

TODAY A READER TOMORROW A LEADER

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FORMING RESPONSIBLE LEADERS

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The Leadership Wisdom Behind Ignatius' Writing Style

St. Ignatius of Loyola's Letter: On Avoiding an Overly Ornate Style

This is a letter he wrote To Father Robert Claysson on March 13 in 1555 from Rome

Robert Claysson¹ was stationed in Paris and was a renowned and eloquent preacher. On December 1, 1554, following the instructions of his provincial, Paschase Broët, he wrote the prescribed "triannual letter"² to Rome. In reading it Ignatius found Claysson's style ample, inflated, and repetitious and, thus, it became the occasion for the following letter. Ignatius indicates the style he would like used when writing to Rome and recommends that it be modest and sober, and that there be a judicious selection of items. Ignatius' letter was written in Latin [Ep. 8:539-540].

The insights offered by St. Ignatius in this letter extend far beyond the technical aspects of writing; they provide valuable life lessons for future leaders, educators, administrators, and spiritual guides. At the heart of his message lies the virtue of humility. Ignatius discourages unnecessary ornamentation not merely because it affects readability, but because excessive display often reflects a subtle desire for personal recognition rather than service to the mission. For leaders, this becomes a crucial reminder that communication should not be used to showcase intellectual brilliance or rhetorical skill, but rather to serve a higher purpose: clarity of vision, unity of action, and the good of the community.

We shall see how St. Ignatius constructively comments on the letter written by Robert Claysson, stating that it is composed in an overly ornate style that is too decorative, elaborate, and excessively fancy. He expects such communication to be modest, clear, dignified, and imbued with spiritual essence. Ignatius illustrates this through a powerful metaphor: just as a respectable woman is admired for her modesty rather than excessive ornamentation, letter writing should similarly reflect simplicity, dignity, and religious depth.

St. Ignatius emphasizes the principle of careful selection of content, suggesting that it should be adopted while curating a letter, especially in today's context of disseminating information to relevant stakeholders. Another important aspect of the letter is clarity and conciseness, emphasizing that quality is more important than the quantity of words used.

He makes a clear demarcation between secular eloquence and religious communication, emphasizing that qualities admired in public or profane speech may not be suitable or appropriate within the realm of spiritual or institutional correspondence. This highlights how meaningful communication plays a pivotal role in a disciplined and value-driven institution.

Despite all the aforesaid criticism, St. Ignatius expresses care, concern, affection, and humility toward Robert Claysson, and the correction is given out of charity. Ignatius' tone in correcting Robert Claysson demonstrates an important model of compassionate leadership.

St. Ignatius' principles of letter writing remain highly relevant in today's context. The use of excessive technical jargon, lack of focus, and unnecessary detail can dilute the effectiveness of a message. Therefore, *simplicity, clarity, and relevance* must be adopted in both business and academic settings. The art of letter writing is not about the *profusion of words, but about the quality and impact* it creates within a given context.

The saint writes : *It is one thing to be eloquent and charming in profane speech, and another when the one speaking as a religious. Just as in a matron, an ornament that is modest and chaste is to be commended, so in the style which Ours should use when speaking or writing, we do not look for what is self-indulgent and adolescent, but we look for a style that is dignified and mature.*

Future leaders can draw an important lesson from Ignatius' insistence on simplicity. In a world increasingly filled with information overload, the ability to communicate with precision and sincerity is a mark of true leadership. Leaders who speak or write with clarity demonstrate respect for the time, attention, and understanding of their audience. Ignatius' guidance therefore, reflects a deeper ethical principle: communication must always serve truth and mission rather than vanity.

Another leadership lesson embedded in this letter is discernment. Ignatius encourages careful selection of content when writing reports to Rome. This reflects the broader Jesuit value of thoughtful judgment, choosing what truly matters, and omitting what distracts from the central purpose. For contemporary leaders, this principle is highly relevant in decision-making and reporting. Not every detail deserves equal emphasis; wisdom lies in identifying what is essential and presenting it responsibly.

St. Ignatius reminds us that communication is not merely a technical skill but a moral responsibility. Words carry influence, shape perceptions, and guide collective action. By advocating modesty, clarity, and purpose, Ignatius invites leaders to see communication as a form of service. His perspective suggests that the most effective messages are those grounded in sincerity, discipline, and commitment to the common good.

Dr D Allen Rose Shamini
Assistant Professor, JIM

The Growth of the Steadfast

Ronald Rodrigo is a seasoned mechanical engineer and MBA graduate with over a decade of experience in the automotive industry, currently serving as a Technical Project Manager at Amovio Technologies. His journey began with a deep passion for automobiles and motorcycling, which led him to specialise in motorcycle safety systems, particularly focusing on advanced technologies like the Anti-lock Braking System (ABS).

In his role, Ronald collaborates with various Original Equipment Manufacturers (OEMs) across Asia, including India, Japan, China, and Taiwan.



Ronald Rodrigo
NPD Application Lead

He emphasises the importance of understanding cultural differences and adapting strategies to meet the unique needs of each market. **"Every country has its own trends,"** he notes, highlighting the necessity of tailoring approaches based on regional demands. Ronald's insights into the automotive industry's technological advancements reveal a significant shift from internal combustion engines to electric vehicles (EVs) and the rise of Advanced Rider Assistance Systems (ARAS). He acknowledges the challenges associated with this transition, particularly in building public trust and improving charging infrastructure.

Reflecting on his career, Ronald stresses the value of application-oriented learning for young engineers. He advises aspiring professionals to pursue their passions rather than solely focusing on salary, stating, **"Choose a job that you like, and your growth is guaranteed."** He also insists on the importance of staying with a company long enough to make a meaningful impact, as frequent job changes can hinder future opportunities.

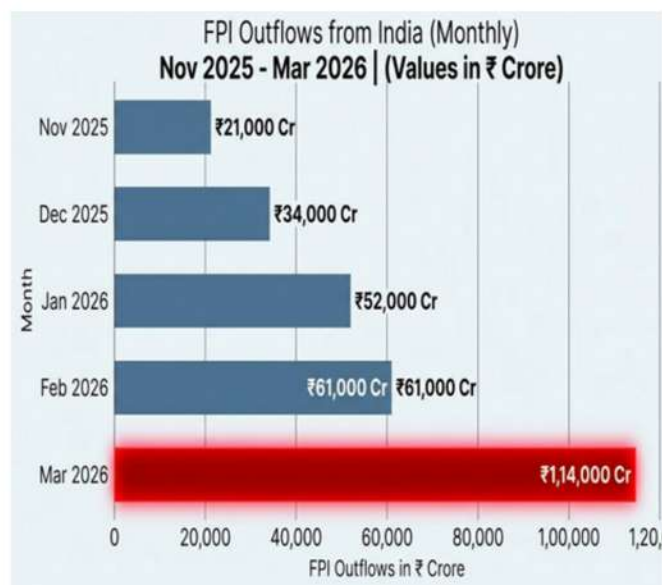
Through his thoughtful leadership and collaborative approach, Ronald Rodrigo exemplifies how a commitment to safety and innovation can drive success in the automotive industry.

Interviewed by
Hasini S
25PBA232

March Market – An Alarm

March 2026 has been a profound deterioration in global financial market conditions, with the geopolitical risk and its consequences in terms of energy markets. What had previously sustained as macroeconomic equilibrium has given way to high amounts of uncertainty, compels investors and policymakers to reassess prevailing assumptions regarding growth, inflation and monetary policy directions.

The cause of current market disruption is the escalation of conflicts in the Middle East, particularly the threat to the energy infrastructure and needs due to the disruptions in the Strait of Hormuz which heightened fears of supply shocks, which made the price of Crude Oil to \$110 per Barrel, which is understood as the inflationary threshold is breached. This has dismantled the “Goldilocks” scenario of modern inflation and stable growth has underpinned the market.



Central Banks of many countries are confronting the reality of sustaining growth, containing the inflation and preserving financial stability along with the US Federal Reserve maintaining a Hawkish pause, which directly states the tightening of global liquidity.

India, as a significant importer of Crude oil, is directly exposed to energy price shocks. The surge in oil prices elevated the concerns over inflation and import cost escalation, while simultaneously accelerating foreign institutional investor outflows from the Indian equity market, in numbers its \$12 Billion during this month. The equity market got a bleeding red scenario. The BSE Sensex declined approximately 10% over March, it's the worst monthly performance in six years. Foreign portfolio investors outflows from the financial services sector alone reached Rs.31,831 crore in the first half of March, thus marking the highest ever fortnightly sell off for the sector.

Indian Macroeconomic fundamentals retain a greater degree of resilience. Higher frequency indicators are showing the domestic economy is gaining momentum, supported by the consumption across urban and rural segments. The Reserve Bank of India has maintained the repo rate at 5.25%, reflecting the stability. With inflation approximately 2.4%, price growth remains near the lower bound of RBI target band, Though oil driven imported inflation presents a credible upside risk.

The currency market was equally stressed. The Indian rupee depreciated more than 4 per cent against the US dollar in March alone, breaching the 95 per dollar mark for the first time in its history on the last trading day of the month, before closing at 94.81 following Reserve Bank of India intervention. For the full financial year FY26, the rupee fell 9.85 per cent its worst annual performance since FY12. The RBI sold approximately \$16 billion from its foreign exchange reserves during March to prevent excessive volatility, with forex reserves falling by \$30 billion over the course of the month. The central bank also imposed fresh restrictions on banks' overnight foreign exchange positions, capping them at \$100 million, to curb speculative activity in the currency market.

Foreign portfolio investors were relentless sellers throughout the month. FPI outflows from Indian equities and debt exceeded Rs. 1.12 trillion in March, the largest monthly outflow on record in rupee terms, surpassing the previous record of Rs. 91,983 crore set in October 2024. In dollar terms, outflows amounted to more than \$13 billion. Banking, financial services, and insurance stocks were the hardest hit, with Bajaj Finance, Shriram Finance, and State Bank of India among the top losers. The sell-off was broad-based, with every sectoral index closing the month in negative territory. Domestic institutional investors provided some cushion, with DII inflows for the full financial year totalling Rs. 8.35 trillion, partially offsetting the record FPI exodus of Rs. 1.82 trillion during FY26.

March 2026 illustrates the vulnerability of emerging markets economies to tremendous shocks, even with the strong fundamentals. Portfolio reallocation towards defensive equities and fixed income instruments reflects the rational response of risk averse investors. The near term outlook remains contingent on the trajectory of crude oil prices, the duration of geopolitical tensions, and the policy responses of major central banks.



Jeya Christy Selvam
24PBA134

The Mirror's Tax

We often walk-through life carrying a heavy, invisible stack of mirrors, constantly tilting them to see if the world likes the reflection we're casting. Seeking approval feels like a warm safety net, but it quickly turns into a cage made of "likes" and polite nods. We become actors in a play we didn't write, trimming our weirdest ideas and brightest colors just to fit into the beige background of someone else's comfort zone. Think of the person who buries a daring career dream because their parents prefer a "safe" desk job, or the friend who swallows a bold opinion just to keep the dinner table quiet. Every time we trade a piece of our truth for a pat on the back, we pay a tax on our own soul. True leadership, isn't found in the volume of the applause, but in the courage to stand in the silence that follows an unpopular truth. *"When you lead from a place of seeking 'yesses,' you aren't a pioneer you're a passenger."* The most influential voices in history weren't those who mirrored the room, but those who trusted their own internal compass enough to let the room follow them. We gain a crowd's applause, but we lose the quiet, steady rhythm of our own heartbeat. **If you finally gained the world's permission to be yourself, would you still remember you as the real you?**

Write to us what you think @jimconnect@jim.ac.in



WHERE ARE WE HEADING?



Strength Undefined

“If you truly believe in your vision, you must have the courage to pursue it even when others doubt you.” — Kiran Mazumdar-Shaw

Some journeys begin with resources, connections, and certainty. Others begin with nothing but a dream. The story of Kiran Mazumdar-Shaw belongs to the second kind. In 1978, with limited resources but limitless determination, she started Biocon in a small garage in Bengaluru. At a time when biotechnology was barely understood in India and when women entrepreneurs were rarely seen, her vision seemed almost impossible to many.



Doors did not open easily for her. Banks hesitated to lend money. Investors doubted whether a young woman could build a company in a complex scientific field. Even hiring employees was a challenge, as few were willing to take a chance on an unknown startup. But Kiran Mazumdar-Shaw refused to let doubt define her future. What she lacked in resources, she made up for with courage, persistence, and an unshakeable belief in the power of science and innovation.

What makes her journey truly inspiring is her ability to transform every setback into strength. Today, Biocon stands as one of Asia’s most respected biotech companies, developing affordable treatments for diseases such as diabetes and cancer bringing hope to millions of patients across the world. At the heart of her work lies a deep belief that healthcare should not be a luxury for the few, but a right for everyone. This vision continues to guide Biocon’s mission to make life-saving medicines more accessible and affordable. Through her work, she has not only built a company but also created a lasting impact on global healthcare.

Today, Kiran Mazumdar-Shaw is celebrated as one of India’s most influential business leaders and an inspiration for aspiring entrepreneurs everywhere. Her journey sends a powerful message, especially to young women who dream of breaking barriers and creating change in the world. Her story reminds us that greatness rarely begins with perfect conditions. It begins with a dream, the courage to pursue it, and the resilience to rise every time the world says “no.” By daring to dream big and refusing to give up, Kiran Mazumdar-Shaw continues to inspire generations to believe that even the boldest visions can become reality.

Feba VJ
25PBA221

Draupadi's Mahabharata The Epic We Thought We Knew Until She Spoke

by Chitra Banerjee Divakaruni

Have we been reading the Mahabharata for centuries without ever truly hearing the voice of Draupadi?

For generations, the Mahabharata has been celebrated as the ultimate epic of warriors, strategy, and destiny. We know the heroes. We know the battles. Many of us feel confident that we know the story itself. But do we really?

At the very center of this vast epic stands Draupadi, a woman whose life intersects with every major turning point of the Mahabharata. Kingdoms rise and fall around her. Oaths are taken in her name. A war of unimaginable scale unfolds after her humiliation. Yet the epic we grew up hearing rarely allows her to tell the story. From a management perspective, this raises an important question: how often do organizations focus only on visible leaders while overlooking voices that quietly shape outcomes behind the scenes?

This is where *The Palace of Illusions* by Chitra Banerjee Divakaruni does something quietly radical. It does not rewrite the Mahabharata. It simply shifts the narrator.

Suddenly, the epic is no longer just about heroic victories and legendary warriors. Through Draupadi's voice, it becomes something far more unsettling: a story about pride, power, silence, and the consequences of choices made by those who believe they control destiny. For future leaders, this reflects a crucial lesson: decisions taken at the top, often driven by ego or overconfidence, can have far-reaching consequences on stakeholders whose voices are rarely heard.

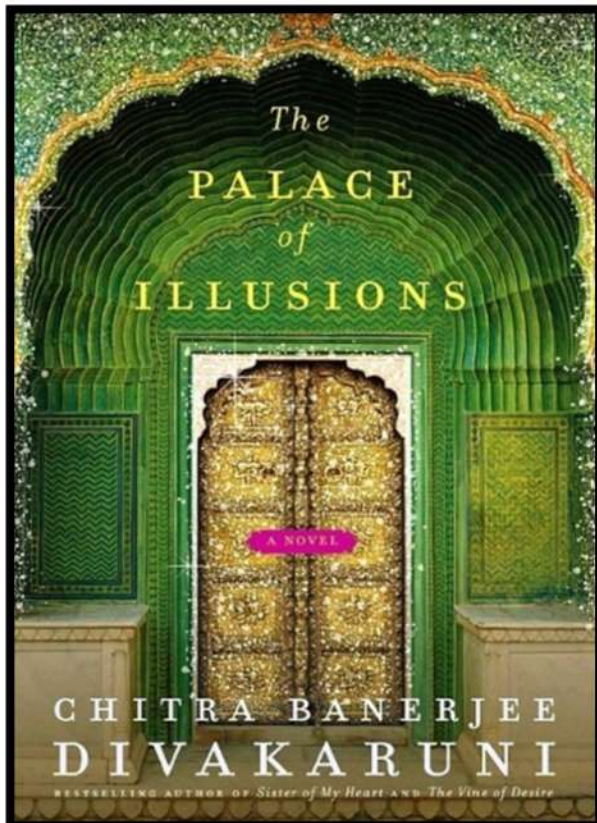
Seen through her reflections, familiar figures such as Krishna and the Pandavas feel different. They remain powerful, admirable, and complex, but they are no longer distant icons carved into legend. They become people whose decisions ripple through Draupadi's life in ways the epic rarely pauses to examine. And that is where the illusion begins to crack.

The events of the Mahabharata remain the same, the war still happens and the heroes remain heroes. Yet when Draupadi becomes the one telling the story, something shifts. Moments we thought we understood begin to raise uncomfortable questions.

Was the epic always this simple? Or have we only been hearing the loudest voices in the story?

In management, this aligns with the idea that dominant narratives in organizations are often shaped by those in power, while alternative perspectives, though equally valuable, yet remain unheard. *The Palace of Illusions* reminds us of a quiet truth: every story changes depending on who gets to tell it. And once Draupadi begins to speak, the epic we thought we knew no longer feels quite so certain.

What makes the novel particularly compelling is that it allows Draupadi to step out of the shadow of the epic and speak as an individual rather than a symbol.



This novel pauses where the epic rushes ahead. It lingers on Draupadi's thoughts, and her curiosity as a young princess, her pride as a queen, and her quiet questioning of the destiny that seems to have been written for her long before she was born.

The result is not simply a retelling, but a re-imagining of the spaces between the epic's grand events. For MBA students, this highlights the importance of reflection and critical thinking, understanding not just what decisions are made, but why they are made and how they impact individuals involved.

One particularly striking aspect of the novel is how it redefines the idea of power. Draupadi lives among some of the most powerful figures in the epic, like heroes, kings, and even the enigmatic Krishna.

Yet through her reflections, readers begin to notice something unexpected: power in the epic is often loud, visible, and celebrated, while the influence of those standing beside it remains quieter but no less significant. This mirrors modern organizations, where informal influence, emotional intelligence, and silent leadership often shape outcomes more than formal authority.

The Palace of Illusions invites readers to step closer to the story, to look not only at the sweeping events of the Mahabharata, but at the thoughts and emotions unfolding within them. And once that shift happens, the epic begins to feel different. Not because the events have changed. But because the voice telling them finally has.

For future managers and leaders, this becomes a lasting takeaway: true understanding comes not just from analyzing events, but from listening to perspectives that are often unheard.

Book Reviewed by
Boojaa Sri S
24PBA141



The Women's Day celebration was held on 7 March. The programme began with a prayer song and a welcome address. Cultural performances, felicitation speeches, fun games, and sharing by women faculty, staff, and students marked the occasion, followed by the Guest of Honor's and Director's Address.



The day began with a Thanksgiving Holy Eucharist in which Jesuit fathers together with students, faculty, and staff participated in gratitude and reflection. The Mass set a spiritual tone for the celebrations, encouraging the JIM community to thank God for the blessings and achievements of the academic year and seek guidance for the future.



The JIM Day programme commenced with a prayer song and Tamil Thai Vazhthu, followed by the welcome address by the SAC President. Dignitaries watered the ceremonial plant, and the Chief Guest Mr. Arputhasamy IES, Economic Advisor, Niti Aayog, Delhi was introduced and honoured. Highlights of academic and student activities were presented, celebrating achievements and the vibrant spirit of the institute. Awards and certificates were distributed to recognize outstanding performances in academics and co-curricular activities.



The farewell gathering honouring the graduating students took place on 14 March. II Year students shared their experience and expressed their gratitude to the Institution and the Management. A wrap-up video recalling the year's memorable moments was presented. The juniors made the evening memorable for the seniors.





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தீருக்குறள்

குறள் 534

அரியஎன்று ஆகாத இல்லைபொச் சாவாக்
கருவியால் போற்றிச் செயின்.

மறதியில்லாமலும், அக்கறையுடனும்
செயல்பட்டால், முடியாதது என்று எதுவுமே
இல்லை.

TRANSLATION

*'Though things are arduous deemed, there's nought
may not be won, When work with mind's unslumbering energy
and thought is done'.*

EXPLANATION

There is nothing too difficult to be accomplished, if a
man set about it carefully, with unflinching
endeavour.

