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MESSAGE FROM DIRECTOR – IMT GHAZIABAD

Dear Colleagues, Students, Alums, and Friends of IMT Ghaziabad,

Welcome to the inaugural issue of our quarterly Newsletter! As you know, IMT Ghaziabad was established in the year 1980; now, it has grown to become one of the most prestigious B-Schools in the country. We pride ourselves on creating future leaders and innovative thinkers who have creativity, social responsibility and values. We aspire to be a globally competitive Institute through having emphasis on quality improvement in every activity in which we are involved including equipping our students with what they need to know for success in an ever-expanding global marketplace. Through our Newsletter, we will unremittingly update you about Institute's key activities, development, and achievements. I must thank Prof. Abhishek and Ms. Nidhi Singh for their sincere effort and hard work to publish the inaugural issue of the Newsletter. I know very well that we all are going through an unprecedented predicament due to COVID-19. Each one of us is affected in some way. Still, pandemic has prompted us to gain a heightened self-awareness; all of us have started practicing social distancing, which is probably the best way to counter the pandemic. I'm sure, we'll overcome this crisis soon.

Please take care and stay safe!

Prof. Sanjay K. Singh



FROM THE DESK OF DEAN-RESEARCH

At the outset, let me wish all the stakeholders of IMT Ghaziabad a very auspicious 2020. We began the New Year on a brighter note, hoping that all our cherished desires will be fulfilled. However, the pandemic COVID-19 has dampened our spirit with closure of the institution and a prolonged Lockdown of the country. I am sure we shall overcome this soon by remaining safe & secured.

At this difficult time nothing is more important than to remain in touch with all our near & dear ones. Though we are maintaining physical distance we wish to touch base with every one through our Newsletter, which is being launched now. We would present briefings on all aspects of your beloved institution.

Let us rejoice this momentous occasion.

Prof. P. K. Biswas



FROM THE DESK OF DEAN-ACADEMICS

The COVID-19 pandemic has dramatically shaken the world that was. Because of the closures mandated by governments in an attempt to contain the spread of COVID-19, digital technology is now being implemented across the spectrum of necessary activities including education. Academicians and industry experts have affirmed that online education is the new normal. Going online has made both the dissemination of education and learning, flexible. We at IMT have made an early head start into building flexibility in our curriculum and our teaching-learning process. Our hybrid model of delivery has amply equipped us to cope with the situation. Let us all embark on this new opportunity and experience great things together.

In the next issue, we will share with you our new learning experiences of going online.

Prof. Rajnandan Patnaik

HIGHLIGHTS AT IMT GHAZIABAD

Awards for IMT Ghaziabad

IMT Ghaziabad was winner of “Creating Workplace of Tomorrow” award at 4th Edition of Industry Academia Conference (IAC) 2020. The conference was organized by People Labs. Prof. P. K. Biswas, Dean - Research participated in the conference on behalf of IMT Ghaziabad and collected the award.

Visit of Accreditation team at IMT Ghaziabad

Peer Review Team of South Asian Quality Assurance System (SAQS) Accreditation visited IMT Ghaziabad during January 22-23' 2020.

Finance Conclave: Contemporary Themes in Banking and Finance

On February 1' 2020, Finance area of IMT Ghaziabad organized a one-day conclave on '*Contemporary Themes in Banking and Finance*' to discuss the current issues faced by the banking and non-banking financial sectors in India. The conclave was held at India Habitat Centre, New Delhi with coordinated efforts of Prof. Vandana Gupta as the Convener and Prof. Neha Arora & Prof. Ritesh Pandey as the Co-Conveners of the conclave. The conclave aimed to discuss the contemporary issues in banking and finance which have far reaching implications for the Indian industry at large. The inaugural address was delivered by Mr. R.S. Gandhi, ex-Deputy Governor of RBI. He discussed the restrictive growth rate in the Indian financial services sector associating it with the conservative lending by the banks. Mr. Mallikarjuna Rao, MD and CEO-Punjab National Bank, the keynote speaker at the conclave addressed the challenges and risks involved in Indian banking sector along with the changing paradigm.

The conclave had two panel discussions. The theme of the first panel discussion, moderated by Prof. Rajesh Mahajan, was '*Indian Banking Sector: Challenges, Risks and Changing Paradigm*' and comprised of eminent panellist – Mr. Nikhil Dujari, CFO- Everest Industries Limited, Mr. Vivek Mathur, Executive Vice President- ICRA Ltd., Mr. Manoranjan Sharma, Chief Economist and Chief Learning Officer- Canara Bank, Mr Aqueel Ahmed Khan, Promoter and Managing Director- Mitrata Inclusive Financial Services Pvt. (NBFC). The second panel discussion revolved around the theme '*Insolvency and Bankruptcy code and if it's a Game Changer for Indian Corporates*'. Prof. Ashok Haldia moderated the panel of distinguished panelists – Mr. Navrang Saini, Member-Insolvency and Bankruptcy Board of India, Mr. Rajendra Joshi, Partner- E&Y, Mr. Rajesh Samson, Partner-Deloitte Touche Tohmatsu India and Mr. Arun Jagatramka, Promoter- Gujarat NRE Coke. The valedictory address was delivered by Mr. M.S. Sahoo, Chairperson- Insolvency and Bankruptcy Board of India.

Research Project for 'Habitat for Humanity'

Habitat for Humanity, an international organization working in several countries awarded a research project to IMT Ghaziabad to do "Impact Assessment Study of Habitat for Humanity's and interventions in Housing, Sanitation and Disaster Response at various locations in India". The project was led by Prof. P. K. Biswas and other team members were Prof. Vinayak Ram Tripathi (Strategy), Prof. Priyavrat Sanyal (Marketing) and Prof. Neha Arora (Finance). This inter-disciplinary team completed the project in February and Prof. Vinayak made a presentation on February 20' 2020 at Mumbai to Habitat for Humanity and its stakeholders. It was received very well by all of them and the team is working for a quality publication.

Award of Diploma for IMT Ghaziabad Students

The Convocation-2020 ceremony was planned for the graduating students of IMT Ghaziabad on March 12' 2020 at the campus. In total, 656 students from various programs, including PGDM Full-Time, PGDM-Marketing, PGDM-Finance, PGDM-DCP, PGDM-Executive and PGDM Part-Time, were eligible to receive their diplomas in Convocation-2020 ceremony. The Chief Guest for the Convocation-2020 was Mr. Sanjiv Puri, Chairman and Managing Director, ITC Ltd. Convocation-2020 was postponed following safety directive from the Government to avoid large congregation. In his message to the students, Mr. Puri congratulated all the graduating students and wished each to make the most of their quality education by contributing towards building a sustainable and inclusive future for the nation. While many graduating students collected their certificates and transcripts from the Program Office, all looked forward to attending the convocation, when the situation normalizes.

NEW FACULTY MEMBERS AT IMT GHAZIABAD



Prof. Devendra Kumar Pathak joined the Institute as an Assistant Professor in the Area of Operations and Supply Chain Management on February 10' 2020.

Prof. Pathak earned his Ph.D. in the area of Operations and Supply Chain Management from IIT Delhi. He also completed his M. Tech from IIT Delhi. He has four years of teaching experience and taught several courses at the under-graduate and post-graduate level. During his Ph.D., he also worked as a visiting research scholar for two months at School of Business and Economics, Loughborough University, UK.

His areas of interest include sustainable supply chain management, operations management, multi-criteria decision making, and performance management for sustainable logistics. His papers were published in various peer reviewed journals including Technological Forecasting and Social Change (ABDC Ranking: 'A'), International Journal of Production Research (ABDC Ranking: 'A'), Transportation Research Part E (ABDC Ranking: 'A*'), and OPSEARCH (ABDC Ranking: 'C').



Prof. Gaurav Dilip Tikas joined the Institute as an Assistant Professor in the Area of Strategy Innovation and Entrepreneurship on February 20' 2020.

He completed his Doctor of Philosophy in Management of Technology and Innovation from the Department of Management Studies at the Indian Institute of Science, Bangalore and Postdoctoral Research at the Toyohashi University of Technology, Japan as a Suzuki Foundation Fellow.

Prof. Tikas completed his MBA (Marketing) from Symbiosis Institute of Business Management, Pune, and BE (Electronics and Communication) from RTM Nagpur University. His areas of interest include Strategy Innovation and Supply Chain.

He actively publishes research papers, case studies, and book chapters in international peer-reviewed journals, conferences and symposiums. Apart from his research work, he is actively interested in sports and has represented Central Zone (U- 17), in Vijay Merchant Trophy.

He is also a state level swimmer and table tennis player.



Prof. Sanjay K. Singh joined the Institute as Director on March 25' 2020. Before joining IMT Ghaziabad, he was Dean of Faculty at IIM Lucknow. Prof. Singh started his academic career as Member of Faculty & Coordinator of Centre for Transport Policy and Economics at Central Institute of Road Transport, Pune in February 2001. He joined XLRI Jamshedpur as Assistant Professor in October 2003. In December 2003, he moved to IIT Kanpur and worked there till February 2008. At IIT Kanpur, he was member of the Academic Senate during 2005-06, member and treasurer of executive committee of Faculty Forum during 2006-07, and warden of Hall of Residence IV during 2005-08. He joined IIM Lucknow in February 2008. At IIM Lucknow, he was chairman of Research Strategy and Policy during 2009-14, chairman of Financial Aid and International Linkages during 2010-14, chairman of International Accreditation during 2010-14 and 2018, chairman of Post Graduate Programme during 2014-16, and Dean (Faculty) during 2018-20. Prof. Singh is recipient of the *NASI-Scopus Young Scientist Award* in the area of social sciences for the year 2014. He is also the recipient of the *Manas Chatterji Award for Excellence in Research in Regional Science for the year 2006*. On February 19, 2020, he received Amity Excellence Award for Best Dean. Prof. Singh has published two books and more than sixty research papers in reputed journals.

FACULTY PUBLICATIONS

Papers published by IMT Ghaziabad faculty in peer-reviewed journals during January-March' 2020 (Names of IMT Ghaziabad faculty has been highlighted in bold)

Paper: Arora, K., & **Garg, P.** (2020). Fusion of Logically Concatenated - Cross Binary Pattern and ϵ -Dragging Linear Regression for Face Classification across Pose. *International Journal of Machine Learning and Computing*, 10(1), 108-115.

Abstract: Face recognition across poses is a fundamental challenge in face recognition. The appearance of the face undergoes drastic changes with changes in the pose angle of the face. The popular uniform texture-based descriptor, Linear Binary Pattern (LBP), loses its appeal as the underlying intensity information changes. During pose changes, crucial facial key points get concealed and henceforth the rate of face recognition falls. In this paper, we propose utilizing an LBP-based texture descriptor, the Logically Concatenated Cross Binary Pattern, for extracting contour information from face images. The produced feature descriptors show a superior performance in terms of computational complexity. In order to retain only discriminant features, a balanced approach, like Marginalized Elastic-Net Regularization with ϵ -dragging, is fixed into the regularization term of the linear regression model. Classification is realized using regression residuals in the least-squares sense. In order to make the proposed approach robust to poses, Procrustes analysis is utilized at the preprocessing step when pose variations are significant. A comparative investigation of the proposed approach is presented by utilizing the UMIST database, the AT&T database, and the Indian Movie Face Database.

Paper: Bamel, U. K., **Pandey, R.**, & Gupta, A. (2020). Safety climate: Systematic literature network analysis of 38 years (1980-2018) of research. *Accident Analysis & Prevention*, 135.

Abstract: The objective of this paper is to examine the safety climate knowledge epistemology using bibliometric and systematic literature network analysis. For this purpose, bibliometric information of research article published on safety climate topic was retrieved from Scopus databases. In total, 494 articles published between 1980 and 2018 were retrieved. These articles cover 1373 authors, 203 journals and 2511 keywords. Information collected was analyzed employing bibliometric and network analysis approach using an open source computer program R and VOSviewer. The main findings of the study reveal the publication trends in safety climate literature since 1980 to present, identifies most productive authors, and most influential research work. Our findings suggest that Haung and Zohar are the top publishing authors in safety climate domain. Zohar's work has the highest citations. The most influential articles have been published in Journals such as Accident Analysis and Prevention, Journal of Applied Psychology, Safety Science and Journal of Safety Research. Network analysis of these articles yielded co-citation networks of most influential works, bibliographical coupling network and keywords co-occurrence network. These networks yielded the structure of safety climate knowledge. Findings of our research have theoretical and practical implications in the area of safety climate.

Paper: Bhatt, G., **Sarkar, A.**, & **Sarkar, J. G.** (2020). Attractive and Facilitating Store Atmospheric Stimuli: Validating the Scales. *International Journal of Retail & Distribution Management*, 48(4), 363-379.

Abstract: The majority of past studies on the physical store environment have focused on the impacts of distinct store environmental cues like music, crowding and décor on consumers' responses. However, recent research posits that consumer is more likely to experience several cues in a combination, rather than in isolation, i.e. different categories of store environmental cues are likely to impact consumer psychology holistically. Hence, our study aims to identify the relevant factors of store atmospheric cues impacting consumer's attitude in physical retail store context and validate scales to measure such factors.

Paper: Dass, S., **Popli, S.**, **Sarkar, A.**, **Sarkar, J. G.**, & Vinay, M. (2020, advance online publication). Empirically examining the psychological mechanism of a loved and trusted business school brand. *Journal of Marketing for Higher Education*, 1-18.

Abstract: Marketing and branding of higher education occupy an important space today in the extremely competitive B-school market. This paper aims to explore the drivers of brand loyalty and advocacy in the context of business school brands. The study examines the connections between brand experience, brand love and brand trust in the context of business schools. A cross-sectional study amongst the students of select business schools in the emerging economy of India was conducted to explore the

mechanism through which brand experience can finally lead to the building of a loved as well as trusted business school brand. Data were collected from selected young adult business school students and analyzed using structural equation modeling and Hayes Process Macro.

Paper: Ganguly, A., Kumar, C., **Saxena, G.**, & Talukdar, A. (2020). Firms' Reputation for Innovation: Role of Marketing Capability, Innovation Capability, and Knowledge Sharing. *Journal of Information & Knowledge Management*, 2050004.

Abstract: In the current day competitive business environment, continuous innovation has become a central strategy for most firms. The ability to achieve continuous innovation has been observed to facilitate the growth and profitability of a firm. Innovation can not only lead to new customers and market segments, but it also enables firms to develop a reputation for being innovative. In today's world of fast-changing preferences and trends, such a reputation for a firm is likely to considerably add to its brand equity and growth prospects. The current study investigates the role of knowledge sharing, innovation capability, and marketing capability in a firm's reputation for innovation. A set of hypotheses were developed to analyse these relationships using structural equation modelling (SEM). The data were collected from seventy-five (75) senior executives spanning across five different industries in the Indian service and manufacturing sector. The findings of the study indicated that a firm's reputation for innovation is influenced by factors like innovation capability, which in turn is an outcome of tacit and explicit knowledge sharing within the firm. Further, marketing capability plays a positively moderating role between innovation capability and the firm's reputation for innovation. Overall, the study highlights that the innovation capability of a firm is a result of tacit and explicit knowledge sharing inside the firm. However, such innovation capability alone is not sufficient for a firm to be viewed as "innovative". The firm must develop and use appropriate marketing and knowledge management capabilities to highlight such an innovative nature of the firm in order to be viewed as innovative in the market.

Paper: **Garg, P.**, Gupta, B., Dzever, S., Sivarajah, U., & Kumar, V. (2020). Examining the relationship between social media analytics practices and business performance in the Indian retail industry: The mediating role of customer engagement. *International Journal of Information Management*, 52.

Abstract: Social media analytics (SMA) is a dynamic field which has received considerable attention from both academics and management practitioners alike. A significant number of the scholarly research currently being conducted in SMA, however, is conceptual. Industry experts know that SMA creates new opportunities for organisations who want to more strongly engage with their customers and improve business performance. However, the relationship between social media analytic practices (SMAP), customer engagement (CE), and business performance (BP) has not yet been sufficiently investigated from an empirical perspective. In order to gain a better understanding of the relationship between SMAP and BP and the mediation role of CE in that process, a large-scale survey was conducted among senior and mid-level managers as well as consultants in the Retail and information technology (IT) industries in India. Specifically, a structured closed-ended questionnaire was administered to managers and management consultants country-wide and gathered usable responses from 281 respondents holding positions such as: Digital Marketing Executive/Digital Marketing Specialist, Management Consultant, Analytics Manager, Customer Relationship Manager, Marketing Director, Engagement Manager, etc. who were in charge of digital marketing strategies in the respondent retail and IT organisations. The questionnaire addressed issues related to the way in which SMAP contribute to an enhanced business performance through the mediation role of customer engagement. Structural Equation Modelling was employed to analyse the received empirical data. On the basis of the findings our research concludes that there is a significant positive relationship between SMAP and BP mediated by CE in the Indian retail and IT industries.

Paper: Jain, S., & **Mishra, S.** (2020). Luxury fashion consumption in sharing economy: A study of Indian millennials. *Journal of Global Fashion Marketing*, 11(2), 171-189.

Abstract: Recently, the trend of sharing economy has gained popularity in fashion, particularly among millennials. Few studies in the past have focused on sharing economy in the clothing industry, mainly in the US and European context. However, whether this global phenomenon of sharing economy will work in emerging markets for the luxury fashion industry is still unknown. Therefore, the main objective of this study is to understand the impact of the various key factors viz. economic benefits, fashion involvement, self-pleasing experience, social projection, perceived risk, and past sustainable behavior on luxury consumption behavior in the sharing economy. Self-determination Theory (SDT) perspective was adopted to show what motivates Indian millennials to participate in luxury fashion rental consumption. Probability sampling technique was used to collect data from Indian millennials who aspired to use luxury fashion

brands on a sharing basis. Confirmatory factor analysis was conducted, followed by multi-group analysis and path estimates to test the hypothesized relationships. The results of the study indicated “social projection value” as the most significant predictor of intention to consume luxury fashion on a sharing basis. Furthermore, the effect of perceived risk and the influence of past sustainable behavior on young consumers’ luxury fashion rental consumption was also found to be significant.

Paper: Jain, S., & Jain, N. K. (2020). Cost of electricity banking under open-access arrangement: A case of solar electricity in India. *Renewable Energy*, 146, 776-788.

Abstract: Installing 100 GW of solar capacity by 2022 is challenging as Indian distribution companies (DISCOMs) avoiding buying renewable electricity (RE) due to financial distress and generation overcapacity and large customers do not buy RE due to the intermittency. Thus, the provision of banking services by DISCOMs to open-access consumers (OACs) buying renewable electricity (RE) from independent generators can be alternative way to promote RE in India. However, banking services affect the merit order dispatch (MOD) schedule of DISCOMs and result in merit order effect (MOE). Based on the existing concept of MOE, the banking fee was calculated as the differences in cost of dispatch between in banking and without banking scenarios for DISCOMs of the Indian state of Madhya Pradesh for providing banking to a hypothetical customer willing to buy solar electricity under open access.

On the basis of real-time historical data obtained from grid operators, the findings showed that the banking fee would be 0.9e1.6¢/kWh, about 20e30% of solar electricity rate under open access. Banking service can be an interim policy measure to increase penetration of renewable electricity until grid-level storage becomes affordable. The simulations were done in Python programming language.

Paper: Jain, S., Singhal, S., Jain, N.K. and Bhaskar, K., 2020. Construction and demolition waste recycling: Investigating the role of theory of planned behavior, institutional pressures and environmental consciousness. *Journal of Cleaner Production*, p.121405.

Abstract: The purpose of this study is to analyze the attitude of builders towards construction and demolition waste recycling in India. A conceptual framework was proposed using theory of planned behavior (perceived benefits, perceived costs, attitude, subjective norms and perceived behavioral control), institutional pressures (regulatory, normative and mimetic) and environmental consciousness on behavioral intention of builders towards construction and demolition waste recycling. Empirical data with 260 responses from different builders of construction sector in two large Indian cities were analyzed through partial least squares based structural equation modelling. The findings indicate that behavioral intention towards construction and demolition waste recycling is mainly driven by personal motivations (perceived benefits, perceived costs, attitude and perceived behavioral control), regulatory pressures and environmental consciousness. The study is relevant for policy makers, regulatory institutions, industry, and academia who study or manage construction and demolition waste and recycling.

Paper: Jha, A. P., & Singh, S. K. (2020). Does diversity matter? A fresh inquiry into the energy, economy and environment nexus. *Applied Economics*, 52(12), 1349-1362.

Abstract: The article extends the literature on the nexus among economy, environment and energy by incorporating an index of electricity generation diversity in production and emission functions. The index is mathematically equivalent to Herfindahl–Hirschman index. The index captures substantial information regarding the ongoing energy transition at the global level. The results obtained through pooled mean group estimation, on a dataset of fairly diversified group of countries, indicate that if diversity index increases by a percentage point, per capita income increases by 2.4% and per capita emissions are reduced by 0.71%. This is against the conventional wisdom in favour of specialization. The study has found some interesting long-run causal pathways. Firstly, the causality runs from diversification to income. Secondly, there is a causality running from electricity consumption to specialization. Thirdly, bi-directional causality runs between emissions and specialization. The results have interesting policy implications. The study supports the growth hypothesis that the electricity consumption drives the economy. As this inevitably increases emissions, a better pathway is through diversification. The fossil fuel intensive pathway may have been the preferred choice in the past for countries with low electricity consumption; the diversified portfolio appears to be prudent in the future.

Paper: Joseph, J., Sivakumaran, B., & Mathew, S. (2020). Does Loyalty Matter? Impact of Brand Loyalty and Sales Promotion on Brand Equity. *Journal of Promotion Management*, 26(4), 524-543.

Abstract: Brand Equity erosion due to non-consumer franchise building (non-CFB) sales promotions have been a recurring theme in extant literature. However, the disproportionate increase in non-CFB promotion activities by companies contradicts this academic view. This research provides a rationale for this inconsistency by examining the moderating impact of brand loyalty on the promotion – brand equity relationship. Results indicate that loyalty moderates the promotion-brand equity relationship, and even short term promotions enhance brand equity in certain market segments (like those dominated by spurious loyals). Practitioners can target specific loyalty groups through short term promotions without impacting Brand Equity.

Paper: Pan, A., & Misra, A. K. (2020). Assessment of Asymmetric Information Cost in Indian Stock Market: A Sectoral Approach. *Global Business Review*.

Abstract: Bid-ask spread, along with profit, also encompass the impact of asymmetric information cost and order processing cost. Asymmetric information influences stock prices with varying degree of investors' perception. Estimation of asymmetric information cost and its determinants have been explored significantly under low-frequency trading. The literature hardly attempts to study asymmetric information cost under high-frequency trading (HFT). Asymmetric information cost significantly influences bid-ask spread, and hence the nature of its impact under different market conditions needs to be analyzed under HFT. The study attempts to estimate asymmetric information cost in HFT and analyze its determinants under different industry sectors and market conditions. The study followed Affleck-Graves et al. (1994, *The Journal of Finance*, 49(4), 1471–1488) model to estimate the asymmetric information cost using 5 minutes interval data for a period of 82 trading days. Information gets reflected in equity through the movement in price, variation in trading volume, and return volatility. The study has found share price, traded volume, return volatility and trading frequency as the major determinants of asymmetric information cost in different market conditions. The findings of the study have significant implications for market microstructure for trading, lowering information asymmetry in market and enhancing market quality.

Paper: Rishi, B., & Kacker, A. (2019). Conceptualising a positioning framework for smart cities in an emerging economy. *International Journal of Sustainable Design*, 3(3), 169-181.

Abstract: The paper synthesises and defines the concept of smart city. The study synthesises the existing literature to drive the meaning of smart city and designing a positioning framework. Majorly, all the literature sources have searched out to find out the relevant literature by using the terms like smart city, framework for a smart city/cities, meaning of a smart city, smart city design and so on. A literature map has been created to drive the positioning framework. The study proposes six frameworks for the positioning of a smart city; these frameworks are smart technology, smart economy, smart governance, smart mobility, smart environment, and smart community. However, these parameters are not independent of each other; rather, there exists a level of interconnectivity between them. A positioning framework can help in ranking the smart cities and these rankings can help the builders and consumers in the decision making.

Paper: Sarkar, A., Sarkar, J. G., Sreejesh, S., Anusree, M. R., & Rishi, B. (2020). You are so embarrassing, still, I hate you less! Investigating consumers' brand embarrassment and brand hate. *Journal of Brand Management*, 27(1), 93-107.

Abstract: Brand hate is an emerging concept representing the dark side of the consumer–brand relationship. This research investigates whether negative brand social self-expressiveness can significantly predict brand hate via creating perceived brand embarrassment in a social context, and also the moderating roles played by consumer's susceptibility to social influence and brand inner self-expressiveness. Data were collected from Nano car users in India and analysed using structural equation modelling (SEM) and conditional process analysis (Hayes in the process macro for SPSS and SAS, 2018). The study results support that negative brand social self-expressiveness creates brand hate, and this relationship is mediated by brand embarrassment. Consumer's susceptibility to interpersonal influence positively moderates the effect of negative brand social self-expressiveness on brand embarrassment.

Paper: Sarkar, J. G., Sarkar, A., & Balaji, M. S. (2020). The “right-to-refuse-service” paradox: Other customers’ perception of discretionary service denial. *Journal of Business Research*, In Press.

Abstract: The present study investigated the impact of service denial on other customers’ perception of the service provider in a shared service context. Drawing on other customer perception and brand relationship quality literature, we examined when and how service denial to certain customers (owing to their unfavorable physical appearance, unsuitable behavior, and dissimilarity with the target customer group) impacts other customers’ relational and behavioral outcomes toward the service provider. The results of four studies conducted in restaurant services context suggested that cold brand relationship quality and hot brand relationship quality are the underlying process by which service denial influences other customers’ recommendation intention toward the service provider. Moreover, other customers’ social value orientations (altruistic, egoistic, competitive) moderate the impact of service denial on brand relationships.

Book published by IMT Ghaziabad faculty during January-March’ 2020

Aggarwal, R. K., & Kaur, R. (2020). *Legal Aspects of Business*. New Delhi, India: Pearson.

Book chapter published by IMT Ghaziabad faculty during January-March’ 2020

Sarkar, A., & Sarkar, J. G. (2020). “Thy Kingdom Come, Thy Will Be Done”: Consumer Journey From Brand Romance to Brand Fandom. In Cheng Lu Wang (Ed.), *Handbook of Research on the Impact of Fandom in Society and Consumerism* (pp. 38-61). Hershey, USA: IGI Global.

Cases published by IMT Ghaziabad faculty during January-March’ 2020

Case: Chaklader, B., & Chaklader, G. (2020). *The Grasim Industries–Aditya Birla Nuvo Limited Merger: Wealth Creation*. Ivey ID: 9B20N003. London, Canada: Ivey Publishing.

Abstract: On August 11, 2016, the chairman of Aditya Birla Group (ABG) announced that ABG would merge Aditya Birla Nuvo Limited (ABNL) with Grasim Industries Limited (Grasim). ABG’s board also proposed to demerge Aditya Birla Financial Services Limited, a subsidiary of ABNL, from the newly merged Grasim. Financial analysts speculated that the merger was planned to fund ABNL’s telecommunication business before an upcoming spectrum sale and the launch of a strong, competing telecommunication company. The investor community, particularly minority shareholders, were concerned about the merger and felt that ABG’s main motive for the merger was to increase its stake in Grasim. What were the rationales for the merger? Would the promoter’s holding increase after the merger, as the shareholders perceived? Was the share swap ratio between ABNL and Grasim justified? Would there be a post-merger synergy creation, and which of the two companies would transfer wealth to the other? Should the shareholders vote in favour of the merger?

Case: Ganjoo, D., Mukherjee, S., & Mukhopadhyay, S. (2020). *Razorpay: Providing Payment Convenience to Disruptors*. IIM Ahmedabad Case Centre ID: IIMA/MAR0507. Ahmedabad, India: Indian Institute of Management, Ahmedabad.

Abstract: Razorpay is a four-year-old Indian B2B fintech startup in digital payments which is venturing into digital lending. It aims to simplify digital payment flows involved in acceptance, processing, and disbursement of payments through superior technology and automation. This case details how Razorpay creates value for businesses by offering service convenience in B2B space. Razorpay started as a payment solutions provider, primarily known for their payment gateway. Over time the market for digital payment in India has matured, with multiple providers offering similar products making it difficult for Razorpay to sustain its growth by using technological leadership and service differentiation. To maintain its growth trajectory, Razorpay has launched multiple new products in the digital payment space as well as announced a foray into creating a marketplace for digital lending through launch of Razorpay Capital. The case provides details of the growth of Razorpay and its move from its core strength of payment gateway to a more platform-centric business model. Razorpay needs to review and decide the different facets of its product and market strategy in view of its pivoting in an evolving market.

Case: Gupta, V. (2020). *HDFC BANK: CAMELS Analysis and Discounted Cash Flow Valuation*. Ivey ID: 9B20N006. London, Canada: Ivey Publishing.

Abstract: The objective of this case is to identify a banking stock for long-term investment to be included as a part of the equity portfolio for a Pension fund. To carry out this assignment, two analysts apply the CAMELS framework to a set of banks and screen them based on five parameters to choose the bank that meets the initial criterion of stable operating and financial performance. CAMELS framework uses capital adequacy, asset quality, management quality, earnings, liquidity and sensitivity of stock to market risk as the key parameters to rate each bank on, and then generate a score for each bank. Based on this analysis, from a set of 5 banks: four private banks and one public sector bank, the score for HDFC Bank computed is maximum. Thus, based on this screening, HDFC Bank is identified for further valuation. The valuation for the bank is done using discounted cash flow valuation model. The analysts justify the use of DCF technique as against Residual Income methods for valuation purposes. The valuation is based on three-stage model, with two stages of explicit growth followed by constant growth. Through this case, the significance of conducting CAMELS analysis for banking sector stocks and key assumptions for valuation through DCF are emphasized.

Case: Krishna, S. , Puri, S. & Singh R. (2020). *Unilever: Using Horlick's brand equity to lead*(9B20A021), Ivey Cases; version: 2020-03-18

Abstract: In December 2018, Hindustan Unilever Limited announced that it would buy out GlaxoSmithKline Plc's Consumer Healthcare Ltd. India business, which included popular brands such as Horlicks, Boost, and Viva. With Horlicks in its portfolio, Hindustan Unilever Limited expected to gain market share, draw synergies from individual strengths, and gain access to a larger consumer base. However, India's health food drink category had registered only single-digit growth in 2017. Its primary target audience of parents, physicians, and nutritionists had concerns regarding the side effects of sugar as a key ingredient in beverages such as Horlicks. With consumer focus shifting to healthier, preservative-free alternatives, among other issues, Hindustan Unilever Limited was faced with a challenge: (a) how could it build on Horlicks's brand equity to sustain its leadership position in the disrupting health food drink market,(b) leverage its leadership position to grow the company in this segment, and (c) push the growth rate to double digits?

Case: Mittal, S., & Sanyal, P. (2020). *Key Account Management in B2B Marketing: Challenges for MSMEs & Large Enterprises*. ET Cases ID: MKTG-1-0081. Mumbai, India: ET Cases.

Abstract: India is quickly getting to be one of the most worthwhile alternatives for assembling industry to thrive. Goods and Services Tax (GST) bill passed by the legislature of India, empowered a simple and cost-cutting progression of merchandise crosswise over various conditions of the nation. The Indian government is putting plenty of assets to structure a robust system of streets, rails, and transport, to cultivate the development of the assembling segment and laid a foundation for India to rise. Frost and Sullivan (F&S) recognizes this opportunity to support the manufacturers in need with its expertise and knowledge of over five decades. F&S' Manufacturing and Process Consulting (MPC) has designed a program to evaluate the effectiveness of organizations and recognize best manufacturing facility across the industries. It identifies "best practices" and "opportunities for improvement" in various manufacturing facilities within the organization and provides roadmap for standardization of Manufacturing Excellence Capability.

Shivam did his internship as the key account manager for the India Manufacturing Excellence Awards (IMEA) program in F&S under the MPC business unit. The primary responsibility was to get manufacturing companies on board for IMEA, in turn, grow the business of the company. In doing so, he faced challenges in B2B client acquisition, which coupled with sales complexities made the task tougher for Shivam. However, by using his experience of working in the manufacturing sector and following a structured approach to use theoretical frameworks like SPANCO [Suspect (Define the target market), Prospect (Identify leads), Approach (Reach the customer) & Analyze them too, Negotiation (Negotiate the offer), Closing (Finalize the order), Order Management (follow-up the account)] and B2B customer clustering technique, he could meet his targets.

Papers presented by IMT Ghaziabad faculty during January-March' 2020

Paper: Impact of Brand Anthropomorphism and Consumer Attachment Styles on Store Love

Presented by: Abhigyan Sarkar

Name of the Conference: Seventeenth AIMS International Conference on Management

Abstract: The paper investigates antecedent factors, relevant moderators and outcomes of consumers' brand love towards private label brands. Service Quality parameters predicts store love. This relationship is moderated by consumers' brand anthropomorphisation and individual attachment styles, namely: secure, anxious and avoidant. Store brand love in turn predicts social media based positive word of mouth and re-patronage intention. Data is collected through offline survey, and PROCESS based analysis is employed to test for the hypothesized relationships. The model will help private label store managers to compete with other brands in the same category by using proper psychographic consumer segmentation.

Paper: Detection of Liver Disease using Machine Learning: Efficient Algorithm Selection

Presented by: Aritra Pan

Name of the Doctoral Colloquium: 6th Management Doctoral Colloquium

Abstract: In recent years, intelligent systems are proven to be more accurate and effective in medical industry in terms of detection of diseases based on different health indicators. Predictive modelling has been one of the broadly used intelligent techniques for automated detection of multiple diseases like cancer, cardiac arrhythmia, liver disease, lungs infection etc. These systems are assisting medical practitioners in early detection and setting preventive measures. This research focuses on making classification models more accurate for one of the commonly found health problem in countries like India and USA: Chronic Liver Disease. Our approach is based on enhancing the classification models prediction accuracy using cutting-edge analytics on the original study by Ramana et al. (2011). The research focuses on two patient data sets (India and USA) and uses the measures like Precision and F1 – Score to propose efficient classification algorithm for liver disease detection from various levels of enzymes, age etc. The use of Youden's Index defines separate threshold for each of the model to enhance the power of Sensitivity and Specificity of each model respectively. This research has serious implications on rapidly evolving medical industry in terms of automated disease detection, early detection and strategizing preventive measures for patients.

Paper: How Earnings Management affects the accuracy and informativeness of analyst forecasts: Evidence from India

Presented by: Arit Chaudhury

Name of the Conference: Seventeenth AIMS International Conference on Management

Abstract: We do a broad market study of consensus earnings forecasts by analysts in India for BSE500 stocks from 1998-2018 to check whether earnings management practices of firms have any effect on their forecast accuracy and informativeness. We find that analysts issue optimistic forecasts being misguided by earnings management practices of the firms. They are also unable to distinguish between the discretionary and the non-discretionary components of accruals while making their forecasts. Interestingly, the markets are partially able to account for the same and reduce the informativeness of the analyst forecasts but are unable to distinguish between the accrual components.

Paper: Interactional Justice and Willingness to Share Tacit Knowledge: Perceived Cost as a Mediator, and Respectful Engagement as Moderator.

Presented by: Bindu Gupta

Name of the Conference: 6th Biennial Indian Academy of Management Conference

Abstract: Tacit knowledge sharing is a major concern in the organizations as employees are more likely to hoard tacit knowledge than explicit knowledge, and the major chunk of organizational knowledge is tacit. Based on social exchange and identity theory, this study aims to examine the effect of the interactional justice (IJ) on willingness to share tacit knowledge (WSTK) by affecting the perception of the cost of knowledge sharing (CostKS) and reinforcing the perception of respect through respectful engagement (RE). The study used a survey approach and collected data from 228 employees belonging to service and manufacturing organizations. A moderated-mediation model was proposed to examine the relationship between IJ and WSTK, the mediating effect of the perceived CostKS in this relationships, and the moderating effect of RE on this mediation. Findings suggest that IJ was positively related, and perceived CostKS was negatively related to WSTK. Perceived CostKS partially mediated this relationship, and RE moderated this mediation. This study examines the effect of both vertical and horizontal work-related interactions on perceived CostKS and WSTK, which no earlier study has investigated.

Paper: Factors Predicting Attachment towards Business School Brand

Presented by: Juhi Gahlot Sarkar

Name of the Conference: Seventeenth AIMS International Conference on Management

Abstract: Significant research has been conducted in the context of consumer love towards various good and service brands. In service domain, brand attachment has been investigated mainly in the context of hotels. We investigate factors such as infrastructure, ranking and accreditation, faculty resources, alumni network and placements in predicting business school attachment, which further predicts social media advocacy and alumni community kinship. The relationships are tested using PROCESS. The model will help business school management to enhance alumni engagement and earn brand reputation through brand co-creation with students and alumni.

Paper: Does Financial Performance of Parent Firm Improve after Spin-off? An Evidence from Indian Spins-offs

Presented by: Puja Aggarwal

Name of the Conference: 2nd International Conference on Economics & Finance

Abstract: This study aims at examining the trends of spin-offs in India and to analyse the impact of spin-off on the financial performance of parent firm. Since spin-off is a strategic decision so it is attempted to see its impact in medium term as well as long term. The financial performance of 61 parent firms which had gone for spin-off during 2007-08 to 2011-12 is studied on seven variables divided into three parameters viz profitability, solvency and liquidity. To study the impact of spin-off in medium term, 3 years pre and post spin-off data is analysed and to measure the impact of spin-off in long term, 5 years pre and post data is analysed. Average of all the profitability parameters pre and post-merger are compared arithmetically and the significance of changes in profitability measures is analysed using paired sample 't' test. Further the results of 't' test are validated by performing Wilcoxon signed rank test. We found that spinning-off a business unit helps the parent firm in improving its financial performance in long term. There is significant improvement in profitability measures of the parent firm in long term after spin-off.

Paper: Challenges in gender inclusion through community based collective action: A case of Farmers' Producer Organization (FPO) of Kaushalya Foundation.

Presented by: Richa Saxena

Name of the Conference: 6th Biennial Indian Academy of Management Conference

Abstract: The collectives' model has in many cases successfully contributed towards improving women's livelihoods and social status. However, multiple barriers including illiteracy, intra-household dynamics and gendered social structures are experienced by these women while participating in such activities. Our study seeks to contribute to the growing discourse on gender and collective action in agricultural sector by studying the Farmers' Producer Organization (FPO) initiative of Kaushalya Foundation (KF) in the Indian state of Bihar. We have adopted a qualitative approach to develop the case study on FPO and from that we have attempted to closely examine the challenges such social enterprises face in gender inclusion. The challenges are mainly because of lack of trust, illiteracy, limited understanding of technology and constrained access to resources because of the socio-cultural factors of Indian context.

Paper: Customer Experience Management: An Employee Perspective

Presented by: Sapna Popli

Name of the Conference: Seventeenth AIMS International Conference on Management

Abstract: Customer Experience Management over the last decade has become not only an important discussion subject in corporate corridors and branding conversations but is also being as seen as the only source of sustained competitive advantage. Lemon and Verheof (2016), claim that creating a strong customer experience is now a leading management objective. While, many reports and articles have documented the heightened interest and attention on customer experience across organizations, there is also ample reporting about the difference in perceptions of the kind of customer experience senior leadership believes their organizations deliver and what consumers say they receive. The importance of employee perception of CEM (front-line and first line) also seems to be a missing piece in CEM that hasn't received much attention. The purpose of this paper would be to present the employee perception of CEM practice in their organisations, and discuss the challenges organisations face in implementing CEM.

Awards received by IMT Ghaziabad faculty members



- **Prof. Juhi Gahlot Sarkar** received “Outstanding Young Women Management Researcher Award” from AIMS International.
- **Prof. Vandana Gupta** received “Women Excellence Award 2020” for her Contribution to Management Education in Finance from International Leadership Development Council and Academy of Management Professionals.

IMT Ghaziabad faculty members as Invited Speakers

- **Prof. Kasturi Das** was invited by the German Federal Government to deliver a Talk on “CO2 pricing mechanisms and their impact on trade flows” at the high-level Berlin Energy Transition Dialogue being organized at the Federal Foreign Office in Berlin on March 24-25’2020 (with full sponsorship by the German Government). The event got postponed due to the Covid-19 pandemic.
- **Prof. Kasturi Das** was invited by the American Society of International Law (ASIL) to speak on “ISDS and Climate Change Policies: A barrier, facilitator, or neither” at the 2020 Annual Meeting of the ASIL being held in Washington, D.C. on April 1-4’ 2020. The event got postponed due to the Covid-19 pandemic.
- **Prof. P. K. Biswas** was Keynote Speaker at CSR Conclave at Amrita School of Business, Kochi on January 17’ 2020.
- **Prof. Sapna Popli** was invited to speak on “Experience to Expertise: Leveraging the benefits of an international classroom” during 4th International Conference on Transcending National Boundaries organized by Symbiosis International University, Pune & Association of Indian Universities at Symbiosis International University, Pune on March 6-7’ 2020.



Other achievements of IMT Ghaziabad faculty members

- **Prof. Abhishek** was Track Co-chair for track titled “Consumer Behaviour and Retail Management” in Indian Academy of Management (INDAM) Conference, organized during January 2-4’ 2020.
- **Prof. Abhishek** conducted one and half day Faculty Development Program on Case Writing at Flame University, Pune on January 16-17’ 2020.
- **Prof. Abhishek** was resource person for first day of Faculty Development Program on Case Based Method of Teaching and Writing cases at Jaipuria Institute of Management, Ghaziabad on January 23’ 2020.
- **Prof. Abhishek** was Visiting Faculty for the course 'Mobile Engagement and Marketing' for MBA students in March’ 2020 at Burgundy School of Business (Dijon Campus), France. (The course was conducted online due to COVID-19 travel restrictions.)
- **Prof. Ashok Haldia** was appointed Chairman (non-executive) of Governing Board of IIIPI, a body set up under Insolvency and Bankruptcy Code 2016 for regulation and development of insolvency professionals, and Chair of its Strategic Planning Committee.
- **Prof. Ashok Haldia** became a Member of Auditing and Assurance Board of India, ICAI.
- **Prof. Ashok Haldia** became a Member of International Affairs Committee of ICAI and Convener of Group for formulation and implementation of foreign affairs policy.
- **Prof. Harvinder Singh** was invited by EADA Business Barcelona, Spain to teach the course “Making a social impact at the bottom of the pyramid through marketing”. The course was delivered online during March 30-April 3’ 2020 to a class comprising of students from 16 nations.
- **Prof. Kasturi Das** joined UNGCNI’s Asia Pacific Resource Centre on Responsible Business Practices (APRC) Committee as a Member on invitation by the Governing Council of the United Nations Global Compact Network India (UNGICNI).
- **Prof. Kasturi Das** contributed the section on trade based incentives to their forthcoming report on Economics of Planetary Health on invitation of the Rockefeller Foundation Economic Council on Planetary Health at the Oxford Martin School.
- **Prof. Kasturi Das** was invited to contribute a chapter on Intellectual Property Rights (IPRs) in a Book on India’s Trade and the WTO that the Engineering Export Promotion Council (EEPC) is bringing out with SAGE to commemorate India’s 25 years of partnership with the WTO.
- **Prof. Kasturi Das** was invited by the Empowering Minds Society for Research and Development as the ‘Chief Guest’ for the Children’s Cultural Festival, “Panchhi” being held in Ghaziabad on February 8’ 2020.
- **Prof. Manas Paul** was invited as an Academic Expert for Course Restructuring Meeting of Economics Courses at IIM Ranchi on March 14’ 2020.
- **Prof. N R Bhusnurmath** was Member of the Jury in February’ 2020 to decide the Economic Times’ Bengal Corporate Awards 2020.
- **Prof. N R Bhusnurmath** was a Member of selection Board at Oriental Bank of Commerce for promotions to General Managers.
- **Prof. Puneet Gupta** joined the Board of Directors as an Independent Director at UTI Retirement Solutions. UTI RSL is a pension fund manager and manages over 1.2 Lakh crores of pension money.
- **Prof. P. K. Biswas** was expert Member in the Faculty Selection Committee of Institute of Public Enterprise, Hyderabad during January 6-8’ 2020
- **Prof. P. K. Biswas** participated in Annual Management Conclave & Research Workshop at IMT, Nagpur, January 28’ 2020
- **Prof. P. K. Biswas** attended Board Meeting of SAMHITA at Delhi (As Board Member), February 3’2020.
- **Prof. P. K. Biswas** was special invitee for Tata Communications’ M-Powered Project Launch with Trickle Up-An International organization, February 5’ 2020
- **Prof. P. K. Biswas** was Jury Member for CSR Award, Rotary Karnataka, Bangalore during February 14-15’ 2020
- **Prof. P. K. Biswas** was Guest of Honour at Conference on Responsible Land Investment for Inclusive Growth, India International Centre, March 5’ 2020
- **Prof. Rakesh Gupta** published an article titled, “Regulatory Uncertainty Throwing Indian Pharmacy Retail Sector in Turmoil” published in CEO World, January’ 2020.
- **Prof. Richa Saxena** was Session Chair for Organizational Behaviour track at the INDAM 2020 conference organized at IIM Trichy, January’ 2020.
- **Prof. Richa Saxena** was Session Chair for Public and Non-profit track at the INDAM 2020 conference organized at IIM Trichy, January’ 2020.

Faculty Development Programs and Workshops attended by IMT Ghaziabad faculty



Name of Faculty Member	Title of FDP/Workshop	Date	Organizing Body	Venue
Prof. Ashish Varma	Global Summit 2020	9-11 January	The Institute Of Cost Accountants Of India, New Delhi, India	The Ashok Hotel, New Delhi, India
Prof. Ram Mohan Dhara and Prof. Sandip Mukhopadhyay	JM-ISB Research Development Workshop	11-12 January	Journal of Marketing & Indian School of Business, Hyderabad, Telangana, India	Indian school of Business Hyderabad (ISB Hyderabad), Hyderabad, Telangana, India
Prof. Neha Arora and Prof. Somroop Mukherjee	Financial Analytics	23-24 January	Institute of Management Technology (IMT Nagpur), Maharashtra, India	Institute of Management Technology (IMT Nagpur), Nagpur, Maharashtra, India
Prof. Manas Paul	Doing Business in Emerging Markets	27-29 January	Institute of Management Technology Nagpur (IMT Nagpur) & College of Business Administration University of Texas, El-Pasco, USA,	Institute of Management Technology Nagpur (IMT Nagpur), Nagpur, Maharashtra, India
Prof. Reema Khurana	Quantitative Intuition: Making Smarter Decisions with Imperfect Information	25-27 February	Columbia Business School, Columbia University Campus, New York City, New York, USA	Columbia Business School, Columbia University Campus, New York City, New York, USA
Prof. Ashish Varma	17th Annual Conference for Management Accounting Research	5-6 March	WHU - Otto Beisheim School of Management, Institute of Management	WHU - Otto Beisheim School of Management, Institute of Management Accounting and Control, Vallendar, Rhineland-Palatinate, Germany

LAURELS BY IMT GHAZIABAD STUDENTS



Two of IMT GHAZIABAD students from PGDM Executive batch 2019-20 - **Ankita Singh** and **Pancham Rathore** have become the National finalists of the case study competition Oneplus ETPrime Intellect 2020.



A proud moment for IMTians, as our PGDM Executive students continue to excel and outshine in every event they compete in. We would like to congratulate **Anuj Sachdev** and **Ved Jhingran** for bagging 1st prize in the marketing event "Trailblazer 3.0" at Lal Bahadur Shastri Institute of Management, Delhi.



Continuing to mark our mettle across all spheres. IMT PGDM Executive is elated to mentor **Abhishek Ranjan, Ankita Singh,** and **Pancham Rathore,** securing the first position out of 84 teams in the 'Negotium' event 'Crest 9.0 - The Annual Management Fest' at Great Lakes (Gurgaon Campus).



We proudly present before you the team from Executive PGDM 19-20 - **Abhinava Sarkar, Aniket Jain,** and **Sanyam Agarwal,** which won the First prize at marketing competition 'Marketron' of 'Aarohan 2019', conducted by IIM Lucknow (Noida campus).



PGDM BFS students team from IMT Ghaziabad consisting of **Rohit More, Suwansh Srivastava, Subham Kumar Goyal,** and **Manish Kumar** was guided by Prof. Rajesh Mahajan, won the Regional and Zonal round of **RBI POLICY CHALLENGE 2020** and have qualified for the National round to be held in Mumbai. Zonal level competition was held on February 14' 2020 at RBI office New Delhi. North Zone has seven regions i.e. Kanpur, Lucknow, Chandigarh, New Delhi, J&K, Himachal Pradesh and Uttarakhand.

IMT Ghaziabad students did live projects for various units of Mahindra & Mahindra. A total of six projects involving nine students - all on issues of sustainability, were aimed at strengthening Industry-academia interface. All the projects were completed during February-March, 2020 and final presentations were made on April 17 and 24' 2020. The final presentations were attended by Mr. Manoj Chugh, President, Group Public Affairs, Mahindra & Mahindra, who appreciated students' work. Apart from the project Mentors of students, online presentations were also attended by Director and Deans of IMT Ghaziabad. Benchmarking study to develop Climate Strategy (Mahindra Finance)- Kavuri Sai Sushanth Chowdary & Sharad Chandak : PGDM 2019-21

- Sustainable Finance-Financial Service Sector - (Mahindra Finance) - Akshaya Bhuvaneshwaran & Gaurav Chandak : PGDM 2018-20
- Products on Water Conservation- (Mahindra Lifespace) - Shorya Parihar: PGDM 2019-21
- ESG Risks -Real Estate Sector- (Mahindra Lifespace) - Sai Sri Vatsav T & Aayush Goyal : PGDM 2019-21
- Supply Chain Sustainability- (Mahindra Lifespace) - Vivek Arvind Shukla : PGDM 2019-21
- Green Buildings – Real Estate Sector (Mahindra Lifespace) - Ashwin Singh : PGDM 2019-21



CAMPUS EVENTS AT IMT GHAZIABAD

New Year Party for 2020

To usher in the New Year, Student Activities and Welfare Council organised a party for IMTians to celebrate at their home away from home. New Year's Eve was a fun filled affair with lots of dancing and counting down to the midnight hour.

Product Management Workshop

Alumni Relationship Committee conducted the Product Management Workshop on January 5' 2020 hosted by Mr. Ayush Kumar (a 2015 alumnus) who is currently Associate Director – Product Management at WE.org. The 4-hour workshop covered various aspects relating to Product Management domain including the fundamental frameworks, phases of a product development, case studies and current and future opportunities. Mr Ayush who has been a Product Manager in various organizations including Shaadi.com also addressed the students on how to build a career path in the Product Management stream.



Lohri Celebrations

We started off this year by commemorating the festive season to mark the end of the chilly month of Paush! To mark the beginning of the new Harvesting Season, the Cultural Committee organized the joyous festivals of Lohri and Makar Sankranti on January 13' 2020. The campus was filled with excitement as we organized kite flying along with traditional Indian games like Dog & the Bone and Sitola. In the evening, a huge bonfire was put-up for the pooja. The day came to an end with a Bhangra Dance performance by the Punjabi community and the Cultural Committee.

Republic Day Celebrations

26 January is a memorable day for all Indians. We celebrate this special occasion with unity. The day started off with garlanding of Shri Mahendranath Ji's statue followed by National Flag Hoisting by Prof. Asish K. Bhattacharyya and then the National Anthem was sung in unison. Prof. Asish K. Bhattacharyya addressed the crowd which was followed by Music Performance by the students of IMT Ghaziabad. After the gathering dispersed, a painting competition for the wards of the staff members was organized on the theme of Republic Day.



Mess Day

A day of giving back to those who work tirelessly for us throughout the year, Mess Day marks a tribute to our wonderful mess staff, giving them a well-deserved break for a day and providing students the opportunity to step up and rise to the challenge of preparing all four meals for the entire batch. This year we conducted Mess Day on January 28' 2020 with students serving up delicacies.



Saraswati Puja

On the occasion of Saraswati Puja we all pray to Goddess Saraswati. She is as bright as the colored moon and is the light of knowledge, hope, and peace, who is respected and followed by all Gods. On the revered occasion of Saraswati Puja on January 29' 2020, the Cultural Committee came together to celebrate and pay respect to the deity of knowledge, art, and music.

Riscon XI: Sail through the storm

The annual finance fest of IMT was conducted in January by Finesse. It comprised of two intense events, an *Equity Research Challenge* and a *Bloomberg Portfolio Management Competition* where students showcased their skills in financial analysis, modelling, stock pitching, and stock trading. The event saw participation from students of top B-schools all over the country.



Techstars Startup Weekend 2020

IMT Ghaziabad hosted the Techstars Startup Weekend, in partnership with Google for Startups from January 31' 2020 to February 2' 2020 in our college incubator, facilitated by Arun Philips from Techstars. The event was attended by participants from various backgrounds including technology, management, sustainability, psychology, working professionals, etc.

Chakravyuh

The Sports Committee organized the 24th edition of IMT's flagship event, the "Chakravyuh" on February 7-9' 2020. Fondly known as the "Olympics of B-schools", the event was kicked off by the Indian Football legend, Padma Shri Bhaichung Bhutia. The event saw participation in 8 sports from premium B-schools from across the nation and the alumni of the IMT fraternity which is a testament to its legacy and grandeur.



Crescendo

Crescendo, the last IMT high, as we call it, is held every year for our dear seniors to bid them farewell for their beautiful journey at IMT. The event is organized by the seniors and for the seniors. This year the event, organized on February 18' 2020, was as extravagant as every year with IMTians showcasing their talents for one last time before they say goodbye to the college. The seniors entertained us with their dance moves, their acting skills and charmed us with their mesmerizing musical notes.



BSG Society's Annual Business Conclave

A platform to express, listen and ask questions, the business conclave is the annual flagship event of academic committee of IMT-Ghaziabad. It was organised on February 18' 2020. The esteemed panelists of the Business Conclave 2020 gave a fitting discourse on the topic of changing trends in leadership as it unfolded into an enticing and engaging discussion with the students. Business conclaves continue to envision the ever changing business environments for the many management students.

Sahyog

Sahyog is the annual cloth donation drive conducted by Make a Difference Foundation (MADF), IMT Ghaziabad. MADF members have run a campaign for over a fortnight to seek donations from the faculty and staff of IMT in the form of clothes, shoes, and blankets. All the donated clothes were distributed to the blue collared workers in and around the campus on February 19' 2020. The workers were delighted to pick and choose the clothes they wanted. The rest of the clothes were given to partner, NGO *Goonj* for repair and further distribution. Actions like these remain a true testimony to show that 'IMTCares'.



Ehsaas

The Make A Difference Foundation (MADF) at IMT Ghaziabad organized its annual event, Ehsaas, on February 28' 2020. MADF members visited our partner, Aasha Vidyalaya, a school for the specially-abled. Our team engaged the children through various activities such as drawing and coloring, bounce house, and fun games. Magic Show was a key highlight, which the kids thoroughly enjoyed. The gifts and cake brought smiles onto these little champs and their love and affection filled our hearts with joy. It is in moments like these that we see our work pay off.



Trekking Event

Within its first year of existence, the newly formed "Health and Wellness club" organized an exciting trekking event in the mountains of Mcleodganj, Dharamshala. The event was well planned with the purpose of providing a gateway to escape the hectic and restless life of MBA as the academic year was coming to an end. The zeal, excitement, and the camaraderie of the IMTians came to the fore, and then there was no looking back. For 3N/2D, it was an exhausting yet exhilarating trip to Mcleodganj.



Farewell 2020

As the batch of 2020 stood at the culmination of their journey, Student Activities and Welfare Council organised a grand farewell party to make their last IMT days even more memorable. Guests were greeted with a red carpet and delicious snacks at the Oscars themed party while they clicked away happy pictures with the life size Oscar model at the photo booth and took a trip down memory lane with the picture albums on the dias. Envelopes were hung all around the amphitheatre for each of the outgoing batch members to record any last messages and bid them a warm adieu.

RECENT MANAGEMENT DEVELOPMENT PROGRAMS

IMT Ghaziabad conducted numerous customized MDPs for its clients at its campus.

Date of Program	Name of the Program	Name of organization(s)	Program Director(s)
February 18-20	Leadership Excellence for Airport Professionals (Module-1)	Delhi International Airport Ltd. (GMR Group)	Prof. Richa Saxena Prof. Vijay Lakshmi Singh Prof. Shalini Rahul Tiwari Prof. Puja Aggarwal
February 18-20	IGNITE for NEXA TDMs	Maruti Suzuki ARENA Dealership	Prof. Bindu Gupta Prof. Bhavna Bhalla
February 11-12	Sales Leadership Program for ARENA (Batch-9, Module-2)	Maruti Suzuki ARENA Dealership	Prof. Sapna Popli Prof. Bikramjit Rishi
February 3-5	REACH for NEXA Quality Managers	NEXA Dealership of Maruti Suzuki	Prof. Sapna Popli Prof. Bikramjit Rishi
January 23-24	Workshop for Show Room Managers (Batch-1)	Maruti Suzuki ARENA Dealership	Prof. Bikramjit Rishi Prof. Sapna Popli
January 20-22	Sales Leadership Program for ARENA (Batch-10, Module-1)	Maruti Suzuki ARENA Dealership	Prof. Sapna Popli Prof. Bikramjit Rishi
January 13-14	IGNITE for NEXA TDMs	Maruti Suzuki ARENA Dealership	Prof. Bindu Gupta Prof. Bhavna Bhalla
January 8-10	REACH for NEXA Quality Managers	Maruti Suzuki ARENA Dealership	Prof. Sapna Popli Prof. Bikramjit Rishi
January 7-8	ARENA SLP Mod-2 (Batch-8)	Maruti Suzuki ARENA Dealership	Prof. Sapna Popli Prof. Bikramjit Rishi

IMT Ghaziabad started and conducted various Online Executive Education Programs in partnership with different learning platforms during January-March' 2020.

Launch Date of Program	Name of the Program	Name of Partner / Client	Program Director(s)
March 29' 2020	Post Graduate Program in Management(Cohort-1)	UpGrad Education Pvt. Ltd.	Prof. Puja Aggarwal Gulati
December 30' 2019	Block Chain Technology Management (Cohort-2)	UpGrad Education Pvt. Ltd.	Prof. Poonam Garg
December 30' 2019	Block Chain Technology Management (Cohort-3)	UpGrad Education Pvt. Ltd.	Prof. Poonam Garg
February 01' 2020	PG Program in Marketing with Specialization in Digital Marketing (Cohort -1)	Edureka	Prof. Abhishek and Prof. Bikramjit Rishi
September' 2019-February' 2020	Post Graduate Executive Certificate Program in Data Science & Big Data (Cohort-2)	Nulearn (Human Racers Advisory Ltd.)	Prof. Reema Khurana

INDUSTRY CONNECT AT IMT GHAZIABAD

Guest Speakers from industry and academia at IMT Ghaziabad for PGDM Full-Time Program (First Year) during January-March' 2020

Name of the Guest Speaker	Designation and Organisation	Session Topic
Mr. Piyush Choudhary	Chief Engineer- Electrical- ONGC Ltd.	Network Design
Mr. Michael Dias	Partner- Michael Dias & Company	Human Resource Management
Mr. Pawan Kumar Sharma	National Sales Head- Disney India	Importance of Strategic Management in Corporate World.
Mr. Amit Jain	Interim Chairman - Action for India	Insight in to start-up and strategies
Mr. Arun Gopal Banerjee	CEO- Levensloop.in (AI HCM Services LLP)	Sales & Distribution Management
Mr. Manish Gupta	Managing Partner- Self Employed	Retail Measurement
Mr. Vikas Mehta	Consultant - Self Employed (Formerly GM – Havas Worldwide)	Consumer behaviour & Personality Codes
Ms. Usha Kavan	Consultant - Self Employed (Formerly Board member – GfK Mode)	Evaluating Advertising Effectiveness
Mr. Arvind Sharma	Partner - iValley Tech Ventures LLP (Formerly CEO, LeoBurnett, South Asia)	Creative Communication Strategy
Mr. N R Bhanumurthy	Professor- NIPFP	Contemporary Issues on India's Fiscal Policy Scenario
Prof. Surajit Mazumdar	Professor- JNU, Delhi	Current trends of Indian Economy
Mr. Sambit Basu	Independent Consultant- International Subject Matter Expert and Policy/Regulatory Specialist	Infrastructural Issues and Challenges in India: Implications for Business
Dr. Sapna Poti	V P – Development- IIT Madras	Issues in Skill Development & CSR Implementation in India
Mr. Sayan Basu Rai Chaudhury	Head- Sales Development, Emami Ltd	Channel Design
Mr. Shubham Jain	Senior Vice President and Group-Head, Corporate Ratings, ICRA Limited	Project Appraisal & Financing
Mr. Subhomoy Bhattacharjee	Consulting Editor, Business Standard	Union Budget and Contemporary Issues on India's Monetary Policy Scenario
Mr. Ujjawal Galada	Head - Modern Trade, Emami Ltd	Sales & Distribution Management

Guest Speakers from industry and academia at IMTG for PGDM Full-Time Program (Second Year) during January-March' 2020

Name of the Guest Speaker	Designation and Organisation	Session Topic
Mr. Praveen Kumar	Partner – ASA & Associates LLP	Int. Audit & Risk Management
Dr. Tamanna Chaturvedi	Consultant (WTO & Trade Policy), Indian Institute of Foreign Trade	International Trade Laws
Mr. Gautam Khaitan	Partner – BDO	Int. Audit & Risk Management; Frauds and risk management with special reference to banking sector
Ms. Jennet Achyldurdyeva	Research scholar at National Sun Yat-Sen University, Taiwan	Fostering and Leveraging Diverse & Inclusive Workplace; Diversity management in the context of Taiwan. Case study of semiconductor company
Mr. Jubin Goel	Account Manager, Enterprise Regional (North India), FedEx Logistics	International Trade Law: Real-life cases, study and implications
Mr. Mohit Sethi	Director HR, Nielsen	Insights on latest industry developments in Talent Management
Ms. Smriti Singh Bhatia	CEO, InQognito Insights Private Limited	Cross Cultural Skills for Managers
Ms. Amrutha Valli	Founder & CEO, Purple Apple Infosystems LLP	Managing Start-up Growth
Mr. Amit Rathor	Director, IGen Consulting Pvt. Ltd	Managing Start-up Growth
Ms. Anjali Singh	Senior Vice President & Global Banking COO, Genpact	Fostering and Leveraging Diverse & Inclusive Workplace
Abhishek Ranjan	Global Head - CSR, Brillio	Corporate Social Responsibility

Guest Speakers from industry and academia at IMT Ghaziabad for PGDM-BFS Program during January-March' 2020

Name of the Guest Speaker	Designation and Organisation	Session Topic
Mr. Suman Kumar	Executive Vice President - SMC Group of Companies	Functioning and Issues in Stock Exchange Operations
Mr. Ankur Singhal	Co-Founder and Director - Ambition Services Pvt. Ltd.	Service Delivery Channels for Micro Finance Services, Different Models of Micro Finance- Grameen Bank, Joint Liability Group, SHG-Bank Linkages, Business Correspondent, MF Products, As MFI, how do you operate. Risk Management in Micro Finance, Risks: Community & MF Service Providers' Perspective, Regulatory Framework & Risk Management, Challenges in Managing Credit & External Risks
Mr. Parveen Kumar	Partner - ASA & Associates LLP	Frauds in Banking
Mr. Vijay Kumar Chhatwal	Ex. Chief Manager - Punjab National Bank	Trade Finance and Document Negotiation
Mr. Vinod Kumar Rajput	Ex. Assistant General Manager, Bank of Baroda	CBS, Finacle, Technology in Banking

Guest Speakers from industry and academia at IMT Ghaziabad for PGDM-Executive Program during January-March' 2020



Name of the Guest Speaker	Designation and Organisation	Session Topic
Ms. Seemin Askari	Vice President-HR , DS Group	The essence of Organizational Capability Building in any organization. She explained to the class the 3 way roadmap which was adopted by her organization, which has showed tremendous results in achieving organization's goals.
Mr. Ankit Jhamb	Associate Director-L&D, KPMG	In today's VUCA world, how important to maintain your agility and keep you job, passion and happiness intact. In the session he had discussed in detail about his New Launched book "Lost and Found at 35"
Mr. Kinjal Choudhury	Senior Vice President-HR, Paytm	Role of upskilling and super specialization in your area of work and domain. Adaptability for the rapid changes in STEPEL scenario of the business and industry. With example of COVID-19 outbreak.
Mr. Aishwarya Singh	HR Business Partner, Amazon	Employee engagement, Iteration rate of a firm, how to combat the repercussions of COVID-19 global outbreak, 12 Qs based on Maslow Hierarchy of Needs.
Mr. Piyush Sanghani	Vice President – Global Operations, TransUnion	Everything is dependent on how you perceive it. Your thought process and attitude decides what you are going to achieve in longer run. So stay positive and everything will be okay. Good or bad time will pass for sure.
Dr Jatinder Singh	Director, PHD Chamber of Commerce and Industry	Management Strategies in VUCA environment'. And how this could be improvised the same with 'D-VUCA-D' environment, where D stands for Digital and Diversity.

INTERNATIONAL RELATIONS CENTRE UPDATES

IMT Ghaziabad students visited nine different Institutions in Europe as part of outgoing exchange program during January-March' 2020.

Outgoing Students Partner School	Country
HHL Leipzig Graduate School of Management	Germany
IESEG School of Management	France
Nova School of Business & Economics	Portugal
EM Strasbourg Business School	France
Toulouse Business School	France
Burgundy School of Business , ESC Dijon	France
Neoma Business School	France
EM Normandie Business School	France
Paris School of Business	France



Students from five different Institutions in Europe visited IMT Ghaziabad as part of incoming exchange program during January-March' 2020.

Incoming Students Partner School	Country
Excelia Group Business School	France
Toulouse Business School	France
EM Normandie Business School	France
Toulouse Business School	France
Grenoble Ecole de Management	France

LIBRARY - ACTIVITIES AND NEW INITIATIVES

Reader's Festival – 2nd Annual Book Exhibition 2020

IMT Ghaziabad Library organized Reader's Festival - 2nd Annual Book exhibition on February 3' 2020 at Central Ground of IMT Ghaziabad campus. Director, IMT Ghaziabad inaugurated the exhibition. More than 30 publishers participated in the exhibition. The purpose of organizing this exhibition was to explore new and updated books in various areas of business and management. The annual exhibition helped the faculty, staff and students in recommending valuable books which further leads to enriched collection of books at IMT Ghaziabad library. The library had an overwhelming response from the faculty members, students, officers and staff.



Digital Display and Information Kiosk

The Digital display and information Kiosk has been installed at the ground floor of the IMT Ghaziabad library. It is part of an ongoing effort to experiment with new technologies and services to help make access to information easier.

Special services rendered by IMT Ghaziabad library from March 16' 2020 due to COVID-19 Lockdown

- **Today's e-Newspaper Services** - Today's e-newspapers services provides daily for general reference and awareness to IMT Ghaziabad Community via email.
- **e-Textbook and e-Course Pack** - To facilitate online classes and online examination, IMT Ghaziabad library provides e-Textbooks and course packs for reading and learning purposes.
- **Database Training via WebEx** – IMT Ghaziabad library initiated and coordinated the training sessions and webinars organized by the service provider(s) for the faculty and students during COVID-19 to learn how to use online resources for academic research, teaching, and learning.
- **Online Certification Courses** – IMT Ghaziabad Library compiled list of online certification courses (national and international) and shared with faculty members. This helped faculty members in updating themselves while utilizing their time during COVID-19 lockdown period.

New databases / resources added to IMT Ghaziabad Library

Library added 504 new books, 7 magazines, and 5 videos to its collection during January-March 2020 with the addition of following online resources:

- Wiley Management Collection – 150 e-Journals
- Oxford Online (Economics & Finance) – 37 e-Journals
- Henry Stewart (HS Talks) including e-Journals
- ETPRime.com
- Nikkei Asian Review

INFRASTRUCTURE AT IMT GHAZIABAD

IMT Ghaziabad is spread over a lush green campus of 14 acres. Its state-of-the-art infrastructure is ranked among the best in the country. The institute has a Management Development Resource Centre (MDRC), a hostel block, an academic block, the Placement Office, the administrative block and conference/committee rooms, equipped with the latest technology and infrastructure support.

The new academic building showcases modern architecture, offers cutting-edge teaching facilities, and gives the precinct a dynamic and vibrant atmosphere in its celebration of open spaces and natural light. The new academic block houses 15 smart futuristic classrooms, each equipped with the finest audio-visual and interactive technology. IMT Ghaziabad facilitates its corporate partners by providing contemporary services at its newly refurbished Placement Office, to efficiently carry on their rigorous placement processes at the campus. The institute also houses an Incubation Centre to support the entrepreneurial plans of its students and alumni. The Centre is equipped with relevant databases, smart workstations, and other modern infrastructure facilities to aid entrepreneurs in their innovations and flourishing the society.

A fully air-conditioned new hostel block with state-of-the-art recreational facilities is now operational, and presently 300 students reside there. The construction of Phase II of the said hostel block is under progress and will be completed by October 2020. This hostel block will house 500 students.

The elegant New Auditorium adds to the beauty of the campus and can accommodate 600 seated guests. It offers a spectacular venue for large conferences, seminars, film screenings, presentations and theatre and cultural performances of all kinds. State-of-the-art audio-visual facilities promise guests a memorable experience every time they grace an occasion on campus.

The two-storey, fully air-conditioned new dining area can accommodate up to 600 persons at one time. The Institute has recently provided central air conditioning in addition to up-gradation of other facilities in all its existing hostels.



ADMISSIONS WEBINARS

Admissions team organized four webinars during January-March' 2020 to reach out to potential students of IMT Ghaziabad.

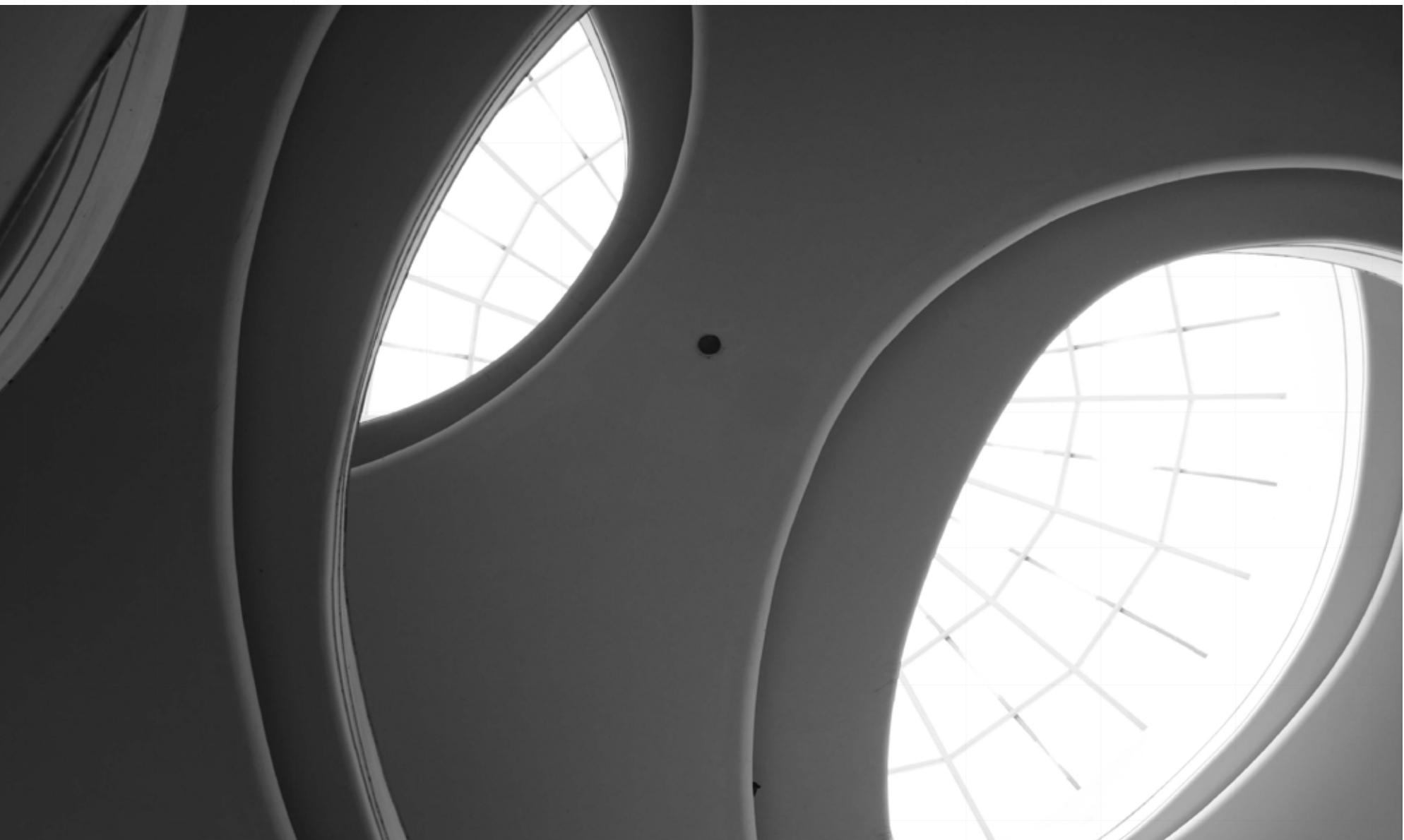
Time and Date	Topic	Speaker
Monday, January 6' 2020	Most Important Skills Required for the new-age MBA jobs	Prof. Reema Khurana
Friday, January 20' 2020	Responsive Management Education	Prof. P K Biswas
Friday, March 20' 2020	Mayhem in Global Financial Markets and Risk Management	Prof. Ashok Agarwal
Monday, March 23' 2020	Marketing in the Digital Age	Prof. Rakesh Kr. Singh

Admissions team plan to organize eight webinars in coming days to reach out to potential students of IMT Ghaziabad.

Time and Date	Topic	Speaker
Sunday, May 24' 2020	COVID-19 pandemic & B-School education/IMT's response to the crisis	<ul style="list-style-type: none"> • Director, IMT Ghaziabad • Dean Research, IMT Ghaziabad • Dean Academics, IMT Ghaziabad • Director &/ Dean, IMT Nagpur • Director &/ Dean, IMT Hyderabad • Alumni
Saturday, May 30' 2020	The BFS program at IMT-Ghaziabad: Plan and expectations	<ul style="list-style-type: none"> • Chairperson, PGDM-BFS Program • PGDM-BFS Program Faculty • Alumni from Banking/Insurance sector • BFS Students
Saturday, June 6' 2020	MBA journey to 2022: Challenges & Opportunities	<ul style="list-style-type: none"> • Dean Academics, IMT Ghaziabad • Chairperson - PGDM Program, IMT Ghaziabad • Dean/Program Chairperson – IMT Nagpur • Dean/Program Chairperson – IMT Hyderabad • PGDM Students • Alumni
Saturday, June 13' 2020	The Dual Country program of IMT-Ghaziabad: Plan and expectations	<ul style="list-style-type: none"> • Program Chair, IMT Dubai • Faculty, IMT Dubai • PGDM Chairperson • Faculty, DCP (2nd year electives) • Program Alumni
Saturday, June 20' 2020	Leading with Uncertainty: Challenges and Opportunities	<ul style="list-style-type: none"> • Area Chairs/faculty • Alumni
Saturday, June 27' 2020	Enterprising Student Committees and Clubs at IMT Ghaziabad: Making best use of peer learning	<ul style="list-style-type: none"> • SAWC faculty • SAWC student/committee heads
Saturday, July 4' 2020	Contemporary skills for excelling MBA and management career	<ul style="list-style-type: none"> • Communication area faculty • HRM area faculty • Any other faculty • Alumni
Saturday, July 11' 2020	Entrepreneurship in crisis times	<ul style="list-style-type: none"> • Strategy, Entrepreneurship and Innovation area Faculty • Alumni • E-Cell students

ABOUT IMT GHAZIABAD

The Institute of Management Technology, Ghaziabad is ranked among the top 12 B-schools in India and among the top 5 private B-schools and offers postgraduate and executive education programs in management and marketing management. IMT Ghaziabad has been consistently ranked among the top management institutes of the country. Today, it is the proud alma mater of more than 300 C-suite executives and thousands of professionals serving in leadership positions in the best-known organisations in India and around the world, in key business functions of Sales, Operations, Human Resources, Consulting, Information Technology, Marketing, Banking and Finance among others.



For any Suggestions and Feedback, please contact:

Prof. Abhishek

Chairperson, Corporate Communications and Media Relations | imtinsight@imt.edu

or

Ms. Nidhi Singh

Manager, Corporate Communications | imtinsight@imt.edu

Institute of Management Technology Ghaziabad
Raj Nagar, Post Box No. 137, Ghaziabad, Delhi NCR - 201001, INDIA

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