

IIM Calcutta Receives AMBA Accreditation

Indian Institute of Management Calcutta has been given the accredited status for the PGPEX (MBA) and PGP (MBM) programmes by the Association of MBAs (AMBA) for five years.

Association of MBAs (AMBA) was created in 1967. Their accreditation service is the global standard for all MBA, DBA and MBM programmes. They accredit programmes at over 200 business schools in more than 70 different countries. They are the only professional membership association connecting MBA students and graduates, accredited business schools and MBA employers in more than 110 countries.

Andrew Main Wilson, AMBA's Chief Executive says: "We are both pleased and proud to confirm the receipt of IIM Calcutta's AMBA accreditation. AMBA accredits just 1% of the world's MBA business schools and IIM Calcutta's initial 5-year accreditation reflects the quality of their MBA programmes, faculty and students. India is one of the world's largest business education market and IIM Calcutta is one of its very finest business schools."

IIM Calcutta now joins this club of globally reputed business schools accredited by AMBA: ESCP Europe Business School, Ashridge Business School (Hertfordshire, United Kingdom), Reims Management School (Reims, France), Mannheim Business School (Manheim, Germany), Imperial College Business School (London, United Kingdom), Leeds University Business School (London, United Kingdom), Nottingham University Business School (Nottingham, United Kingdom).

"We are indeed happy to receive this recognition. It reaffirms our commitment to academic excellence, and marks a significant step towards our journey to be regarded as a global leader in management education" says Professor Saibal Chattopadhyay, the Director of IIM Calcutta. IIMC



is one of the very few institutions to have received the AMBA accreditation for five years, right at the time of accreditation.

The accreditation by AMBA is a reaffirmation of the global standards in teaching and research maintained at IIMC. The review process followed by AMBA is expected to provide valuable insights to the institute in its continuous quest for excellence.

Our Faculty & FPR Students win the prestigious EFMD Case Competition

In a recent case writing competition sponsored by the European Foundation of Management Development (EFMD), among the Ivey cases which won top honours in three of the 15 categories included, 'Child in Need Institute: Non-Profit or Hybrid?', Anjan Ghosh, Sougata Ray, Indranil Biswas under Inclusive Business Models category.

IIM Calcutta signs MoU with Ivey Business School for Joint Research

Ivey Business School and the Indian Institute of Management Calcutta signed a five-year Memorandum of Understanding to jointly develop and publish India-relevant cases. The partnership between the two leading institutions entails a collaborative effort to foster case based teaching and in creating high quality case materials to enrich classroom discussions. The MoU was signed by Professor Eric A. Morse, Associate Dean, Programs, Ivey Business School and Professor Ashok Banerjee, Dean of New Initiatives and External Relations, IIMC at the IIM campus in Kolkata. Under this partnership, the two institutions will collaborate in the areas of research, development and publishing of cases as well as in fostering a culture of case writing and case pedagogy in Indian management institutes.

This MoU will help the IIMC Case Research Centre increase its global reach, leverage Ivey's rich knowledge base and accumulated intellectual capital in business case study research and encourage joint research and co-authorship between faculty of the two institutes. This will support IIMC's emphasis on case based teaching and writing to further enhance its reputation as a leader in management education. Ivey finds great complementarity

in the two institute's aims and goals for furthering the case pedagogy in India and is looking forward to collaborating with IIMC in building on IIMC's extensive industry network and their case focus to further add to Ivey's India efforts in these areas.

Speaking on the partnership, Eric Morse, Associate Dean-Programs, Ivey Business School, said, "Ivey is the largest producer of high quality Asian Business Cases and we are delighted to partner with IIMC to build on this quality portfolio. IIM Calcutta has a tremendous reputation for its ties with industry and for attracting some of India's best talent. We believe our combined expertise and focus on quality will lead to exceptional results for both institutions and the stakeholders we collectively serve."

"The Case Research centre at IIMC was set up with the idea of developing India-specific cases from the formal and informal sectors. The MoU will help IIM Calcutta faculty to list their cases in Ivey thereby enabling faculty and students from all over the world access to such cases from a leading emerging market," said Professor Ashok Banerjee, Dean of New Initiatives and External Relations, IIM Calcutta.



Convocation 2014



49th Annual Convocation on April 5, 2014

Indian Institute of Management Calcutta hosted its 49th Annual Convocation on April 5, 2014 with the vision of accelerating its journey towards internationalization. The event was attended by Smt. Arundhati Bhattacharya, Chairperson, State Bank of India as the Chief Guest in the august presence of Mr. Ajit Balakrishnan, CEO – Rediff.com and the Chairman of IIM Calcutta’s Board of Governors and Professor Saibal Chattopadhyay, Director, IIM Calcutta.

Broadening global outlook: With the granting of the Association of MBAs (AMBA) accreditation for a period of five years and accreditation with Association to Advance Collegial School of Business (AACSB) expected shortly, IIM-C is looking forward to giving an impetus to this process. IIM-C also announced the signing of the MoU for Case Development Collaboration on 19th March, 2014 between IIM-C and Ivey Business School to expand IIM-C’s research network in North America and Ivey’s research network in India. The signing of new partnerships with Frankfurt School of Finance & Management, Graduate

School of Management Kyoto University, Pepperdine University, University of International Business and Economics, Catolica Lisbon School of Business and Economics, University of Economics, Prague and Ryerson University for Student Exchange Program (STEP) also signals an increased focus toward internationalization. “One of the main highlights is the increase in the international roles that were offered. Optiver, Alshaya, Protiviti, Mahindra Comviva, Airtel and Sharaf DG are a few firms which offered international roles. In the academic year 2013-14, 96 STEP students from IIM Calcutta went on exchange programme and around 66 exchange students visited IIMC in Term V. This year the Institute supported 11 (eleven) doctoral students for presenting papers at International conferences.” said Professor Saibal Chattopadhyay, Director, IIM Calcutta.

Highest number of Pre-Placement across IIMs: IIM Calcutta saw the highest number of Pre-Placement offers (PPOs) in the Management Consulting Domain across all IIMs from the top 4 management consulting firms McKinsey & Co., The Boston Consulting Group, Bain & Co., A.T. Kearney, Accenture and Opera. IIMC received one of the highest number of offers in India for the strongly coveted Investment Banking Divisions (BD) from several banks.

‘Award of Prizes’ were given away by the Chief Guest, Smt Arundhati Bhattacharya, which was followed by her Convocation Address. Chairman, Board of Governors,





Shri Ajit Balakrishnan delivered his address after the awarding of “Fellow” to the outgoing Fellowship students and “Diploma” to the outgoing PGDM, PGDCM, PGPEX and PGPEX VLM students.

Students’ achievements: Seven students received Fellowships while Diploma was awarded to successful PGP students which included 384 in PGDM and 55 in PGDCM. The Diploma was also awarded to 50 students in PGPEX and all 37 students in PGPEX VLM.

In PGDM, the first rank holder was Srinivas Bhaskar. He also won the Aditya Kashyap Memorial Scholarship for receiving highest CGPA in Compulsory & Elective Courses as well as Late Sumantra Ghoshal Award for Academic

Excellence for receiving highest CGPA at the end of the two-year programme including all six terms. Chakraborty Ishita Sunity won Gold Medal and Cash Award for ‘outstanding Academic Performance in PGDM by Female Student’ from IIMC Alumni Association, Calcutta Chapter. In PGDCM, Anirudh Gupta was the topper. Their names have been featured in Institute’s Honour Roll.

In PGPEX, Samara Dielle Almeida won the Gold Medal sponsored by the Calcutta Chapter of IIMC Alumni Association for being the First Rank Holder. In PGPEX VLM, Gaurang Garg won the Chairman NMCC’s Gold Medal, Taylor & Francis Book Prize and McGraw-Hill Book Prize for receiving the First rank.

Reminiscence 2013

It is that time of the year when excitement and enthusiasm are at their peak amongst everyone in the campus at IIM Calcutta. Yes, it is the time of Reminiscence – the legendary reunion celebration for the batch that graduated 25 years ago from this prestigious institute. One of the most important traditions of the institute, Reminiscence provides the perfect platform for the visiting batch to relive their best moments at IIM Calcutta. During the two days of Reminiscence, current students and faculty get an opportunity to interact with our accomplished alumni. Reminiscence 2013 did not just live up to the IIM Calcutta’s

traditions but also initiated a new platform of interaction between alumni and current students.

In the 25 years since their graduation, the young budding managers of the 23rd batch have traversed the difficult terrains of life to become leaders in their respective fields. Alumnus from leading banks, big corporate houses, consulting firms and non-profit organizations visited their Alma matter for the reunion. The visiting batch also has alumni who are currently professors at world renowned universities and officers in the government. From Indian



corporate houses such as Tata Steel and ITC to leading MNCs such as Hewlett Packard and Samsung, we have leaders representing the entire gamut of global corporate leadership.

The students of IIM Calcutta proudly call themselves the tribe of Joka. This is an age old tradition that permeates through all graduated batches of this institute and manifested itself in the several celebratory events planned for the 23rd batch. After a brief interaction with dean and director, a visit to the White Hostel and Old Hostel brought back the fond memories. In the evening, the cricket match between the current students and alumni was a one sided affair. 23rd batch won by a huge margin. Dinner on cruise was unforgettable and brought back the memories of parties in campus. The Campus walks, cricket matches and dinner cruises spread the camaraderie that evolved in the hallowed portals of this institute.

For the first time in IIM C's history, a unique talk session, IGNITE, was organized to enable current students to immerse the business wisdom accumulated by alumni over the years. Nine alums from the 23rd batch captivated

the audience with brief idea talks, along the lines of the famous TED talks. The purpose of the forum was to initiate discussion between alumni and students on some of the most interesting ideas on topics ranging from business management to personal passions.

During the cultural night, Dramatics Club performed a hilarious play, 'Character DheelaHai', focusing on the plight of the play directors. It was soon followed by Choreography club's performance, which set the stage on fire and reinstated the feeling of nostalgia as they portrayed the life at Joka in their dance moves. Even the alumni joined the current students and danced to the beats of Michael Jackson, featuring a moonwalk on "Beat it". After the stage performances, the night belonged to JBS BaroC, who mesmerized the audience with their classic tunes. The performance was headlined by the 23rd batch alumni - Paddy, Deven and Arvind, who were also the founding members of the club.

IIM Calcutta is not another business school; it is an experience that these leaders shall cherish all their lives. Reminiscence 2013 showcased the timeless traditions and spirit of the tribe of Joka.

IIMCCRC Case Study on *Microsoft*[®]

IIMC Case Research Centre in collaboration with Singapore Management University recently developed a case study on Microsoft IT India titled “Microsoft IT India: a journey in business model transformation”. Shri Partha Chatterjee, Minister of Information Technology, Government of West Bengal formally released the case study in an event held at the Park Hotel in Kolkata on Feb 18th, 2014. The event was jointly organized by IIMC and the Bengal Chamber of Commerce and Industry, and was widely attended by leading luminaries of industry.

Professor Saibal Chattopadhyay, Director of IIMC, addressed the audience and spoke about the vision of IIMCCRC and thanked the audience for their presence and participation. Professor Indranil Bose, faculty coordinator of IIMCCRC and one of the authors of the case, presented a synopsis for the audience. Raj Biyani, Managing Director of Microsoft IT India, spoke with passion about his experiences during the case writing process. The same event also saw the release of a documentary on Microsoft IT India, parts of which were

Microsoft IT India: a journey in business model transformation

shot at the Microsoft headquarters at Redmond, Microsoft IT India center in Hyderabad, Harvard Business School (which did the first case study on Microsoft IT India) and IIMC. Salil Dave, Senior Director, Microsoft spoke briefly about the conceptualization of the documentary.

Microsoft IT India is keen to collaborate with IIMCCRC for more case studies in the near future. For more information on IIMCCRC, please visit our website at <http://facultylive.iimcal.ac.in/case-research-center/overview>. Details of the case “Microsoft IT India: a journey in business model transformation” are available at <http://facultylive.iimcal.ac.in/case-research-center/cases>, and the case is currently available for purchase.



Case Method Workshop 2014

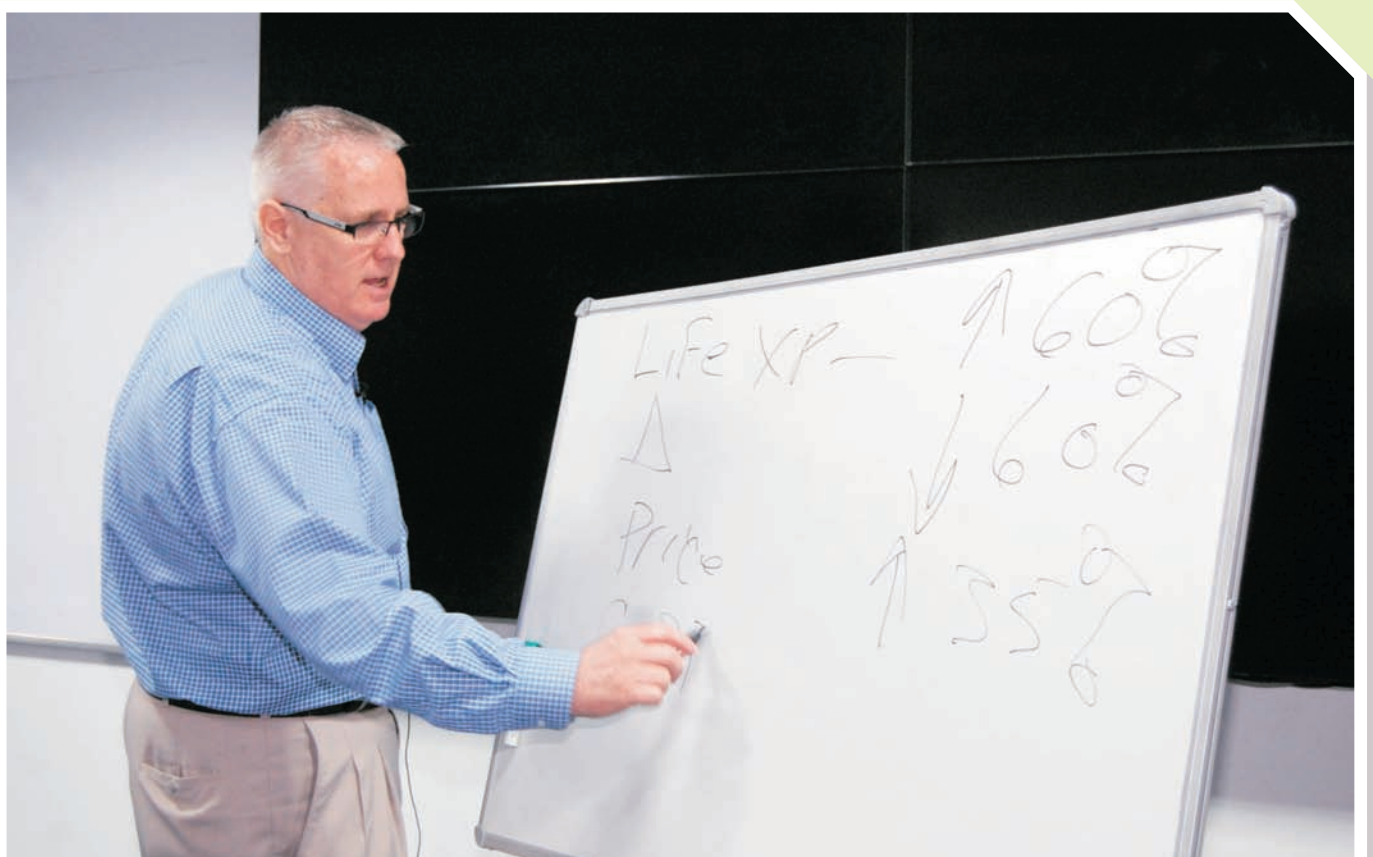
Case Method Workshop on February 13th and 14th

IIM Calcutta Case Research Centre (IIMCCRC) organized its second annual Case Method Workshop on February 13th and 14th. The objective of this workshop was to emphasize the value of the case method in the learning process. The target audience included practitioners with an interest in using case studies as a teaching tool, as well as those interested in research and development of such teaching cases. The workshop was well attended by faculty from different business schools and other academic institutions from all over India, as well as many research scholars. There was also a smattering of interested parties from the corporate world. The venue of the workshop was the brand new Finance Lab classroom, a state of the art facility inside the IIMC Campus.

The workshop started on Feb 13 with an opening address by Prof. Indranil Bose, from the MIS Group of IIM

Calcutta, who is also the faculty coordinator of IIMCCRC. Prof Bose spent a few minutes welcoming all participants and guests, and talking about the mission of IIMCCRC. IIMCCRC started in 2012 to champion the cause of participative case based learning in Business Schools and other institutions in India by creating a repository of teaching cases with an Indian context, spreading awareness on the value of the Case Method, and propagating practice standards for development and use of cases in management education. Prof Bose briefly spoke about the first edition of this workshop that was held in 2012.

The key speaker for Day 1, Dr. Phillip C. Zerrillo of the Singapore Management University (SMU). Dr. Zerrillo, an expert on the Case Method, is a Professor of Marketing practice, apart from being the Director of Postgraduate Programs and of the Case Writing Initiative at SMU. Throughout the day, Dr. Z, as he is popularly known, kept the audience enthralled with his insights into first the teaching and then the writing of cases. This was a highly interactive session with deep participant engagement, interspersed with Dr. Z's brand of charming humour. The



impact of the session was evident during the refreshment breaks and at lunch when many participants were seen in deep discussion, even as they enjoyed the hospitality here at IIMC. There was some additional excitement during Dr. Z's session when the IIMC board of governors walked into the classroom along with Prof. Saibal Chattopadhyay, the Director of the institute, and joined the audience for a few minutes. Mr. Ajit Balakrishnan, Chairman of the board, also addressed the participants briefly in an impromptu interaction, and commented on how delighted he was to see such a strong and diverse turnout.

Day 2 started with Ms. Havovi Joshi of SMU taking the audience through an interactive journey with her as she spoke about her experiences as a case writer. Ms. Joshi is the Head of Communications and Dissemination for the Centre for Management Practice at SMU, and is an acclaimed case writer. This session was of particular value for practicing or aspiring case writers. Following Ms. Joshi, Ms. Pooja Sharma, Director India of Ivey Business School spoke about Ivey's rich tradition in case development and teaching, and opportunities for case writers to collaborate. Mr. Vinay Hebbbar, Managing Director, Asia Pacific of Harvard Business School Publishing, who spoke about HBSP, its offerings and

opportunities for institutions to collaborate with HBSP for case publication rounded off the morning session.

After lunch, there were three brief presentations on recent cases that have been developed through the IIMCCRC. Prof. Manju Jaiswall of IIMC presented her experience of developing a case study titled "Aravind Eyecare system - revisiting the business model". She was supported by Prof. Ashok Banerjee, Dean of New Initiatives and External Relations at IIMC. Right after, Ms. Sumita Ghosh, Fellow at Observer Research Foundation spoke about writing a case study on the Kolkata Police Force's management of the mega festival of Durga Puja. Finally, Ashish Kr. Jha, a doctoral candidate at IIMC, spent a few minutes on a recent case based on Microsoft IT India's journey in business model transformation. The workshop came to a close with Professors Ashok Banerjee and Indranil Bose presenting tokens of appreciation to the speakers. The Professors also thanked the audience for their participation, solicited feedback on how to make future editions of the workshop better, and welcomed collaborations with the IIMCCRC. As the participants dispersed for some afternoon coffee, the two-day workshop packed with meaningful learning left them with plenty of food for thought.

Special Session for GM DICs

IIM Calcutta has signed a MOU with the MSME department of Govt of West Bengal during the last MSME conclave where we have agreed to help the Government for capacity building of the officials of the District Industry Centres (DIC) in order to facilitate entrepreneurship development in West Bengal.

This initiative would see the State Government reaching out to entrepreneurs across the state through their DIC (District Industrial Centre) offices and make them self-dependent and economically stable. "Shilpa Abhiyaan" would look towards harvesting business sense among budding entrepreneurs. This campaign would start at the Block level under the facilitation of the Industrial Development Officers (IDO), moving up to district level with District Industries Centres (DICs) being the nodal point. The Industrial Development Officers would be the flag bearers of this initiative.

We have already successfully completed 4-days training programs for the 25 GM DICs. Following that we organised a two day Convention for the IDOs or Industrial Development Officers on 24th & 25th February'14. This was a unique convention as it witnessed the participation IDOs from across the state. More than 350 IDOs participated in the convention.

E-Summit

On 22nd Feb 2014, IIM Calcutta hosted the 7th annual International Entrepreneurship Summit. The Entrepreneurship cell at IIM Calcutta, in association with “C.Start” (The Mini-Incubator) & CEI (Center for Entrepreneurship & Innovation), organized the event. The theme for this year’s E-summit was ‘2014: The year of the entrepreneur’. The speakers list comprised of visionaries and renowned entrepreneurs across the globe specialized in diverse sectors who shared their experiences and knowledge in their respective fields of expertise. Some of the best known names from India included Alok Bansal (CFO, PolicyBazar), Alope Bajpai (CEO, IXIGO.com), Kunal Shah (CEO, Freecharge.com) Nishchal Zaveri (Scion of TBZ Group & Founder, ENZY Studios), Prathibha Sastry (Startup Lead, Microsoft Ventures), Vibhore Sharma (CTO, Naukri.com) and former DGP



Ramesh Chandra. Global speakers joined this summit from as many as 5 time zones, via its newly introduced video track. International speakers included Albert Mensa (The Change Maker, Best-selling Author), Dana Hee (Olympic Gold Medalist), Gautam Mago (Director, Sequoia Capital), Kiran Mani (Director of Global Business, Google), Mayel de Borniol (Founder, Babelverse) and John Spence (Top 100 Business Thought Leader).

IDO Convention

In line with the Hon’ble Chief Minister of West Bengal’s developmental road-map that micro, small and medium sector enterprises (MSMEs) have the potential to contribute significantly to Bengal’s economy, and to achieve this a unique initiative of the State Government was launched in September 2013, to provide an apt entrepreneurial ecosystem for budding entrepreneurs. To aid the IDOs in this task, it was felt that the IDOs should also be trained in the relevant areas of entrepreneurship, since they are in direct connect with the community. Skill building of the IDOs is an important aspect which will result in a change of outlook, in-depth understanding of the grass root issues and correct handholding of the would-be entrepreneurs or existing entrepreneurs, in need of support. To facilitate this skill building exercise, the Industrial Development Officers as Change-makers (IDO) Convention has been organized with the objective to inspire participative action of the IDOs to successfully implement the philosophy of “Shilpa Abhiyaan”. The goal would be to help the IDOs visualize that not only are they important nodes in the industrial map of West Bengal; they are also instrumental in drawing and developing the industry map of West Bengal. They are the change-makers who will be ushering the new era of entrepreneurial growth and economic development in the districts of West Bengal.



Tata Social Enterprise Challenge 2014

In the last week of January, Indian Institute of Management Calcutta (IIMC) successfully organized the second edition of Tata Social Enterprise Challenge. It is an annual competition organized by the Tata Group in association with IIMC to find the country’s most promising social enterprises. Aimed at raising awareness about Social Entrepreneurship, TSEC attempts to promote, nurture and mentor social enterprises, hence creating an impact in the Indian social space.

Along with the 160 teams from across India, a team from Bulgaria also took part in the competition. Bangalore based MicroX Labs proved their mettle and won a prize money of Rs 1.75 lakh by securing the first position. The team has developed a technology to count the number of blood cells by utilizing the chip on lab technique. The instrument so developed will provide a low cost and portable solution to the rural healthcare problems.

In total a sum of Rs 4 lakh was awarded to the top three winning teams. The overall social impact and the sustainability of the project were two of the main criteria used for evaluating the entries. Mentorship support from India’s most renowned social entrepreneurs, the Tata group’s mentoring partners and the IIMC faculty is offered to the distinguished social entrepreneurs. They also get a chance to be incubated at IIM-C’s Incubation Centre.





T V Narendran
Managing Director, Tata Steel

Q.You were recently at Joka for Reminiscence. How do you feel to be back?

Ans.I had been back to campus a couple of times in the last few years to do the TAS interviews & so it had not been a long time since I had been here earlier. However this visit was special as it was with my batch mates and a lot of memories came flooding back. It was also most like we were back there as students once again! There are certainly more buildings around than at our time and the famous ‘tyre’ in front of OH is missing!!

Q.During your days in Joka, What activities were you involved in? Any memorable incident?

Ans.Hung out with my pals & had a great time in general. Till JokaBandstand was formed and active, I was the DJ for parties that we had then as I had a pretty decent music collection. I used to run a lot and was also part of the IIMC – XL events that we used to have, of course used to play tennis, cricket, soccer, etc. A lot of memorable incidents including one when a bunch of guys in high spirits physically picked up a Maruti Van belonging to one of our batch mates & moved it elsewhere!

Q.What are your views regarding the student-led activities at Joka now and then?

Ans.I am not very familiar with the student led activities now to comment. However, I can certainly say that the

way the two events that I recently attended (the get together of the batch & Intaglio) were organized suggested to me that the current batches are far better organized than we were! There seem to be many more clubs (dramatics, dance, etc.) and certainly a lot of talent. I could see that you have many musicians while we struggled to put together one Joka Bandstand! Of course the batch size is far bigger than then but nevertheless I think you guys are doing a better job than we did!

Q.You have been with Tata Steel and NatSteel since your graduation, which is an uncommon trend these days. What kept you running in the organization? What advice would you give to current graduates who tend to shift companies frequently?

Ans.Yes, it is unusual these days for anyone to stay with one company for so long.In fact we were counting the other day and realized that there are probably only 4 or 5 from our batch who are in the same company that we joined in from campus & Tata Steel, Citibank were the organizations they were with. A few more were in their second or third company. I guess it depends on the industry, the company, the individual and the context. There are organizations where the focus is on grooming people at and from the entry level and helping them to build a career. These are organizations with a very strong internal culture,

not too many lateral recruits at middle and senior level, and where the focus and preference is for an internal candidate at the top. If you join such a company & want to reach the top then you have to hang in there & ride the ups and the downs. Don't leave the first time something does not happen as you have planned. Ride it out.

I recently heard someone say never leave a company when you are unhappy as you will take any job that comes your way and hence you are likely to compromise. Leave when you are happy but if something even better has come your way. Then you can be sure you made the right choice. Very counter intuitive but very insightful. In Tata Steel, the 25 years that I have spent so far has had a lot of variety and so I never felt that I have worked in the same organization. I have worked in multiple functions, in multiple geographies, with multiple cultures and people, multiple leaders and in very different situations. So every 2-3 years I have been exposed to something different and that has kept me going and kept me learning.

Q.As a MD of Tata Steel, the market leader in the Indian steel industry, where do you think the Indian steel industry stand today? In view of the current economic as well as forth-coming political scenario in India, what challenges do you think wait the steel industry, and in particularly, Tata Steel?

Ans. Steel is the most commonly used metal in the world. The next most commonly used metal is aluminium & today 40 times more steel is consumed in the world as compared to aluminium. So it is a versatile metal that is needed if you want to build infrastructure, build houses and make cars & appliances, build ships or pipelines or build windmills, telecom towers or even machinery to make anything! The growth in demand for steel in any economy is closely correlated with the GDP growth and may be 0.8 to 1.5 times GDP growth depending on what stage of maturity the economy is in. Developing countries that are still building infrastructure will have a higher multiple than developed economies.



In India the steel production & consumption is about one tenth what it is in China! So we certainly have a long way to go. But building a steel plant is not easy. It costs roughly a billion dollars to build a million tonnes of capacity and you need 2000 to 3000 acres of land if you want to build a good sized steel plant of about 6 million MT like we are building in Odisha now. So there is huge capital outlay, lot of issues with the local communities that we need to deal with so on and so forth. So there are huge opportunities & huge challenges. As our country makes this journey from an agrarian society to an industrial society there are multiple issues that we need to deal with and the steel industry and Tata Steel is in the middle of this!

Q. Tata Group is known to expand geographically via acquisitions. You played a leading role in the integration of NatSteel, Tata Steel's first overseas acquisition, which could be thus termed as a trend-setter. What were your key takeaways from the process and how important it was during the famous Corus acquisition?

Ans. Yes, NatSteel was the first major overseas acquisition for Tata Steel. There is a huge amount of learning from a cross border acquisition & cultural and contextual issues play a very important role. As part of our due diligence process we also look for companies that have a strong ethical culture and a rich history but the consequence of that is you are dealing with employees who have an emotional connect with the original company just as the employees in Tata Steel India have a strong emotional connect with the organization here. So you cannot expect them to give up that connect and overnight develop a liking or a respect for you. It has to be earned, & not demanded just because you are the new owner.

As a policy we send the minimum number of people required to the acquired company & like to work with the local management to build this equity & earn the respect. It may be slower but it is more enduring. However,

contextual issues also play a role & post 2008 the urgency has increased as you don't have the luxury of time on your side to deliver the numbers. So it has been a great learning journey for Tata Steel & for all of us who have been involved in these different acquisitions.

Q. When you were chosen as the Tata Steel India MD, the firm was going through its toughest phase. How did you overcome these challenges?

Ans. In a company like ours that has been around for over a 100 years we have gone through many difficult patches, many existential threats. The organization & the people and the processes are resilient. Our strength is the passion & energy of our employees and our culture of continuous improvement. We have adopted and come out stronger after difficult situations in the past and I have no doubt that we will this time also. My job is to make sure that I create the right conditions for our team to work confidently & fearlessly so that we continue to deliver. This year in India under very difficult market conditions we are growing at over 10% YOY. We are adding more capacity this decade in India than we did in the last 100 years & despite adverse market conditions production continues to be the constraint & not orders.

Q. You had a foreign stint before becoming the MD. Do you feel the foreign exposure is must to lead the MNC? If yes, how long does one should work abroad and how does it help your career?

Ans. I had two stints overseas. One in Dubai for 5 years in the 90's & recently for 5 years in Singapore with NatSteel. If you are leading a multicultural organization I would strongly recommend an assignment living and working in geography outside your home country. Till you live in a different culture & work with people from a different culture you are never able to appreciate the issues irrespective of how many books you have read and how many trips you have made!

Q.Manufacturing sector contributes around 15% to the GDP. Government has taken a few measures to increase this but it has not helped much. What can the government do to revive the manufacturing sector in India?

Ans. A lot needs to be done. We need to create a better climate to encourage investment & growth in the manufacturing industry. Setting up a plant needs to be made easier – whether it is acquiring the land, getting the various clearances, getting power, etc. We need to invest in many more centres for vocational training to upgrade the skills of the potential & current workforce. Labour laws need to change. Infrastructure in terms of ports, roads & railways need to be upgraded as transportation costs are significant otherwise. The industry also needs to market it better so that it is a career of choice for bright engineers & MBA's.

No large country has made the journey from being a poor country to a rich country without having a vibrant manufacturing sector & India is not going to be an exception. The government recognizes that and hence the efforts are under way to give the manufacturing industry the support it requires.

Q.Recently, there has been an increase in the number of students interested/applying for Operations roles in firms. With a new Operations Club in the campus, what measures could be taken to increase the attractiveness of Operations in the campus?

Ans. The manufacturing industry & the operations fraternity needs to engage more closely with the students in prime colleges. There are so many interesting jobs in a large & complex manufacturing firm. There is a convergence of many different technologies in today's production process. Most of us do our engineering and think of it as a passport to get a well-paid job. That is

fine. But there are many who do have a passion and aptitude of Engineering & they realize later in life that they have missed capitalizing on that passion & aptitude. So as an industry we need to do a better job of finding them & attracting them to the manufacturing industry.

Q. How can students pursue entrepreneurship in capital intensive sector like steel production?

Ans. Making steel is capital intensive. But there are many parts of the value chain that are not capital intensive – like downstream processing or value addition or distribution, etc. But unless there is a familiarity with the industry it is not going to be easy to be a successful entrepreneur & so my suggestion would be to join the industry, work for 5-10 years, learn the ropes & then take the plunge. It will also help you build the credibility with the banks or investors as it is a tough, competitive industry.

Q. How did IIM Calcutta help you achieve your career goals?

Ans.IIM Calcutta helped me develop from an engineer to a more rounded business person. It exposed me to finance, marketing, economics, etc. It helped me evolve as a person. It gave me the confidence that one needs when one steps out to build a career. It helped me connect with a lot of people as I went through my career. It prepares you well for the world outside.

Q. A few words for IIM Calcutta students.

Ans. Be passionate about what you do. If you are not, do something else. Don't do something because others think it is a great thing to do. Do it if you think it is a great thing to do. Education & learning is a life long journey. One phase ends with the college you go to. A more important phase begins when you step out of college. All the very best, enjoy the journey & don't lose sight of it because of an obsessive focus on the destination. The journey is a long one & will have many disappointments but persevere & believe in yourself!

Final Placements 2014

This year, IIMC has seen a significant rise in compensation as well as the variety of roles being offered on campus. One of the main highlights is the increase in the international roles that were offered. Optiver, Alshaya, Protiviti, Mahindra Comviva, Airtel and Sharaf DG are a few firms which offered international roles. Despite the economic slowdown, many Investment Banks, Management Consulting, Marketing and General Management firms recruited from the campus.

IIM Calcutta saw the highest number of Pre-Placement offers (PPOs) in the Management Consulting domain across all IIMs from the top 4 management consulting firms, at 27. McKinsey & Co., The Boston Consulting Group, Bain & Co., A.T. Kearney, Accenture and Opera were the top recruiters in the consulting domain. The Boston Consulting Group and Accenture Management Consulting made the highest number of offers in this domain at 12 each. Opera hired exclusively from IIM Calcutta and made five offers.

Continuing the legacy, IIM Calcutta lived up to its title of the finance campus of India. IIMC received one of the highest number of offers in India for the strongly coveted Investment Banking Divisions (IBD) from several banks and firms like Citi, BAML, Edelweiss, BNP Paribas, etc. hired exclusively from IIMC for the IBD roles through

PPOs and final placements. Finance firms that made offers this year included IDBI, etc. BNP Paribas and Macquarie hired exclusively from IIM Calcutta. Optiver, one of world's largest high frequency and proprietary trading firms based out of Netherlands, chose to recruit exclusively from IIM Calcutta among all IIMs.

We had a star attraction this time on campus in the form of Mr. Sourav Ganguly who came to recruit for a niche brand management and marketing role. On an overall perspective, Amazon made the highest number of offers (16, including PPOs) on campus for various leadership and operations roles. The noted General Management roles were offered by TAS, Aditya Birla Group, Mahindra, Airtel, RIL, CK Birla, Cairn India, etc. Marketing firms which offered roles included HUL, P&G, ITC, Nestlé, Asian Paints, Alshaya, Mondelez, Dabur, PepsiCo, L'Oreal, Kellogg's, Samsung, Emami, Mother Dairy, Johnson & Johnson, etc. Several analytics firms like EXL, LatentView, Bridgei2i and media firms like Network18, HT Media, Star Network, Times Group recruited as well in significant numbers.

Overall, IIM Calcutta has shown a great performance in the final placements owing to the strong calibre of the students and the excellent academic standards on campus.

IGNITE Talk Series Launched

Since its inception, IIM Calcutta has been the torch bearer of innovation and leadership in the corporate, public and social spheres. In December 2013, IIM Calcutta held the first session of IGNITE, a unique talk session, wherein distinguished alumni of the institute shared their insights and ideas. IGNITE is not only the flagship event of Reminiscence, the 25 year alumni reunion of IIM Calcutta, but also a unique platform for corporate leaders to engage with business school students on ideas that intrigue the best minds of the world today.

There is an old Indian saying, “If you have something interesting to say, it should not take very long”. The motto of IGNITE is to provide a platform for fast-paced, exciting and thought-provoking sessions, that ignite our imagination on the wide realm of possibilities which can be explored with respect to corporate and public domains. This year, 9 alumni, members of the visiting 23rd batch of IIM Calcutta, were invited to participate in IGNITE. With the event moderated by none other than the brilliant Mr. Gopi

Kallayil, chief evangelist at Google and renowned TED talk speaker, the stage was set for a rapid showdown of enthralling ideas. Mr. Hasnen, an experienced investment banker set the ball rolling by talking about the possibilities of growth for corporate houses in the African market. By displaying impressive growth facts, Mr Hasnen exhibited how we are yet to tap the virtually unexploited consumer market in Africa. Mr Hasnen’s talk was followed by an eye-opening session by Ms. Aparna Mittal, who talked about the immense potential of her start-up focused on providing quality information to patients, which enables them to make better decisions pertaining to key health matters. Continuing on the scope of innovation, Mr. Amarender Gande, an academician highlighted how innovation can be promoted in the financial services industry.

IGNITE provided an opportunity for students of IIM Calcutta to also enlighten their minds with respect to issues pertaining to two key people in every persons’



life – women and children. Mr. Chandradip Mitra, President of his batch during his time, spoke at great lengths about the need to understand what women desire and how to help achieve that, especially in the business and social contexts. Mr. Jaydeep, a home-schooling expert, on the other hand, spoke about the need of home-schooling children and plugging the gaps in our education system.

Finally, IGNITE also enabled speakers such as Mr. Shovon Chowdhury and Mr. Arvind Shankaran to speak passionately about the alternate career paths taken by

them, despite their business school background. While Mr. Shovon became an entertaining author, Mr. Arvind founded a band that raised over \$35,000 for social causes through concerts.

Reminiscence is part of the age old traditions at IIM Calcutta, an institute whose students and alumni have been very proud of the culture that prevails here. IGNITE was the perfect occasion for business school students, brimming with ideas of the future, to believe in their passion and strive towards attaining it, just like their predecessors of the 23rd batch.

Intaglio 2014

Intaglio, the international business school summit of IIM Calcutta reached newer heights in its latest edition. This year Intaglio received 10,000 plus participation from 268 institutes across 12 countries for its 27 events across all management domains. They had tie-ups with 42 Corporates and IIM C alumni globally with participation of business leaders, managers and CXOs from various MNCs. Exemplary leaders like: Dr. Montek Singh Ahluwalia, Mr. Prahlad Kakkar, Mr. TV Narendran, Ms. Meera Sanyal, Mr. Derek O'Brien and Mr. V Bunty Bohra took to the stage for our landmark edition of Reverberations. The newly created Social Responsibility Wing conducted 3 new events- A Social Day out in association with CRY, Run-for-a-Cause marathon in association with NGO Milaap and a Panel Discussion on Social Entrepreneurship with India's top social entrepreneurs Mr. Manoj Nambiar,

Ms. Vanita Viswanath, Ms. Neelam Chhiber. Intaglio witnessed an exhilarating performance by the Bollywood singer Arijit Singh. Massive media coverage was received from the National dailies like The Telegraph, Hindu Business Line, Times of India, Economic Times and the FM Channel- Red FM. As the 3 day Business summit came to an end on 5th Jan, Team Intaglio started its journey to make Intaglio 2015 even BIGGER.



Team Zostel wins the Richard Ivey Business Plan Competition in Canada

Photo 15

The team Zostel represented IIM Calcutta at the Richard Ivey Business Plan Competition in Canada recently and bagged the First Prize. It is for the first time in the history of the competition that a team from outside North America has won the competition.

The IBK Capital – Ivey Business Plan Competition is Canada's premier graduate student business plan competition, with entrepreneurial teams drawn from top graduate schools across North America. The competition offers students an opportunity to present innovative business plans to potential investors, while providing

investors with an advance look at up and coming entrepreneurs and new ventures. The competition is organized with support from student volunteers and is funded by private sponsorship. Finalist teams are invited to The Richard Ivey School of Business at The University of Western Ontario for final round presentations. The top team gets a Grand Prize of \$20,000 plus an automatic berth at the Global Venture Labs Investment Competition at The University of Texas (Austin) to compete for over \$75,000 in cash and prizes.

Zostel is India's first chain of backpacker's hostels offering secure, hygienic, centrally located and pocket friendly accommodation for young travellers. This venture kick started in August 2013 by 7 co-founders, 4 of them are the current PGP students of IIM Calcutta. The students are Akhil Malik, Paavan Nanda, Dharamveer Singh Chouhan and Tarun Tiwari.

Incidentally the team has also won multiple business plan competitions like VJTI, NITIE, I2I and IIMC Launch pad besides this prestigious Richard Ivey Business Plan competition.



Carpe Diem 2014

Joka was transformed into a land of joy and gaiety as Carpe Diem 2014, the cultural festival of IIM Calcutta, culminated in a huge success. It all started with a grand inauguration by Salil Bhatt, an innovative musician who played a completely new instrument that he called Satvik Veena. A unique art performance by Nagesh Phulpagar adorned the inauguration. He amazed the audience with fast painting, sand animation and glue painting. As a part of Carpe Diem's social initiative event – Ummeed, a blood donation camp was organized. Additionally, as a small step towards social welfare an event ‘Pehla Kadam’ was organized in which underprivileged children from Joka were engaged in fun activities through various interactions and cultural performances. The flagship events included Armageddon – the rock band concert, Dramatic contests – Halla Bol, Abhivyakti & Abhinay, dancing and singing contests - Euphoria and Joka Idol and the Photography contest Pratibimb. With former Miss India Sobhita Dhulipala as the judge for the event, Razzmatazz - the fashion show, reached a completely new level. Carpe Diem added another feather in its cap when Strings, the internationally acclaimed Pakistani band, and Betty, an American band, performed during the Pro Nites. Carpe Diem concluded on a high note by following its tradition of releasing over 300 Chinese lanterns to mark the culmination of the most colourful days on campus.

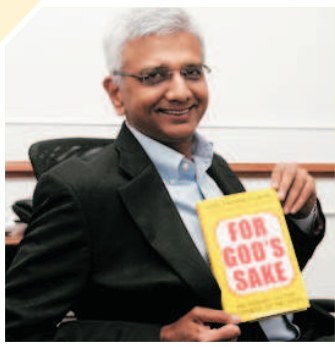
Rev. Jesse Jackson at IIM Calcutta



Rev. Jesse Louis Jackson, a prominent American civil rights activist and Baptist minister who fought several struggles against discrimination throughout his childhood and youth to champion the cause of the African Americans and actively contributed to the civil rights movement, visited IIM Calcutta on February 26, 2014. With stellar experiences and achievements to his credit, he delivered an inspiring lecture at IIM Calcutta by following the most effective teaching methodology viz. making the audience to repeat after oneself, Rev. Jackson engaged the audience throughout his speech and made sure we would retain the essence.



Ambi Parameswaran's latest book: 'For God's Sake' Published by Penguin India



An advertising person constantly strives to connect market research data with insights to come up with a winning campaign. Ambi, being an experienced adman wanted to combine his experience with his interest in religious studies. He had spent a substantial amount of time researching 'Religiosity and Consumer Behaviour' for his PhD thesis. As he completed his PhD, he realized that on the topic of religiosity and consumer behavior there is very little written which is accessible to the lay reader. This led to the idea of writing a book that looked at myriad ways in which consumer behaviour in India is influenced and guided by religious beliefs and practices.

Ambi Parameswaran has filled this book with personal stories, anecdotes, lessons and excerpts from research and other publications. This book is a treat for anyone interested in knowing how religiosity is evolving in India and how cleverly marketers have ridden the wave by tailoring their products and services. It truly is a fascinating book on the business of Indian religion.

Jaideep Sarkar addresses on India Israel relationship at the Tel Aviv International Salon

Sri Jaideep Sarkar, an alumnus from the 22nd batch of IIMC and Ambassador of India to the State of Israel hosted and addressed the Tel Aviv International Salon under the Salon's Ambassador Series on April 8, 2014 at the Embassy Residence in Herzliya on the theme of India-Israel Relations.



He shared his thoughts on improving the India-Israel relationship, emphasizing upon collaboration among all sectors, dimensions and trade and industries between the two countries and also mentioned the broad priorities and scopes for more strategic collaboration in the economic sector beyond mere import and export. He also added that through proper coordination of the complementarities and strength like dynamism and creative thinking of the Israeli's along with India's long term approach to issues and scaling up of technologies and ideas to the large Indian market represents a very good opportunity to match the skills of both countries in the common interest of the country's citizens.

He also addressed the Ben Gurion University on 'India Israel Relations: Recent Developments in India's Politics' at the M A Winkoff Senate Hall on April 2, 2014 as part of the University's Ambassadors Forum.

D Shivakumar becomes PepsiCo CEO for its India Region



US food and beverage maker PepsiCo named former Nokia executive D Shivakumar as its chairman and CEO for India region, a position lying vacant since Manu Anand quit in June. Shivakumar, who was the managing director at Nokia India before taking over as the handset maker's senior vice-president for India, Middle East and Africa in 2011 — is PepsiCo India's first outsider CEO since Rajeev Bakshi, who led the firm from 2001 to 2006. Shivakumar, who spent eight years at Nokia, quit the firm in June this year. Before joining Nokia, he worked with consumer electronics maker Philips and top consumer goods firm Hindustan Unilever.

Gopi Koteeswaran takes over as CEO of LatentView Analytics



LatentView Analytics, a leading predictive analytics and decision management services firm, has hired Gopi Koteeswaran to take over as CEO of the fast-growing organization.

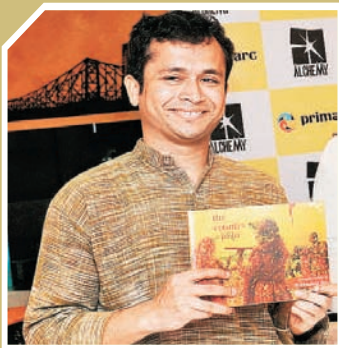
Gopi has led global companies to positions of strength in geographically diverse markets. He began his career as a brand manager with Johnson & Johnson where he worked for a decade, finally spearheading the company's

Vision Care business in India and Malaysia. He then joined Philips at its headquarter in Netherlands, handling M&As and general management responsibilities. In 2010, he was named CEO of Philip's DirectLife, a health and wellness business.

UltraTech Cement appoints Arun Adhikari as independent director

UltraTech Cement, India's biggest cement company and largest exporter of cement in India has appointed Arun Adhikari as additional director (Independent) on the board with effect from Dec. 3, 2013. Adhikari is an alumnus of the Indian Institute of Technology, Kanpur and the Indian Institute of Management Calcutta.

Shubhadeep Roy's book, 'The Country Within'



The Country Within, the book depicts the journey of a photographer through thirteen mostly unknown Indian festivals in twelve months. A book of 13 essays of candid photographs with an introduction at the beginning of each, is a colourful montage of the diversity and uniqueness of India. It is a journey not only into the soul of India

but also to the soul within. It is a journey to the country which one has within one's soul.

After graduating from IIT Kharagpur and subsequently from IIM Calcutta, Shubhadeep Roy spent a couple of years working as an analyst and consultant before leaving the corporate world and setting out on an unplanned, indefinite journey across the various parts of India in 2009. Since then, he has spent much of his time on the road, with camera in tow. His style is a mix of documentary and candid moment photography. Shubhadeep's work has won international acclaim and has been published by the UNESCO.



Srikanth Gade

SMP 09

When I joined the course after looking at the content, the student obligations, modules etc I decided that the least I can do is to get into a routine and discipline to attend all the classes. I had to compromise a lot for it and I was sure every one of us was going through it as well. We would come across many tough situations throughout our journey of studies at IIM Calcutta.

But all these and more are not equal to IIM Calcutta. For the past 50 years this institute has been shaping careers of many people. This institute had been the reason for the balance sheets of many companies and economies. It's more than a privilege to be a part of this great institute and thank to all of the IIM staff for everything they do for us and for everyone. NIIT in collaboration with IIM Calcutta has made this programme

accessible to us and as students we are grateful to these two institutes for getting us the technology and the knowledge.

The course helped us to gain more confidence in what we do in our professional lives. The knowledge gathered has widened our perspective on each subject and we are now refined and returned to the changing behaviors of the economic society.

I got 100% attendance in all classes, campus visits and all feedback sessions. SMP has been the biggest accomplishments for me and most of my batch mates displaying the zeal of an ever learning IIMC SMPIIan. We would like to thank all the great professors at IIMC who Inspire many students like me. Your contributions and the knowledge that you impart are blessings to all of us.



Sonal Smriti

CPMSD07

I have 6.5 years of experience in the IT industry in Quality Assurance domain. I am a Senior Associate (Projects) at Cognizant Technology Solutions since January, 2014. Prior to CTS I was working with Thomson Reuters, Bangalore.

After completing 5 years in IT, I felt the calling to do something that adds to my profile and helps me climb up the career ladder. I came across CPMSD (Certificate Program in Management Of Software development) being conducted by IIMC via NIIT Imperia. I liked the course content and found it appropriate for me.

For an IT professional of my experience the course offers different flavors in terms of appropriately selected modules which help an individual to inculcate managerial skills along with technical know-how. Few personality tests taken during the course were very appropriate and helpful for me to understand my capabilities and the kind of role/field that is best suited for

me. These also helped me to understand my strong, medium and weak areas, what I need to concentrate on when I take up a new role and ensure I do full justice to it.

I personally feel this course was very beneficial for me as I had enrolled for it at the right time. I want to be in a Techno-Managerial role few years down the line and this course has definitely prepared me for that. The case studies and discussions in the class has exposed me to real time scenarios and helped me in analyzing things in a different manner than how I used to do, giving me wider perspective. I have got an insight to carry out my current and future professional roles and responsibilities in a smarter way. The campus visits during the tenure of the course was an icing on the cake. It was a true college feeling! I am running out of words to explain what it feels to study in India's one of the Top B Schools and being an IIMC Alumnus.

Calcutta Chapter organized Mini Guruspaek on January 20



The Calcutta Chapter of the IIMC Alumni Association organized Mini-Guruspeak on January 20, 2014 in association with the Aspen Ananta Centre at the Bengal Club. The speaker was Prof. V.S. Subrahmanian, Professor of Computer Science at the University of Maryland who heads the Centre for Digital International Government having previously served as Director of University of Maryland Institute of Advanced Computing Studies. Prof. Subrahmanian is a world renowned expert on Big Data analytics. In his talk entitled Indian Mujahideen: Computational Analysis and Public Policy, Prof. Subrahmanian provided a glimpse of the Indian Mujahideen (IM) from its inception to the present day. Using a data set on 770 variables describing both IM's environment and their attacks over the years, he described how data mining has helped discover conditions that can predict future IM attacks. He indicated how the data also naturally leads to a possible policy to help rein in future attacks by IM. Though many challenges remain, he suggested some ways in which this policy may be implemented on the ground. The session was moderated by Prof. Sushil Khanna.

Guru Speak becomes a pan-India IIMC Alumni Association event



The flagship annual event, Guruspeak, which was launched by Calcutta chapter 10 years ago with Prof Jagdish Seth as the first Guru, has become a truly pan-India event as the event has flagged off 3 other metro cities this year simultaneously. The event at Kolkata was held at the ITC Sonar on February 1, 2014.

The Guru this year was Prof. Venkatesh Shankar, Coleman Chair Professor in Marketing, Director of Research, Centre for Retailing Studies at Mays School of Business of the Texas A&M University. He was also the recipient of IIM Calcutta's Distinguished Alumnus Award 2013. The topic of this year's Guruspeak was "Reshaping Strategy in an Uncertain World", which included four sessions in the workshop: Changing Consumers, Changing Retailscape, Increased Digitisation and Innovation Process to keep pace with uncertainty.

With an overwhelming response from the city's management fraternity and a packed hall of interactive audience, this year's Guruspeak was a great success. Besides reinforcing the fact that Guruspeak has become a "cult event" as described by a leading daily, this year's all-India roll out also showcased the high-level of co-operation amongst all the Alumni chapters of IIM Calcutta.

Guru Speak - IIMC Alumnus Prof Venkatesh Shankar urges retailers to go online



Taking their businesses online is one of the best things Indian retailers can do because of the huge opportunities that exist in that segment, according to Venkatesh Shankar, eminent speaker and director of research at Mays Business School, Texas.

Speaking at a lecture titled 'Guruspeak' organized by the IIM Calcutta Alumni Association, Chennai Chapter, Shankar pointed out that India has huge potential in the online shopping segment because it has a very young demographic. "Almost 50 per cent of India's population is below 25 years of age. So, we have a very favorable demographic dividend," he said. But before the shift can happen significantly, the infrastructure needs to be improved drastically, he added. Pointing out to the broadband penetration in the country, just 1.1 per cent currently, he said that improving this side of the infrastructure was very important.

Other problems with online retailing crop up at the delivery chain. "Right now shipping a product to a tier 2 town in a rural area is difficult and most of these purchases are Cash on Delivery, because credit cards haven't penetrated enough either," he said. But on the plus side, Indian customers were ready to shop online if provided with the means to do so. "Most of the younger generation is very tech savvy, online retailing doesn't require any real estate cost and the growth trajectory is very high," he added.

And that is where the upgradation needed to happen, according to him, the Indian retail market was worth 550 billion USD, of which only 7 per cent was organized.

"The percentage is expected to be about 20% by 2020. Right now almost 14 million retailers in the country run small family oriented 'mom and dad' shops. Those are the people who need to upgrade their businesses. Indian retailers needed to learn how to understand, educate, attract, engage and give their customers a satisfying experience. This is where FDI is important, there are lots of things that retailers in the country can learn from global influences, like shopper profiling and market segmenting," he said. "The successful retailer of the future will be the one, who understands what every customer of his wants, why he wants it and how to attract and engage his attention," he added.

Guru Speak Advanced Knowledge Workshop Series by IIMCAA Mumbai Chapter



IIMC Alumni Association, Mumbai chapter hosted the third edition of the highly successful GuruSpeak Advanced Knowledge Workshop Series at the Hotel Intercontinental Marine Drive on February 4, 2014. The Guru this year was Prof Dr. Venkatesh Shankar, an alumnus of IIMC (1986 batch) who was honored with the 2013 Distinguished Alumnus Award, by IIMC. Venky, as he likes to be called, is also on the editorial boards of Journal of Marketing, Journal of Marketing Research, Marketing Science, and others.

The topic of his workshop was “Reshaping Strategy in an Uncertain World”. Alumnus Srinivas Eranki, Honorary Treasurer of the Mumbai Alumni Association, was the Master of Ceremonies. Distinguished alumni like Chief Guest Ajit Balakrishnan and office bearers of the IIMC Alumni Association Mumbai – Honorary President Sabyasachi Hajara, Honorary Vice President Jayanta Sengupta and Organizing Committee Member Ambi Parameswaran opened the proceedings with the traditional lamp lighting ceremony.

A very select group of distinguished corporate heads, senior professionals, entrepreneurs and academicians attended the workshop and were truly rewarded as Prof Venky took them through some very interesting and enlightening steps to ensure that their business strategies stays relevant in the future. Dr. Shankar had grabbed everyone’s attention when he opened with a Robert Burns quote ‘There is no such uncertainty as a sure thing’ implying that ‘The only thing certain is uncertainty’. The rest of the seminar was all about steps that need to be taken to deal with and overcome uncertainty. He embellished the learning with various case studies taken from his experiences as a Consultant to various blue chip companies. The success of the session could be judged by the high level of audience participation in the various exercises and activities initiated by the professor; the audience enthusiastically shared their experiences and views in open discussion.

The speaker kept the audience engrossed till the very end. A lot of senior people were seen taking down points. All in all, it was time well spent for all those who attended the workshop.

The Guru was presented with a Memento as a token of appreciation. The Mumbai GuruSpeak 2014 was sponsored

by ICICI Prudential Life Insurance (Title Sponsor), ONGC (Associate Platinum Sponsor) and Business Standard (Media Partner).

IIMC Dinner with Faculty

The Bangalore Chapter hosted an IIMC dinner on 12th March 2014 at Indiranagar Club, Bangalore. This dinner was arranged for the professors who had come to Bangalore in connection with the selection process and also for interaction within batches. Forty six Alumni and 10 Professors attended the dinner party. John Distillers and UB Spirits were the sponsors and this could happen through the Alumni, who are working for these companies.

An NGO initiative by Bangalore Chapter

The Bangalore chapter of IIMCAA Team is working with the following sponsors as part of their NGO initiatives, from Cognizant on behalf of Sankara Eye Hospital, Bangalore. The sponsor is to fund the Pascal Laser Equipment which would cost around 40 lacs. The proposal is being reviewed at the highest level of the CSR Group and the chapter is working towards getting the grant. The main goal of this project is to reduce the incidence of visual impairment due to diabetic eye disease through systematic screening for diabetic retinopathy to make an important contribution to reduce visual morbidity in diabetics.



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