



## FORMING RESPONSIBLE LEADERS

### Volume 5 Issue 7

ST. JOSEPH'S INSTITUTE OF MANAGEMENT (JIM)

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## The Quiet Strength of Humility Beyond Will and Judgement

### St. Ignatius of Loyola's Letter: On Humble Amendment

#### ***This is a letter he wrote to Father Antonio Soldevila, on April 19 in 1556 from Rome***

*Antonio Soldevila: was a Catalan who, at the time of this letter, was at the college in Naples. He had gone to Rome in 1553 and had been studying at the Roman College, but not long after his arrival, some of his eccentricities began to manifest themselves. He had a reputation for being a devout and deeply spiritual individual, but at the same time, he was a man of his own ideas and stubbornly held on to them. At the Roman College, he tried to lead some scholastics along a spiritual road that was foreign to that of the Society. The group assembled in a room, while the community was asleep, and there indulged in extraordinary practices of penance. As a result, the health of these scholastics was manifestly injured, and one, a most promising student, was almost driven mad. The matter was then brought to Ignatius' attention. Soldevila was given a public penance in the refectory, and Ignatius was of a mind to dismiss him, but because of Soldevila's entreaties, he relented and sent him to work in a hospital for a few months. When Soldevila returned, he appeared to have set himself straight, and hence Ignatius made him minister of the house, and when it was time to send the first contingent of Jesuits to open a new College in Genoa, Soldevila was appointed rector. The college opened in October 1554 and, not surprisingly, he proved unsatisfactory as rector and within a year he was removed from office, ordered (August 1555) to Rome and then was sent to Naples. There, too, his independent character came to the fore; it was said of him "that he spent half his time worrying about his health, and the other half looking for ways to get around the superior's orders." Receiving word that Soldevila was again attempting to spread his bizarre opinions among members of the Naples community, Ignatius had Polanco write this all-too-clear letter to him to put a stop to it immediately. In Ignatius' view, Soldevila is patently disobedient, and since disobedience is like a pestilence that can destroy the entire college, either he is to leave the Society on his own, or he will be dismissed from it. Ignatius, however, is willing to give Soldevila a final chance, and if he is unable to acquire the spirit of the Society and live in humility and abnegation of will and judgement, then it would be better for him to go. Polanco's letter was written in Spanish [Ep. 11:275-277]*

***St. Ignatius writes: For one who has found himself so often mistaken in his own judgement, it would be reasonable to accept and put into practice that saying of Solomon: Lean not upon your own prudence [Prov. 3:5]***

Echoing Scripture, the letter reminds Soldevila of the dangers of relying solely on one's own judgement. *"Lean not upon your own prudence."* Humility, according to Ignatius, requires acknowledging personal limitations and accepting guidance from superiors who act on behalf of God.

By 1556, Ignatius had grown increasingly concerned about the potentially harmful influence Soldevila's behaviour posed. Through his secretary, Juan Polanco, Ignatius addressed a firm yet spiritually grounded letter to him, one that reflects pastoral care blended with uncompromising clarity on the values of the Society of Jesus. Ignatius strongly emphasizes in this letter that obedience is not merely external compliance but an inner disposition aligned with God's will. Soldevila's tendency to interpret obedience according to his own logic rather than in the humble spirit of the Society threatened communal unity. Ignatius warns that such attitudes can spread "like a pestilence," destabilizing the formation of young Jesuits.

Thus, the letter invites him to reflect on his past mistakes, repent sincerely, and realign himself with the Ignatian spirit. If he cannot do so, Ignatius notes that leaving the Society would be the more honest and charitable path, both for Soldevila and the community.

Although written in the mid-16th century, St. Ignatius' letter to Antonio Soldevila speaks powerfully to the realities of leadership, governance, and formation in contemporary institutions. The challenges Ignatius addresses, unchecked individualism, misalignment with organizational values, and the danger of influencing others irresponsibly, are timeless and increasingly visible in modern academic, corporate, and community settings.

Ignatius' firm insistence on obedience is not blind submission but responsible alignment with a shared mission. In today's context, this resonates with the need for accountability within organizations. Institutions function effectively only when individuals align personal ambitions with collective goals. Ignatius warns that repeated disregard for authority weakens not only the individual but the institution itself, a lesson relevant for educational leaders managing faculty, corporate managers leading teams, and administrators safeguarding organizational culture.

Modern institutions often value creativity, independence, and innovation. However, Ignatius' letter reminds us that strong personalities, when unchecked, can disrupt harmony and mislead others. Soldevila's spiritual zeal, though sincere, became harmful when detached from communal discernment. Contemporary leaders face similar challenges in managing talented individuals who resist guidance. Ignatius models a balanced approach offering patience, correction, and opportunities for reform, while prioritizing the common good over individual preference.

Ignatius' call to the "*abnegation of will and judgement*" offers a counter-cultural leadership model appropriate even today. True leadership, he argues, requires humility, self-awareness, and openness to correction. In an age marked by individualism and self-assertion, Ignatius reminds leaders that growth comes through listening, discernment, and a willingness to subordinate personal views for the sake of mission and service.

The letter of St. Ignatius to Antonio Soldevila, therefore, stands as a powerful reminder that sincere intention alone is not sufficient for meaningful leadership or service. His response insists that unchecked individual judgement, even when rooted in personal conviction or piety, can harm both the individual and the collective. The letter indeed challenges leaders, educators, and members of any institution to cultivate self-awareness, accept guidance, and remain open to correction. Ultimately, it affirms that true growth personal and institutional emerges when discipline is balanced with charity, and authority is exercised with wisdom and compassion.

**Mrs. Janet Mary Portia  
Assistant Professor, JIM**

## Revolutionising Gold Commerce

The beginning of the New Year, 2026, and the JIM Connect team had the opportunity to converse with Arun Pradeep, the founder and CEO of Pepe Gold Technologies Pvt. Ltd. With over 21 years of experience in the IT industry, Arun has not only embraced his role as an entrepreneur but has also made significant contributions to the gold commerce sector through his innovative platform.

Arun's journey into entrepreneurship was inspired by his personal experiences with gold as a financial safety net during times of need. He shared, *"Whenever I faced financial challenges, I found that gold helped me manage those situations effectively."*

This realisation led him to explore the gold market and identify gaps in the traditional gold ecosystem, ultimately motivating him to create Pepe Gold, the first aggregator platform for gold in India. Pepe Gold serves as a comprehensive digital aggregator that integrates gold buying, selling, storage, financing, and allied services on a single platform. Its significance lies in modernizing India's fragmented gold ecosystem by enhancing transparency, accessibility, trust, and financial inclusion while enabling gold to function as a reliable, liquid, and regulated asset.

During the conversation, Arun discussed the challenges he faced as an entrepreneur, particularly in securing funding and navigating the competitive market. *"It's not just about having a great idea; you need to know how to pitch it and get the business done,"* he emphasised. He highlighted the importance of resilience and adaptability, stating that overcoming obstacles is crucial for both personal and professional growth.

For aspiring MBA finance students and future financial decision-makers, Arun emphasized that technical expertise alone is insufficient without passion, integrity, and ethical judgment. He urged students to evaluate financial decisions not merely for profitability, but for their long-term impact on trust, transparency, and stakeholder welfare. His message highlights that responsible finance demands accountability, ethical clarity, and a commitment to sustainable value creation.



Mr. Arun Pradeep  
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Interviewed by  
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25PBA232

## Understanding December's Market Mood

As December draws to a close, the Indian equity market finds itself in a thoughtful pause. The NIFTY 50 index is trading near 25,940, neither pushing decisively higher nor giving in to selling pressure. It is a phase that feels slow on the surface, but one that carries meaning beneath it. This is not a market in distress. Nor is it one chasing excitement. Instead, NIFTY appears to be holding its ground after months of steady movement, a pause that reflects balance rather than uncertainty. Over the past few months, the NIFTY has followed a clear pattern. Each decline has been met with buying interest, leading to higher lows over time. This tells a simple story: confidence has not left the market. At the same time, the index has struggled to cross the 26,200–26,400 zone, where selling has consistently emerged.

The result has been sideways movement. But sideways does not always mean weak. Often, it means the market is absorbing earlier gains and reassessing value before choosing its next direction. Importantly this consolidation is happening above key levels, not after a breakdown. That distinction matters.

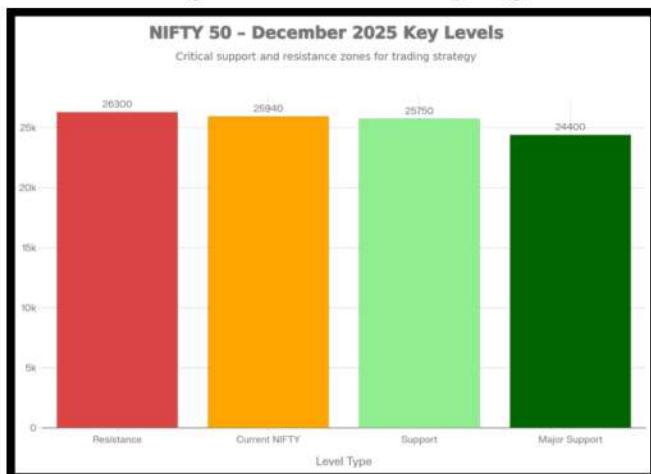


Here lies the real story of 2025. While the indices stayed green, returns across the broader market were uneven. Nearly four out of five actively traded stocks failed to beat the modest 6.25 per cent return of an SBI fixed deposit.

In other words, the market's toughest competitor this year was not global volatility or geopolitical risk, but the risk-free option sitting quietly in a bank branch. This gap explains why many investors feel disconnected from the index rally. The NIFTY looked stable, even healthy, yet individual portfolios often felt underwhelming. Gains were not widespread. They were concentrated. Large, familiar names carried the index forward, while much of the broader market struggled to keep pace and, in many cases, did not even cross the basic risk-free return threshold.

The narrowness becomes clearer when broken down further. Large-cap stocks performed relatively better, while mid-caps delivered mixed results and smaller companies lagged sharply. Sector-wise too, strength stayed close to safety, with banking stocks holding up better than most. This was not a year where enthusiasm lifted all boats. It was a year where confidence stayed selective, and the market quietly reminded investors that not every green index tells the full story.

As the days tick by in the month of December, certain technical levels have been influencing the movement of the Indian stock market. On the positive side, the levels of 26,200-26,400 have been the major resistance for the NIFTY. The levels have seen many instances of sell pressure and will require a break above them for gaining positive momentum. On the flip side, the resistance zone that has come into play in the 25,700-25,800 levels has become an important support level during December, as it has managed to attract buying curiosity during minor corrections.



Further down, the levels around 24,300-24,500 again function as a support zone broader in nature, a spot where demand has been strong and delta buyers have entered in the past. As long as the NIFTY holds within this well-defined range until the end of December, the overall trend will remain in place, and it will be clear that the market is in a phase of consolidation.

One reassuring feature of this phase is the absence of panic. There has been no sharp unwinding, no disorderly selling. Equally, there has been no reckless chasing at higher levels. This balanced behaviour suggests that investors, particularly larger ones, are waiting for clearer signals. Until then, the market seems content to stay patient. Markets often move sideways before committing to their next trend. Such pauses frequently precede meaningful.

For now, the NIFTY remains steady, supported by strength where it matters most. Progress may feel slow, but stability itself is a signal. The market is not falling behind, it is recalibrating. For long-term investors, temporary discomfort does not change the larger picture. For short-term participants, patience near key levels may matter more than prediction. Sometimes, the most important chapters in the market are written quietly. And December, for NIFTY, appears to be one of those chapters.



Merlin J  
24PBA252

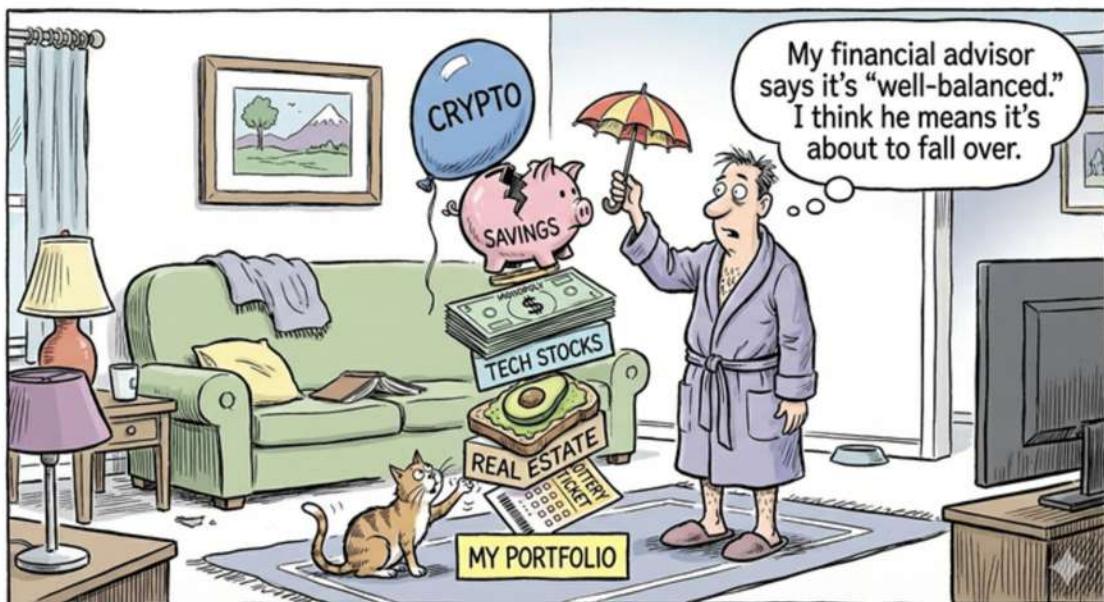
## Being or Becoming

Instead of staying great, you are called to become great. True greatness is a mission that calls you forward all the time, not a title to be achieved. When you attempt to stay outstanding, you run the risk of becoming stuck in the past. Living with curiosity, humility, and the guts to confront your flaws is what it takes to be great. It can be found in taking risks after you've already achieved success, listening more intently when your ego wants to speak, and learning more when you believe you know enough. Being great isn't about arriving; rather, it's about staying open to possibilities and continuously pushing your character in the direction of greater insight and wider service. The world doesn't need monuments to past greatness; it needs people who keep growing into new forms of it. So when comfort whispers that you've made it, remember that your calling is not to preserve greatness but to evolve it. Rise each day with a learner's heart and a dreamer's will. **'Let your growth become the light that shows others what is possible'**. Keep walking bravely toward the horizon that expands every time you take a step. The only real question is: *Will you continue to keep becoming?*

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



## PERSONAL FINANCE - HOUSE OF CARDS

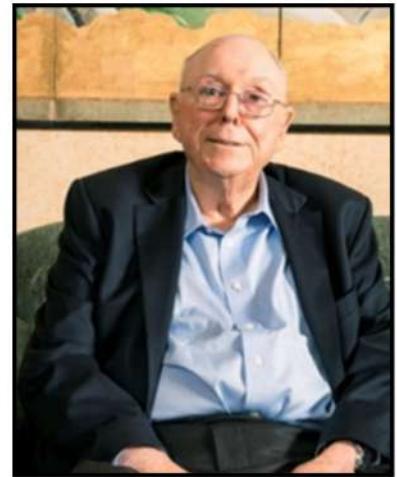


## The Architect of Rational Thinking

*Charlie Munger's journey from the dusty streets of Omaha to the boardrooms of Berkshire Hathaway is less of a business success story and more of a lesson in how to be wise*

The man who changed Warren Buffett's way of thinking about investing began his career not in finance, but in law. He graduated from Harvard Law School in 1948. But his real education came from living life: books, experiences, mistakes, and an unending desire to learn how the world really works. Munger never thought about becoming an investor.

He was making good money practicing real estate law after starting the well-known law firm Munger, Tolles & Olson in California. But a lunch with Warren Buffett at the Omaha Club changed everything. The two minds connected immediately and began discussing investments, and the story goes that they never really stopped. Munger quit practicing law in 1962 and started Wheeler, Munger & Company, an investment partnership that generated about 20% annual returns from 1962 to 1975. Munger wanted something more elegant: pay fair prices for great businesses that have long-term competitive advantages.



Berkshire Hathaway began investing in prominent companies like Coca-Cola and American Express following this change. These companies not only generated profits, but they also held unique positions in consumers' minds and markets. Munger wasn't different because he was complicated; he was clear. He dealt with problems by getting to the heart of them. When asked how to get financial security, his answer was almost too simple: *"Spend less than you make; always be saving something."*

His "inversion" method of thinking backwards from what you want to avoid instead of what you want to achieve became famous, went beyond investing and into everyday life. Munger told Buffett in 1965 that buying Berkshire Hathaway was "dumb". Very few people have the guts to directly point out mistakes, and even fewer offer helpful solutions. Their partnership turned a failing textile mill into a company worth hundreds of billions of dollars. He was a strong advocate of interdisciplinary learning, advising investors to draw on ideas from psychology, physics, biology, and history to inform their decision-making. Charlie Munger died in November 2023; he reminded us that wisdom grows over time, just like interest does, slowly, quietly, and powerfully.

*"Spend each day trying to be a little wiser than you were when you woke up."*

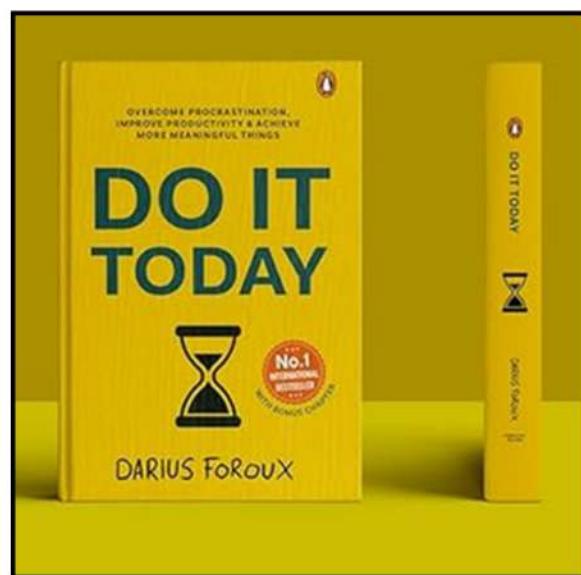
— Charlie Munger

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25PBA262

## Do It Today

**Do It Today** by Darius Foroux is a practical and thought-provoking book that focuses on one of the biggest problems faced by students and professionals today i.e. procrastination. The book conveys a straightforward and direct message: success is not achieved by grand plans or future goals, but by taking action in the current now. The author encourages readers to quit procrastinating on crucial tasks and start acting with discipline and clarity using simple principles and real-life examples.

The central theme of the book is the importance of urgency and consistency. Darius Foroux emphasizes that time is limited, and postponing meaningful work leads to regret rather than comfort. Instead of waiting for motivation, perfect conditions, or inspiration, the author encourages readers to act immediately. According to Foroux, action itself creates motivation, not the other way around. One of the key strengths of **Do It Today** is how the author explains procrastination. Rather than blaming laziness, Foroux explains that procrastination is often caused by fear, discomfort, or overthinking.



People delay tasks because they appear difficult, boring, or overwhelming. The book teaches readers to break this cycle by simplifying tasks and focusing on progress instead of perfection. The book also places strong emphasis on building routines and systems. Foroux argues that *relying on motivation is unreliable because motivation comes and goes*. Instead, disciplined routines help individuals stay productive even on low-energy days. Simple habits such as fixed work hours, distraction-free environments, and clear priorities help reduce mental resistance.

Darius Foroux's **Do It Today** is especially insightful for MBA students and existing or aspiring business leaders because it breaks down huge notions about time, focus, and action into simple, repeatable behaviours that have a direct impact on performance, employability, and ethical leadership.

Foroux's emphasis on managing attention rather than just "managing time" is consistent with the demands of strategic leadership, where clarity of concentration can be the difference between decisive action and confused drift. For MBA students balancing coursework, internships, and placements, eliminating distractions and focusing on one activity at a time promotes deep work for case study, data-driven decision-making, and high-stakes presentations.

The book's conviction that perfection is an illusion is especially pertinent to entrepreneurs and managers who frequently have to make judgments under unpredictable conditions.

Foroux's practical tools such as self-imposed deadlines, time-blocking, working in focused intervals, and developing tiny daily routines are directly related to the discipline required to manage huge projects, consulting assignments, and quarterly targets. Adopting these habits helps young professionals establish a reputation for dependability which paves way such that work is completed on time, priorities are clear, and stakeholders witness continuous follow-through rather than last-minute scrambling.

The writing style of **Do It Today** is simple, direct, and conversational. The author avoids complex theories and uses clear language that is easy to understand. Each chapter is short and focused, making the book easy to read and apply.

Another important concept discussed in the book is attention management. The author highlights how modern distractions steal focus and reduce deep work. He encourages readers to consciously protect their attention by minimizing unnecessary notifications and focusing on one task at a time. It is a motivational yet realistic book that focuses on action over excuses. It emphasizes long-term growth through discipline and consistency.

Books like Darius Foroux's **Do It Today** have a subtle transforming impact on leadership development, especially in today's volatile, unpredictable, complex, and ambiguous (VUCA) business environment. They shift the emphasis away from abstract leadership principles and onto daily disciplines such as attention management, quick action, and accepting imperfect growth as a path to perfection. Such writings assist developing leaders understand that *strategy and vision are meaningless without the habit of consistent execution*, the confidence to start before conditions are ideal, and the resilience to iterate in the face of rapid change.

This practical philosophy is invaluable for MBA students and business leaders because it connects personal productivity with organizational impact: when leaders use their time wisely, protect their focus, and model decisive action, they foster agile, accountable, and ethical cultures. In a world where information overload and distraction are constant, the qualities taught in such books, such as clarity, discipline, and action orientation, equip leaders not just to cope but also to provide consistent direction to others. Such writings insist on the habit of transforming uncertainty into informed experimentation and long-term, values-driven progress by instructing readers to "*do it today*" rather than postponing significant work.

Book Reviewed by  
Aswin R  
25PBA224



International faculty members from Malaysian Universities, conducted specialized sessions for JIM students in the first week of December. Their sessions exposed students to contemporary international practices in management and cross-cultural business environments. Through interactive lectures, discussions and case-based learning, the visiting faculty encouraged students to relate theoretical concepts to global industry realities, thereby enhancing their readiness for leadership roles in an increasingly interconnected world.



JIM organized a three-day intensive training programme in collaboration with MakeIntern and IIM-B E-Cell on “Strategic Design Thinking and Agile Innovation in Business Models” from 11 to 13 December 2025. The event featured six expert trainers handling parallel batches. Students engaged in activities such as SCAMPER, SWOT analysis, Business Model Canvas and elevator pitching, gaining practical exposure to entrepreneurship, business planning, funding options and AI prompt engineering.



Season of Sports 2025 as an intra-collegiate sports festival in December, offered a vibrant platform for JIM students to participate in multiple events. The schedule featured chess, carrom, dodge ball, table tennis, badminton, kho-kho, volleyball, kabaddi, ring ball and throwball conducted across venues such as the volleyball court, Magis Café, TT room and JIM Shades. Events were coordinated by SAC members, student leaders and faculty, ensuring systematic conduct of league, semi-final and final matches that promoted teamwork, discipline and sportsmanship among participants.



The Annual JIM faculty and staff Family Get together took place on 20 December, creating a warm occasion for community bonding and informal interaction among colleagues and their families. With shared conversations games for children, laughter and moments of joy, the gathering reinforced a sense of belonging to the JIM family and acknowledged the collective contribution of faculty and staff and their households to the institution's growth and wellbeing.



St. Joseph's Institute of Management (JIM) celebrated Christmas 2025 on 23 December with a day-long, spiritually enriching and joy-filled programme. The celebration began with a crib competition, followed by a Christmas Spiritual Renewal. A thematic skit, and creative Christmas reels and memes added colour. The chief guest's address, Santa walk, carols and dance further lifted the festive spirit. The programme concluded with the Director's address, vote of thanks and a grand lunch.

# தருக்குறள்

குறள் 787

அழிவி னவெநீக்கி ஆறுய்த்து அழிவின்கண்  
அல்லல் உழப்பதாம் நட்பு.

அழிவு தரும் வழிகளில் நன்பன் சென்றால் தடுத்து,  
நல்ல வழியில் அவனைச் செலுத்தி அவனுக்குக் கேடு  
வரும் என்றால் அதை அவனுடன் பகிர்வது நட்பு.

## TRANSLATION

*Friendship from ruin saves, in way of virtue keeps;  
In troubrous time, it weeps with him who weeps.*

## EXPLANATION

(True) friendship turns aside from evil (ways) makes (him) walk in the (good) way, and, in case of loss, it shares his sorrow (with him).

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