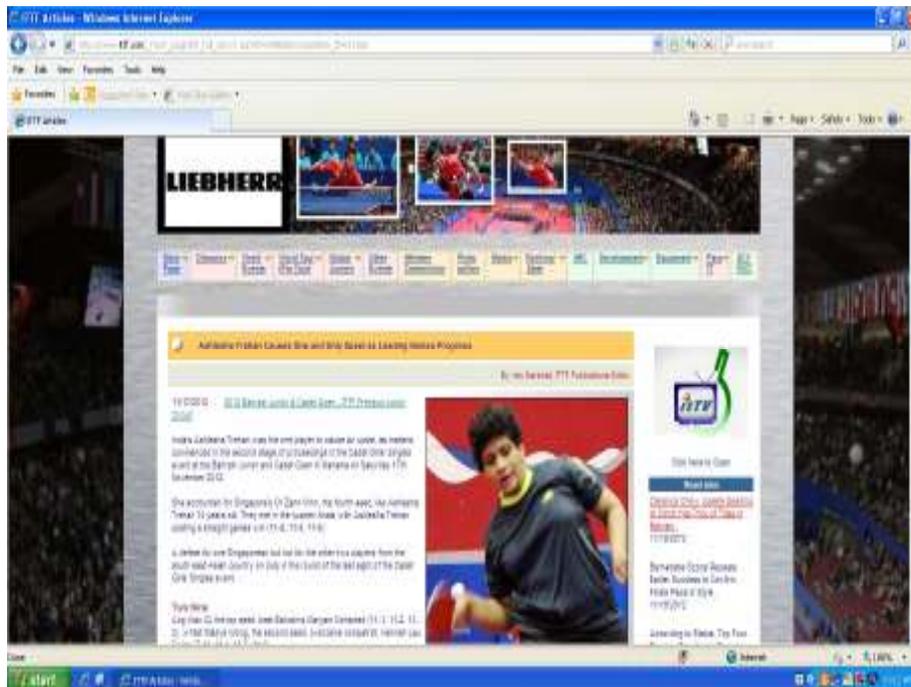
Achievements:

The Director General of the Institute, Dr. Ajit Singh released Prof. Dr. Vidya Hattangadi's, book ISBN No 978-81-910922-3-3 titled "Reviewing of Management Practices and Concepts" The book is a compilation of her published articles in Marketing, HR & Strategy.

Prof Amarpreet Singh Ghura represented the SIKH community for taking **An Oath of Peace with Kia Sherr**, who lost her husband and daughter in the 26/11 attack, among others were Vivek Oberoi, Dr Uday Salunkhe (Director Welingkar Institute) and the representatives of other religious communities. A programme on the Message of Peace was held at the Gateway of India on 25/11/2012, for a tribute to those who lost their lives in the 26/11 attack on Mumbai and spread the message of peace. Minister of State for Human Resource Development Shashi Tharoor was the chief guest at programme



3. Ashlesha Trehan daughter of our faculty Gautam Trehan has represented India in Maharashtra State Table Tennis Association (MSTTA) and bagged 9th Seeding in junior Category. Thus India (Maharashtra) bagged silver in team events & a bronze in the Individual category



REF: Ashlesha's appraisal for 2012 Bahrain Cadet & Junior open

Wishing you miles of smiles in the coming years.



*Mr. Prashant Palekar
4th November*



*Mr. Pramod Tawade
29th November*



*Mr. Kedar Rajak
10th November*



*Mr. Yogesh Singh
16th November*

Upcoming events:

4th National Research Conference "Library: A Temple of Learning & Knowledge House to be held on 15th December 2012. The event has received a robust response in form of papers on the topic from all over India.

Topic for the month:

Building core competency for sustainable growth

Organizations with core competencies enjoy global leadership. It represents the corporate philosophy; all business strategies revolve around the core competency. Organizations which believe in spending generously on research and development and the ones which experiment and investigate the processes can develop core competency. Core competencies lead to the development of core products. Core products are not directly sold to end users; rather, they are used to build a larger number of end-user products. For example, let's take the example of Honda's expertise in engines. Honda was able to exploit this core competency to develop a variety of quality products from lawn mowers and snow blowers to trucks and automobiles.

The term was popularized by Hamal and Prahalad, back in 1990 in the Harvard Business Review. Peter Drucker was one of the first to mention it in 1964 when he focused on 'strength analysis'. A core competency comprises a reliable process, synergy with customers & suppliers, a patent, an industrial design, know-how, unique product development, a brand, marketing strategy, business strategy etc.

Core competencies are a pack of skills and technologies that are very difficult or impossible to copy or match; skilled employees, tacit knowledge, organizational endowment, collective values, supreme technology, and organizational ethics culture are some features which add to the core competency of an organization. The primary reason for 3M's success is its people. 3M has always motivated its employees to innovate, think different and progress in life. This company has been blessed with generations of imaginative, industrious employees in all parts of its enterprise, all around the world.

The Indian Pharmaceutical Industry has been busy building its core competencies with its well-educated scientists, a well-established computer industry, and technological know-how for the manufacture of bulk drugs and formulations; thus making it a favorite source for outsourcing among American and European companies. Indian Pharmaceutical companies have found areas to focus on and are flourishing as corporate entities in India and getting recognition worldwide. In fact, they have been building core competencies by taking following measures:

Co-ordinate diverse production skills and technologies - Indian Pharmaceutical Industry's chemists have a strong showing in organic/ medicinal chemistry. There is a tremendous potential to produce bulk drugs and is proving to be a major asset in future drug discovery programs.

Unique style of marketing: marketing is also changing rapidly; the strategies are adopted and styled like the FMCG sector. Indian pharmaceutical companies are making elaborate marketing efforts. Companies such as Sun Pharma, Nicholas Piramal, and Dr. Reddy's Laboratories have opted for brand/company acquisition to increase therapeutic reach and market penetration. Their product portfolios are becoming stronger with the acquisitions and they are giving some of the MNCs a tough time and run for their money. Dr. Reddy's Laboratories and Ranbaxy—have sizable drug discovery programs. Dr. Reddy's Laboratories has licensed preclinical to Phase III compounds to Nordisk and Novartis.

Cipla has penetrated in the foreign markets with different regulatory bodies have approval such as National Institute of Pharmacy, Hungary, Pharmaceutical Inspection Convention, Germany, Therapeutic Goods Administration, Australia, Food and Drug Administration, USA, World Health Organization. This is primarily because Cipla could provide the generic version of the AIDS triple cocktail to impoverished South African people at \$350/patient/year or at a price that is one-thirtieth its cost in the United States.

Co-ordinate diverse production skills and technologies - Indian Pharmaceutical Industry's chemists have a strong showing in organic/ medicinal chemistry. There is a tremendous potential to produce bulk drugs and is proving to be a major asset in future drug discovery programs. Sun Pharma is popular all over the world as the manufacturer of specialty active pharmaceutical formulations and ingredients. This company is engaged in manufacturing of three different forms of medicines, they are injectables, oral, and delivery based drugs. Lupin Labs is acting as an innovation led transnational pharmaceutical company producing a wide range of medicines with branded formulations, affordable cost and quality. In January 2006, Aurobindo reported that the U.S. FDA had granted tentative approval for its antiretroviral Nevirapine Oral Suspension 50 mg/5 ml, qualifying the product under President George W Bush's Emergency Plan for AIDS Relief (PEPFAR) program. Also in January, the World Health Organization announced the inclusion of Aurobindo's Nevirapine oral suspension 50mg/5ml and Stavudine for oral solution 1mg/ml in its Pre-qualification list - both are used as a part of first-time line treatment in pediatric AIDS.

Globally leading organizations are realizing that one components of core competency is people. A study was conducted on three hundred and fifty-eight Managers across the Johnson & Johnson Consumer & Personal Care Group (JJC&PC Group) globally to assess if there are specific leadership competencies that distinguish high performers from average performers. The company did not stop only at conducting a study, educational and developmental programs were developed and launched across the Consumer & Personal Care Groups globally, to familiarize employees with the concepts of emotional, social and relational competency, and to share results of the leadership study.

In determining core competencies, Indian Pharmaceutical companies need to address the underlying skill, ability, knowledge, experience, technology or process that enables them to provide its unique set of products or services. Next is the need to determine how to use the company's core competencies to develop strategic responsiveness to gain competitive advantage. High-performing companies develop new core competencies and expand their existing ones to enter new and future markets. At this level of functioning, the needs and wants of customers are recognized in new and future markets and the competencies necessary to meet those needs and wants are developed.

Companies with core competencies identify their key business processes, manage them centrally, and invest in them heavily, looking for a long-term payback.

Core competencies take a long time to build and practice. Organizations which continue the practice with perseverance by adding accuracy and particular sets of skills succeed in building core competency. New sets of skills and newly acquired knowledge should be steadily spread in the organization to facilitate the processes.

Competitive advantage is a business strategy where companies find ways to differentiate themselves from their competitors to attract more business. Service-based industries, such as

hospitality, banks, health care use competitive advantage strategies to gain an elevated position in the field. Usually competitive advantage is sought out of one or more functional advantages. Competitive advantages give a company an edge over its rivals and a capability to produce greater value for the firm and its shareholders. The more sustainable the competitive advantage, the more complex it is for competitors to counteract the advantage. There are two main types of competitive advantages: comparative advantage and differential advantage. Comparative advantage, or cost advantage, is a firm's ability to produce a good or service at a lower cost than its competitors, which gives the firm the ability sell its goods or services at a lower price than its competition or to generate a larger margin on sales. A differential advantage is created when a firm's products or services differ from its competitors and are seen as better than a competitor's products by customers. Today India can boast of comparatively young, English speaking low cost labor as one of her competitive advantage. This factor has given boost to outsourcing business in India. Companies can exploit the low-priced labor and infrastructure facilities available; this in turn has cut down on man power costs; reduce operational costs and capital expenditure.

Warren Buffet the most successful investor of all times gave importance to businesses with durable competitive advantage. He always relied on an extensive research-and-analysis team that went through reams of data to guide their investment decisions. Buffet always believed in basic facts such as the global economy is complex and volatile, the economy and the stock market do not move in sync, the market discount mechanism moves instantly to incorporate news into the share price and last but not the least the returns of long-term equities cannot be matched anywhere else.

By "competitive advantage" Buffet meant a unique product or service that a business either makes or provides. That competitive advantage lies not in the people who create the business. Rather it is innate in the product or service itself. The employees can walk away from the business but they cannot take the business's "competitive advantage" with them. Some examples of businesses with competitive advantage Buffet considered were business's brand names, for instance, Bell, Pizza Hut, Kentucky Fried Chicken or Wal-Mart. He would also give importance to a business's regional monopoly. We have plenty of brand names in India which enjoy regional monopoly such as Ghadi Detergent, Sasa washing powder, Wagh Bakari Chai. Sapat Chai. The regional brands can afford a micro focus on their markets which national brands cannot.

To sum it up Hamel and Prahalad emphasized on core competency and competitive advantage so that a significant contribution is made to the perceived customer benefits of the end products. The globalization process has shaken up organizations with the wisdom of building both core competency and competitive advantage.

Prof. Dr. Vidya Hattangadi –Director, Prof. Hardeep Singh – Asst Professor

Business Quiz

1. Section -----of Income Tax Act is applicable to NGOs in India which defines 'charitable purpose' to include 'relief of the poor, education, medical relief and the advancement of any other object of general public utility'. A) Section 2 (15) B) Section 87 A C) Section 2b (14) D) Section 80 (3 L)
2. A -----is usually floated when there is property involved, especially in terms of land and building. A) Section 25 company B) Society C) Trust D) Military Orphan Fund
3. Different states in India have different trust acts in force, which govern the trusts in the state. Yes/No
4. NGOs in India are registered under the -----, which is a central Act. A) Bombay Public Trust's Act 1950 B) Society's Registration Act 1860 C) Indian Company's Act 1956 D) Charity Commission Act 1876
5. -----is partner with TERI energy resources in implementing watershed management projects in Neelmangala and Uttaranchal. The projects have drawn great attention all over the world. A) Coca Cola B) Parle Products C) PepsiCo D) HUL
6. The concept of CSR originated in the 1950's in ----- A) German B) UK C) USA D) Australia.
7. The 'statist model' of CSR was introduced in post India's independence by ----- . This model calls for state ownership and legal requirements of CSR. A) Jawaharlal Nehru B) M.K.Gandhi C) Lalbahadur Shastri D) Sardar Patel
8. The 'liberal model' of CSR was introduced by -----which talks about CSR being limited to private owners or shareholders. A) Edward Freeman B) Milton Friedman C) John Hemingway D) Dolly Mathur
9. 'Benchmarking Corporate Social Responsibility Activities', a study to find out best practices of CSR was carried out by ----- . A) SAIL B) BHEL C) BEL D) GAIL
10. In India -----has created a benchmark in corporate social responsibility. A) Thermax B) Reliance Energy C) ITC D) Tata Steel
11. This company's initiatives revolve around the awareness and prevention of HIV-AIDS. The company is concerned about three key stakeholder groups – commercial vehicle customer i.e. the trucking community, employees and business partners. Which company are we talking about? A) Ashok Leyland B) Apollo tyres C) Mahindra & Mahindra D) Bridgestone
12. This NGO wrote to the health department of NMC (Nagpur Municipal Corporation) as well as Maharashtra Pollution Control Board (MPCB) complaining of the garbage collected from residential areas comprising of polythene and plastic bags and burned outside residential complexes, which release toxic gases when burned, the NGO asked for stern action against those found burning these materials. This news caught attention of the whole nation. Which famous NGO are we talking about? A) Jan Akrosh B) Jan Kalyan Maha Samiti C) Jana Astitva D) Jana Andolan

13. The Union Minister for Health and Family Welfare Shri Ghulam Nabi Azad had cleared the new pictorial warnings against consumption of ----- products. The notification came into effect from 1.12.2011. A set of four pictures are printed on the package. A) Liquor B) Tobacco C) Brown sugar D) LSD
14. Responding to pressure from the CIA and NSA, the US Government has banned ----- headgear because it interferes with mind-control rays. We should appreciate the way this Government works on norms to protect interests of its citizens. A) Plastic B) Steel C) Aluminum D) None of these
15. ----- ranked Number 1 in 2011, as the 'Best Company to Work for' in the Microfinance Industry. "India's Best Companies to Work for" is a Survey carried on to find the best practices in human resource development. A) Ujjivan B) SKS Microfinance C) Spandana D) Share Microfin
16. Self-Help Group may be registered or unregistered. It typically comprises a group of ----- having homogenous social and economic backgrounds. A) Farmers B) Landlords C) Micro entrepreneurs D) Lenders
17. Maximum SHGs are registered with ----- under their SHG-Bank linkage programs. A) SIDBI B) NABARD C) SBI D) BOB
18. It aims to promote ecological and sustainable development harmonious with the traditional cultures of the area. They have worked in the area of ecological development and protection of the environment. They have contributed to the ban of plastics in the valley. Which NGO is this? A) Kalpvriksha B) Ladakh Ecological Developmental Group C) Narmada Bachao Andolan D) Nilgiri Wildlife Association
19. Theatre in Education Company is affiliated to the ----- and its aim is to use theatre as a medium for education. It conducts various environment related plays for children with a view to impart environment education through theatre. A) FTII, Pune B) Film Development & Enhancement, Mumbai C) National School of Drama, New Delhi D) Avishkar School of Drama, Maharashtra
20. ----- is established to provide links between different sections working in the interest of the tiger and its habitat, and to effectively take actions to overcome local obstacles. A) Tiger Link B) We need tigers C) King of the valley D) Tiger Bond

Topic for the month of Dec 2012: 'Business Clusters'

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