

# Connexion

Stay Connected

A Periodic Newsletter for IIMC Alumni

Volume 2, Issue 2, December 2011

## From The Editor's Desk



Dear Alumni,

Welcome to this edition of the "Connexion", the Alumni Newsletter of IIM Calcutta. Given that we are in the midst of celebrating the Golden Jubilee of the Institute, the past few months were expectedly very eventful. I faced a problem of plenty and much against my liking had to be more selective

on things to cover in this edition of the Connexion. This issue has many new and exciting features. It starts with the glimpses of many of those memorable events, including the event at the completion of 50th year of IIMC. These events provided a platform for a galaxy of dignitaries such as the Honorable Prime Minister Dr. Manmohan Singh, former President of India Dr. A.P.J. Abdul Kalam and His Holiness the Dalai Lama to visit our Institute. The Golden Jubilee of the Institute drew many of our beloved alumni from all over the world to the campus. The issue also reports various reunion and others programmes organized by the Institute, local alumni chapters and batches, the most special one was the batch reunion of the first batch of the PGP held in Kolkata. It highlights the achievements of a few of our alumni during this period, and carries some insightful interviews. The issue also profiles the alumni who received the newly instituted "Distinguished Alumnus Award" for this year on the 51st foundation day of the Institute.

A number of people worked tirelessly to collate all these information and present this issue of Connexion before you and I take this opportunity to thank them all. Their efforts will be rewarded only if you enjoy reading the same and give your appreciative and constructive feedback. In the future issues of Connexion we would like to cover more news on the activities of various alumni chapters and batches and individual alumni and their achievements. We would also like more participation of alumni in generating the content and improving the quality, look and feel towards evolving the newsletter to a full-fledged

magazine. We are in the process of implementing a completely new and updated Alumni portal in IIMC website. A separate notification will reach you soon in this regard. We would look forward to your feedback on the new portal.

This is my last editorial for this newsletter, as I complete my term as Dean and two new Deans - Prof. Ashok Banerjee, Dean (New Initiatives and External Relations) and Prof. Anindya Sen, Dean (Academic) take charge. Prof. Banerjee will lead this initiative going forward. While bidding adieu, I would like to reiterate that Connexion has been conceived to make you feel connected with the Institute and the alumni across generations. This newsletter is a crucial component of our ongoing initiatives to reconnect, reignite and nurture the warm bonding prevailing between you and the Institute community. Please take this as my farewell request to each one of you - do bless and support this initiative and the team led by Prof. Banerjee by sharing your thoughts, information, ideas, stories, viewpoints, suggestions, feedback and contributions regularly, so that Connexion soon blossoms into a magazine that the IIMC Alumni Community would eagerly look forward to and feel proud of!

Thank you all for your encouragement and support during my tenure and wish you and the family wonderful years ahead!

*Sougata Ray*

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## *Prime Minister at IIM Calcutta*



On the 22nd of August 2011, our campus had the honour of welcoming our ‘scholar’ Prime Minister Dr. Manmohan Singh for a Golden Jubilee lecture. Other Guests of Honour for the occasion were the West Bengal Chief Minister Ms. Mamata Banerjee, the Governor of West Bengal Dr. M.K. Narayanan, and the Chairperson IIM Calcutta Board of Governors Shri Ajit Balakrishnan. The Chairperson welcomed the guests with a speech where he talked about the laurels IIM Calcutta had achieved over the years to become a reputed name in Asia, and across the world.



Then followed a rousing speech from Ms. Mamata Banerjee in which she praised the work IIM Calcutta had done in producing quality corporate managers. The Prime Minister then began his lecture with a heartwarming history of IIM Calcutta. He then went on to talk about issues ranging from the Indian economic policy to rising inflation, sustaining a healthy growth rate and how the 12th plan is encompassing all



of these. He even talked about the corruption plaguing the system and laid stress on better implementation of governance structure and greater transparency. The audience was delighted to see the Prime Minister openly expressing his views on seemingly polemical issues, in the wake of the then recent Anna movement.

The Director, Professor Shekhar Chaudhuri, felicitated the guests for gracing the campus in this milestone year, thus completing an enlightening and memorable day for the IIM Calcutta fraternity.

## IIM Calcutta reaches 50th Year on November 14

**Management Education for a Sustainable Tomorrow  
2 Day Convention during November 14-15, 2011**



The twin concerns for inclusive human development and preserving ecology have brought the sustainability agenda at the centre stage of good governance for business and non-business organizations around the world. Investors are showing growing concern not only about eco-efficiency, but also business ethics,

corporate social responsibility, and human rights. The business organizations in India and globally are recognizing the need to address the social and environmental impacts of their activities by innovative strategies for the rural market and customers at the bottom of the pyramid, which, together with profits are popularly known as the 'triple bottom line' issues of Sustainable Development. The sustainable business debate is shifting from public relations to questions of competitive advantage and corporate governance. Therefore, there is an emerging need that the management schools around the world not only attach greater importance to research on issues of sustainability, but start incorporating the Sustainability Thinking in the management curriculum.

Given this context, IIM Calcutta, the first IIM,

### Highlights:

- 1 The Event commemorating the completion of the 50th year of the Institute (Nov14 – 16, 2011) was inaugurated by the Former President of India, Dr. A P J Abdul Kalam on November 14
- 1 Included a 2-day intellectually stimulating Convention on "Management Education for a Sustainable Tomorrow" with globally renowned academic leaders, Management Gurus and Industry Leaders sharing their perspectives
- 1 Directors' Conclave with panelists including Directors/Deans from all IIMs and other major B-Schools in India to discuss the future of management education
- 1 Distinguished Alumnus Award was conferred for the first time this year and alumni from around the world received the award in person on 15th and 16th November.
- 1 Cultural programme: Mohan Veena by Pandit Vishwa Mohan Bhatt and Kathak dance by Danseeuse Shovana Narayan
- 1 Exhibition of archival materials like rare and invaluable photographs and manuscripts depicting the history of IIMC and IIM system
- 1 Curtain Raiser of the work-in-progress documentary film on IIMC's Golden Jubilee, directed by famous film director Goutam Ghose
- 1 A Special ceremony to honour IIMC's former Chairpersons of Board of Governors, Directors, faculty and staff members on November 16 during a session on IIMC@50: Felicitation



organized a Convention on “Management Education for Sustainable Tomorrow”, while celebrating the completion of the 50th Anniversary. The Convention was held during November 14-15, 2011 as a part of the on-going Golden Jubilee Celebrations of the Institute. Former President of India, His Excellency Dr. A.P.J. Abdul Kalam inaugurated the Convention.



During this two-day convention globally renowned speakers from various stakeholder groups shared their perspectives on the sustainability issues.

The objectives of the Convention were two-fold. Firstly, it helped to develop awareness and appreciation on the criticality of sustainability thinking among the audience. Secondly, a greater clarity on ideas and approaches has emerged on how to embrace and integrate sustainability education in the management curriculum to promote Sustainability Thinking among management professionals. In the process, IIM Calcutta played another pioneering role in

promoting the integration of Sustainability Thinking in Management Education.

The host of speakers in the various sessions of the Convention on “Management Education for a Sustainable Tomorrow” included industry leaders like Jamshyd Godrej, Chairman, Godrej & Boyce, Mr. Juan Costa Climent, Partner & Global Leader for Climate Change and Sustainability, Ernst & Young, Ajit Balakrishnan, CEO, Rediff.Com, Dr. Ram Nidumolu, Founder and CEO of InnovaStrat and Low Carbon Enterprise Initiative, D. Shivakumar, Vice President and Managing Director, Nokia, IMEA, Sabyasachi Hajara, Chairman and Managing Director, Shipping Corporation of India and M.G. Parameswaran, Executive Director and CEO, Draft FCB Ulka, among others. The speakers also included distinguished academicians, professionals and management gurus like Dr. Stuart L. Hart of Cornell University, Dr. Dipesh Chakrabarty, University of Chicago Dr. Himadri Pakrasi of Washington University, Dr. Paul Shrivastava of Concordia University, etc.

### Other Events:

Legendary Pandit Vishwa Mohan Bhatt graced the occasion with his noted Mohan Veena and Danseuse Shovana Narayan with her Kathak dance in the evening of November 14, 2011. Mr. Deepak Dhamija, an alumnus of IIM Calcutta and a budding theatre personality, performed a





drama with his troupe on November 15, 2011.

On the third day, November 16, 2011, there was a session “IIMC@50: The Felicitation” reminiscing about the Institute. The three-day event ended by honouring former Chairpersons of the BOG, former Directors, retired and former faculty members who had contributed significantly to build IIMC into an iconic institution in the field of management education.

Mr. Goutam Ghose, the famous Film Director, has been working on a documentary film on IIM Calcutta commemorating the Golden Jubilee. A curtain raiser of the documentary film was scheduled on November 14, 2011. The film will be released next year.

IIM Calcutta had chosen this occasion to institute



the Distinguished Alumnus Award to honour select alumni who have distinguished themselves

through their extraordinary achievements and immense contributions to society and thereby made the Institute proud. Distinguished Alumnus Award Committee chaired by the Chairman, BoG of IIMC and comprising members from inside and outside the Institute had decided the list of awardees for 2011 from amongst nominations received from various stakeholders, viz., current students, alumni, and the faculty.

The alumni who have been selected for the award



have made outstanding contributions in the corporate arena; in academics; in government/policy making; in the international arena; and through their work in the NGO sector or philanthropy.

The following alumni have been named for the Distinguished Alumnus Award 2011 and many of them have received it in a solemn ceremony on November 15 and 16, 2011 : Prof. Dipesh Chakrabarty, Mr. D. Shivakumar, Mr. Malli Mastan Babu, Ms. Meena Ganesh, Prof. Mohanbir Sawhney, Dr. Ramachandra Guha, Mr. Sabyasachi Hajara, Mr. U. Shekhar and Mr. Vinayak Lohani.

### IIM Calcutta Institutes Distinguished Alumnus Award



IIM Calcutta at the completion of the 50th year of the Institute has chosen the historic occasion of Golden Jubilee Celebration, to institute the Distinguished Alumnus Award to honour select alumni who have aggrandized themselves through their extraordinary achievements and immense contributions to society and thereby made the Institute proud. The awardees for the year 2011 are: Dipesh Chakrabarty (Professor at University of Chicago), D. Shivakumar (M.D and V.P, Nokia India), Malli Mastan babu (Ace mountaineer), Meena Ganesh (CEO & M.D, Pearson), Mohanbir Sawney (management consultant), Ramachandra Guha (leading historian), Sabyasachi Hajara (CMD, Shipping Corporation of India), U. Shekhar (M.D, Galaxy Surfactants) and Vinayak Lohani (Founder, Parivaar).

### A Few Other Events during Golden Jubilee

As a run-up to the Golden Jubilee Celebrations, a footer extravaganza was organized over the weekend of 12th August-14th August. The students and alumni of IIM Calcutta established a world record playing - 50 hours of non-stop footer, 1 hour for each year of IIM Calcutta's existence. Lakeside Lens Lovers (Photography Club, IIM Calcutta) also organized a national level photography competition cum exhibition named "Future for All- Enough Forever". It was a theme based event aimed at highlighting the concern and initiatives around the idea of sustainability through the lens.

A short story writing competition for students and alumni, titled "My Favorite IIM Calcutta Moment" was also organized. The winners judged by our Professor B. B. Chakraborty, also an IIM Calcutta alumnus, were given signed copies of a book by Dr. A.P.J. Abdul Kalam. The entries vividly described the initial hectic two weeks, the camaraderie between PGP 1s and PGP 2s, the placement process and more.

In a nutshell, the Golden Jubilee celebrations were an important milestone in the glorious history of IIM Calcutta. The presence of eminent academicians, business leaders, senior members of the Parliament and leading artists added splendour to the occasion. The hard work put in by the students, faculty and administration at IIM Calcutta made the event a grand success.

## Prof. Saugata Ray, Minister of State for Urban Development inaugurated the seminar on “Towards Industrial Revival of West Bengal-- New Directions and Policies”

**IIM Bangalore and IIM Calcutta, in association with the Indian Overseas Bank, hosted a joint seminar in the IIM Calcutta campus from September 24-25 2011.**

In its Golden Jubilee year, IIM Calcutta hosted a joint seminar with IIM Bangalore and Indian Overseas Bank on “Towards Industrial Revival of West Bengal-- New Directions and Policies” held at the IIM Calcutta campus during September 24-25, 2011. The seminar had a series of panel discussions and open sessions on substantive issues concerning the industrial revival of West Bengal. Leaders from the Government, industry, academia and practitioners participated in these sessions with substantial allocation of time for open discussion. The recent change of government in West Bengal opens an opportunity for academics and practitioners to reassess and propose new directions for the economic trajectory of West Bengal.

This seminar had an aim to provide a forum for dialogue on policies and initiatives that are needed to bring about a rapid and sustainable revival of industry in the state. This seminar brought together academics and practitioners from government, business and civil society to share their analysis, experience and ideas. This seminar attempted to promote dialogue towards evolving a strategic policy perspective that takes into account both the larger economic context of the potential competitiveness of the industry/services operating in West Bengal, as well as local and industry level issues of relevance to business and government

practitioners. The latter set of issues includes promotion of employment, improving the state government’s resource mobilization capability, development of small scale and traditional industry clusters, land acquisition, induction of private sector participation in infrastructure and restructuring of older enterprises. Success in this major task of industrial revival and re-orientation depends on clarity with respect to economic strategy and macro-economic vision and the ability to manage the politics of the policy choices, as well as readiness to put in place appropriate institutional mechanisms for successful policy implementation. There are contributions from academics, industry and financial sector representatives, government leaders and officials, and civil society practitioners.

Themes: The seminar was focused on major themes like the following:

1. Strategies for a Turnaround of the Industrial Economy of W. Bengal
2. The Human Resource Dimension—New Strategies for Health, Education and Employment
3. Promoting SME and Traditional Industries
4. Policies for Large Scale Industry—Towards Revival, Restructuring and New Beginnings
5. Achieving Competitiveness in Services in Bengal—a Roadmap
6. Expanding W. Bengal’s Economic Linkages with the Asian Region.

## Entrepreneurship Conference by the Bangalore Alumni Chapter



The first entrepreneurship conference provided a forum for the students to discuss and understand

the challenges and benefits of entrepreneurship as compared to a corporate job. 5 of our esteemed alumni including Meena Ganesh, CEO and MD of Pearson Education Services, Krishnan Ganesh, Founder and Chairman of TutorVista.com, A J Ishwar Kumar, Director of Sri Upasana Consultants, MolyBannerjee, a former Ford Foundation Scholar at the Carnegie Mellon University and BalaNatarajan who heads Progeon (now Infosys BPO). Students got the opportunity to analyse live case studies ('The White Lantern' – from Mr.Moloy Bannerjee's own experiences) and present their perspectives to the alumni and at the same time listen to the alumni dissect those very same cases.

## Annual Strategic Marketing Workshop

The Chennai alumni chapter remains a favourite in campus, since like in every year the two-day Annual Strategic Marketing Workshop organized by the chapter turned out to be a huge success. Students got an opportunity to analyse live



marketing cases and present to our illustrious alumni working in top corporate positions in various sectors. It was even more interesting to watch the alumni dissect the cases and provide solutions based on their long years of experience in the marketing domain. The cases covered diverse fields including retail, mobile technology and advertising. The student-alumni interaction over lunch facilitated numerous discussions and was a very enriching experience. For the alumni, on the other hand, the workshop provided an opportunity to get to know about the novel ideas and approaches of the students and remain in touch with their alma mater.

The Chennai Alumni Association of IIM Calcutta held a workshop for the students on the 24th and

25th of October. This workshop was divided into three sessions. The first two sessions were on the 24th of October and the last session was on the 25th.

The members of the association who spoke at the workshop were:

- Ashok Jayaram (8th Batch)
- Ravi Santhanam (15th Batch)
- Partha Dattagupta (22nd Batch) – Country Manager, Swatch Group (India)
- J Krishnan (12th Batch) - MD, UniMity Solutions Pvt. Ltd.
- Dr. P.V.R. Murthy (13th Batch) - CEO, Executive Search Recruitment Consultants
- Sanjay Nayak (18th Batch) - President, McCann Worldgroup
- Lakshminarayana (19th Batch) – COO, Idea Cellular (Maharashtra and Goa)
- K. Mahalingam (22nd Batch) – Partner, T.S. Mahalingam and Sons
- Bala J. Raman (19th Batch) – Cofounder & President, Congruent Solution (P) Ltd.
- Pratik Pota (27th Batch) – Executive Director (South), Pepsico India
- Ajay Jain (18th Batch) – Director, Enzotech Solutions Pvt. Ltd.
- Vineesh Chadha (30th Batch) – Partner, MXV Consulting



Three case study competitions were carried out in this workshop. The unique point of this competition was that the cases were written by the alumni themselves based on their varied experiences.

The first session was kicked off with an introduction by the Dean (Program Initiatives) Prof. Sougata Ray. Thereafter an introduction to the workshop was given by Ashok Jayaram and Ravi Santhanam.

The first sets of presentations were carried out by students of the institute (consisting of both PGP1s and PGP2s) on the Case Study in building Retail Presence.

Thereafter, Mr. Partha Dattagupta talked about his time as the CEO of Barista. He specifically talked about the competition Barista faced from new market players such as Café Coffee Day. While describing how he and his team led to a turnaround of Barista he spoke extensively about the Food and Beverage retail industry concentrating on topics such as ambience, standardization, creating buzz and attention to detail.

The second session had Mr. Sanjay Nayak talking extensively about the advertising sector. He spoke about the changes the advertising industry has faced over the years growing from an in-house service

to a complete industry which consults and produces advertising material.

Thereafter, students of IIMC presented on the case based on the Mobile Technology Sector. Mr. Lakshminaryana then spoke about the new avenues that Idea Cellular is foraying into, such as the rural markets.

The last 20 minutes consisted of a question and answer break-out session. A lot of questions were asked about entrepreneurship. The Alumni spoke about the need for entrepreneurs in India and that there is no correct time to become an entrepreneur, one must go for it when one thinks the time is right. The Alumni graciously offered to support any IIMC student who needed guidance/support in his/her entrepreneurial ventures.

The third session on Sunday morning consisted of students presenting the case in the Retail Beverages Sector. Mr. Pratik Pota spoke about his tenure and experiences at PepsiCo while discussing the launch of their recent new brand Nimbooz.

The session and the workshop was wrapped up with the prize distribution ceremony in which the top presenting teams from across the 3 case studies were awarded for their performance.

## Special Guest Lecture on “Developing Critical Skills for Effective Leadership by Prof. Srikant Datar of Harvard Business School



Prof. C Panduranga Bhatta, Coordinator, MCHV welcomed Prof. Srikant Datar from Harvard Business

School for delivering a lecture on the topic “Developing Critical Skills for Effective Leadership” on October 14, 2011 at the Management Centre for Human Values, IIMC. The lecture was attended by faculty members, students of FP, PGP, PGPEX and participants of an In-Company Programme running in the institute. Prof. Datar shared the insights gained while working on his book “Rethinking the MBA: Business Education at a Crossroads.” The book is a result of extensive research including hundreds of interviews with executives, society leaders, deans and even students of management across the globe. The lecture described skills needed for wise decision-making and effective leadership, by using the knowing-doing-being framework developed by him in the book. Prof. Datar also discussed how individuals can develop these leadership skills.

Prof. Datar raised concern over the issue of significant decline in enrollments in MBA programs. Discussing the critical skills needed to be imparted to students for effective leadership, Prof. Datar stressed upon decision making skills, critical thinking, innovative thinking, integrative thinking, cross cultural sensitivity, sense of responsibility and discipline, communication skills and ability to take help in completing tasks. In the knowing-doing-being framework, the “knowing” component includes facts, frameworks, and theories that make up the core understanding of a profession or practice. The “doing” component includes the skills, capabilities, and techniques that lie at the heart of the practice of management. The “being” component

includes the values, attitudes, and beliefs that form managers’ world views and professional identities. According to Prof. Datar, without “doing” skills, “knowing” is of little value, but “doing” skills will be ineffective and direction-less without the self-awareness and reflection on values and beliefs that come from developing “being”.

The lecture was followed by a brainstorming question-answer session by the participants. Prof. Shekhar Chaudhuri, Director IIMC, presented Prof. Datar a memento of honour. Prof. Bhaskar Chakrabarty from Public Policy Management Group, IIMC gave the vote of thanks to Prof. Srikant Datar for his thought provoking and enlightening lecture.

## Conference at IIM Calcutta: The Future of Management Education – Meeting the Challenges of Globalization



In the middle of their Golden Jubilee year IIM Calcutta and IIM Ahmedabad, the country’s premier Management Institutes, came together to jointly host a Conference on Management Education: The Road Ahead, Meeting the Challenges of Globalization held at the IIM Calcutta campus during October 14-15, 2011.

In view of the significant changes in the environment in which organizations would function in the future, it is imperative to examine the manner in which management education is being imparted in India.

A series of Conferences have therefore been planned to take stock of the state of management education in India. The objectives of these conferences would be to disseminate the outputs widely so as to start a national debate on what needs to be done to revamp management education so that it becomes more relevant and responsive to the emerging needs of the nation. The discussions would be led by faculty teams from the IIM Calcutta and IIM Ahmedabad as well as faculty from US business schools.

The first conference in this series held at the IIMA campus in July brought together leaders in management education for a two-day conclave to discuss various facets of management education so as to make the education imparted more relevant to the needs of emerging economies. It was agreed that the conference would be followed by several conferences on specific themes that would emerge from the discussions on which in-depth deliberations are required.

The second Conference in this series took place at the IIM Calcutta campus during October 14-15, 2011. This Conference was focused on the theme of “Meeting the Challenges of Globalization”. In an increasingly integrated world, managers must be able to formulate effective strategies for their

organizations across the globe and be able to manage diverse teams of individuals coming from widely different economic and cultural backgrounds. Business schools have tried to teach these skills in various ways:

- By increasing the percentage of international students and faculty at the school
- By increasing the global content of courses – both functional and discipline-based
- By creating integrative global management courses

- By developing international exchange programs
- By organizing immersion programs
- By offering global field studies and projects
- By establishing global research centers
- By building overseas campus

The Conference provided an opportunity for faculty, deans and directors of business schools in India to exchange their knowledge and experience about globalizing the MBA education in their schools.

## IIMC Aims to unshackle India's quest for innovations!



For budding managers at IIM Calcutta, Lattice refers to a framework that enmeshes the strands of business, innovation and entrepreneurship within the context of the Indian society. Lattice, the Annual Business Symposium organized by the PGPEX students at IIMC, provides a platform for leaders across the country to share their mission and vision with the next generation of business leaders. The theme for this year's Lattice was Innovation for India: 2011 and Beyond. Lattice 2011, organized in the year of the IIMC's golden jubilee anniversary celebration, attempted to understand what could jumpstart the Indian innovation juggernaut. IIMC believes that the Indian growth story needs to be expedited and sustained by a spurt in innovations and that the

crucial indicators such as patents per capita need to rise.

To capture the restless spirit of Indian innovation eminent speakers from across the spectrum of the Indian innovation factory were invited. The speakers were leaders who are working on the frontiers of innovation in their respective domains and have a deep understanding of what keeps the innovation bug ticking in India. In keeping with the tradition of Lattice, the audience were inspired and challenged to open their minds to new possibilities.

Last year's event on the Importance of Socially Conscious Leadership had generated much enthusiasm with speakers from media, industry and the defence forces presenting their viewpoints. This year the leaders sharing the dais for Lattice included CEO of Royal Enfield, Regional Director of Shell Foundation, CEO Shanta Biotech, Additional GM BHEL and the founder managing trustee of Samarathanam Trust.

Lattice 2011 was organized in association with Bharat Heavy Electricals, State Bank of India and the Royal Enfield. An impromptu student debate, with participation from management schools across the city, was organized on the theme of innovation. This was a full day event on 5th November starting with inauguration at 11:45 AM and ending with prize distribution for the debating competition at 5:00 PM.

## GuruSpeak 2011 with Prof. Venkat Ramaswamy



GuruSpeak 2011, a full day advanced management workshop with Prof. Venkat Ramaswamy held in Kolkata on 26th November 2011 at the Taj Bengal.

Prof. Venkat Ramaswamy is Hallman Fellow of Electronic Business and Professor of Marketing at the Ross School of Business, University of Michigan, Ann Arbor, USA. He is a globally recognised thought leader, idea practitioner and eclectic scholar with wide ranging interests in innovation, strategy, marketing, branding, IT, operations and the human side of organisations.

He is a prolific author of numerous articles - including the popular 2000 Harvard Business Review article 'Co-opting Customer Competence' and the 2003 MIT-Price WaterHouse award-winning Sloan Management Review article 'The New Frontier of Experience Innovation' (both co-authored with C.K.Prahalad), the 2009 Emerald Literati award-winning Strategy & Leadership article 'Leading the Co-Creative Enterprise', based on his new book 'The Power of Co-Creation: Build It With Them to Boost Growth, Productivity and Profits' (Free Press, October 2010; co-authored with Francis Gouilart).

His previous award-winning book in 2004, 'The Future of Competition' (with C.K. Prahalad) introduced co-creation as a revolutionary business

concept. Prof. Ramaswamy is also a sought-after speaker and a mentor to global firms seeking to become co-creative enterprises. He has helped several organisations across the United States, Europe, Asia and Latin America conceive and execute new business ideas through co-creation and build capabilities for co-creation within organisations.

Thanks to the Internet, digitisation, ubiquitous connectivity, mobility, globalisation, social networking and new communication and information technologies, interactions among individuals and sharing of experiences have exploded on a scale and scope as never before. With individuals (whether customers, employees, partners, suppliers or other stakeholders) not only more informed and connected but also empowered and active, the future of value creation lies in enterprises engaging stakeholders in effective co-creation. Co-creation is ultimately about building experiential engagement platforms that mutually expand business -civic-social ecosystem value in a 'win more~ win more' fashion, together with stakeholders.

In addition to efficiency and productivity benefits, co-creative enterprises enhance strategic capital and mitigate risks, while boosting growth, profits and ultimately, well being and human potential.

The goal of the sessions was to understand this expanded paradigm of value creation and discuss the capabilities needed to become a co-creative enterprise.

How enterprises can take advantage of value cocreation with different stakeholders, in various areas if engagement is made inside and outside the boundaries of the enterprise, was discussed through numerous examples spanning a wide range of industries and sectors globally including private sector enterprises, social enterprises and public sector enterprises.

## The 1st Batch-PGDM Reunion, November 26-28, 2011

By Sudas Roy

A group of 50 brave hearts from all over India had the pioneering privilege to walk into the portal of the first IIM in India circa 1964 in search of that elusive and almost



unknown IIM Calcutta diploma called the PGDM. We were a motley group of students-highly heterogeneous in background and social-demographic characteristics-but united in our zeal to taste the fruits of management education as purveyed to us by a team of globally renowned faculty and through a formal link with the Sloan School of MIT. By April, 1966, 39 of us (or was it 40?) qualified, earned our diplomas in a convocation under a makeshift pandal, received the document from the Chief Minister of the state and went our separate ways.

Since then much water had flown down the river Hoogly. We faced life in our own terms in our chosen or accidental careers, we raised families, and some of us left the shores of the country for good while others became part of the Indian growth story. Most of us lost contact with one another and as ill luck would have it, as many as 5 of our colleagues left for the heavenly abode over the years.

IIMC in the meantime, was also growing in age with the Golden Jubilee anniversary beckoning in 2011. Some of us felt a sort of stirring within. How about a reunion of the 1st batch in its year of Golden Jubilee that is, 2014 which would complete the 50th year of our entry into the IIMC PGDM program? Some of the kindred souls met in Kolkata and in Mumbai in 2010-11 and discussed this proposition. (Luckily, at least a handful of classmates

kept alive mutual contacts). When this reunion idea was mooted, all those present, agreed in a Victor Hugo fashion that “the time for this idea has come” and

it was no point postponing the reunion till 2014. An unspoken sub text underlining the discussion was that though the life expectancy in India had risen considerably, still earlier we met the better! Thus, this idea of a November, 2011 reunion was born. It is quite remarkable that for 45 long years, the 1st Batch collectively went into a hibernation-so to speak, but when it woke up from its long slumber, like young children, its members wanted to meet right away!

Once it was agreed that November 26-28, 2011 would be the chosen dates, then started an exciting “search and find” exercise. The immediate challenge was to ferret out the whereabouts and contact details of as many batch mates as possible. We Googled and mailed, we Facebooked and Linked In. However, the cyber space was not the most promising meeting ground for the simple reason that those who were more elderly amongst us were not users of the “net” resources. Luckily such members were only a handful. Finally, by October, 2011, we could either establish contact or could obtain contact details of about 30 surviving members of our batch.

Out of these, a smaller group of about 15 members agreed to meet in Kolkata in November, 2011 for the reunion. However, as it so often happens, due to unforeseen and unavoidable reasons, few members dropped out at the eleventh hour and a group of 11 members along with their spouses

finally met. In addition, two local members joined us in some of the programs. Batch mates came from near and far. San Fransisco, Mumbai, Delhi, Lucknow, Bangalore, Chennai, Bhubaneshwar and Pune were the places they came from!

This group represented the diversity that marked the 1st batch originally (a far cry from the recent batches which often seem to be the products of a common template). We had in our midst an ex-Governor of a state, 2 consultants, 3 full time academics and few part time ones. We had ex-managers of multinational companies as well as public sector companies. We had an entrepreneur who was also a social worker, having adopted a village of 5000 people. We had “Uncle”, the eldest member of the group, who also had the unique distinction of heading a family of four IIMC PGDMs!

One unifying factor that bonded the group was that all members belonged to the group of “Senior Citizens” (as defined by the Income Tax Act and not by the definition of the Indian Railway!). The age group ranged from 66 years to 78 years! Batch mates travelled to Kolkata along with their spouses after going through two heart by-passes or three full hip replacement surgeries! I quote this medical detail only to establish the undying spirit of camaraderie that motivated these members to participate.

By the courtesy of one of the batch mates, we could all billet ourselves for two nights and three days in the sylvan surroundings of the Tolly Club where on November 27, we had our reunion dinner preceded by very interesting presentations by 2 batch mates on human values and rural development. Before commencing the proceedings, we observed a minute's silence in memory of the 5 departed class mates.

That day began with a very pleasant cruise on the Hoogly river with a stopover at the Belur Math. The five-hour cruise gave us ample opportunity to have unmitigated “adda”, bringing ourselves up-to-date on each other's lives, impromptu bouts of mimicry of colleagues and past professors and few songs. A class mate with photographic memory gave verbatim accounts (mostly hilarious) of some

of the incidents of our Emerald Bower days! The beautiful setting of the river with ghats on the two banks and framed by the old and the new bridges on the western horizon and the spires of the Belur and Dakshshineswar temples on the eastern side, created an ideal backdrop and a mood enhancer for our fellowship!

The two highlights of our reunion were the receptions and felicitations that we received from the IIMC Alumni Association Kolkata Chapter and from the Director and the Dean and students of IIM Calcutta. On Saturday, 26th November, in a dinner hosted by the IIMCAA on the terrace of Taj Bengal hotel, we were received with lot of warmth and spirit (!) by the fellow alumni of IIMC. Our cup of joy was full when we met three of our teachers from our student days. Prof. Barun De, the eminent historian, Prof. Kaminii Adhikari, our Organizational Behaviour professor and Dr. Bani Sinha, the Operation Research specialist. We were deeply touched by their presence. It was truly a nostalgic occasion and did I detect some moistened eyes in our midst? To cap it all, Alfred Stephanos(31st batch) and Kavary Narang (9th batch), took us back to the sixties and seventies by singing some “golden oldies” which were staples in our younger days. By their touching gestures of felicitating each one of us, the IIMC Alumni Association, under the leadership of Mr. Debashish Gupta, bridged the chasm of 45 long years and made us feel that we had come back home! Thank you, IIMCAA Kolkata Chapter!

On Monday, 28th November, on the last day of our Reunion, we assembled in the Joka campus in one of the swanky modern class rooms in the New Academic Block. At once, our mind travelled back on a time machine to our makeshift campus at the Emerald Bower, which was long on history but awfully short on amenities and which we called our home for two years. The contrast was dramatic and once again brought home the point that our Alma mater has travelled many a miles since we left it. The Director, Prof. Shekhar Choudhury and the Dean, Prof. Sougata Ray welcomed us with great warmth. The Director provided a glimpse of the road travelled so far and a road map for the future. We were again felicitated along with our

spouses and presented with lovely mementos. Our batch mates made short presentations on their life's lessons which they shared with the few bright and eager students present in the room. The visit ended with a round around the campus and a lunch.

From the Tata Hall, we bid “good byes” and “adieu” and thus the curtain was rung down on the first reunion of the 1st Batch of PGDM of IIM Calcutta.

Before I get carried away by the emotional

undercurrent of the parting moments, let me clarify that the two mandatory functions associated with the reunion were carried out with perfection. On the first day, two visits were made to New Market and the Gariahat market for the spouses to indulge in Sari shopping and on the last day “mishti doi” and “rasogollas” were collected in ample quantities by all the departing classmates!

Our next stop in this journey is winter 2014 to mark the golden jubilee of the PGDM 1st Batch! Insha Allah, we shall be there!

## The 1st Batch-PGDM Reunion, November 26-28, 2011

by P. S. Chaturvedi



Prof John Wynne was the first Programme Director of the Post Graduate Programme (PGP) when our First Batch joined the IIMC at Emerald Bower in mid 1964. Prof Wynne told us the aims of the Programme essentially thus (not his exact words) ‘We will give you grounding in basic disciplines of mathematics, statistics, behavioural sciences and economics and more. We will familiarise you with the functional areas of an enterprise like production, marketing, personnel, finance and accounting etc.

We will show you how these functional areas integrate to evolve enterprise policies. We will also show you how the operations of the enterprise are influenced by the legal system, the history and other environmental conditions that may be specific to each country. Through the course of these studies, you will develop interest in some areas and we will help you study more through a large number of courses called optional/electives. By the time you have finished the two years here, you may be better equipped to join the organisations and find out for yourself what management is all about’.

We were conscious that we had a very distinguished faculty. With reverence, I will try to recall the names of our teachers; Quantitative Methods : Prof Camp, Prof Shiv Gupta, Prof Krishnamurthy, Prof Barney Smith, Prof Nikhil Barat, Research Fellow Tapas Sarkar; Economics : Dr Ashok Mitra, Dr Jati K Sengupta, Dr T N Krishnan, Prof Bill Travis, Prof Ranjit Sahu; Organisation Theory & Personnel Management : Prof Warren Bennis, Prof Ishwar Dayal, Prof Alfred, Prof Kamini Adhikari, Prof John Thomas, Prof Nitish De (Guest Faculty); Behavioural Sciences : Prof Suresh Srivastava, Prof Kanungo, Prof G Chattopadhyaya, Prof Balakrishnan, Prof Sinha; Finance & Accounting : Prof Miles Kennedy, Prof Rabadi (Guest Faculty), Prof Seshagiri Rao; Marketing : Prof Ravi Mathai, Prof Lakshmi Venkatraman, Prof Mohan; History : Prof Barun De; Law : Prof K T Chandy, Prof Sengupta (Guest Faculty).

Mr K T Chandy was our Director. Prof Jati Sengupta was really an academic colossus who straddled both economics and quantitative methods.

Prof Glen D Camp was one of the pioneers in the field of Operations Research during the World War II. Prof Miles Kennedy, the lone faculty in Finance & Accounting for some time, was virtually a ‘one man army’. Prof Shiv Gupta and Prof Suresh Srivastava took up a sizeable burden of teaching in their respective areas and did it quite effectively.

Perhaps in jest, some of the MIT Professors did make snide remarks about Harvard (then assisting IIM-A) and on Harvard’s excessive reliance on case studies as a teaching aid. I also joined in this drift once by asking ‘Why do we have to send one of our Professors (Ravi Mathai) as a Director there (Ahmadabad)? A Research Fellow should be good

enough’.

Director K T Chandy brought a visitor, a British, to speak to us. Director Chandy told us that he is associated with the London Business School. The visitor told us that there is nothing like our institution in the UK yet and that he has come to see our institution.

One of the young faculty in those days, Prof John Thomas (email : jmthomas@buffalo.edu) presently teaches at The State University of New York (SUNY) at Buffalo. He had come to Bangalore in the end of 2008 on a teaching assignment and I spoke to him on phone. He told me the following anecdote: ‘The President of SUNY introduced John Thomas in a small get together by saying, among other things, that he is one of the founding professors of the IIM Calcutta. Infosys Narayana Murthy, present there, came forward immediately to John Thomas and told him “It is an honour for me to shake hands with you Sir”. John Thomas went on to say ‘What an institution it is now!’ I responded ‘what an institution was it then too Sir!’

In 1964-66, we were taught an education course at the IIM that was the only one of its kind in India.

Now, there are hundreds and hundreds of institutions that teach more or less the same syllabus - virtually a proliferation/explosion in management education! Currently you are at a premium because of the process by which you have been selected to IIMC. It is like skimming off the cream. It seems to me that to the Industry it is more the admission process, compared to what you are taught there, that currently separate the IIMC apples from common place oranges.

You have to ask yourselves the question ‘Yes, I am getting very knowledgeable during my time here at the campus, but am I also getting changed for the better?’ Just think how traits are instilled in a person during the time he/she spends at the National Defence Academy / Indian Military Academy. He becomes compulsively punctual; he habitually manages his time better; he prioritises his work; he is focussed on the goals; he is more driven to complete his task; he is a better communicator in work situations; he has better peer relationships (buddies); he is in better physical conditioning.

Sharu S Rangnekar was a well known figure in

management circles in our times. He was much senior to me. He said or wrote something in the end of 1960’s that I still remember “Learning does not know learning is behaving differently.” We had an elective titled ‘Leadership Training and Group Development’ in the second year (1965/66) of our batch and was available in two semesters. It was also known as ‘Sensitivity Training’ and ‘T Group’; ‘T Group’ meant both ‘Training Group’ (as a part of management education) as well as ‘Therapy Group’ – a part of psychiatric treatment from which it was derived. Prof Warren Bennis and Prof John Thomas conducted the groups. I have experienced firsthand the positive and enduring behavioural changes that this course produced. I learnt later that ‘T- Group’ was subsequently discarded from the management education as it was not considered safe enough.

An effective managerial role involves not only Awareness , but also Action and Responsibility. In 1977, at the Administrative Staff College, Greenlands, Henley on Thames, UK, I had the experience of the Syndicate Method of instruction.

A Cambridge psychology professor Dr Belbin also put us through tests like IQ, Glaser-Watson Critical Thinking, Firo-B, etc and tried to correlate those scores with our quality of participation in the Syndicate. He had formulated role profiles like Chairman, Vice-Chairman, Resource Investigator, Completer, Worker etc. When he addressed the First Batch Reunion recently, Director Shekhar Chowdhury mentioned ‘syndicate rooms’ so I suppose the Syndicate Method of instruction is in practice at the IIMC; it is quite useful as it does simulate in some way the roles of an actual work situation in Industry.

I may have said things that may make you to pause and reflect. You and the faculty may wish to be clear on some of the enduring traits and values that the IIMC alumni could inculcate during their stay at the campus. You may also decide on the subtle and not so subtle ways in which they would imbibe them. Towards building an identity, a significant part is played by building up traditions. If you are a part of those traditions, you are able to say (proudly not pompously) “We of the Calcutta...” and others may say “He seems like a Calcutta boy”.



## Through the eyes of a student: Golden Jubilee at IIM Calcutta

By Pinak Dattaray



It was on November 14, 1961 under the guidance of the Sloan School of Business that IIM Calcutta was set up as the first management institute in India with the vision to provide quality management education for a better tomorrow. It has been a long journey since then and the saga of nurturing tomorrow's leaders continues to grow. The Golden jubilee was celebrated in the institute between 14-15 November 2011, as a time to retrospect and marvel at the glorious past and also deliberate on the issues that touch the lives of one and all. Needless to say, the highlight of the celebrations was the summit on the topic of 'Management Education for a Sustainable Tomorrow' and the over-arching theme for the celebrations was 'Sustainability'.

The inaugural function was presided over by Dr. APJ Abdul Kalam, The former President of India, while Dr. Shekhar Chaudhuri; Director - IIM Calcutta, Dr. Sougata Ray, Dean - IIM Calcutta and Mr. Ajit Balakrishnan, founder of Rediff.com and Chairman of the Board of Governors of IIM Calcutta also graced the occasion.

“Whatever happens, on both sides of the Atlantic, don't worry! We have a huge business opportunity in the form of the 400 million strong middle class, whom you can concentrate on and try to better their lives and most importantly, our Indian ladies have

loads of gold!” These were the words, which received a thunderous applause from the student community, with which Dr. APJ Abdul Kalam started his inaugural address for the 2 day Golden Jubilee celebrations. Dr. APJ Abdul Kalam touched upon various issues including, how to be a great leader, the challenges facing our world, methods to attain resource sustainability, and how there are 3 billion rural people in the world, who need access to better standards of living. He also had the students take an oath which impressed on them the necessity of Integrity in all their endeavours. Dr. Shekhar Chaudhuri drew a brief outline of the history of the campus by highlighting important events in its timeline, while Mr. Ajit Balakrishnan gave the audience an idea of the testing times during which the concept of an Indian management institute was conceived and implemented by the government of India.

It was followed by a session on Civil Society and Public Policy. The Panelists were Professor Dipesh Chakrabarty, Lawrence A. Kimpton Distinguished Service Professor of History, South Asian Languages and Civilizations at the University of Chicago, IIM Calcutta Batch of '71 and Dr Ram Nidumolu, Founder and CEO of InnovaStrat Inc, IIM Calcutta Batch of '83 and the discussion was moderated by Professor Raghendra Chattopadhyay, Professor of Public Policy & Management at IIM Calcutta.

The first presentation was made by Professor Chakrabarty who gave a very interesting perspective on the climate change issue. He mentioned that climate change is a long process and the Earth has gone through many changes in climate in the past. However, climate change can take over 100,000 years. He wondered how to convince people to care about the climate right now for changes that could take several thousand years to take place?

He belabored the need for humans to return to the basics and work with nature.

The second presentation was by Dr Ram who started off by interacting with IIM Calcutta students in the audience. He dwelled on how the central challenge to counter the detriment of the environment is to get people to change their mindsets and change their thinking. Businesses have to start leading by being and not just doing. Dr Ram also took 10 lessons of higher leadership from the Upanishads and gave an insight on how these lessons can be inculcated by businesses to help better society. It was followed by an insightful question and answer session with the panelists.

Dr Juan Costa Climent, E&Y Global Leader for Climate Change and Sustainability, stressed on the economic aspects of the climate change, underlining the need for proper valuation of the forests, hydration cycles and atmospheric processes.

Dr Himadri Pakrasi, Director I-CARES, Washington University, highlighted how it does not matter from where a molecule of carbon dioxide is emitted and it is the same whether it is emitted from India or France. He called for a collective action on the part of all countries to combat climate change. He also cited the example of a leaf as compared to a solar panel to show how human beings have plenty to learn from nature.

Dr Paul Shrivastava, Professor at Concordia University, elucidated on how management education cannot be in a rarefied bubble and has to be linked to the issues at large. He also classified growth in the developed and developing nations and his presentations adorned with images from NASA enthralled the audience.

Dr Stuart Hart, Professor, Cornell University, took the help of mathematical equations and quotes from

Friedman to capture the attention of the audience and drove home the need for concern for the environment. He stood out from the other speakers by conveying the message of hope and optimism towards future.

Mr. D. Shivakumar, MD, Nokia India, drew on the mission statements of the leading B schools from across the world to show how the purpose to fight climate change and the concern for world in general is there, however, there are many issues tangled together that might need to be rectified. He highlighted on the need for leading B-Schools of India, a rising economy, to pave the way towards future, to do more so that even the common man on the street is aware of the looming danger ahead.

Mr Sabyasachi Hajara, alumnus of IIM Calcutta and presently serving as CMD, Shipping Corporation of India, proceeded in a very structured manner, highlighting the inter-connectedness of systems, elaborating on his interpretation of sustainable development and understanding the need for sustainable development. He pointed out the dependence on fossil fuels over the past 2 centuries as unprecedented and as primarily being the cause for climate change. He also brought to the discussion the point of view of the public sector units on the whole issue.

At IIM Calcutta, there has always been a strong culture of art and music. The evenings were the time to immerse in artistic excellence. On 14th Nov, the mellifluous tunes of the Mohan Veena of Pt Vishwa Mohan Bhatt resonated through the campus. It was followed by an enthralling dance performance by Kathak maestro Shobana Narayan. A play by our distinguished alumnus, Deepak Dhamija and his team, Shoelace Productions kept the audience spell bound in the evening of 15th November 2011.

## Reminiscence 2011



The students of IIM Calcutta once again welcomed back its Silver Jubilee alumni (batch of 1986) with open arms as Reminiscence 2011 was held on the 24th and 25th of December on the sprawling lawns of the Joka campus. The two day celebrations witnessed a mix of performances including a play by the dramatics club, interactions, parties, and an Alumni vs Students cricket match, all topped off with a healthy dose of nostalgia.

Awaited eagerly by the students, the faculty and the alumni alike, Reminiscence is an annual event at IIM Calcutta where the alumni return to campus after 25 years to re-bond, recollect and to reconnect. This time, it was the turn of the 21st batch to grace the campus, as the student council and the alumni cell worked hard to ensure that the venerable CXOs, Entrepreneurs, and academicians alike had the most memorable 2 days of their lives. Among them were Sunil Gupta (CEO, AVIS India), Srivatsan Rajan (MD, Bain and Co, India), Suhas Bhide (GM, IBM India), Sudhir Bapat (Regional Head, Sobha Developers) and several others with glittering careers and too many feathers on their caps.

That change is the only constant aspect of the world is well-known but the efforts a person puts in, to salvage from the collapsing walls and constantly shifting terrain, the things he treasures most merits closer observation. Valuable like ever-lasting friendships and cherished moments, stuffed into a hermetically sealed pouch held close to the heart,

well-guarded against the ravaging waters of ephemeral time and fluctuating perspectives are stuff that constitute dear memories. Keeping these memories well-protected throughout the action-packed journey that is life, though among the most arduous of tasks, is one's best bet to survive change for when the pouch is opened, even change gets rolled back, at least illusorily – such is the gift of reminiscence. And when, after twenty-five long and eventful years of conquering every pinnacle of achievement and doing the institute proud, the alumni from the 21st batch of IIM Calcutta arrived at their institute to relive their memories, it definitely called for celebration, a string of festivities which was what Reminiscence 2011 was.

Reminiscence 2011 was held between 23rd Dec 2011 and 25th Dec 2011 in honour of the 21st batch of PGDM, IIM Calcutta. The event kicked off in the afternoon of 23rd December as the alumni gradually started arriving at the campus in groups. The evening marked by shrieks of recognition, warm-hugs and friendly thumps on the back was an event in itself that went on, until late into the night. After dispersing for a short rest, they gathered on 24th morning to have a nostalgic breakfast together. They then, proceeded to meet the Dean for a discussion on "IIM Calcutta, the next leap forward: Alumni contribution" which turned out to be quite an important one with all of them chipping in with their ideas and suggestions to chalk the future course for IIM Calcutta. The long meeting was followed by a sumptuous lunch at OH Mess during which they interacted with students and the PGP3s.

This was followed by the heritage walk in which the alumni from the 21st batch, accompanied by many of the alumni cell members, embarked upon a nostalgic stroll through all the places in the campus that figured so frequently in their cherished memories of college life. They walked past the computer center which incidentally was started in the year they were here and paused for taking a few informal snaps by

the B.C.Roy library that plays a vital part of every student passing out of IIM C. They soon resumed the walk with a sojourn to the White Hostel which was opened just two years before they joined the campus and brought back memories of their inter-hostel rivalry. Visits to the newly constructed Lake-View Hostel and the MCHV constituted the rest of the walk.

The walk was followed by a presentation by the PGPEX students and high tea after which it was time for an informal interaction with the students. It was a fantastic and enviable opportunity for the students to interact with such highly successful individuals whose accomplishments are inspirational to many. The session was followed by a “Dinner on Ganges”, which was a highly enjoyable experience for everyone who took part in it. In high spirits at the reunion after 25 long years, they shed all inhibitions of age and position and livened up the dance floor. After returning to the campus, the birthday of Mr. Anjani Mandal was celebrated with great enthusiasm and made for quite a spectacle. The stage was soon set for the traditional yet brilliant combination of bon-fire and “antakshari” in the NH-quad. The well-fought war of songs between the alumni and the students was finally won by the alumni and that marked the end of a remarkable day of reunion.

The next day turned out to be one more chronicle of umpteen joyous moments. The day began with a fine breakfast followed by a short interaction session with the student council. The curtains were soon raised for the annual IIMC Challenger Cup, in which cricket teams from the alumni batch and the current batch of students took part. It turned out to be a surprisingly intense battle in which the present batch was utterly routed. Encouraged by the commentary by Mr. Shyam C of the alumni batch and the relentless cheering from their batch-mates, they unleashed some unbelievable bowling and stroke-play to thwart their opposition. Mr.

Arun Hegde’s run harvest made it quite a one-sided affair before Mr. VR’s fantastic catch ended the match.

After the match, lunch for faculty and alumni was held, followed by a long photo-session. The auditorium was soon became the venue for “Alumni / Faculty / Staff Felicitation & 2 min remembrance”. As a part of the event an identification quiz was held in which, hints about each member of the alumni batch were read out from the year book. The fact that almost all of them were identified by their batch-mates in not more than two to three hints exemplifies how memories of the two years of their stay at IIM C, twenty-five years ago were still quite fresh in their minds. The Dramatics cell was soon at what it does best, staging an intense and mature play, “Tera, Nau, Patchathar” which was very much appreciated by the alumni. The sincere yet powerful performances and impactful dialogues drew applause from all corners of the auditorium. The Choreo club followed up the skit with a dance fiesta comprising of various dance forms brilliantly choreographed and performed that held the audience in rapture before the JBS BaroC finished off the eventful day with panache, doling out choicest songs spanning various genres and ages.

Although it was the Silver Jubilee alumni who were the official guests, the two days also saw recent batches turning out in huge numbers, citing “We are coming back home..” as one of the many reasons. The tradition was preserved this year too, with the event seeing participation from almost 120 students from the batches of 2011 and 2010. The event came to a close in the early hours of 26th December, after a bonfire party and a night long performance by JBS, the official band of IIMC.

Three remarkable days of delight, unmatched in quality had passed in no time at all as do all good and pleasurable things in life and everyone returned to their respective homes with heavy hearts and heavier pouches of memories.

## AFTER TWENTY FIVE YEARS...



How would a room filled with successful business managers, time-tested leaders, remarkable academicians and entrepreneurs look like? How would these successful individuals from varied walks of life while their time together? These are understandably perplexing questions to answer, if not downright ridiculous, but imagine that all of those individuals have something in common - the proverbial thread that each of them believes has immensely contributed to their making. And if the thread turns out to be two rollicking years of post-graduation in management at the Indian Institute of Management, Calcutta, the answers to the questions above would not be very difficult to guess. Yes, of course, the room was buzzing with camaraderie and with joy-lit faces glad at being back at the place where it all started. And, how well was the time spent! - revelling in jocosse banter, sharing fond memories, reliving, recounting the wondrous two years they spent at dreamy Joka. The occasion was Reminiscence 2011.

As the 21st batch gathered at the institute to commemorate the twenty-five years since they passed out of IIM Calcutta, each of the members of the batch was asked two questions on this wonderful occasion - what is your take-away from IIM Calcutta? How would you, in a single phrase or word, describe IIM Calcutta?

Friendships, many of them spontaneously replied, were their greatest takeaways from the place. The

ever-lasting relationships they formed during the two years at IIM Calcutta remained to almost all of them, their most valuable takeaways. Confidence was one of the more frequently cited gains from the institute, the confidence in their own capabilities to take on the world, the confidence that they had the potential to turn their ideas into actions and the confidence of venturing along any untrodden path unchained by the fear of losing. Professionalism, leadership abilities and multi-disciplinary thinking that they acquired at IIM C, they said, stood them in good stead even in the most trying of circumstances. One unique feature of IIM C that one of them mentioned was the way in which the institute allows one to grow, free from any copy-book expectations. IIM C, they said provided the tools to apply the problem solving techniques learnt over the years, in the practical world. And all of these takeaways were in addition to the deep understanding of the world of business gained through interactions with the professors and peer-based learning.

To the second question that sought a single word or phrase to describe what IIM C meant to them, almost all of them referred to the "quality of experience" they derived out of it. "An exceptional experience", one of them said, exceptional in the sense that it would stand out amidst a life-long list of experiences based on the sheer quality of the time spent. A great learning experience laden with peace and joy, with fun and "masti", with terrific, eclectic ideas and a lot more they agreed, unanimously. Life-changing and, life-defining are other adjectives mentioned by a few others to add the finishing touches to their picture of IIM Calcutta.

The floor was soon declared open for dance and each of them rolled back 25 years of tremendous careers to effortlessly slip into the garb of yester years. True, those clothes might not fit that well now, the body might not be that supple either, but to the spirit, age really is such an insignificant number.

## Pearl Reunion of the 16th batch At The Resort, Madh Island, Mumbai Dec 27th to Dec 30th, 2011



The 16th batch of IIMC, popularly known as Sweet-Sixteeners, is a very closely knit group. During the Silver Jubilee gathering at Joka in Dec 2006, 53 from a batch of 108 had participated with families. They bonded extremely well and have been in regular touch through group mails and Facebook, frequently meeting, and having mini-reunions all over the world during their travels.

The idea of getting together once again started gathering pace in mid-2010 and the initial plan was to converge again on the Joka campus. However when the other batches were found zeroing in on Goa, and other overseas locations, the popular choice was thrown open. The Group's biggest challenge was to build consensus on the dates, duration, ease on pocket, and location so as to ensure maximum participation with families.

After several iterations, which lasted about six months, the dates Dec 27th to Dec 30th 2011 were chosen. The location was fixed in and around Mumbai. By end-Jan 2011 the organizing committee consisting of Mukul Agrawal, Sandip Bhatia (Chacha), Srinivas Eranki (Yanks), A V Suresh, and Harjit Talwar concluded the arrangements and the booking with The Resort and blocked 60 rooms based on double occupancy.

Feb 2011 onwards remittances of funds started. Mini get-togethers all over the world drummed up participation. The final score: 50 paid, 45 participated; 20 spouses, and 20 children! Five could not participate due to family exigencies. Sweet 16'rs and their families came in from West Coast, Canada, East Coast, UK, Middle East, Australia.

The celebrations started when Ajaya and Sujata flew

in from Sydney on 25th midnight. Sudha arrived from Tucson, Arizona with Raja Hebbbar from Orlando, having met up at Newark and taken the same flight. Chitra from Vizag with son Raghav, Abdul from Dallas with daughter Indulekha, and Chalam with Usha from London joined on 26th evening. Sweet 16'rs didn't seem to understand 'jet lag' and the revelry started from 26th midnight.

The Organizing Committee members made a royal entry on 27th morning and did their best to impress the rest what a great hard work they had put in throughout the year 2011 to make this wonderful event possible. Alas the party was already on and no one cared!

By lunch time a significant crowd of Jokaites had converged. Signage of '16 Forever' peppered all over The Resort and a festive mood prevailed.

The afternoon's "Ice Breaker Session" started with a one minute silence for Bala, who passed away in August 2011 in Toronto, and the other two departed 16'rs Tendu and Godbole. Presence of Cheri (Bala's wife) with son Karan and daughter Nikita reinforced the family bondage, which is very strong among the Sweet 16'rs.

However the session, planned for 45 minutes, continued to break ice for the next two hours! Each 16'r introduced their accompanying family members, and everyone lapped up their accomplishments and anecdotes. Sekar's profound explanations of CCCP, XYZQ, \$%\*# (they belong to security standards and certificates), and Jogi's lucid explanations of how dot com, Y2K, son's education impacted Indian employment (Pune in particular) were the only breakers in an otherwise 'pure-play' family show. Bobby with son Joachim from Chikmagalur, Uday from New Jersey, Abdul from Dallas, et al introduced their wards with a great élan. The dress code of traditional Indian dress for the evening had been pre-announced, and all converged at the Queen's Lawns. Each was welcomed by lovely, traditionally dressed maidens who garlanded the guests and applied kum-kum tilaks while the throbbing beat of dholaks ushered the commencement of the festivities.

Sathish Kanthan, a well-meaning event's organizer,

called the evening to order with his thick Tamil accented Marathi influenced appeal in English. His exaggerated gestures for a moment got the audience suspicious on AV Suresh's event management capabilities. These were short-lived as very quickly Sathish sized up the guests and introduced the programme with a superb performance of the "Ganesh Vandana" followed by Koli and Rajasthani dances. It didn't take long for Ambuj, Vinit, and the others to move forward and take the floor. A jig between Thangavelu and Sekar signalled the party had started to rock with gusto. Sekar won the prize for the best dressed Indian.

The first day had set the tone for the success of the Pearl Reunion and the weather gods showered the finest winter on Mumbai in recent times. The 28th of December, that was the second day, started with morning Yoga. Jokaites are not known to be morning animals, but Sujata from Sydney and Sujata from Mumbai mustered a committed group for a great session.

Breakfast was a serious business and the 16'rs moved around furiously, plates in hand, checking the entire spread. Mogambo Khush Hua! However they were rudely marched out of dining hall at 10.30 by Talwar to the Queen's Lawns for commencing the group activities. By now Sathish Kanthan was in his element. Even Vinit was not offended for being called Lallo Prasad! Participants were split into three groups Red Bulls, Joka Jokers, and Chikni Chameli. To everyone's surprise 'stupid' party games got the place on fire in half an hour. Anjali Raina felt relieved her daughter Sweta was not around to see the state of affairs. The children loved the whole show and Velu's son Mahender quipped he was seeing his father and mother playing together for the first time!

Soon everyone was hungry and the Resort held its reputation by serving an excellent lunch. The Ladies Day Out turned to be a choice of street shopping at Bandra, or Malad's Infinity Mall; or staying back to ensure the boys behave. They chose all, cleverly splitting themselves!!! While the corporate honchos moved into easy chairs along the swimming pool and chilled out over beer, the Sharads and Rajas of the world got themselves massaged from tip to toe (details censored!). Some 'enthu' types checked out the beach with a walk. It was an easy afternoon, relished by all, especially the sunset over the Arabian

Sea.

28th evening was a DJ Night. To start the late lateeefs introduced their families. Uday's impromptu stand up comedy explaining Mallu and Tamil work ways sent the room peeling with laughter. Soon the floor and flood gates opened. With dress code black, strobe lights, and karaoke it was party time. Swappy's thoughtful gesture of sponsoring the bartender proved to be a winner. By the end of the night Talwar was unhappy, watching helplessly the precious single malts and fine wines going down the throats of a raucous mob. The party continued until 1.30 in the morning. Spirits were never higher.

29th morning was reserved for mock Olympics. The Sweet 16'rs behaved just as they did thirty years ago. Bonhomie was to be seen to be believed. 29th afternoon was spent leisurely networking and relaxing around the pool and Queen's Lawn. The evening was a theme party, "Bollywood Night". Sweet 16'rs were game for anything! They were presented on arrival with multicolored goggles (South Indian style) and scarves. Vintage scooters with heritage Calcutta as background awaited the Sweet 16'rs to make asses of themselves. Talwar took his chances, while Romi busied herself sharing Bollywood gossip, he put his hand gently around Kareena's waist. It was paisa vasool.

MG (amby) Parameswaran of the 14th batch, and a member of the Board of Governors of IIMC, took the trouble to be among the Sweet 16'rs despite serious personal commitments, and gave an overview on IIMC. Lots of tamasha followed on and off stage until the booze finally ran out.

30th Dec, the last day, was spent gorging on masala dosas fresh off the girdle and readying to catch the flights back home.

We had a lot of fun but we also missed those who could not be in our midst. Especially those who had planned but couldn't: Diva from New Jersey, Mukul from Papua New Guinea, Ravi from Chennai, Swappy from Delhi, Trivi from San Francisco. Ramarao from New Jersey put up a brief but electric appearance despite family commitments just to be with us.

Usha Chalam, who flew in from London, felt that every minute spent was priceless. Now everyone awaits Pearl + 2.

## Rafiq Dossani Talk



Dr. Rafiq Dossani, an IIM Calcutta alumnus from the 11th batch (graduated in 1976), and currently a senior research scholar at Stanford University's Shorenstein Asia-Pacific Research visited the campus for a talk on July 21, 2011.

Dr. Dossani's research interests include South Asian security, government, higher education, technology, and business. His most recent book *Does South Asia Exist?* Was published in 2010 by Shorenstein APARC.

During his talk on campus, Dr. Dossani made the audience aware of the growth of the IT sector in India. He initiated the talk with the history of the Y2K bug and how the ingenuity of the Indian engineers and IT firms in handling the same had brought India on to the IT map of the world. He then went on to discuss whether, a decade later, India has delivered on the promise it showed then. He highlighted, through facts and figures, the various technical and workforce inadequacies that plague the IT scene in India today. He also mentioned how the portals of education in India are faring in producing useful talent and how they can be bettered in output. The thought provoking talk got the audience interested as well, and it was delightful to see students and faculty who were present argue some of Dr. Dossani's points and discuss their perspectives on certain issues.

After the conclusion of the talk, the Dean, Prof. Sougata Ray felicitated Dr. Dossani and wished him the best for his future research pursuits.

## Kiran Bedi on Transparency in Governance and Management



Kiran Bedi, Magsasay award-winning retired IPS officer and key member of Team Anna that is crusading for the Jan Lokpal Bill, visited the IIM Calcutta campus on 18th October to talk on "The Requirement and Role of Transparency in Governance and Management". Ms. Bedi called on the budding managers to analyze governance and investigate the role of corporates in fostering corruption in public life.

"Each student should do at least four projects during the two-year stint on cases of corruption in public life. Have you ever tried to find out why so many

public projects implemented by private parties encounter time and cost over-runs? Or why it takes so long to deliver some services? In doing so, you will discover what role corporates play to add to the corruption and the walls they have built to prevent being exposed," she commented during her talk.

Bedi's rationale behind the 'discover corruption projects was that in the process, students would learn about how information is suppressed to breed corrupt practices. She went on to say that they should implement transparent governance practices in their careers too as these are equally beneficial for corporates in that it helps them earn customer goodwill.

The activist also asked the students to read the Right to Information Act, 2005, something she believed not many people are completely aware of. "The government makes policies, but implements nothing and gets away with it. They get away because we, the civil society, ask nothing." she said.

Pointing to Section 4 of the Act that gives suo motu power to put all information of public importance



in the public domain, she said that even six years later, apart from MGNREGA, suo motu disclosure had not been implemented in any other government scheme.

"Had the government implemented the act in letter and spirit, the 2G and CWG scams would not have happened. Why is the government feeling harassed by RTI petitions? That is because it is reactive, not proactive. There is an inherent inhibition to share," Bedi said.

Later, Ms. Bedi took questions from the student community as well as some members of the faculty.

Queries ranged from the inefficacies in the police system to the Hazare campaign, leading to further discussion on how it is every individual's duty to do his bit to root out corruption. Ms. Bedi's candid demeanour and valuable advice peppered with light-hearted humour was appreciated by everyone present in the packed auditorium. The Director of IIM Calcutta, Prof. Shekhar Chaudhuri felicitated her at the end of the event, thanking her for her thought provoking words, and hoping that everyone in the audience would make efforts to contribute to a better nation.

## Hockey great interacts with IIM Calcutta students



On the occasion of Teacher's day, students at IIM Calcutta got the opportunity to learn some valuable lessons from sportsperson turned changemaker Viren Rasquinha. The former India Hockey

captain narrated anecdotes from his life and career, the lessons he took away from each experience and how he, as part of the Organization Olympic Gold Quest, is now training potential Olympic medal winners in the pursuit of making India a sporting superpower too.

The talk had been organized by the club 'Colloquia' on campus. Rasquinha, with his excellence in the field of sports coupled with a management degree from ISB, seemed to be an apt choice of speaker, one who could establish a connection with the budding managers in the institute, and share the secrets of being a success in whichever field one pursues. He also spoke about the lack of proper facilities, training in Indian sporting contingents, which has led to the performances being below par

at the international level. He went on to cite the examples of various sportspersons like Mary Kom, Gagan Narang, Saina Nehwal, etc. who have achieved great laurels inspite of the system, but have the potential to do exceedingly well with a little help.

Rasquinha talked about the good work the NGO Olympic Gold Quest (OGQ), of which he is currently COO, is undertaking, in the direction of nurturing Olympic talent in India. He talked about the innovative fund raising campaign "Power your Champion" that they have taken up, where anybody can commit a sum of Rs. 100 a month to be donated to the training and other requirements of the athletes that are part of OGQ currently.

Rasquinha graduated from ISB in 2009 and turned down a lucrative offer from an Investment bank to take up the cause of upliftment of sports in India. "Before going to ISB, I used to wonder why sporting bodies are not able to take proper care of particular sports teams. Having seen the manager's perspective on it now, I understand the numerous problems and constraints he faces", said Viren.

Visiting faculty at IIMC and Founder, PipalMajik, Mr. Chandradeep Mitra thanked Viren with a token of appreciation for coming to the campus and sharing such valuable lessons with the students.

## “Oneness of Humanity”



Students at IIM Calcutta had the rare opportunity of being addressed to, by His Holiness the 14th Dalai Lama as part of the Institute’s Lecture Series. The Dalai Lama held the audience in rapt attention through his hour-long speech on “A Human Approach to World Peace”. His lecture, generously sprinkled with his deep philosophical insights, instructive anecdotes, timeless quotations and trademark humour left the audience with unlimited food for thought.

Starting his speech by stressing upon “Oneness of Humanity”, the Dalai Lama went on to speak about man’s essential social nature and the importance of collective international action in the times of globalization. He acknowledged India’s contribution to philosophical thinking and also appreciated it for administering the world’s largest democracy. “Affection and love are the way ahead”, he stated highlighting the need for developing compassion

and warm-heartedness to complement smart brains. Through a few anecdotes he also illustrated the importance of inner beauty and outer beauty.

The Dalai Lama isolated the huge gap between the rich and the poor and corruption as the two evils plaguing the world right now that seek immediate attention. He emphasized upon the importance of sound principles to give rise to a healthy family and a healthy society. He also observed that secularism, in the Indian perspective, is not about being disrespectful towards religion but about being tolerant towards all religions and also towards non-believers.

He described himself as a messenger from India spreading two main messages – the message of Ahimsa and the message of religious harmony. He also wanted the gurus of Indian religions to spread the message of Ahimsa both within India and across the world and to contribute towards making the ancient school of thought, relevant in the modern world. He cited examples of good work done in Taiwan and Japan and wanted India to achieve real development through the development of rural India, health-care and education.

The lecture was followed by a short question and answer session which saw active participation from both the students as well as the faculty of IIM Calcutta.



## A Far More Various Creature



‘A far more various creature’ is how The Guradian describes Ramachandra Guha. A man, who describes himself as a ‘failed economist’, went on to become a highly acclaimed historian, author and columnist. His major research interests are environmental, social, and political history. Cricket history, another of his interests, was also not something that Ramachandra Guha had been trained for during his years at the Delhi School of Economics and the Indian Institute of Management Calcutta. But his book on the social history of cricket, ‘A Corner of a Foreign Field’ was awarded the Daily Telegraph Cricket Society Book of the Year prize for 2002.

As an FP student at IIMC, Ramachandra Guha studied the social history of forestry in the Himalayas that focused on the Chipko movement. IIM Calcutta with its strong social science tradition had an FP programme based on social sciences with a very minimal management component.

His thesis was published under the title ‘The Unquiet Woods’ and is recognized as a pioneering work in the field of environmental history.

He has taught at various universities in India, Europe and North America, including the University of California, Berkeley, Yale University, Stanford University and Oslo University, and the Indian Institute of Science.

In 2007 he published India After Gandhi which earned him the title 'Indian democracy's pre-eminent chronicler'. The book is a detailed history of independent India and Ramachandra Guha chronicles and analyses various aspects of the Indian democracy. He aptly brings to light the challenges faced by a struggling nation and how the Indian democracy proved resilient enough to surmount many of them. India After Gandhi is now a recommended read for anyone who wishes to learn about and understand modern India. India after Gandhi was chosen as the book of the year by the Economist, the Washington Post, the Wall Street Journal, the San Francisco Chronicle, Time Out, and Outlook, and as the book of the decade in the Times of India, the Times of London, and The Hindu.

Ramchandra Guha has won numerous awards and recognitions including the Padma Bhushan in 2009 and the Leopold-Hidy Prize of the American Society for Environmental History in 2001. The US magazine Foreign Policy named him as one of the top 100 public intellectuals in the world in May 2008. He currently holds the Philippe Roman Chair of International Affairs and History at the London School of Economics.

## A Youthful Dream



Vinayak Lohani was one of the very few civilians to be recently invited to become a member of a

special taskforce set up by the Ministry of Women and Children to review and affect changes in policies. Indeed an honour and one that his alma mater can be proud of. But more worthy of praise is the journey that Vinayak undertook, a path rarely trod by an IIM graduate.

Right after graduation from IIT Kharagpur and during his one year stint at Infosys, Vinayak had recognized in himself the need to do something different; a career in engineering was not what he was meant for. Not yet sure of his true calling, he decided to pursue management studies and

obtained admission to IIM Calcutta in 2003.

“After 12 months of management education, I was completely disillusioned with the entire system, especially the placement process. I asked myself: what is the top prize that the system can gift me? Of course, the answer was a CEO position. But by that time even that seemed woefully inadequate to me. ”, Vinayak says. In his second year at IIMC, Vinayak signed out of the placement process and spent his time visiting various social initiatives.

“I identified two different categories of people in the social sector, The institution builders and the activists”. Even after completing PGDM, Vinayak retained his hostel room at IIMC for three more months so as to ponder over his future course of action. Around the same time he took up a part-time job as a lecturer in T.I.M.E Institute.

He finally decided that he would build an educational institute for impoverished children. When months of lobbying for corporate and institutional support for his social venture proved fruitless, Vinayak took a bold decision which he has never had reason to regret till now.

“Individuals rather than institutions run the world. I wrote to around 2000 of our alumni and 25 of them responded,” he recalls.

He rented a room in Thakurpukur and thus ‘Parivar’ flagged off with its first 3 inmates. Currently ‘Parivar’ admits more than 400 students annually and has an annual funding of 10 crore.

The institute is fully residential and Vinayak believes that the residential nature improves the scope for training the young minds.

“I am also hopeful that a few of my students will help me establish a cadre of ‘grassroots youth’ who will help further the institute’s vision. It is in the youth that I entrust my dreams. A highly successful company like Tata lacked the competency to negotiate with the farmers in Singur. All that an MBA degree confers on us is

the ability to work in a certain class context. Such ‘class prisoners’, when removed from the world they are used to, tend to falter,” he says.

“‘Parivar’ does not boast of a PRO or a marketing officer. The individuals who support us around the globe are our torch bearers. Across sectors, they are our inbuilt growth engines and drawing from their inputs, ‘Parivar’ is in a constant state of evolution.”

‘Parivar’ employs 150 full-time staff who are in charge of teaching, child care, field work and organizational development. Each year 400 to 600 children are selected from applications from various NGOs, families and government institutions. During his or her first year, each student undergoes a ‘bridge’ training to bring him/her at par with peers of his/her age. The school is affiliated to the West Bengal board but ‘Parivar’ lays special emphasis on English. The institute boasts of a very low dropout rate of 1%. The ‘Parivar’ residential institute is the largest in eastern India.

“Saving a child from a miserable past is the least of the story. We focus on how we can transform his or her life. At ‘Parivar’ we see each child as a different project,” Vinayak smiles.

While funding was the major challenge during the institute’s formative years, now it’s an insensitive bureaucracy and the political system in the state that are posing hurdles in its growth. Apart from education, we have also started a food stocking scheme for 400 villages in West Bengal. Through ‘Parivar’ ration cards, 20,000 kg of rice is distributed every month. Vinayak Lohani asks budding social entrepreneurs to keep the following in mind while embarking on their journey.

“Social entrepreneurship has two parts to it. Ambition and anchoring. Ambition, which helps you think bigger; and then comes anchoring, which irrespective of the milestones you achieve, propels you towards your goal. While ambition is easy enough to come by in young people like you, it is anchoring which will tide you over the bad times and help you sustain your efforts.”

## On Top of the World



Every IIMCian aspires to scale heights; Malli Mastan Babu went ahead and did exactly that. There is no dearth of renowned names in the

alumni rolls of the Indian Institute of Management Calcutta, but it was Malli Mastan's daring feats which found mention in the Prime Minister's speech at the institute that call for special attention. His achievement, though removed from the field of management, aptly symbolises the fire and ambition in every IIMCian.

Malli Mastan Babu holds the world record for scaling the seven highest summits of each of the seven continents in the shortest time. And in the process, he also became the first Indian to attempt the seven peaks. He has also finished a mega marathon across India, covering 14 states in 14 days.

A 2004 alumnus from the Indian Institute of Management Calcutta, Malli Mastan Babu is one of the rare people who chose to venture into a field not traditionally considered to be the forte of an MBA. He opted out of the placement process in 2004, choosing to start his own adventure tourism company by the name 'Mast Adventures'. Before leaving the institute he also gave it his lasting contribution by forming the 'IIMC Adventure Club'.

Malli Mastan Babu was the first person in his family to receive formal education and he cut his way right to the top, making his way through NIT, IIT and IIM. He worked for three years at Satyam before joining IIM Calcutta. He was all set for a corporate career when he took the unconventional route and decided to pursue his dream of mountaineering. Financial constraints were the biggest challenges he had to face while embarking on his journey. He thanked his network of friends and well-wishers for supporting him in his venture. In an interview, he says: "Attempting to climb Everest was my childhood dream. It somehow went into my mind after watching the unveiling of the statue of Lt. M. Uday Bhasker Rao when I was 11yrs old at Sainik School, Korukonda, Andhra Pradesh. Lt. M.U.B Rao was part of the 1985 Indian Army Expedition that lost 6 officers above 26,000ft when bad weather hit them."

Although his parents are worried about the corporate career he sacrificed while opting to follow his dreams, Malli Mastan Babu prefers living life on his own terms and is completely happy with the choice he has made. He avows that he is one of the lucky few who is living his dreams every day of his life.

Today he is known for his motivational speeches and he regularly provides leadership consultations to corporations and leads expedition climbs around the world. He is considered one of the best experts on the Himalayan mountain ranges.

## From Joka to Meluha



Excel sheets and Power Point slides form the impenetrable armour that every MBA graduate walks away with from his alma mater. For our beloved Fin campus-its students and its alumni, Excel is indispensable. So too, thought Amish Tripathi. Once

he had decided to pen his chartbuster 'The Immortals of Meluha', the National Head - Marketing & Product Management at IDBI Federal Life Insurance, immediately created an excel sheet with tasks and deadlines.

"I made an excel sheet and planned that I would finish the character sketches in 2 months, the summary in the next 6 months, take another 6 months to expand and so on. But I soon realized that it was a disaster. Until I let the book control me, there would be no progress. I would write chapter 5 one day and the next day wake up to find myself writing chapter 23. The characters continued to surprise me right till the end. Those whom I had thought to be good turned out to be not-so-good and vice versa."

Amish Tripathi is still coming to terms with the dramatic turn that his life has taken.

"I had never written a story or newspaper article till Meluha came in. I had written some poetry, which unfortunately only my wife appreciated. As for mythology, I was a hard-core atheist who would accompany my wife only till the steps to the temple", he laughs.

But he has always been a student of history and used to read widely on the topic. It was a casual observation while watching television that turned out to be the pivotal point on which he based his first novel. "My family and I were watching a historical programme on television. We all know that in Indian mythology the gods are called devas and the demons asuras. I came to know that the Zoroastrians call the gods 'ahuras' and the demons 'daivas'. Exactly opposite to the Indian stand.

Triggering the thought that Zoroastrians and Indians were probably referring to each other. This set me thinking. Come down to it, is anyone evil?"

It was in the promotional campaign for his novel that Amish was able to use his business skills to the full. Initially he faced a lot of difficulty in getting the book published. But once he found a publisher, he came up with an innovative marketing campaign that ensured that his book received the deserved publicity. From the YouTube trailer to the free digital copy of the first chapter, the campaign was innovative and a huge success.

"Facebook and Twitter are democratizing forces, especially for novices in the field like me. A few people who had read the free digital copy of the first chapter of Immortals of Meluha started a Facebook group by that name. Within a short time the group had around 150 members."

Amish believes that confidence and trust in oneself is the key to success.

"The HarHarMahadev speech in my book conveys very simply what Lord Shiva's lesson to all of us



is. Trust yourself. There is a God within you. You don't need to look up at the sky for help. You have it in you to help yourself and all of those around you. Just listen to the God within."

After the release of The Secret of the Nagas, Amish has taken a sabbatical from his career in finance to concentrate on his literary aspirations.

With the second book in the Shiva trilogy already in the bestseller lists, we at IIMC wish Amish all the very best in this literary journey of his.

## PGPEX VLM Professor Receives Emperor of Japan Award



Despite having serious problems at personal end, Prof Shoji Shiba conducted the compulsory session on Breakthrough Management (BTM) for the newly inducted students of

PGPEX VLM during April 4 to 12, 2011. In the midst of the programme, he lost his ailing mother on 11th April but did not report to his hometown, instead completed the programme as scheduled. Incidentally the devastating earthquake followed by Tsunami in Japan on March 11 caused severe damage to his house and property but he remained committed to his duty in taking the session for the PGPEX VLM students at IIM Calcutta. This unparalleled gesture earned him the prestigious award by the Emperor of Japan.

## Summer Placements

IIM Calcutta's summer placement process for the batch of 2011-2013 kicked off on November 7, 2011. The number of students in this batch was 458 making this the largest batch in the history of any IIM. Keeping this in mind, the focus was on inviting new recruiters to campus. A record 160 firms visited the campus including 66 first time recruiters. Also the strategy was modified from the compact 5 day process adopted last year to a relaxed 5 days followed by a rolling process so as to accommodate the huge increase in the number of firms visiting the campus this year.

In spite of talks about a global downturn, a phenomenon that was expected to hit the banking industry the most, IIM Calcutta was visited by all bulge bracket Investment Banks reaffirming the faith that the industry has in our campus. Many Investment Banks chose to visit IIM Calcutta over the other top B-schools, a fact that again goes to show why IIM Calcutta is known as the 'Finance campus of India'. Deutsche Bank recruited for their London office after a long gap. Major firms including Barclays Capital, Credit Suisse, Goldman Sachs, Nomura, BoA Merrill Lynch, Morgan Stanley, JPMC, HSBC (Global), Citigroup and French investment bank BNP Paribas, Japan-based Daiwa and others recruited for their offices based in

international financial hubs like London, New York, Hong Kong and Singapore. On the first day of the process, RBS was the largest recruiter with 15 offers. Other major recruiters included Metals trading firm Duferco (Switzerland), Boutique investment banks such as Alpen Capital (Dubai), Madison Street Capital and Private Equity firms Headland Capital, Jacob Ballas Capital, Multiples PE, Clearwater Capital also hired from the campus, offering a variety of finance roles.

Consulting was one of the top picks for students at IIM Calcutta this year. BCG, Bain, McKinsey, and AT Kearney were back on campus recruiting in big numbers (24 which is greater than last year's count). Niche consulting firm GEP (Global eProcure) which focuses on Supply Chain consulting hired for the first time from the campus. Frost & Sullivan recruited interns from IIM Calcutta for their Singapore office for the first time. Other firms that hired for consulting roles include Accenture, Alshaya, Feedback Ventures, Deloitte and KPMG. Among consulting firms the maximum number of offers was made by McKinsey.

Regular FMCG recruiters Hindustan Unilever, P&G, Kraft Cadbury, Nestle, and ITC were back this year, recruiting students in large numbers. ITC (7 offers) was the largest FMCG recruiter. Other major firms that recruited for Sales & Marketing roles include Coca Cola, Pepsi, J&J, Cairn Energy, SuperMax,

Airtel, Vodafone, GSK and Marico. Tata Administrative Services (TAS) hired interns for its hugely successful leadership programme.

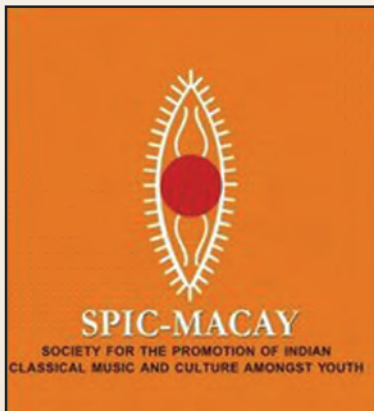
Among Indian majors, the Aditya Birla Group, Mahindra & Mahindra and the RPG group offered general management roles.

This year the option of NGOs/Start-ups and PSUs was reintroduced through a rolling process for students who were keen to pursue summer internships in such firms. This increased the diversity of opportunities available for students so as to enable them to choose the internship destination of their

choice. Some of these firms which participated in the process include Sharekhan, Stovekraft, Future Capital, CRY, Teach for India, Bank of Baroda, ONGC etc.

The 2011 Summer Placement process has been a historical achievement for IIM Calcutta. Defying concerns of a downturn, the successful placement of the largest batch ever reaffirms the trust that recruiters place on the institute. There has been a considerable increase in the diversity of internship profiles offered to students this year in terms of opportunities to intern with new firms in new sectors.

## SPIC MACAY @ IIM Calcutta



The Society for the Promotion of Indian Classical Music & Culture Amongst Youth was started by Dr. Kiran Seth to conserve the

priceless multifaceted Indian heritage. The movement incorporates a feeling of responsibility to cajole them into being custodian of what is actually their birthright, namely their heritage, roots and identity. It seeks to provoke thought and a genuine spirit of enquiry in the young. It aims at having every child experience the inspiration and mysticism embodied in Indian and World heritage.

IIM Calcutta is a premier institution which had ties and relations to with SPIC MACAY going back a long way. IIM Calcutta had hosted the Pre Silver Jubilee Year National Convention from June 5th to 10th, 2001. The event was graced and honoured by the likes of maestros like Bismillah Khan, Girija

Devi, Abhay Naryan Mallick, Fahimuddin Dagar, Rajan & Sajan Mishra, Pundit Vishwamohan Bhatt, Rashid Khan and Gangubai Hangal .

IIM Calcutta had kept this tradition of maintaining its close ties with SPIC MACAY and had arranged three breathtaking performances in the last year. Pundit Vishwamohan Bhatt had delivered a rapturous melodic performance to a full house at the Golden Jubilee of IIM Calcutta which has left the audience on their feet and some of them had tears in their eyes. Pundit Vishwa Mohan Bhatt is an Indian slide guitar player. The renowned Hindustani classical player is also the creator of the Mohan Veena and had been awarded the Grammy Award in the year 1994 for his album A Meeting by the River.

Whoever thought that kids could do only so much would have been blown off by the amazing PungCholom performance by the kids of Manipur. The grace, the sway, the rhythm combined with acrobatics which started at a slow soothing pace to culminate in a thunderous climax left the students and faculty breathless. The Pung is a form of hand beaten drum from where the name of the art form



PungCholom is derived. These kids who looked like anyone else transformed to a whole new level when on the stage to a standing ovation.

Pundit Ram Mohan Maharaj is an exponent of Kathak, from the Lucknow Gharana, one of the four Gharanas in the Kathak style of dancing. He was awarded the Indira Gandhi Priyadarshini Award in

the year 2006, Arch of Excellence Award, Outstanding National Citizen Award and The Gems of India Award. A perfect example of humbleness, his performance left the audience awestruck and mesmerized. His talk about knowing our roots and culture while adapting to change, after his performance, was a beacon of light to the present day youth.

## Faculty-Students Annual Cricket Match



IIM Calcutta showed the jovial side of the campus by holding a Student faculty interaction in the form of a cricket match. The match has now become an annual affair and is a testament to the bonding and camaraderie that exists between students and faculty.

The Faculty team won the toss and chose to bat first in the 10 over match. Some elegant stroke play and power hitting saw them racing to an insurmountable total of 150 runs. A large number of students showed up to watch their favourite professors thrash the ball around the ground as every boundary was followed by a loud applause and cheering. A real highlight of the match was the light-hearted commentary by two second year students who were later joined by Prof Prashant Mishra, PGP Chairman and Captain of the Faculty Cricket team. The fervour in the faculty team did not die down in the second half of the match as well which saw some serious fast bowling by their team.

The Faculty continued their undefeated streak by winning the match by close to a hundred runs. Prof. Sumanta Basu who teaches Operations Research was declared Joint Man of the Match along with Prof. Suren Sista, a Marketing Professor.

The match marked the launch of IIMC Cricket premier League (ICPL) 2012, an annual sporting event modelled on the IPL. With 8 teams, over 120 players and Rs 2.2 Lakhs at stake, ICPL player auctions start on 3rd January.

### Book "God at last" by our Alumnus



Abhik Paul, of the 1st batch of PGDCM from our institute, has co-written a book, God At Last, which was launched recently at the Oxford Book Store, Kolkata. It's a thriller but is based on eschatology, the study of Doomsday, as proposed by the religions of the world and others like

Nostradamus. Currently; he is a Senior Engagement Manager with Infosys Technologies Ltd. He has also written on religion-related blogs and has been a keen follower of the recent surge in religion related literature. A career professional in Supply Chain process consulting, he has been able to fuse his religious studies into the present literary venture. He has earlier written about his experiences in process consulting in the form of a tongue-in-cheek novel. Presently he lives in Chicago with his wife and daughter.

## Down the Memory Lane With Prof. Leena Chatterjee



**It has been 26 years since you joined IIM Calcutta. Across these years what are the changes that you have observed in the students?**

When I joined this institute, Joka was a very isolated place. Now the city is creeping into Joka. Back then, living here was akin to an adventure in the Wild West, what with snakes and all. The batch size was also significantly low, less than 120. I knew all the students by their names. Those days students were a lot more active and well-read. I think it has a lot to do with the fact that internet facilities were not available and hence they did not have distractions like video games and Facebook. Nowadays since students know that all information is available at the click of the mouse they don't bother to click the mouse at all! The students in the earlier batches used to engage in sports activities during leisure time and the faculty also used to join in. We had an institute rag, the Yellow Magazine, as they used to call it, which used to come out every month.

Those batches were much more comfortable being themselves; probably the rat race had not yet caught up with them. Of course, the herd mentality existed even then. HLL and TAS were coveted jobs back then.

(Even now they are highly sought after jobs on campus)

There were the 'RG' types but most were relaxed and laid back. Those were rougher and tougher times and hence the feeling of camaraderie was much more pronounced.

The 90s were a transition period when the batch size increased and lots of other issues cropped up. The media began its hype about pay packets and people started becoming more competitive. Students started preferring heftier pay packets to a satisfying career. While the situation is perfectly understandable I am a person who believes that you should take up a career which interests you. After all, the better part of your life is spent at work. I am a teacher because teaching is my passion and not because there is no other career option available to me.

I remember a girl who came to me and told me that she wanted a career in investment banking even though she had found the job boring during her summer internship. The reason as she explained was that she earned more in those two months of internship than she did in her entire one year of work at an IT company, she travelled first class to London and she could purchase many things she wanted.

**So you think that the attitude has become more 'transactional' over the years?**

As the fee and batch size have increased over the years, the discontent in the batches has risen. Nowadays students claim 'value for money'. I tell my colleagues that it is better to view students as clients than vice versa. The students now crib about the quality of the handouts, the course material and the delivery of lectures. Back then, when they used to pay Rs. 500 per year, they were more than willing to accept whatever they got.

I still maintain cordial relations with my students, but I have to admit that the sense of intimacy, not just between students and the faculty but among the students themselves, has come down. As a result, very few students, possibly the student council members who work with the administration, have a sense of loyalty to the institute.

And if I have any message for the students it is to be proud of the institute. My students are teaching in various IIMs and earning various Best Teacher awards. They are all typical IIMCians in their approach. So I know that we are the best. It is just

that once out of the institute, we ourselves tend to badmouth it not realizing that we are going to be branded IIMCians for life.

**Any positive change you have observed in the younger generation?**

Yes, they are much more demanding than before. They take initiatives and know exactly what they want. The fraction of people with work experience

has also increased over the years. They raise relevant questions in class and this makes life much more interesting and challenging for a teacher.

**Concluding words...**

Yeah, I do realize that memories tend to be more beautiful than reality. We do view memories with rose-tinted glasses and probably that is why I reminisced a lot more about the earlier batches.

## Interview for Connexion: Maloy K Banerjee & Bala Natarajan

During the session on Entrepreneurship Workshop by the Bangalore Alumni Chapter of IIM Calcutta held recently, PRO, Aloke Guin had an interaction with noted IIMC alumni based in Bangalore, Bala Natarajan and Maloy K Banerjee on the following points. Here is an excerpt:

*Q.1.) What has been your experience like having switched to an entrepreneurial career from a regular profession?*

My journey from a regular profession to an entrepreneur had the following lessons:

- Prepare for hardships - e.g. the need to conserve cash meant frequent travel to customer meetings by bus instead of train/airline
- Do not hesitate to leverage social contacts for business - e.g. many professionals (except for seasoned sales persons) are not strong networkers and hesitate to ask friends/social contacts for business leads
- Get customers to fund your learning curve, where possible - they are the best VCs. Bootstrapping is a very effective means to building a venture; some of the most successful companies have not been built on venture capital - Infosys Technologies, Reliance Industries, Microsoft etc

*Q.2) What has been your source of inspiration to be a successful entrepreneur?*

There have been multiple motivations for my journey as an entrepreneur. The independence of being on one's own and outsized financial rewards were strong motivators. The excitement of novelty in the venture and the sense of empowerment in executing the myriad range of functions within an organization also act as sources of inspiration. As the venture grows, the responsibility of managing the careers of those working for you is in itself a tremendous source of inspiration.

*Q.3) What are the social factors that affect an entrepreneur?*

In the 1980s, your career would suffer, if you went out on your own and tried something and failed. You were not necessarily more valuable to your next employer, because of what you learned in the process. Our society does not adequately encourage people to try things and the fear of failure is high. People who pursue entrepreneurial ambitions are perhaps seen as those who could not make good in the mainstream (i.e. professional journey).

Entrepreneurs will need to toil in anonymity for a few years to make meaningful rewards, if at all. And in the interim, they may need to go through

deprivation of material goods, which are seen as signs of success in society. Younger entrepreneurs may also face some challenges in getting married as potential spouses and/or in-laws are concerned about potential failure and/or skeptical of success.

*Q.4) How does India represent its stand on entrepreneurship and innovation in respect to rest of the world?*

India's entrepreneurial ecosystem has developed immensely over the last couple of decades. There is improved access to risk capital, better acceptance of entrepreneurship as an option for students (esp technology graduates), and immediate adoption of emerging technologies, courtesy the internet.

However, India, like other emerging countries, have under-developed or missing institutions that are essential for effective early stage business functioning; e.g. typically under-developed labour market intermediaries like headhunting firms focused on start-ups. Further, policy initiatives to encourage foreign investment flows into venture capital, easier contract enforcement and IP protection would help accelerate growth.

The Indian consumers and corporate have a wide range of needs that translates to a unique set of innovation opportunities for entrepreneurs. More often than not, it is business model innovation than technical innovation that is necessary in India. e.g. early stage e-commerce companies found more success by introducing cash-on-delivery for their merchandise than by tweaking payment gateways.

*Q.5) How do Entrepreneurship Workshops like this encourage doing start ups by the students?*

Entrepreneurship workshops encourage students in multiple ways.

- They raise awareness about entrepreneurship

journeys and highlight their differences relative to corporate careers.

- Workshops help address cultural biases in India regarding failure and clarify specific notions in favour of certain industries or careers.

- They provide a balanced view of entrepreneurship as an option for graduating students and may encourage them to explore it seriously.

- Workshops can educate the audience on what one should be prepared to face in the real world as an entrepreneur and what it takes to succeed.

- Also they offer a window to engage and network with successful entrepreneurs and people who can act as sources of private risk capital.

*Q.6) What about your activities related to civil society issues taken up by NGOs in Bangalore?*

The IIMC Alumni Association, Bangalore Chapter, has been working with a number of NGOs in Bangalore, bringing our experience and expertise to enable them to manage their own operations in a more effective and efficient manner. In addition, we have been sponsoring, designing and implementing websites for these NGOs and enabling them to reach out to their stake-holders and also generate online donations/ offers for volunteering, etc.

*Q.7.) Any special comments and suggestions for Connexion.*

It would be useful to include areas such as entrepreneurship targeting opportunities at the "Bottom of the Pyramid" (e.g. financial inclusion needs) and social entrepreneurship as topics in focus. This shall combine the need to foster entrepreneurship among students and increase their awareness of unique market requirements in India.

### Interview: Ila Imani (CEO, NextStepInfotech)



#### Your most memorable IIMC experience?

Well, there were many, but the most memorable was when I got a zero in my first Finance exam over here. First time in my life I saw a zero on my paper. The very first exam of my first term ! That kind of was an eye-opener for me, that here you can flunk and fail !

#### Which particular course did you enjoy or something which you really liked ?

Management of Indian Economy, which brought a lot of Indian way of looking at business. Since, you know, an MBA usually looks at it a la Harvard-MIT style. The Indian ethics and ethos, bringing in the Indian values into your business, it highlighted them superbly.

#### Your favourite subject(s) ?

I enjoyed all my Systems courses, since I specialised in Systems, a whole lot of technology stuff that is pretty common now but was really new at that time, and it fascinated all of us.

#### You were not from an IT background and you learnt and fell in love with Systems here in Joka ?

Yes, pretty much.

#### Tell us about your firm, that you are running

#### right now, that is also related to Systems?

Yes, NextStepInfotech, it is pretty much related to software. It's related to readymade software packages that enables companies to manage their expenses, their processing, reducing risks and compliance, basically an expense management software.

#### You have worked in the corporate sector before deciding to start your own company?

Yes I have worked in a couple of companies in IT (software division) before I started off, I started off working in the software division of companies. Software consulting was just kicking off at that time. I have also freelanced for some time.

#### What made you wait for sometime before starting up?

In the first one year, itself I realised that I wanted to work on my own. It was mostly about gaining experience in the sector. Freelance to see what I would do, try out many things. Job to make money, but it was mainly to see if IT was the thing for me . I also made contacts in the industry which helped me a lot.

#### As an entrepreneur did the subjects at IIMC help you ?

Maybe the line that I chose, IT or Systems, they did not help me straight away because they were designed that way. If say I had got into Marketing or Finance, maybe then the subjects would have been of direct relevance. But now, that I am running my company, I find those faraway concepts coming back. Use a lot of concepts, differentiation and branding.

It does not help you immediately when you start. It's funny because I was like "I want to start a company, but now what!". It was actually my father-in-law who told me about the logistics of setting it up and the fact that I was from an IIM made it more

embarrassing. There were a million practical things that I did not know then. I had learnt the theory of cash flows and balance sheets, but application of them in my own business was all new to me. Once you go through the initial years, then your MBA knowledge comes to some use, mostly not before that.

### **What about funding? Did you take the help of VCs?**

VCs are a really new phenomenon in India. At that time VCs did not exist. VC's traditionally invest in the fashionable sector at a particular point of time, like e-education right now and so on. Initial funding is very difficult, I just had to survive on a very lean budget, but I scraped through.

### **Incubation centre**

I think IITB is doing an excellent job of it, I'm not sure how that can be done here, as in who would they incubate, and wherever they have started they have given good results. In IIMA too they are doing a good job of it, and I have seen the SP Jain E-Cell from close quarters. All in all, it would definitely help.

### **What were some of the fun things that you did back then?**

Back in our days, boating was allowed, so was

swimming and there were a host of outdoor games people played all the time, as well as table tennis.

### **You have worked in multiple organizations and studied in various places, what in Joka as an organisation do you find really unique?**

I lived opposite IIMA for the most part of my life before coming here and worked in a lot of places. What's' unique about Joka is that it's a little less competitive , you have space, gives you your opportunity to think about what you want to do. It's not laidback, I mean, I was, but everyone was not laidback, it can get really competitive really fast, but it has its own blend of competition and opportunities which was wonderful, and the campus in itself is beautiful !

### **How does it feel to be back in Joka ?**

Amazing, when you were studying together you would not talk to them, but after 25 year when you get in touch it's like the kinship has only grown stronger and when you come to a reunion you realise all that! And time absolutely flies, I know it seems very far away, but trust me time literally flew away and then you meet after 25 years in the same place and it is such a retro feeling to be back here, for us!



### An Interview with Dr. G. P. Rao (1st Batch Alumnus)



#### Can you share with us a few details about your professional career?

I joined IIM Calcutta for a PGDM degree after having some experience in teaching. I worked with the Punjab University during its expansionary phase, starting the “Commerce and Business management” division. I worked with Punjab University between 1971 and 1980. After that I joined Madurai Kamraj University which was then looking for a head and started the “Department of Management Studies”. Most of the students who then joined the institute were not economically well off. They were very respectful towards the teachers and with their co-operation the department progressed. A three year program for defence officials was offered as a correspondence and residential course. I also played an important and satisfying role in starting Hospital Management in India by offering its services to the Aravind Eye Hospital. I retired from my professional career in the year 1997.

#### What are the essential characteristics of a leader in an organization?

Communication, interpersonal effectiveness and human values are the most important skills of a manager. Good communication is very important for a manager and for him to become a leader he should be accepted and believed and it is here that

his interpersonal effectiveness proves useful. However, above all it is the human values that he carries that make him/her a good CEO. He must be both trusting and trustworthy and must also have a knowledge of how to work well with people in a work-group and also in the entire organization.

#### How did the MCHV idea come about?

My meetings with Mr. S. K. Chakraborty deepened my belief in the importance of human values and we along with Mr. Subir Choudhary started the MCHV on donations from public sector firms.

#### Can you give us details about your life post retirement?

I was a visiting fellow at IIM Calcutta when I worked on “Feminine perspective – Human values in Indian Industry”. My belief in the classical Indian concept of spandan(vibration) translates it into actionable values for integral development of the human being which led to my article on “Maternalistic Management” to be published in “The Hindu”, which garnered both compliments and brickbats. I later played a significant role in starting the Management department at IIRM Jaipur and worked with IIRM for an year and a half.

#### What do you believe is the significance of self-control for managers?

Self-control is one of the most important values of a manager. As a manager, people generally believe that controlling others is the most important factor and ignore the fact that self-control is equally important. Before starting MCHV I took several macro interviews with AICTE and micro interviews with CMDs, directors etc. of organizations and the importance of self-control is one of the important insights I got out of them.

#### What in your opinion is the role of human values in shaping organizations?

Human values are instrumental in increasing the

effectiveness of organizations. I believe and submit that the concept of spandun, a word from the Sanskrit language, offers us a direction in evolving work ethics and organization culture. The organization must evolve and develop a mission statement. This should be followed by the 3D process of – diagnosis, discovery and development. The organization must also have an effective feedback mechanism that revisits and reviews the mission statement and evaluates the extent to which it is effective. The support of the top management and the inculcation of values by the executive body also contribute immensely towards building organizations built on sound values. The organization must constantly evaluate to what extent its mission has been reached.

Spectrum of human values in the year 2011 is a cluster of 33 values that include compassion, etc. The values identified by the core group must be circulated through the organization. They should be streamlined with the work ethic such that they become a habit, a way of life. Care should also be taken to ensure that these values are anchored to the mission as well.

Inculcating the values in the employee a) Selection – choosing the right people based on honesty, character and integrity, b) Training and development – grilling and drilling the values into people, c) Promotion and Appraisal – incorporate some values into parameters of performance

Human values thus inculcated help prevent corporate greed which has been widely prevalent. In an organization an individual is monitored by the Human Resources department which comes under the strategic management which should have human values at the core of its decisions. There is also the need to contribute to the society. The results of

emphasizing Corporate Social Responsibility have not been satisfactory enough. The reach of social responsibility should be wider like institutional social responsibility or for that matter “individual civic responsibility”. The concept of having a pledge that incorporates this would be helpful. The concept of donation too needs a greater number of takers in the society.

### Can you share a few memories of your days at IIM Calcutta?

I was working as an assistant lecturer after my MA in Economics from Osmania University when I got the opportunity to join the 1st batch of IIM Calcutta. I was a completely non quantitative man, The institute was started in collaboration with Alfred P. Sloan School of Management (MIT) which explains the quantitative orientation of the course. Prof. Ishwar Dayal was the person who shaped me during my stay here. We did not have compulsory attendance then and there was a lot of autonomy given to every individual, stressing upon self-discipline.

The most important contribution of management education is that it gives a new perspective to an individual, a different way of looking at things. It makes students more open minded to objectiveness, provides them conceptual frameworks and does away with the irrational belief that one is always right, A lot is learnt over the informal discussions with professors and peers.

The Reunion is a purposeful occasion in addition to being a nostalgic one. Much has been done and much more remains to be done. It is our responsibility more than that of the visitors to take part in shaping the institute and the institute can call upon our services whenever it deems necessary.



## Alumni in the News

Our alumnus, C Jayaram was appointed as the Joint Managing Director of Kotak Mahindra Bank. Jayaram has served the industry for 32 years and was looking after the wealth management and international subsidiaries before this.



Indra Nooyi, an illustrious alumnus from IIM Calcutta, added another feather in her cap when she was awarded among 6 women achievers by DNA. This Chennai-born achiever did her bachelors from Madras Christian College and MBA from the Indian Institute of Management, Calcutta. This brilliant corporate woman started her career in Boston Consulting Group. She joined Pepsi Co in 1994 and turned the company into a bold risk taker and in 2001; she became the President of Pepsi Cola.



Our alumnus Rajiv Vasudevan took the ancient Indian tradition of Ayurveda and turned it into a successful model with AyurVaid – a modern hospital in six cities treating over 20,000 patients. Mr Vasudevan has maintained a systems approach to health and this detailed approach has helped Ayurvedic get the first NABH certification for an Ayurvedic hospital. Before this venture, Rajiv was working as a special officer for biotech with the Government of Kerala.



Anish Sarkar, an alumnus from IIM Calcutta, was appointed as the consulting head of Capgemini India after an illustrious career in the company. Sarkar will play a key role in growing Capgemini's India consulting unit, which will focus on helping Indian organizations achieve their growth ambitions, improve business processes and reduce support costs.

IIM Calcutta continues to be a powerhouse in the field of finance as our alumnus Rakesh Singh took over as the Chief Executive Officer of Aditya Birla Finance. Before this, Mr Singh had a 15 year stint with Standard Chartered Bank where he worked in capital markets, wealth management, mortgage lending divisions and SME (small and medium enterprises) business.



IIM Calcutta alumnus, Sunay Bhasin was appointed as the new marketing head of Pizza Hut for the Indian subcontinent. An IIM Calcutta alumni, Mr. Bhasin joined Pizza Hut in 2007 as a marketing manager and played a key role in establishing the brand.



Rajesh Padinjaremadam and Sirish Kosaraju, alumnus from IIM Calcutta, founded Rapid Value Solutions – a company that makes cutting edge products for smart phones and tablets. The company formed in 2008 is based in Kochi, employs over 80 people and has customers all over the globe.



Our alumnus, Meena Ganesh was voted as the seventh most powerful woman in business in India. Meena is the CEO and Managing director of Pearson Education Services which includes successful brands like TutorVista, a leading online tutoring company, and Edurite, provider of technology-based solutions and digital content. Prior to this, Meena was the CEO of Tesco's operations in India, and co-founded one of India's pioneering BPO companies: Customer Asset, which she sold to ICICI OneSource.



Deepak Dhamija, an alumnus from IIM Calcutta, founded a theatre production company - Shoelace productions. He was the President, Students' Council 2006-07 and awarded for making maximum

## Golden Jubilee Reunions

In celebration of the Golden Jubilee year of the institute, alumni reunions were planned across the various centres in India and abroad. The Delhi reunion which was held on 13th May was a grand success. The Chennai reunion on August 27th was attended by the Dean and the Director and saw a good turnout of alumni from a number of batches. The Bangalore reunion was attended by over 200 alumni. The Chairman, Dean and the Director

along with the Bangalore alumni chapter held a press conference during the reunion. Discussions were held on the changes in the management education system and how IIM Calcutta should evolve in order to retain its top notch position. In order to foster the entrepreneurial spirit in students, the Bangalore chapter has volunteered to organize an Entrepreneurship Conference every year in the campus.

contribution to campus life in 2008. He was also the president of Dramatics club of our college. After finishing his PGDM at IIM Calcutta, he worked as a venture capitalist before taking the unchartered path in 2009. Deepak also performed a play on the occasion of Golden Jubilee of IIM Calcutta



Sunish Sharma, a gold medallist from IIM Calcutta and managing director at General Atlantic, started his own fund platform with 2 other top fund managers in the country. After his MBA he worked with McKinsey & Company, Inc. for six-and-a-half years before joining the global PE firm.



Laxmi Narasimhan, an alumnus of IIM Calcutta, was appointed as the deputy managing director of Tilaknagar Industries Ltd. India's fastest growing manufacturer of Indian Made Foreign Liquor (IMFL). Prior to joining TI, he was the Chief Operating Officer (COO) for Deccan Region for United Spirits Ltd (USL). Narasimha was also a member of the Management Committee of the Company that was responsible for strategic decisions. He has also worked with Coca-Cola India, Tata Motors and ITW Signode.



Rajeev Chalisgaonkar, from the batch of 1993, took charge of Standard Chartered Bank's SME banking operations in India and South Asia. Prior to this, Chalisgaonkar was heading the corporate banking team of Barclays Bank in India. He started his career with Export Import (EXIM) Bank of India in 1994 and was instrumental in setting up the bank's Central Europe office in Budapest, Hungary. Chalisgaonkar then joined Citibank and spent almost a decade working in the bank's commercial and retail banking divisions in Europe.

An alumnus from the 1993 batch of IIM Calcutta, Sabyasachi Mitter is the founder of Interface Business Solutions which offers complete digital marketing, including online media planning and buying, social media marketing, e-commerce software and Web management. After joining Asian Paints from IIM Calcutta, Sabyasachi rose in the ranks to become a brand manager before quitting as the manager, marketing, e-business. This provided him the first taste of the digital space. IBS finally made a mark on the industry in 2009 when it was shortlisted as one of the final contenders for handling Tata Docomo's digital marketing.



Our alumnus, Siddesh Joglekar, has founded the Estatelister.com – a portal to connect consumers to real estate buyers and sellers at the click of a button. Prior to this he was working with rediff.com as a product manager.



Ritu Khoda, from IIMC batch of 1996 founded Art1st – a foundation to revolutionize art education for children with pilot programs in Mumbai and labs at several places. Their curriculum is a high-level cognitive tool, which uses specially-designed books for each age group. It starts with scribbles, goes on to doodles, paintings, colours, shapes, and within the basics, allows children to explore high art.



Prof Kanchan Mukherjee of IIM Bangalore who is an alumnus of IIM Calcutta has been awarded with the Hillel Einhorn New Investigator Award 2011 for his research paper. The Award was presented to him at the annual conference of the Society for Judgment and Decision Making in Seattle in November.



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