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Goa Management Association

GMA Newsletter



MANAGING CHALLENGES TO INDUSTRY IN GOA



Goa Management Association constantly engages with Goan industry and management fraternity to address concerns faced by industry and identify measures to address these concerns.

In this endeavour, GMA hosted a panel discussion on Managing Challenges for Industry in Goa on Tuesday, 29 January 2019, at Hotel Crown, Panaji.

Goa, with an area of 3702 m², literacy rate above ~90%, population of 15 lakhs, globally well-connected, sought after destination, rich in minerals, scenic beauty, etc., is yet not known as a major industrial hub.

It has a moderate social, physical and industrial infrastructure, and despite industry here, it is not featured prominently on the nation's industry map. To discuss reasons and contemporary challenges, a panel of industry representatives threw up and answered questions on entrepreneurial skills, startup culture, ease of doing business, environmental concerns, among other critical aspects.

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The panel of four representatives of industry who shared their views on means to tackle the impasse in the state's industry.

Mr. Sandip Bhandare, President, Goa Chamber of Commerce and Industry, spoke of the general problems faced by the industry including, land, electricity, infrastructure, etc. He mentioned the need to improve processes and the ease of doing business.

Mr. Rajkumar Kamat, President, Goa State Industries Association addressed the current trend of technological disruptions and spoke on how industry can cope with these changes. He mentioned that handling the millennials would also be a challenge.

Mr. Jack Sukhija, Hon Secretary, Travel & Tourism Association of Goa represents the key industry of Goa and spoke realistically about the recent drop in tourists, and the regulatory issues plaguing the state due to which others areas are emerging as more favoured destinations. He spoke of the relevance of mapping of the industry to Porters five forces.

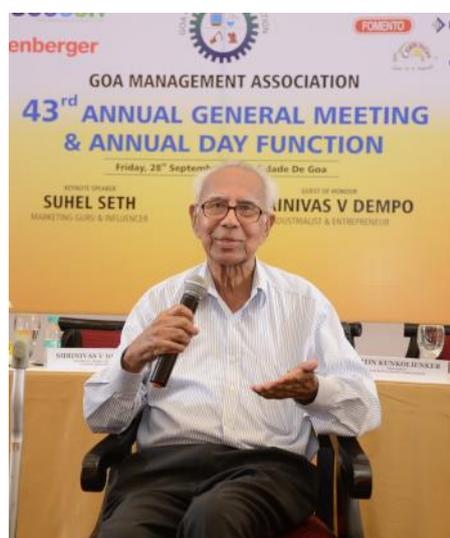
Mr. Mangirish Salelkar, President, Goa Technology Association made a critical presentation of the reasons why Goa is not the preferred location for the sunrise industry and pointed out the aspects of IT policy, capital support to startups, role of incubators, and the need to create awareness among youngsters and entrepreneurial students about facilities available like incubators.

Dr. Pradeep Salgaonkar, past Chairman, moderated the discussion. Mr. Harshvardhan Bhatkuly, Chairman of GMA, presided over the function and Mr. Amin Ladak, Vice Chairman gave the closing remarks. There was active participation from the audience who probed the panel with incisive questions that brought to fore several action points.

1ST GMA LIFETIME AWARD TO FR ROMAULD D'SOUZA



Fr. Romuald D'Souza is often referred to, in jest, as the Founder of Founders. He needs no introduction to the field of management and the state of Goa. Goa Management Association was honoured to present Fr. Romuald D'Souza, the first ever GMA Lifetime Achievement Award at its Annual General Meeting and the Annual Day Function in 2018. Here a few glimpses of the felicitation ceremony and the citation presented to him on that day.



“One man's vision gave the country a premier institute of management, one of the country's top B-schools.”

... to borrow a headline from a few years ago.

It was in August 1993, with 24 students and 6 faculty members, Fr. Romuald D'Souza, set out to establish a business school in Goa. There was no campus, no funding and no organisation. In his own words, there was no inaugural function too. In a humble way, in borrowed classrooms, Fr. D'Souza started the Goa Institute of Management.

Today, when it has completed 25 years, it is spread over a sprawling 50-acre modern-day campus with more than 500 students enrolled at any time.

As Fr D'Souza once said, it came to be set up by chance. However, it was his vision that laid the foundation for all its successes it has seen over the past two and a half decades.

For us in Goa, Fr's name is synonymous with the GIM, but it is not where it started, and it was not all that he started.

Rev. Fr. Romuald D'Souza, born 20 December 1925 in Aldona is a Jesuit priest. Asked by his Society to go to Jamshedpur in the early 1980s, Fr. D'Souza was with the XLRI as its Director from 1982 to 1989.

During this period, he set up the Xavier Institute of Management in 1987 and was its director till 1993.

In 1993, he returned to Goa to set up the Goa Institute of Management, where he served as the Founder Director. After having stabilised GIM and set it on its path, Fr continued to set up many other such as the Marian Institute of Healthcare Management.

It would be an understatement to say that Fr. De Souza has contributed immensely to the body of management and management education in Goa and in India. He also served as a member on various academic organisations, such as the

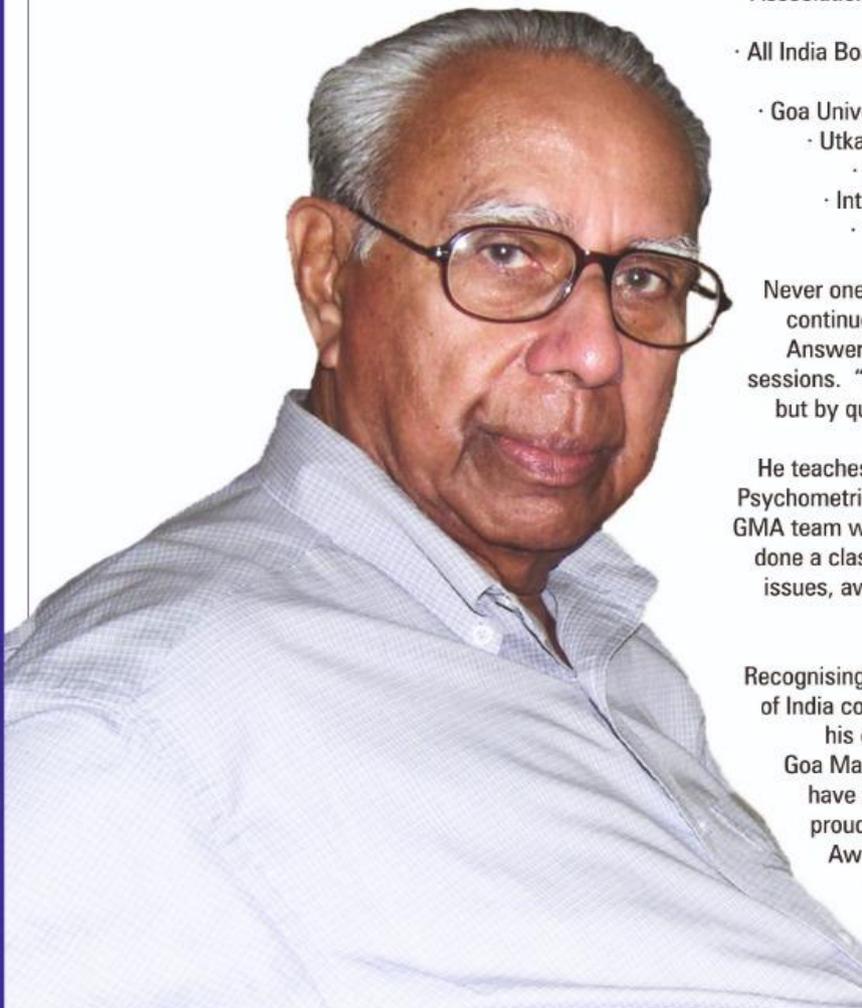
- Association of Management Development Institutes of South Asia
- All India Board of Management Studies, Government of India
- Goa University as member of its Executive Council
- Utkal University on its Academic Council
- Academy of Management, USA
- International Council of Psychologists
- American Psychological Society

Never one to be idle, even today at the age of 93, he continues to teach. He once said “Question The Answers!” which was also the title of one of his sessions. “Everyone attempts to answer the questions, but by questioning the answer, one broadens their perspective,” he said.

He teaches Business Ethics, Management of Stress, Psychometrics and Organisational Behaviour. When the GMA team went to meet him a few days ago, Fr had just done a class on Wellness, an emerging management issues, away from its medical connotations, for the Nirmala Institute.

Recognising Fr's immense contributions, the Government of India conferred him with the Padma Shri in 2010, for his contribution to education and literature.

Goa Management Association, today, is honoured to have this beacon of excellence in its midst and is proud to confer its first ever Lifetime Achievement Award to Fr D'Souza for his contribution to Goa's management fraternity, and to the society.



INDUSTRY INSTITUTION INTERACTION

INTRODUCTION

With disruptive changes across the world occurring rapidly, education, which forms the backbone of a nation's development, needs to constantly evolve, while every enterprise needs to reinvent itself to survive.

However, industry regularly complains about inadequate availability of skilled resources while youth faces issues of unemployment. The mismatch of being "rightly skilled" is due to a gap between what is taught and what skill is required at work. Everyone is aware, but this gap has not been bridged. It is necessary for extensive and continuous interaction between industry and institutions. The real need of industry is to engage with academics to constantly be ahead of competition and change.

There continues to be a basic need for industry to articulate its business expectations, evolving change, technological advancement, and engage with institutions to curriculum, learning systems, training tools, skilling programmes, to ensure students and human resources are up-to-date with future, predictable and unpredictable, changes, and ensure that employment gaps are reduced. While this will bridge the gap, it will also prevent unwarranted social issues. Industry should work towards

- Improving the quality of education to meet the needs of the industry and economy
- Integrating industrial training with learning processes and improve students' awareness of job functions
- Acquainting teachers with working environment and practices in the industry and integrating them in education
- Sharing experience and expertise with academics for mutual benefit

MODE OF INTERACTION

INDUSTRIAL VISITS

The first and foremost step in initiating interactions with the industry is by means of industrial visits by the students & teachers to the different industries. This will help them to have the feel of the industry and make them aware of the manufacturing processes and functions in an industry.

The teachers and students should plan their visits in consultation with the concerned company so as to ensure that the key persons of the company are available for interaction and the queries of the students are explained properly.

The students should regularly visit the industries as a part of their course. The institute should organize industrial tours for the students. This will give them good organizational experience. The institute should also organize practical training and internship to the students. This will give students good industrial exposure to the students.

PROJECTS

The students should be asked to prepare industrial visit reports after their visit to an industry. They should be asked to describe the manufacturing processes and the observations made by them with suggestion / recommendations if any. This will make the students more serious and pay attention during the industrial visit to understand the industrial environment. The students should be encouraged to undertake their final year project in industry.

EXCHANGE OF VIEWS

One of the ways for effective interaction between industry and institution is through exchange of views through resource person from industry and institution. The resource person from industries should visit the institutions and deliver lectures to the students & teachers and highlight the requirement of the industries. They should discuss the problems faced by the industries and changes required in the educational systems to meet the present need of the industry. Similarly, teachers should also visit the industries to know the expectations of the industries and interact with them. The institutions can arrange guest lecturers of the experts from industries to create awareness and exchange of views between student, experts and institution resource persons.

PARTICIPATION IN COURSES

The industry should encourage their staff to continue education for higher degrees. They should also assign consultancy jobs to the institutes and sponsor R & D projects to the institute. The industry should also sponsor their staff for short term courses in the institute.

The participation of the industry and institutions in such programs will improve the relationship between these two important segments.

CASE STUDIES

As a part of the interaction process, the teachers, students should prepare case studies on various industrial problems faced by the companies. This will help the teachers & students to understand the process and the requirement of a particular industry in details. The recommendations and suggestions made by them will help to solve the problems of the industries.

DEPUTATION OF TEACHERS

The teachers should be deputed during the vacations in industries to work on specific projects at industry and submit their reports to the institute and deliver seminar talks to bring awareness about the industrial requirement & problems.

INDUSTRY INSTITUTE JOINT EFFORTS

The industry and institute should make joint efforts for conducting training awareness programs for industry & institute. They should organize seminars, symposium and awareness programs for industry & institute persons. They should jointly undertake social responsibilities / projects which can bring in better interaction between them. They can also establish entrepreneurship development cells at institute level and conduct research.

MECHANISM FOR INTERACTION

COORDINATION COMMITTEES

In order to have better interactions between industry and institution it is necessary to establish coordination committee comprising members from both the sides. These committees will provide guidance for improving efficiency and effectiveness of institute programs & new courses. These committees will also oversee compliance to regulatory requirements of industry and institution.

SYLLABUS ADVISORY PANEL

These panels will analyze the gaps between syllabus and industry practice and eliminate those gaps. It will also add new relevant subjects to improve knowledge and skill of students to make them industry ready.

VISITING LECTURERS FROM INDUSTRY

The arrangement of chief guest, key note speakers, guest lecturers from industries for workshop, seminars etc will help to bring in external view of managements education to the institutions. The cooperation between industrial experts and institution authorities can bring many changes which could benefit both the organizations.

ALUMNI ASSOCIATIONS

The interaction of students and teachers with alumni working in the industries can make the relationship between industry and institutions more vibrant and contribute a lot towards improvement of quality of education to meet their industrial needs.

PROFESSIONAL FORUMS

The various professional bodies like AIMA, CII, ASSOCHAM, etc. would be best platforms for industry, institute, teachers and students to express their views and to attend their programs for mutual benefits.

The associations and partnership with local industries like AIMA, TSSIA, etc. will help to facilitate interaction between industry and institutions.

BENEFITS OF INTERACTION

FOR INSTITUTIONS

- Greater resource generation.
- Improved quality of faculty.
- More relevant curriculum. Better Placement of students.
- Better utilization of expertise and facilitated industry.

FOR INDUSTRY

- It can have access to the latest technological and management developments.
- Industry can keep their workforce updated in terms of skills and knowledge through refresher courses and other training programmes conducted by the institutes.
- It is able to get fresh and well trained technical personnel.
- Industry can get their research work done through institutions and save cost of R&D.
- Reduction in recruiting costs. Cost effective productivity.

- Better communication with higher learning centre.
- Collaborative research opportunities.

FOR FACULTY

- It gives good understanding of the industry and helps in building up of useful case studies for improving the quality of future teaching.
- It provides an ability to identify research programmes of industrial importance.

FOR STUDENTS

- Gaining real life experiences.
- Application of theoretical knowledge.
- Enhancement of oral and written skills.
- Decision making on career choice.
- Paid pre-employment (on-studies training).
- Gaining access to sophisticated instrumentation.
- Understanding the work culture of industries.

FOR THE NATION

- Effective harnessing of the resources, talents and experience within the country.
- Greater efforts at self-reliance and indigenouness.
- Greater financial support to institutions and R&D organizations.
- Greater employment of R&D personnel.
- Generating sense of pride in the nations among Indians all over the world by providing excellent research findings.

SUGGESTIONS

- Academic and administrative autonomy may be granted to institute.
- Institute should be provided with adequate transport facility, infrastructural and secretariat
- Support for carrying out these activities.
- Industrial training for students should be made compulsory for about one month in a year as a part of the curriculum and it should also be credited.
- Sufficient funds for taking up industrial projects should be provided to institutions.
- The course curriculum should be designed as per job profile and its

revision has to be commensurate with requirements of the present and new emerging technological demand.

- Adequate lab facility should be created and utilization has to be assured.
- Teacher should be sent to industry for practical training for a short period.
- Benefits in appointments and promotions are given to teachers with good work in industry.
- Institute should identify the problem of the industry around in his neighbourhood and should solve its problems involving students.
- Institute should involve in R&D work and should take projects from established industry for updating its technology.
- Institute should provide information to industry about the facilities available in Institute, which might be used by the industry for its benefit.
- Curriculum of various courses can be revised regularly.
- Students should be encouraged to undertake the final year projects in Industry partly or fully with a joint supervisor from industry.
- Industry should give R&D problems to Institute and also provide good training to students under training as they are going to be the important part of industry after completion of the studies.
- Experts from the industry should be invited by the Institute regularly to share their practical knowledge with the faculty and students.

CONCLUSION

In today's scenario, there is need for a more enhanced partnership between institutions and industry. As we move further towards a more knowledge dependent economy, we need to look increasingly how institutions can work with industry to advance the process of innovation and renewal across all industry sectors. Industry and institutions need to work actively to expand the current position of partnership and engagement.

Dr. Sidas Khorjuvekar



Dr. Khorjuvekar is GM – Purchase, Timblo Drydocks Pvt. Ltd.

HERITAGE, TOURISM AND YOUTH!!

The concept of mass tourism as an activity for leisure, recreation, health, pilgrimage, fun and education has been witnessed all over the world since travel became cheap and convenient.

However this “exchange” of experiences for the host and the guest alike make tourism an activity that has the potential to transcend societies seamlessly. The reason I say seamlessly is because tourism experiences “grow” on the touring population as well as the host country population. The host country is most impacted by tourism as the experiences of host population, due to subtle visitor culture impact, change or alter the way the host societies live. The traditions, culture, way of life etc. in short the Heritage of a society is impacted by these cross cultural experiences that tourism brings with itself.

Heritage is the legacy that each society carries with it. It is irrespective of “judgemental” views whether it was good or bad. It is a legacy and that legacy is a reality. When one looks at this aspect there is a lot to learn from our legacies. Societies have created these legacies just as we have been creating them now for the future generation.

The role of heritage in creating a learning canvas for the young and old alike is something that is worth exploring since it is rarely that we look into ourselves to improve our own lives. The campaign of “Incredible India” launched by the Government of India to woo tourists to India is a classic example of showcasing our heritage.

Since it is we who own our heritage it is important that we protect it as a social asset. Whether these assets give us the requisite social returns apart from financial

returns depends on the input. i.e. if we invest money in heritage it is certainly going to give us financial returns and if we invest social time into it then the returns will be in terms of social benefits.

Educating our own society of its heritage is one of the means by which heritage will get its due recognition and fire a curiosity among the society to know more. Many such attempts of preserving Heritage, Culture, Folk Art and Cuisine are being done in Goa by different entrepreneurs. Creating a learning tourist (Domestic and local) is one



of the ways in which we can keep our heritage alive.

Tourism in Goa has impacted the youth in a way that never seemed possible. Apart from creating employment opportunities where none existed, it has also changed the

socio-economic scene for the youth. The negative impacts of tourism that are well known have also taken its toll on the Goan youth. Most societies accept things that are new and easily available, be it gadgets, products or services, slang, ways of life etc.

This is a natural process and is here to stay. In these circumstances there is a need for the society to create an awareness of our heritage and traditions since there is a remedy available in our past for the social diseases that are seen being created due to the impact of cross cultural experiences. Our heritage as in the legacy of our past traditions, culture, customs, knowledge base of medicine, engineering and architecture etc. has to be maintained. Societies perish when its Heritage perishes.

The fests, fairs and Zatras of Goa are a potent canvas to create and sustain our heritage in terms of traditions, cuisine, handicrafts etc. Similarly knowledge seeking associated with the traditional arts and architecture of Goa, folklore, customs etc. should be a part of growing up of an individual.

This is something that cannot be achieved by any government but should be the central aspect of our own society. That alone will be the panacea to the negative aspects of tourism that our youth are exposed to and fall prey to.

Dr. M S Dayanand

Dr. Dayanand is Professor and Head of Management Studies, Goa University



POUR YOUR HEART INTO IT

JRD Tata once said, “No success in material terms is worthwhile unless it serves the needs or interests of the country and its people.”

This penchant for constructive CSR is embedded in the DNA of many business organisations in the country. The practice of CSR is not new to companies in India. Many business houses, including family businesses, have grown hand-in-hand with communities around them.

The CSR scenario in Goa is no different from the country. Barring a few notable exceptions, CSR in our state appears forced and out of compulsion; either to appease affected people in hazardous areas around operations or to silence a critic.

India is probably the first country in the world to make CSR mandatory, with the amendment to the Company Act of 2013. What this has done is brought more companies into the ambit. While the industry has responded positively, and the spend has increased, it

is unclear if the increased spend is achieving the right results on the ground.

The mandate is that organisations can invest their profits in education, poverty, gender equality, etc, and industry seems more than keen to take up measures that appeal to topical themes, such as hygiene and sanitation (Swachh Bharat), skill development, etc.

However, it needs to be more strategic, systematic and thoughtful, at least in our state. I believe the larger intent of CSR is yet to take moorings in Goa. I was rattled recently, when I heard about a local body of representatives confronting a company’s employees (and later locking them up in their own office) for discontinuing a bus service that took their children to school.

There are misgivings on both sides of the argument. Why did the company

discontinue it? Why is such a CSR initiative not sustainable? Does it reflect the transactional attitude of the company? Is there a redeeming reason? Can organisations not lay stronger foundations for initiatives?

Why did society react like that? Isn’t the reaction excessive? Is the size of the company any cause for reaction? Is there an

society to seek continuity for CSR initiatives while there is no continuity for the operations of an organisation that supports these CSR initiatives?

Where do you draw the line of sustainability? What is the role of the government in such tricky cases where there is turnaround and can it play a role in sustaining such initiatives?



Intent cannot be dictated by statute. Evolved organisations have systems and professionals in place with a heart for CSR and a fairly open process to ideate and implement initiatives. CSR cannot be an isolated function of societal responsibility or acceptance. It is more than what money can buy and it requires more than money to match its assumed intent.

State governments are pushing the idea of ration cards, while society’s aspirations have galloped far away. There is a great mismatch between the haves and have nots, which has led to social strife in many parts of the country.

Goa, in many ways, is blessed to have lesser people sleeping on empty stomachs, as compared to the national average. But that does not absolve corporate citizens and the state to cock a snook at their needs.

We need the right people with their hearts in the right place, and a better debate, to make a positive CSR statement in the state. I hope someone is listening to this plea

angle of local politics?

The bigger question in this case is – why should children be held to ransom in a corporate/political tussle?

If so, the larger issue of CSR in the state is worth pondering over. Is it only the organisation’s responsibility because it is mandated? What is considered legitimate expectation from an organisation? Do companies who undertake CSR activities really feel the desire / intent to make a difference to society or is it just a reaction to a legal mandate, to be done and dusted with? No amount of greenwashing and advertising can amount to real intent.

What is the responsibility of society towards an organisation that contributes to CSR? What is the responsibility of society to the CSR initiative itself? Would it be selfish for

Harshvardhan Bhatkuly

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UPCOMING PROGRAMME: NEW IDEAS: INNOVATION IN THE AGE OF DISRUPTION



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SALATRY**

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**JASON
FERNANDES**

*Co-Founder & COO,
AEToken, Malta*

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