



August 2021 Vol.2 | No.5 | 2021

PROXIMITY

IN THIS ISSUE

Illuminator

In Your LIBA

LIBA during August 2021

Call for Articles on LiBiTES



Contact Us:

LOYOLA INSTITUTE OF BUSINESS ADMINISTRATION (LIBA)

Loyola College Campus, Nungambakkam, Chennai - 600 034, TN, India

Phone: +91 44 28177100 / 28177237 / 28177183

Mobile: +91 9444678382 | Email: alumni@liba.edu | Website: www.liba.edu



Le Vox Populi, The HR Club of LIBA cordially invites you to the



RECONSTRUCTING HR: IN THE POST-PANDEMIC ERA





RASHI GUPTA: +919873930762 | SREESH KUMAR: +919025028724 LOYOLA INSTITUTE OF BUSINESS ADMINISTRATION (LIBA) Loyola College Campus | Chennai 600 034 | TN | India

Director's Message



Proximity Promotes Growth

Being together makes people become intimate. After a period of time, it becomes a habit. In a sense, it defines a person. Who you are close to will make an impact on what you feel, think and do. Originally, our proximity with our mothers gave us the core of our character. We carry the smell of our mothers and our gestures and gesticulations often mimic them. What we form in the first five years becomes crucial to what we become later, and it remains till death.

This proximity principle is now being used in business organisations to promote growth and create a good ecosystem. The principle of proximity explains the way relationships are formed between people or things. In social psychology, this principle claims that people who are closer together in a physical environment are more likely to not only form a productive relationship but also a successful one.

In the book, *The Proximity Principle* by Ken Coleman, says that there are five kinds of people to spend time with, and the five places to position ourselves in. In this he says we should be intentional and genuine about the connections we make, with a fresh, unexpected take on resumes and the job interview process. If you want to do what you love, you have to be around people who are doing it and in places where it's happening.

The proximity principle helps you get out of a rut and see a new life. You must not be in close proximity to pride and fear as they are limiting beliefs that hold you back from pursuing our true goals. The pride is an idea that we are self-sufficient and don't need anyone's help and it is a psychological reflex rooted in the fear of appearing weak. Similarly, irrational fear of failure should not occur in your mind at all. You must move away from it. Fear makes you stop mastering the challenges ahead of you and start ruminating on hypothetical "what-if something happens" That's a recipe for disaster. When you have fear, you only need to think of Thomas Edison, Marie Curie and Albert Einstein, who didn't succeed *despite* failure – they succeeded because of failure.

Successfully connecting with the right people is all about asking for a chance rather than a favour. The proximity principle has two elements – people and places. Put them together and you get an equation: right people + right places = opportunities. It is not a chance, but an opportunity. This

is why when young aspirants in villages want to become actors, they go to Mumbai or Chennai. The place matters, and the people matter.

Imitating established professionals in your field is a great way to learn and develop your own style. The great American poet T.S. Eliot once said that "talent imitates; genius steals." What he was getting at is that the most gifted people in any field rarely develop in isolation; their craft is a grab-bag of skills and techniques they have copied, borrowed and filched from established masters. Have you seen the actor and Hollywood star Leonardo DiCaprio? He often copies the mannerisms and timing of another, older actor – Paul Newman, the legendary leading man from classic movies like *The Color of Money*. But finally, you need to develop your own unique approach.

Building your dream career takes time, but you don't have to move a thousand miles to start. Ken Coleman says, "before you even set foot on Mount Everest, you need to set up a camp in the foothills and acclimatize. Skipping that step is guaranteed to cause altitude sickness, meaning that when you begin the ascent, you'll feel dizzy and struggle to keep your focus." If you can't handle a bit of discomfort early on, you'll never be ready for bigger challenges further down the line. Growth, in other words, can't be forced.

Weak social ties get you into better jobs than friends and family. When it comes to the job market, connections matter. According to Granovetter, 'most of the job opportunities that come our way are not from family members and close friends – our so-called *inner social circle* – but from people we don't personally know in our *outer social circle*.'

You need to stay close to people and places that would take to what you want to become.

Stay close to opportunities,

Dr. C. Joe Arun, SJDirector - LIBA

Chairperson Speaks



I am glad to release the August 2021 issue of the LiBiTes - LIBA alumni monthly news newsletter.

My appreciation and thanks for the overwhelming response received from all our alumni contributors on proximity.

Proximity is the secret weapon of the best leaders. A close and attentive working relationship is stressed upon by leaders because it will improve happiness at work and in turn, increase the productivity and results. With the pandemic situation, the proximity of employees at the workplace is a matter of concern. Employees are working remotely. Interaction with colleagues has become limited, formal and scheduled. Proximity breeds informal chats among employees and helps build relations and favours employee engagement. A shift in workplaces, hybrid model of working hours must enable the employee to have a greater chance of thriving in this emerging new world of work.

LIBA alumni relations is happy to introduce the Alumni of the month in LIBiTES from the month of September onwards. We invite our alumni to nominate any of their alumni friends or even self-nominate for the same. The alumni of the month will be selected based on the contribution to the societal development and well-being of its people. Write to us at alumninewsletter@liba.edu.

Our newsletter has a wide base reaching to our alumni, recruiters, sponsors, industry partners, and industry associates. You can write to us on anything of interest, your achievements that you may want to share with other alumni. We will be happy to hear from you.

Write to us on the topic "De-Habit" for the next issue. Coming up next is the Bangalore Chapter meet, please do join us virtually, and make this event joyful and a memorable one.

Let us stay connected through LiBiTES!

Best wishes,

Dr. B. AiswaryaChair - Alumni Relations

Illuminator



Reecha Agarwal Goyal PGDM 2008-10

The only constant in this life is change! Yeah yeah, an age-old adage, a hackneyed phrase, I admit. Trust me, I have never liked to start an article with a cliché but this phrase has stood the test of time. Like, literally. And though everything, everywhere is changing at an unimaginable pace, I cannot think of a better and changed version for this phrase. So let this be constant. Getting a little too much? This is exactly how our lives are these days! Puzzling and changing. So much so, that new eras begin and end in a span of only few years. Out of many things that have changed, one is the essence of the word "Proximity." Let the period of comparison for me be 2010 (the year when I graduated from LIBA, hereafter referred to as my pre-MBA era) and now (my post -MBA era). During my pre MBA era, social networking was just gaining momentum. It was surely not a way of our lives. Orkut did make an appearance but it vanished as suddenly and rapidly as it had appeared. Digital selling was very limited with retailers like Flipkart selling only books. There weren't many video calling and live streaming options available with average internet speed of 256kbps and smartphones were just coming in. There was no What's App or Zoom. So, what about proximity? I feel, the meaning and significance of the word proximity in that era was clear. It was either black or white. Market (especially for non-essentials) was not in proximity. Specific items were available only at specific stores. Work place was not in proximity. And though one was not connected with hundreds and thousands of acquaintances through social media, they were truly in proximity with those who mattered in life. Post my MBA, there was a tsunami of digital revolution and the entire way of functioning changed. Everything from the pre MBA era suddenly looked obsolete. Imagine that you are in Delhi, and in just one click, you have that Kanjeevaram saree from the southernmost part of India delivered to you at your doorstep before the day ends.

Talk about proximity! And social media! Social media got you so connected that the entire meaning of the word connection stands changed. Whether it has also got one nearer to those connections, is a matter of debate. But the advent of smartphones has surely



affected our relationships at home. We live together, but not really. Talk about proximity, again! As I mentioned, 'eras' now begin and end incredibly fast. In 2020, began a new era-covid era -which further changed the way the system functioned -from schools to hospitals to big corporate houses. The culture of work from home, study from home, do everything from home pushed the importance of digitalisation to its peak. Schools have come home and offices have come home.

Talk about proximity! But again, one is not able to go meet a family member, a relative or a friend, no matter what. One is not able to go to a nearby cinema hall for a regular break. Talk about proximity, again! Someday, not many years from now, this will end and something else will begin. A new era. A new dawn. This is life -full of changes, bafflements, revolutions and ironies. But this covid era has added one more adjective to the list -unpredictability. I'm sure everyone will agree that life in this era particularly seems highly unpredictable. We never know what the next minute will bring. What can we do about it? Nothing much, I guess. We can just keep ourselves in close proximity to that which matter. And to those who matter.



Ajay P Benjamin PT 18 Managing director, Zero gravity group

Proximity Marketing

Even if you've never heard of proximity marketing, you've probably heard of its other moniker, hyperlocal marketing. It's all about reaching out to customers and potential customers at the correct time and location. It also uses customized notifications to keep clients interested. It sends out personalized advertisements to potential clients based on their proximity to a given location.

Proximity marketing allows you to connect your online and offline marketing efforts. It has the potential to tempt clients into making a spur-of-the-moment purchase.

Approximately 75% of people use their phones while shopping. They could be price-checking your products against Amazon, cruising through Facebook, or sending a quick email with it. You can take advantage of this phone usage by implementing proximity marketing.

How does it work?

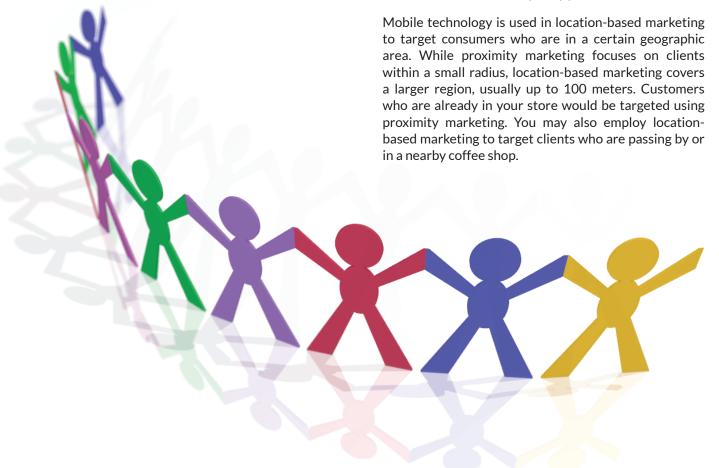
So, what are beacons, and how do they function? Beacons, to put it simply, are small wireless devices that emit Bluetooth signals to cell phones within a specific range of the device. The beacon will send a notification to a nearby customer who has Bluetooth enabled on their phone and has the retailer's app downloaded.

- Beacons are placed in certain areas of the store, such as at the front door or in aisles with special discounts.
- Customers must have a Bluetooth-enabled device that is within range of the beacon.
- The beacon sends a notification to the customer's phone and obtains permission to communicate via the app from the customer.
- The retailer uses the app to relay information, resulting in a hyper-personalized buying experience.

Why use Proximity Marketing?

You'd be mistaken if you thought it was a gimmick. When done correctly, proximity marketing has the potential to completely revolutionize the customer experience. It can increase a customer's brand affinity and boost sales from both new and existing customers.

Swirl, a beacon technology platform, published a study in 2014 that indicated that over 70% of customers who got content via beacon technology on their smartphone claimed it boosted their odds of making a purchase during a store visit, if consumers were provided mobile information and deals while shopping. Moreover 60% of respondents stated they would do more holiday shopping in a real store rather than online. Finally, 61% of respondents stated they would frequent a store more if it offered beacon marketing efforts. If you're wondering how proximity marketing might help your business, those are some pretty persuasive numbers!





Juvala Dharshini J F 19 HRBP, Byju's

My name is Juvala Dharshini and I am an alumni of LIBA from batch F19. I would say my batch was both a lucky and an unlucky batch. We had the blessing of spending one whole year in campus but we were also unfortunate to spend only one year in campus. I really loved my life at LIBA. The campus, my batch mates, the faculties, classroom experience, celebrations, everything was wonderful. At the end of first year, the pandemic hit us hard and we went home. For almost 10 months we were stuck within our homes attending online classes. This was totally a different experience. Within the comfort of our home and the chance to spend time with our families, life seemed pretty easy. Within a couple of months I started missing LIBA and I really wanted things to become normal. This was the time when I really realized the importance of my life at LIBA.

The proximity of LIBA was a pleasant experience but the lack of proximity of LIBA made me understand that even little things means a lot. The closeness to LIBA in the first year was exciting and fun filled but I wasn't able to value it or at least I was ignorant of its value. Both time and solitude that pandemic gave me made me realize the importance of my life at LIBA. Once the effects of the pandemic started to

diminish, we were called back to the campus. I would say the last three months were absolutely heaven for me. In those three months, I started spending more time in campus, started playing with my friends after classes, and started participating in every activity I could. I also started talking to my batch mates with whom I had barely talked.

I will always treasure the beautiful memories created in the last three months. Proximity, lack of Proximity and then Proximity again is like a second chance to live the life that you missed earlier. I would say Proximity of anything might breed contempt but the absence of the same will make you realize the importance of it in your life. This applies to everything in our lives. It might be our parents, our friends, our pets, our hometown, our job, the things we possess-anything and everything. So, it's important that we realize its value when it is in our proximity because sometimes when things are gone they might not come back.

Adding to this, my proximity of LIBA has faded away after graduation and I am looking forward for reestablishing this proximity by coming back to LIBA as an alumni.



Asheem K Palo F 19 Finance Functional Consultant, Wipro Technologies

Literally, the term proximity is associated with physical distance. For example, the google searches like "Filling stations near me" "Salon Near me" "restaurant near me" are our day to day longing for proximity, where we are at the centre of the locus.

However, the trends seem to change. A report from Google indicates that searches typed without "near me" or other geographical hints (like city name, street, etc.) have grown 150% faster than the "near me" ones. Now, this is a clear indication that most users naturally expect Google to serve them location-based results without them having to ask for it.

The onus is not only on google, rather all the service providers out there. They clearly know that the era

has arrived where the service goes to the customers. Especially, thanks to COVID, "Geography has become History". Irrespective of location, services are available, the entire market dynamics has been getting restructuring all forms of businesses and supply chain systems.

It has been 4 months since I began of my career at Wipro, where the WFH has compensated the need for physical proximity. I have effectively been onboarded, trained and assigned project without any hassle.

It cannot be wrong to say that the focus should shift from "Physical Proximity" to "Digital Proximity" in the professional and business management context.

In Your LIBA

Feast of St. Ignatius of Loyola

The Feast of St. Ignatius of Loyola was celebrated on 30th July 2021 at LIBA at 11:30 a.m. The programme began with a prayer song by LIBA choir. Father Rector, Father Director, Priests, Sisters, LIBA officials, faculty, staff and student representatives paid floral tribute to the portrait of the Saint.

In his welcome address Fr C. Joe Arun, SJ, Director of LIBA said that it was the impulse of interiority that touched him most in his understanding of the Saint. In fact, that point remained as the core of the celebrations Rev. Fr. Jerome Stanislaus D'Souza, SJ – President of the Jesuit conference of South Asia (POSA) took part in the celebrations virtually. He shared his reflections as to how a Jesuit Business School should look at education and the formation of business leaders who would be responsible and ethical in their business enterprises. Father Francis P Xavier, the Rector of Loyola College Institutions addressed the gathering with his inspiring thoughts on the 500th year of conversion of the saint.

"Who is St. Ignatius for me?" was the theme on which the non-Jesuits from the faculty Prof P. Chandiran, Dr Deepa Ittimani; from the staff – Mr Alagusundaram, and Mrs Kruba (sweeper) – shared their understanding and learning from the Jesuit Business School. In their sharing, they said that how they had imbibed the principles and ideals of the Saint and how they impacted in their lives and in the work they do; particularly, the Examination of Consciousness and Discernment, they said, have become part of their lives. They felt grateful to the Jesuits for making a difference in their lives. The programme concluded with the Noble Knight hymn. The feast day closed with a cake cutting and a sumptuous festive lunch.



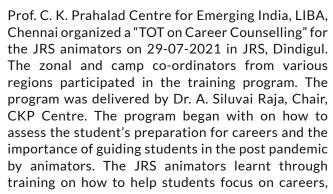






TOT on Career Counselling







identify their interests, help the students to identify various careers related to the interests and how to prepare them for choosing options based on their interests.

They were also provided hands-on training on how to assess the career preparedness and to see the impact of their counselling intervention. Hand-outs and materials for conducting the training back in their camps was provided by the CKP Centre to facilitate the animators to put their training in practice.

'Rite de Passage' – Orientation Programme for PGDM (Full-Time) F '21 Batch



On 2nd August 2021 the orientation programme 'Rite de Passage' began for the first year PGDM students virtually through Zoom platform.

The 'Rite de Passage' began with a prayer song. Rev. Fr. C. Joe Arun, SJ, Director, LIBA extended a warm welcome to the 'F21 batch and took them through the Prayer of Disposition. He introduced saying that LIBA is beautiful and shared the heritage and legacy of LIBA. He emphasized on Y(our) Life and Your Future to the



students. He explained about the Teaching Learning Assessment (TLA) and reiterated that the students will be assessed on their strengths rather than their weaknesses.

He assured that LIBA will nurture and accompany the students in their growth and groom them into change makers

The programme ended on 3rd August 2021, after which the classes were begun virtually.

Sapling donation drive – Towards Green Growth

Enviro Club at LIBA plays an important role in the conservation of the environment. The students of LIBA Enviro Club had organized a seed sowing drive by planting seeds in sapling bags in March 2020. The saplings had grown well, totalling 150 in number.

On August 9, 2021, these saplings were donated to Thuli – an NGO working with the poor and underprivileged – for being planted around the lakes in the Jaladianpet area. Mr. Ajith Kumar, Founder, Thuli received the saplings from Dr. C. Joe Arun. SJ – Director, Faculty and Staff of LIBA.

Most of the saplings were of fruit-bearing varieties such as jamuns, mangoes, custard apple, and almonds. This will result in the fixation of CO2 from the surrounding environment reducing carbon footprint, and there is a move to bring more fruit-bearing trees that would help in creating multiple food sources for all forms of lives including humans.





LIBA marked the 75th Independence Day by hoisting the national flag

The Faculty, Research associates, Teaching Assistants and Staff of LIBA gathered to mark the 75th Independence Day by hoisting the national flag. Addressing the gathering on, 'Celebrating Strengths', Rev. Fr. Dr. C. Joe Arun SJ, Director, briefed on the gregarious community – a community that engages in celebrations as a norm. He quoted, Victor Tuner's saying, "When we come together we celebrate not our weaknesses but our strengths". He added, "The honourable act of hoisting the flag at LIBA has been given to the unsung heroes who have served LIBA".

This year, Ms. Surya, Librarian for more than two decades at LIBA was honoured by asking to hoist the Indian flag. She expressed her joy to be a part of the LIBA family in moulding the future citizens of India through holistic development. She thanked the management for initiating the "Wellness Desk" which contributes to the overall personality development. She concluded, "Global challenges, climatic change and other challenges are daunting, so sustained effort on the part of each one of us in thought and deed, is the need of the hour to preserve our hard-won Independence".







The Onam festival - "Utsavam 2021"







In a bid to spread positivity, joy, and cheer during the pandemic, The Onam festival – "Utsavam" was celebrated to embrace diversity virtually without losing its traditional charm on August 19, 2021, at LIBA.

The celebration began with the lighting of traditional Kuthuvilakku by Rev. Fr. Dr. C. Joe Arun, SJ – Director, Rev. Fr. Louie Albert, SJ – Dean Administration, Prof. P. C. Lakshmi Narayanan – Dean Academics, Mr. Janardhanan-Administrator, and Mr. Rishabh Bisani – student representative.

On addressing the gathering on "Pure Intentions", Fr. Director briefed on how Indian festivals bring light (fire) which is fundamental to human civilization, removing all blemishes, purifying the intention of existence. He highlighted that pure intention is an Ignatian principle and Onam is a festival that manifests the celebration of purification.

The event was followed by the much-awaited, Thiruvathira performance, selection of Malayali Mannan and Manka, and Onathilakkam – the talent hunt, all providing an electrifying experience. After grueling rounds of Mannan and Manka, F21 students bagged the titles. The celebration came to an end with a sumptuous Onam sadya at the Magis Café.

Inauguration of K-Scope Club 2021-22



The K-Scope Club was inaugurated on August 18, 2021, by the Business Analytics faculty of LIBA – Dr. M. Ramasubramaniam, Prof. M.J. Xavier, and Dr. Kishore Kunal.

K-scope, the Business Analytics club of LIBA, helps in grooming the next-gen analytics leaders to excel in decision science and nurture a data-driven approach to problem-solving.

Dr. M. Ramasubramiam briefed the gathering on the objectives and learning outcomes from the K-Scope Club. The student co-ordinators presented the Activity Report for the academic year 2020-21. Explico'21, a national-level analytics competition based on Path Finding, Efficiency in AI, and ML algorithms organized and conducted for Chrysalis'21 were highlighted. The event concluded with the presentation of activities planned for the academic year 2021-22.

Inauguration of Finesse Club 2021-22

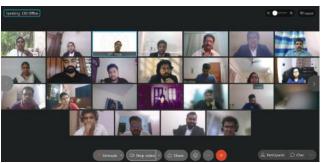
The Inauguration of the Finesse Club, an academic club of LIBA was held on 12th August, 2021. The Club was inaugurated by Mr. Venkat Ramaswamy, Founder, Managing Partner and Chief Investment Officer – Srinidhi.

Mr. Kevin Abraham, member of the Finesse club from F'20 welcomed the gathering and Ms. Aarthi and Mr. Mayur Ignatius, the coordinators of the club presented the action plan of the club for the year 2021-2022. The Chief Guest Mr. Venkat Ramaswamy, addressed the students on Capital restructuring for sustainable business. He highlighted the importance of having a sustainable capital structure. He explained why many corporates die fast.

The guest also highlighted on how capital structure can be optimised and took the participants through the binomial expansion theory with a simple twig story to explain how heterogeneous portfolios can be reassembled into homogenous bundles and can help optimise capital structure. This was followed by the student interaction with the Chief Guest. The session came to an end with the summary of key points by Ms. Aarthi, the coordinator of the club.

The finance elective students from the F' 20 batch attended the session and were able to comprehend on the concept of sustainable capital structure.







Inauguration of Arista Club 2021-22

ARISTA, the Operations club of LIBA was inaugurated on August 13, 2021, by Prof. P. Chandiran, Operations faculty at LIBA.

This Operations Club hosts a series of events all-round the year such as thought leadership programmes, simulation games, conclaves, and industrial visits, exposing students to have hands-on experience, applying concepts learnt in classrooms.

In his inaugural speech, Prof. Chandiran briefed the gathering on how artificial intelligence can help with demand forecasting and process optimization, how blockchain can be used for transaction recording, ondemand delivery via crowd logistics, elastic logistics, omnichannel logistics, and logistics start-ups.

The event concluded with student coordinators presenting the activities planned for the academic year 2021-2022.





Marking World Entrepreneurs Day 2021 - ESPIRE Club of LIBA.

ESPIRE, an academic club of LIBA aims at promoting and encouraging entrepreneurship among students. It acts as a catalyst that promotes the conversion of potential ideas into practical business solutions.

The World Entrepreneurs Day was marked by the Club organizing an exclusive session on 'International Entrepreneurial Opportunities' on August 21, 2021.

Mr. Huang Soon Fook, a Malaysian Entrepreneur was invited as the resource person. In his speech, insightful thoughts to generate innovative ideas and the entrepreneurial spirit of students were nurtured. The session on how to overcome the challenges of getting started with their ventures was very well received by the students.





Delhi Chapter Virtual Alumni Meet 2021

The LIBA Alumni Association maintains and enhances a highly engaged, vibrant community of alumni worldwide. To expand the LIBA community, reconnect with classmates, mentor students and stay informed on LIBA news — every year LIBA conducts chapterwise alumni meets at various locations nationally and internationally in Singapore and Dubai.

This year the Delhi Chapter meet was organized virtually on 21st August, 2021. In her welcome address, Dr. Aiswarya, Chair – Alumni Relations, emphasized the importance of Institute –Alumni Relations and the activities carried out to strengthen the relations.

On addressing the gathering, Dr. C. Joe Arun, SJ, Director briefed on the progress and future aspirations of LIBA. He envisioned LIBA being totally managed by the alumni as done in top institutions. He unveiled his ideas of introducing the new curriculum and innovative ways of teaching and learning.

Mr. Jai Bhaskar, president of the Delhi Chapter meet, shared his experiences in LIBA and expressed his delight about the new strategies LIBA has ventured. The Placements Office presented the placement activities and alumni mentoring initiative. The meet included remarks by Prof. P. C. Lakshmi Narayan, Dean-Academics and Dr. Sunil Vakayil, Chair – Management Development Centre.







LiBiTESCall for Articles

LIBITES is a monthly e-newsletter of LIBA Alumni Association. We are happy to announce that this e-newsletter will reach your desktop on the 20th of every month.

LiBiTES was formulated to connect you with your Almamater and tell her how future ready you are, what you have achieved and your business insights. You are the powerful ambassador of LIBA in the social and business community. We are proud that you are shining in your respective fields. We love to know what and how you run your business and your career.

The newsletter is a platform to share such feelings with the alumni community. The letter will have the following heads:

- SHINE: Your professional achievements / success stories
- RADIANCE: Placement info (any placement offers your company announces or you wish to partner with LIBA)
- **ILLUMINATE:** your thoughts to the readers about your career, life vision, profession, values, feelings and experiences and about the theme of the month

Every month the letter will be based on a theme. The theme for the September issue is **De Habit**.

Please contribute your thoughts and insights by 15th October 2021 to alumni.newsletter@liba.edu. When you send your articles, experiences, job vacancy information, do not forget to mention your name, contact details, the batch of LIBA / the year of graduation, current designation and company.

Your suggestion/ideas/partnerships apart from the articles to the newsletter may be sent to alumni@liba.edu

Feel free to update your contact/job details on the Alumni portal below: https://alumni.liba.edu/

LiBiTES Editorial Team

Dr. C. Joe Arun, SJ - Director, LIBA *Editor-in-Chief*

Dr. B. Aiswarya - Chair, Alumni Relations *Associate Editor*

Ms. K. Udaya - Executive, MDC *Layout Designer*

Ms. Tamanna Shah - Executive Secretary, AR Content Collator

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About Loyola Institute of Business Administration

Loyola Institute of Business Administration (LIBA) is a premier B-school, established in 1979 within the premises of Loyola College, to form competent and committed leaders who are ethical, principle-centred and socially responsible with a global perspective and entrepreneurial spirit. LIBA is managed by Jesuits of the Loyola College Society well-known for their outstanding contribution to higher education. LIBA stands for 'Excellence with Ethics' which are the hallmarks of Jesuit business education and all its programmes and activities embody these two elements. LIBA earnestly strives to inculcate in the students the values of excellence, justice, honesty, inclusiveness and service to the society.

LIBA primarily offers a two-year Full-time PGDM course, approved by AICTE and recognized by AIU. It also offers other programmes: Part-time PGDM (AICTE approved), Ph.D. (affiliated to the University of Madras) and one-year executive diploma programmes. The Management Development Centre offers various customised programmes (short-term and long-term) with a focus on skill development. LIBA concentrates on the holistic formation of students in all aspects viz., intellectual, social, emotional and spiritual. The Institution works with an undeterred zeal to offer its students the best education, blending classroom and experiential learning.