



From the Editor's desk

We have felicitated three distinguished alumni on the institute's Foundation Day on 14 November with the Distinguished Alumnus Award 2014. The recipients of the 4th Distinguished Alumnus Award came from diverse backgrounds – corporate sector, e-commerce and public policy. IIM Calcutta has launched a unique one year Health Care Executive Management Program (HEMP) in February 2015. The uniqueness of this program is that the participants would undergo five

months practical internship in India and one month orientation in a state-of-the-art hospital in Singapore. We have also announced the launch of another new program called Post Graduate Diploma in Business Analytics – the first of its kind in India. This program is jointly offered by three premier institutes of the country, IIM Calcutta, IIT Kharagpur and ISI Kolkata. The first batch is going to start from June 2015.

Our efforts in promoting entrepreneurship, with particular focus on social entrepreneurs, continue. Your Alma Mater has organized three entrepreneurship events in the last three months. The 3rd edition of the Tata Social Enterprise Challenge (TSEC), a joint initiative of the Tata group and IIM Calcutta, was held in January 2015. This was closely followed by i2I (ideas to Implementation) and Entrepreneurship Summit (e-summit) in February 2015. We have also introduced 2 new series under Social Entrepreneurship – 'Thinking Social Seminar' and 'Thinking Social Roundtables'. During this period, four seminars and three roundtables were held in different parts of the country.

I am happy to inform you that the newly built Management development Centre (MDC) at IIM Calcutta is now fully operational. The MDC offers excellent training facilities including comfortable board and lodging. The entire MDC is Wifi enabled and has about 200 air conditioned rooms including 14 suites. Therefore, the MDC can accommodate a large number of participants at any given point in time, who attend the Management Development Programs offered by IIMC.

My term comes to an end as Dean (NIER) on 4 April 2015. It is my pleasure to introduce my successor Prof. Uttam Sarkar who will take over the mettle of Dean (NIER) from 5 April 2015. I have thoroughly enjoyed the past three years in this position and have received overwhelming support from all of you whenever I approached you for any help. I hope that you will continue to help your Alma Mater in its mission of reaching greater heights of excellence in teaching and research.

Happy reading!

Ashok Banerjee
Dean (New Initiatives & External Relations)

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Distinguished Alumnus Award 2014 held on Foundation Day

IIM Calcutta celebrated its Foundation Day on 14th November, 2014. The event was graced by the presence of dignitaries such as Dr. Harkesh Kumar Mittal, Adviser, Member Secretary of National Science & Technology Entrepreneurship Development Board (NSTEDB) and Mr. Ajit Balakrishnan, Chairman, Board of Governors of IIM Calcutta. The event commemorated the illustrious achievements of the Institute faculty and the role the institute can play in driving inclusive innovation. The celebration accompanied the conferment of the 4th Distinguished Alumnus Award to three alumni of the institute for their extraordinary achievements in academics, corporate world and social service. The recipients are Ms. Nishi Vasudeva, the Chairperson and Managing Director (CMD) of Hindustan Petroleum Corporation Limited (HPCL), M R Madhavan, President and co-founder of PRS Legislative Research and Praveen Sinha, co-founder of Jabong.Com, a leading e-commerce company.

Talking about IIM degree as a “safety net for life”, in his previous finance jobs, Madhavan emphasized on the training on research in his finance roles as a stepping stones to success. His love and zeal to make a difference was clearly visible when he talked about PRS, an organisation with a zero revenue model. Contrary to the popular beliefs, he also mentioned that politicians of today are indeed motivated.

Expressing her gratitude for the Distinguished Alumnus Award and the alumni association of IIM Calcutta, Nishi told that being recognised by “alma mater” is very different.

Reminiscing the past days, she described the “hire-me-please” job scenario then. Talking about her stint as CIO, she talked about the various responsibilities and challenges faced in the public sector particularly ERP systems implementation and the retail automation system. A source of inspiration that she is for women, she conveyed a very important message, “Never ever think that you are any lesser than anybody else.

Praveen expressed his happiness of standing amongst the august gathering and encouraged everyone to take an entrepreneurial plunge. He shared his thoughts and ideologies of choosing e-commerce venture in fashion merchandising leaving aside his job at McKinsey. He brought the profitability issues with yet-to-mature e-commerce markets while comparing them to the US and China markets; thereby explaining that growth trajectory of 7-8 years was normal before reaping profits.

This followed the Foundation Day lecture delivered by the Chief Guest, Dr. Harkesh Kumar Mittal who is an alumni of the National Dairy Research Institute (1981) and the Indian Institute of Management Ahmedabad (1984). Dr. Mittal has been instrumental in giving a new vibrancy to promoting the innovation and entrepreneurial acumen among a wide section of Indian entrepreneurs ranging from simple rural industries to high end technological enterprises. His speech was full of case studies and real-life success stories. The occasion gave an ideal platform for the audience to grasp the best of it.



Post Script

We find this to be the best way to highlight their first-hand impressions after being honoured with this prestigious award.



M R Madhavan

Thank you very much! This is remarkable day for me for various reasons. Primarily, because we hold our alma mater so high and IIM Calcutta, for me has been my alma mater twice. This will be a great honor for me and I would like to thank IIM Calcutta for giving me this.

Nishi Vasudeva



IIM Calcutta was home for me for 2 years. It's an Honourable feeling standing here. I have won awards in the past but none is as special as this award.



Praveen Sinha

It feels great and also privileged to stand with people who have achieved a lot of success in life. It is also a good thought to encourage entrepreneurship and I would want not only my batch mates but juniors and seniors to take this plunge as we have more entrepreneurial culture at IIMC. So it's a great sense of pride and achievement for me.

Industry Conclave on Business Analytics

An Industry Conclave on Business Analytics was jointly organized by IIM Calcutta, IIT Kharagpur and Indian Statistical Institute Kolkata on 27th January, 2015. These three national institutes of repute have come together to offer a Post Graduate Diploma in Business Analytics (PGDBA), the first of its kind in the country. The conclave was aimed at eliciting industry inputs with regard to the needs and expectations from prospective Business Analysts in the face of rising demand for such professionals in India and the world over. The conclave witnessed enthusiastic participation from a vast range of organizations, national and international, private and public. The attendees included several senior executives heading analytics roles, including CXO's from various industries like banking, financial services, manufacturing, telecommunication, IT products and services and analytics service providers. The Directors of the three institutes – Prof. Saibal Chattopadhyay from IIM Calcutta, Prof. Partha Pratim Chakrabarti from IIT Kharagpur and Prof. Bimal Kumar Roy from ISI Kolkata addressed the audience in their welcome speech. The conclave became a unique forum for Industry and Academia to deliberate on training talented individuals for business analytics roles. The conclave consisted of multiple panel discussions on themes ranging from current perspective on business analytics and related talent needs to the role of Academia and

Industry in developing a successful academic program in business analytics.

It was commonly observed that the program (PGDBA) could not have come at a better time when business analytics is no longer a competitive advantage but is increasingly becoming a necessity for industries. The delegates resonated on the fact that availability of students trained in statistics, technological as well as the business aspects would not only shorten the learning curve but also lead to the development of well-rounded professionals. It was felt that the program would provide a “new DNA” to the analytics profession. Among other things there was also discussion on the intake process, continued industry exposure, and the role of creativity and story-telling in making the program a success. However, a major theme that dominated the conclave was the need to blend the learning imparted by the three institutes and the need for effectively positioning the programme to industry and aspirants.

Prof. Indranil Bose from IIM Calcutta who acted as the Convener of the conclave termed it a great success and said this could be starting point for much bigger Industry-Academia collaboration be it in the forms of development of research laboratories or development of teaching case studies on Indian firms that could be used for class room pedagogy.



IIM Calcutta Launches 1-year Healthcare Executive Management Programme



IIM Calcutta has launched a one-year Healthcare Executive Management Programme (HEMP) in February 2015. The program is jointly organized by IIM Calcutta and Glocal Hospitals Pvt. Ltd. The healthcare executive management programme combines healthcare management education with field-based learning across Singapore and India.

Prof Saibal Chattopadhyay, Director, IIMC said, “This course is certainly a milestone in the glorious history of IIMC. It marks a new chapter that makes the institution stand out, internationally. Given the country’s current demographics, there’s is a dearth of healthcare professionals. With more than 30 students enrolling for the course, we are hoping for a long successful journey ahead for the programme.”

The first batch of 31 students consists of doctors, other medical practitioners, technical and marketing professionals with prior work experience in the healthcare industry. All the students, with their previous experience in the related fields, are looking at accelerating their career and achieving a bigger entrepreneurial goal in life through this course.

Dr SabahatAzim, Chief Executive Officer, Glocal Healthcare Systems Pvt Ltd, said, “There’s dearth of leadership in healthcare, thus this course spans the entire spectrum of healthcare facility with the biggest market

players interacting with the students. The opportunities are just the beginning.”

The course will span across six months of campus based learning that will include classroom teaching methods, case based learning etc and six months of international industry exposure. The unique ‘international immersion’ program, with the field based learning in Singapore, will help the students to acquire the requisite knowledge of working in global healthcare industry.

Prof. Anindya Sen, Dean (Academic), IIMC said, “This kind of programme should have happened 30 years back. With this course, we give the students, a specialized learning experience from day one. They not only have hands on industry experience, but they also strike the appropriate balance with classroom education. The students receive a holistic training, making them industry ready.”

IIT Kanpur launches online courses in agriculture: IIM Calcutta a member of the consortium

Indian Institute of Technology Kanpur along with other institutions has launched Massive Open Online Courses in Agriculture sector (AgMOOCs). The members of the consortium are Commonwealth of Learning (COL), Indian Institute of Management Calcutta (IIMC) and the University of Agricultural Sciences Raichur (UASR). The consortium is supported by NPTEL (National Programme on Technology Enhanced Learning), a project of the Human Resources Development Ministry. NPTEL is among the largest publishers of open educational resources in the world. The consortium will offer MOOCs mainly targeting professionals in agriculture, including students in state agricultural universities, teachers serving there and specialists or any interested and aspiring learner. The first course of the AgMOOCs consortium has been launched on March 17, 2015.

Some enthusiastic students of IIM Calcutta interacted with the Distinguished Alumnus Awardees of 2014 when they were here at the campus. The occasion gave them an opportunity to speak with them through a structured questionnaire. We bring here the excerpts of their interviews for Connexion.



Nishi Vasudeva

How do you feel to be honored with the Distinguished Alumnus Award today???

It's a wonderful feeling indeed. As I mentioned during the function, I have recently received several awards. However, to be recognized by one's Alma Mater is something different. As a matter of fact, around 6 months ago, the Alumni Association Calcutta Chapter had also honored me. And I think this and the Distinguished Alumnus Award would be the two things that I would treasure the most.

Having been there for over 36 years, you have a very strong association with the Indian Petroleum Industry. So, what interests you the most about this industry, that never let you go away?

I started my career in HPCL in the Corporate Planning department, something which I really enjoyed. As a matter of fact, I did my summer placement too at HPCL and found it a great place to work. In those days HPCL was second only to Citibank in terms of stipend given to summer trainees - but they had the best lunch in town. <chuckles and laughs around>.

Well on a serious note, though I have worked for so many years with a single company, but I had the opportunity of working in different functions - Corporate Planning, Strategy, Marketing - I was also the CIO for 4 years. So I got a varied exposure and experience without having to change jobs!

Talking about your stint as a CIO, you revolutionized the industry with the retail automation system. How powerful and dynamic

do you think is the role of information technology systems for an industry like Petroleum? What do you believe are the key drivers of this function?

HPCL deploys technology across the various functions and retail automation is only one part of it. The real revolution was in the implementation of an ERP system in the organisation, which replaced several manual systems and standardised the business. For me, personally, there was a lot I gained from this assignment.

HPCL has its businesses spread across the length and breadth of the country, and I travelled to the locations where we were implementing the ERP system. This gave me a wonderful opportunity to connect with people across these locations and really understand the basics at the ground level. In our kind of business, the storage depots and LPG plants are very often in remote locations where providing a stable communication network was a huge challenge at that time. Implementing a mega-project like that with no delays, absolutely on time and overcoming all the constraints was truly satisfying.

You've been working in the public sector ever since the beginning of you career. However, many of your batch mates would have joined private sector. How different do you believe is the experience vis-à-vis one in the private sector? And what are some perks of being in public sector?

Perks? What perks?? Well since I have never worked in the private sector I can't talk about the difference in



experience between the two. But what I can tell you is that you cannot generalise. Each organisation has its own unique culture and style. Ours is a professionally run public sector company which has its roots in the private sector. The operations of two major multinational companies in India – Esso and Caltex were nationalised and merged and this became HPCL. Very often people think that working in a public sector is just a 9 – 5 job, but let me tell you that it’s not so. Our officers, even at the junior levels shoulder substantial responsibility and work long hours if that’s what is needed.

Also people are given opportunity to work in diverse areas of operation. We had an instance of a person from Finance heading the HR function. As I mentioned earlier, I held the position of CIO even though I don’t have a technical background.

I'm talking to a very powerful and recognized woman in a country that has just started realizing the need for woman empowerment. If you were to give one, what would be your advice to all the women of our country?

I would say to all of them that “Never ever think that you are any lesser than anybody else”. In every sphere of life you should not think “who’s going to let me “but rather ‘who’s going to stop me”.

We would love to hear some of your most cherished memories of this campus and your most memorable incident in IIM Calcutta?

Those two years on campus at Joka were probably the two best years. At that time there was no internet, no cell phones or any of the other facilities that you enjoy today. Maybe because of that we had a lot of personal interactions and spent time together...boat rides on the lake ... going into the city was a major expedition. The friendships from the years at campus are still going strong and we share a very close bond.

Lastly, a piece of advice for all the Jokers as they head for the real corporate world? How can they utilize the potential opportunities that Joka holds within?

I would say that you should make the most of the time you spend here. Other than getting a great education that will get you a job ... get involved in other activities as well. Once you are a part of the corporate world, it’s not only what you learnt in the classrooms at Joka that will determine how well you do. Ultimately it’s more about working in teams and developing the skills required to manage people.

Praveen Sinha



You are the youngest person to receive this award, how do you feel to be a part of the esteemed company?

It feels great and also privileged to stand with people who have achieved a lot of success in life. It is also a good thought to encourage entrepreneurship and I would want not only my batch mates but juniors and seniors to take this plunge as we have more entrepreneurial culture at IIMC. So it’s a great sense of pride and achievement for me.

What was your motivation behind going for entrepreneurship even after such a good job at Mckinsey?

I always wanted to start my own venture and the reason was that I loved a young vibrant team and a culture where the organization is flat and you are the owner of your own time and are finally responsible to yourself. So those were the driving factors. However, it is also about getting the right opportunity and ability to build something big. I would not have gone ahead if I thought that I would not be able to create scale out it. And hence when the opportunity came, we took it. My first venture started when I was in IIM Calcutta

Why specifically e-commerce?

Globally, if you see e-commerce is the fastest growing sector and the future retailing would slowly move to a large extent in this direction. Second, there was the opportunity in India. If you see, when we started, I would say the first inflection point where the number of users online had converted to transaction and there were already small players. At that time, general merchandizer had started, fashion merchandizer had started and we could



see the resemblance of what China e-commerce was evolving into and had already established their business in US and Europe. Specific to Jabong, there were general merchandizers in India but there was lot of scope in fashion merchandising and not many brands were available. There were fashion delivery innovation that could happen like size, fit and feel that you can do. There were multiple areas where we could see the gap and ofcourse, we had a lot of similar business models globally which had proven that it's a sustainable model. So those were the thoughts behind it.

In terms of opportunity and reach, India has huge potential right now but there are still questions raised on the profitability on the e-commerce sector right now. So what is your take on this?

I think it's too early to comment on that now but if you observe the way it is shaping up, it is still at a sustainable level. It is the amount of discounts and coupon that we offer will actually ensure how sustainable that model is. So fundamentally, it's a very sustainable model but no one is making profit because everyone is trying to grow fast and one of the ways to grow is to pass on the price advantage to the consumers. Having said that, globally there are many business models which have gone through the same phase to enable growth and made profits after achieving their growth potential. Now if you compare a general merchandizer in US and one in China, you would see a trajectory of 7-8 years and more than a billion dollar spend before they actually start making their first profit. So, it's nothing new but a general phenomenon but we have to wait and see before we can have an opinion on how it is going to shape up.

Do you also think that the challenges are market specific because India as a market is quite different from US or China? Do you think infrastructure

problems or mindset issues also play a role in profitability?

I don't think so. To answer the first part, India is definitely different but in term of fundamentals, it is still the same. So the issue is not the mindset, but the major issue is internet penetration. We can see the trends moving towards smartphones. It is the infrastructure challenges that would be solved once the right amount of volumes are achieved. So the market evolves, for example, say 6 years earlier no one even talked about e-commerce the way it is spoken about now. The courier companies would not entertain them. Today, each of the big courier company are creating specific domain and expertise in e-commerce because it has started demanding that and is turning to be their biggest clients. This Diwali, all the air cargos were chocked as no one can take the load. Now, people are coming with commercial aircrafts to solve the logistics. It will not be a smooth ride, but it will be a good ride and a solved one. China also faced a similar pressure because there are a lot of competitors, but once the market size grows it will get stabilized.

Talking about volume expansion, considering the large rural population of India does Jabong have any plans of expanding to rural areas?

Definitely that's a potential market, but it is not easy to solve it now. We have piloted a few cases both for logistics and how to make them comfortable while shopping on mobile phones. That part will take time and it will take time to scale. It has to be resolved not just from the internal or demand generation perspective, but also from the logistics perspective, which I don't see happening immediately. However, if the government can push internet infrastructure quickly or if the smart phones with internet become affordable and accessible to rural areas, the demand will come. And, once, we have successfully generated a demand, private sector will also start investing in logistics. So I see it happening, as you solve both the demand side and the supply side logistics.

We are already seeing e-commerce companies collaborating with transport logistics. Can we also look in the future where internet companies in collaboration with e-commerce firms are involved in actively generating demand too?

You already see global companies like Huawei or cases where company are using drones definitely to create those demands. But once you have that size to support, say 10 billion or 100 billion, the newer markets will come from rural areas, with investment also following up with the

demand. However, the current market size is less than 8 billion excluding ticketing, in contrast to China where a single day's sale reached 9 billion. So, it hugely depends on the size of the market and the problem will find its own solution.

Any other expansion strategy that Jabong is looking at like private label brands?

In terms of expansion, I don't see any category expansion quickly; what we would see is an assortment expansion and geographical expansion. There are multiple ways to crack the geographical reach such as rural market. On the assortment side, there is a scope for private labels. We have teams in the country and along with special teams created in London and Barcelona to combine Indian culture, climate and behavior trends with a western touch because we wear western clothes but the fashion wear as per Indian sensibilities are never addressed. We also have our own labels through celebs like Alia Bhatt or designer Rohit Bal. Then, we are expanding the assortment by making available brands which are either not available in India or are very limited like Mango, Aldo and many other international brands."

Jabong has been associated with Lakme Fashion Week and a lot of other offline activities as well. What is the motivation behind that; is it just to improve brand recall, brand building?

Of course branding is one of the objectives but the bigger objective would be to get associated with and encourage/nurture fashion talent. If you remember few years back, there were talent shows where singers came from a lot of smaller cities and showed that they have good talent. It is about creating a platform where talent can be recognized. And it is not about Lakme Fashion week, a lot of strategies have already been successful like we started Jabong Online Fashion week where it's more like a talent hunt where celebs would support you. We also have our magazine called Juice which is being endorsed by many Bollywood personalities. It's a well-thought strategy in terms of aligning fashion world with Jabong.

Talking about the competition, recently Amazon has announced \$2 billion investment plans in India and also the merger that has happened between Flipkart and Myntra, how do you feel

that affecting the e-commerce industry in the country? And how do you plan to tackle the rising competition?

The good part is that it shows huge confidence from the investor side. The belief that the market and the model is right, which is the positive aspect. The consolidation helped Flipkart more than Myntra because one being a general merchandizer has difficulty in Fashion merchandising, so that makes an advantage for them after the consolidation. It does create a significant change in the strategy or the direction of the existing companies. Having said that, if you reflect upon the strengths and the weakness; the strength is definitely on the backend, which is the supply chain but the brand has to be protected from dilution. Another advantage is that they get a common investor. The weaknesses would be in term of clarity and focus getting diluted and a probability of brand dilution with an opportunity for a single player to become big.

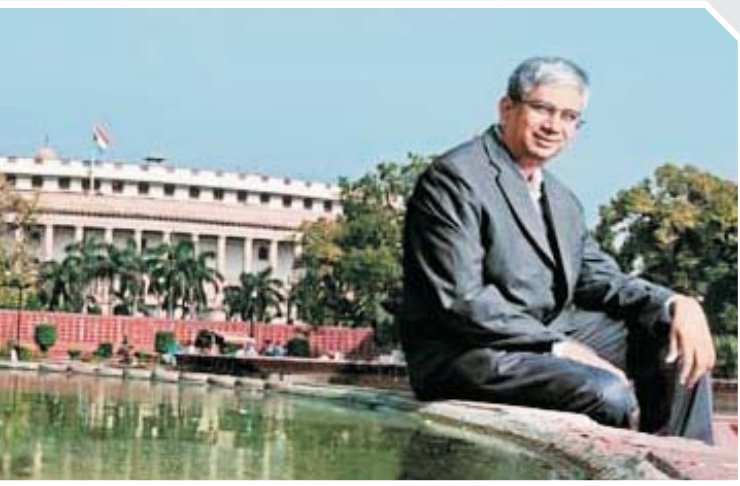
How do you feel coming back to Joka? And what was your Joka like?

I had one of the best times of my life at Joka. I love walking, I love nature and I also loved the fact that I was responsible for my results and there is no one else impacted by that. The lakes and the greenery at Joka was really good and I used to go for walks even during first year when the pressure is very high due to CGPA. I was responsible and accountable for myself and my performance. On a personal and professional front, I met a lot of interesting people and a lot of interesting faculty. The way subjects were taught was really different. It was here, that I realized for the first time that history was not for memory but for learning. It was also fun going to Park Street with friends. The campus has its own heritage and its own celebration which was also very incredible so, overall a very enriching experience.

Any messages for the budding entrepreneurs at Joka?

This is the best place to be to start your venture. If you are risk-averse, this is the best time to start your venture; if you are not, then any time for starting the venture would be ok. You can just consider it as an extra course with 30 credits alongside your normal courses, and start investing your time, resources, efforts and friends in it. The best part is that you will get the best of the nations' talent to help you out, whose market value will be 10 to 15 times in a year. You will get to interact with the best faculty and have advice for your venture along with the infrastructure benefits. If you have got an idea, better start it now.

M R Madhavan



How did the idea of PRS Legislative Research take root?

During my previous jobs in banking, I was looking at interest rates and currency markets, and therefore at the broader economy. While discussing some ideas with a friend of mine who had gotten into the non-profit education sector, I realized that a lot of critical changes in the country happen through legislation - even punctuation changes can have a massive impact on people. Also, we discovered that MPs and legislators have zero research support as of now even on critical areas like telecom allocation, which require considerable technical expertise.

In the USA every senator gets \$3mn per year to hire staff, many of whom are researchers, in UK, this budget per legislator is GBP 145000, while in India an MP gets only Rs. 30000 per month or Rs 3.6 lakh a year, severely limiting the quality of staff that can be hired.

We wanted to change this system. It was a gamble - no one had done this before in India. I hadn't met a single MP before I started, nor had I done any market research or profitability analysis etc which we had learned during our MBA. I was willing to put in two years of my life into this venture. If it didn't work out, I would look for another job!

People exaggerate risks. The simple fact that you are here means that you are lucky. An IIM degree gives each of you a safety net for life, and so you shouldn't be afraid to take risks.

In my previous finance jobs, I had been trained to do deep research and communicate it effectively to very busy people. We started with cold calls, writing letters about our work to many MPs. In the two-year timeframe I had in mind, roughly 100 MPs had replied, done some work with us and gave enough encouraging feedback, based

on which we tried different types of ideas to provide more services to them.

What was your motivation to quit a high paying job and move to this unknown field?

I enjoyed my job but had gotten a bit bored of it after so many years. I wanted to try a different adventure in life and keep myself motivated to do new things. When work starts getting enjoyable, there's no question of work-life balance. If you love your work, it becomes an important part of your life. I also wanted to give back to society in the best possible way.

I believe that if you want to make impact, it has to be large scale, otherwise it's no fun. I can think of two ways of doing this. One is by creating a low-cost, easily replicable model of change. For example, a group called Pratham which works in primary education created a network of schools all across Mumbai. The second way is to create a leveraged effect. For example, if we get the Land Acquisition Aact right, we will create a massive impact on the lives of lakhs of people and many companies for a long time.

By my temperament and skill sets, I was inclined towards the latter method of creating leveraged change.

How do you see PRS scaling up in the next few years?

I don't see PRS being an organization with more than 100 full time-people (now we are 20) at any time in the foreseeable future. There are two parts to our work - one is working for MPs, which we are now extending to MLAs. The second is to keep citizens informed about what their MPs are doing, for which we have a feature on our website called MP Track. An increase in accountability will lead to better work being done by MPs, which in turn will cause better people to come into politics.

MP have two roles-formulating policy and working out its the financial aspects. They often don't have enough



bandwidth to do both well. Even Parliament often becomes a rubber stamp because it doesn't have enough information and technical expertise to be effective.

We also want to do more work for MLAs because a lot of important legislation happens at the state level. We also want to reach out to maximum number of citizens using technology. Broad mission remains to make our legislative process stronger in different ways.

How do you think media penetration and freedom of the press impact your objective of communicating with people?

Let me give you Tamil Nadu's example. In some ways, it has the most politicized media in the country. Every political party has a channel of its own. But then again, Jayalalitha's channel will paint a very rosy picture of her and DMK's channel will counter by saying its own thing. If people take all perspectives into account, they'll be better informed to make their own choices. The more important revolution that is happening recently is social media. You can communicate freely without going through a giant media house. If traditional media houses don't respond to what people want, some new player will.

How does PRS fund itself? Do you think it is a workable model?

PRS has zero revenue, it runs only on grants and donations. As I see it, PRS provides information that is critical to framing policy and we cannot accept money from individuals or groups which can create a conflict of interest.

We don't even take government money unless it's a no-strings-attached grant, as that would lead people to question our unbiased nature. There have been potential funders who have tried to influence us and we've turned them away. Anyone who is a donor is disqualified from being a part of the board. We have a clean track record and we have also tried to create an institution that can function with in-built processes, even if individuals like me are not present.

There's a lot of cynicism among today's Indians about politicians. What's your take on them?

My experience with MPs is that many of them are motivated, at least in part, to work for the people. When a non-compulsory information session on a Delhi winter morning was attended by 20 MPs of their own accord with no motivation apart from learning, we knew that they are motivated.

A lot of people in our generation want to contribute in making India's democracy better. How do you think the average citizen can do that?

It depends from person to person. An obvious first step is to be more involved with local communities. One should also try to use their specific skill sets to create the leveraged effect that we talked about. For example, we wanted to create a logo, and a friend of mine volunteered to help me with it. We also had a group from McKinsey help us pro-bono to frame our strategy, taking it as seriously as they would a paying client. Figure out which groups are working towards an issue of interest to you, how much time you can devote, how your skill sets are useful to them. Then your contribution will be of considerable value.

What are the most important issues that the new government should tackle?

There are end-goals and there are ways to reach them. I focus on the means to the end, as my job requires me to focus on building strong processes required to reach the policy goals which are set by the government. The belief is that a robust process will lead to a stable outcome.

What do you think are PRS's greatest achievements so far?

I don't know greatest - but there are definitely some interesting ones. One is to provide legislators with well-researched data, and observe how they are using it to do a better job. Also, we have realized that citizens are interested in finding out what their MPs are doing. It was surprising and heartening for us to see so many people (~100000) following us on Twitter!

Is there any way students can help PRS from their own campuses?

We are still struggling to find better ways to use technology to reach more and more people about our work. We need some help in that direction.

What are your fondest memories of Joka? What do you love most about your years here?

This is one of the most beautiful campuses in India. You can guess at my love for campus by the fact that I came back to do an FPM programme here after completing my PGDM.

I loved the unstructured academic experience at Joka, because it prepares you for life, where no one tells you what to do. I didn't attend classes where I didn't like course or the professor teaching it. I had almost zero attendance in a few courses, as we didn't have mandatory attendance back then. I loved the fact the IIMC treated me as an adult who would be a manager in some time, and the institute did not have a paternalistic attitude towards us.

Three most promising social ventures win TSEC 2014-15



SAANS from Bangalore, Godavari Women Weaver's Services Producer Company from Andhra Pradesh and Ultrasafe Ultrasound from Kolkata have emerged as the three most promising social ventures in the third edition of the Tata Social Enterprise Challenge 2014-15, a joint initiative of the Tata Group and Indian Institute of Management Calcutta (IIMC).

The challenge, which attracted 168 impact proposals in this edition, endeavours to find India's most promising early-stage social enterprises, and create an ecosystem for social entrepreneurship.

While the three toppers received prize money of Rs 2 lakh, Rs 1.5 lakh and Rs 1.25 lakh respectively, the second runner-up team, Ultrasafe Ultra Sound, received on-the-spot seed funding Rs 5 lakh plus technical support by healthcare company Glocal Healthcare Systems during the finale.

Khalid Abdullah Quidwai, the winner of TSEC 2014-15 has developed SAANS, a low-cost, easy-to-use mechanical device to help keep newborns' lungs open during troubled breathing.

VijayanSwitha Gandhi, founder of GWWSPC, the first runner up, has developed a business model to strengthen the weaver base.

For the first time, four regional seminars and an equal number of roundtables were held across the country, says

AtulAgrawal, VP, corporate affairs, Tata Services. "In India, very little attention is paid to social enterprises. We are trying to create that awareness as well as build a repository of knowledge in this space," adds Ashok Banerjee, Dean (New Initiatives and External Relations), IIM Calcutta.

TSEC 2014-15 kicked off in August and invited social entrepreneurs who either had an early stage venture (not older than three years) or a promising idea with a plan that could create sustainable social impact in India. Besides the top 3, seven others made it to the top 10 finalists' list.

CNBC TV 18 on Tata Social Enterprise Challenge Finals



CNBC TV 18 did the telecast on CNBC TV18 the Grand Finale of the 3rd edition of the 'Tata Social Enterprise Challenge, a joint initiative with IIM Calcutta' – a quest to find India's most promising early-stage social enterprises. The endeavour of the Challenge is to create an ecosystem for social entrepreneurship and encourage sustainable, scalable and measurable social impact. 168 entries were received across multiple sectors namely education, health, agriculture, technology, water & sanitation, and handicrafts, amongst others. The shortlisted 20 entries, both early stage ventures and promising concepts, were given a platform to experience mentorship and training off and on the IIM-C campus and from social VCs. The 10 teams that made it to the finals were – Autoraja Mobility Solutions Pvt. Ltd, Centre for Social Consulting India Pvt. Ltd, Future Society, Godavari Women Weaver's Services Producer Company (GWWSPC), Leaps & Bounds, Nyayika, SAANS, Sukhibhava, Tinker Tank and Ultrasafe Ultrasound.

"Thinking Social" Seminar Series



In order to promote the cause and usefulness of Social Entrepreneurship in India, a series of one day seminars named "Thinking Social" has been organised. The primary objective of this exercise is to build awareness, interest and desire to engage with the Social Enterprise Ecosystem amongst the graduate and post-graduate students who are about to embark on their careers.

The first "Thinking Social" seminar series, was held on 1 November 2014 at IIT Guwahati as the host Institution under the aegis of Tata Social Enterprise Challenge (TSEC). Noted social entrepreneurs like Mr. Anshu Gupta, the founder of Goonj, Ms. Hasina Kharbhih, the founder of the Impulse NGO Network and Impulse Social Enterprises, Mr. Neichute Doulo, the Founder of Entrepreneurs Associates in Nagaland, and a team from Centre for North East Studies and Policy Research shared their immense knowledge on social entrepreneurship with the 85 strong audience representing the students, academia and NGOs/institutions and it was a resounding success.

The second day-long seminar was organised in Pune, with Symbiosis International University as the host institute on 29th November. Noted social entrepreneurs like Vimlendu Jha, of Swechha We for Change, Swapnil Chaturvedi of Samagra and Sunanda Mane of Lend-A-Hand India shared their experience as social entrepreneurs with an audience of over 200 comprising of students and the civil society. As expected this event enriched experience for the students and other members of the audience and created the necessary zeal and interest among them to consider social entrepreneurship as a worthwhile life goal.

TSEC Roundtables

In partnership with the Tata Group, IIM Calcutta has committed to further their efforts in developing the ecosystem for Social Entrepreneurship, and have created a national series of student seminars, industry roundtables and lecture series, titled 'Thinking Social', across the four regions of India.

The first of four planned roundtables was held on 28th November 2014 at Bangalore, with its theme and agenda focused on Affordable Healthcare for Social Development. The purpose of having these 'Thinking Social' Round Tables is to tap into the knowledge base and imagination of key members of the evolving Social Enterprise Ecosystem in India to enable working together to evolve better solutions. The plan was to have these Round Tables in a few large commercial hubs and centres of socio-economic decision making.

In the Bangalore Roundtable noted social entrepreneurs like Dr. Naik of Vatsalya, Mr. Pritpal Marjara of Population Services International India, Mr. Sundeep Kapila of Swastha India, and impact investors like Mr. Siddharth Dhondiyal, India Value Fund Advisors and Mr. Nagaraja Prakasam of Acumen India were the part of the panel of experts who deliberated on issues and challenges of affordable healthcare in India, today.

The aim of these Roundtables was to interact, build bridges, and gather inputs for future strategies and plans for an evolving Indian social sector from the active players. It was hoped that from these deliberations by decision makers and influencers would emerge key issues & ideas that would help pave action plans for the future. The thoughts and ideas expressed were developed into monographs/position papers and widely circulated to highlight the key challenges, solution options and current best practices in the Indian affordable health care ecosystem today.

Third International Marketing Conference, IIM Calcutta - MARCON 2014

The third International Marketing Conference, IIM Calcutta, MARCON 2014 was held during December 18 – 20 with the theme on "Rethinking Marketing". Inaugurated by the Director of IIM Calcutta, Professor Saibal Chattopadhyay, followed next was the keynote address by Russell Belk.



Renowned scholars held workshops for budding researchers. Professor Russell Belk of York University, Canada discussed nuances of qualitative methods, and Professor Pulak Ghosh of IIM Bangalore delved into emerging modelling and quantitative methods. This was followed by a second workshop about how to publish in top academic journals.

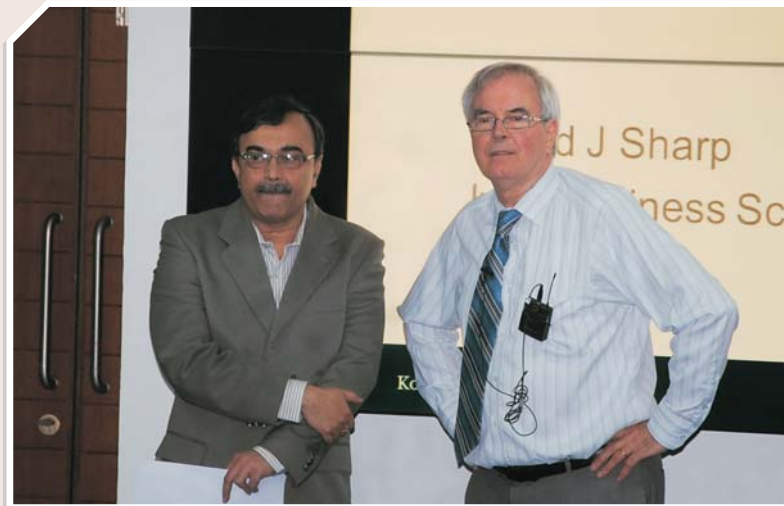
Professors Russell Belk and Pulak Ghosh shared their thoughts on the same and gave ample pointers on how to be able to navigate the tough publishing process on way to publish in top journals. Wide ranging issues like how to select topics, developing a clear narrative, responding to the editor's queries, certain myths (for e.g., Indian researchers are discriminated against) and what not to do in this process, were discussed. This workshop was an effort by the organising committee to help uplift the standards of academic publishing of Indian researchers, and we certainly hope some key messages have been taken by audience to help them publish in the best journals.

The last event of the evening was a panel discussion on the topic of "Rethinking Marketing", where the panellists were Chandradeep Mitra - CEO of Pipal Majik, Vivek Sundar - Director Commercial Operations, P&G India and Russell Belk. Chandradeep Mitra suggested that marketers should reconsider creating new needs artificially in order to fulfil their sales targets, and look at satisfying real needs, that uplift the community. Vivek Sunder extended the concept of the moment of truth, i.e. the point of time that the customer comes in contact with the marketer, into different possible distinct moments of truth and emphasised that marketers have to manage the entire customer experience effectively to retain their customers. Belk took the audience through the re-emergence of qualitative methods, and how qualitative methods can capture nuances that other methods cannot.

Conference paper presentations were spread over 23 sessions on 19th and 20th December, where more than 120 papers were presented. The topics ranged from consumer behaviour and psychology, to marketing communications, retailing, and marketing strategy. Presenters ranged from research scholars to full professors from US and Australian Universities. Some engaging poster presentations were also made side-by-side.

The conference concluded with a panel discussion on "Connecting marketing theory to marketing practise in emerging markets" by a panel consisting of luminaries like Prof Abraham Koshy of IIM Ahmedabad, Partha Sinha - Director, South Asia at Publicis, and Prof Avinandan Mukhejee of Clayton State University, USA.

Ivey - IIMCRC Case Method Workshop, November 2014



The Ivey IIMC Case Method Workshop took place from 25th to 28th November 2014 at IIMC campus at Joka and was jointly organized by IIMC Case Research Center (IIMCCRC) and Ivey Business School. Prof. David J. Sharp, Associate Professor of Managerial Accounting and Control at Ivey Business School, Canada, led the workshop. Around 64 participants from different parts of India and neighbouring countries like Nepal and Bangladesh attended the workshop. The participants consisted of experienced case writers trying to hone their case writing skills, budding case writers expecting to master the art of case writing and case teachers intending to learn about the case teaching method.

Prof. Saibal Chattopadhyay, Director IIMC, Prof. Indranil Bose, Faculty Coordinator, IIMCCRC and Prof. David J. Sharp inaugurated the workshop. Prof. Chattopadhyay spoke about the mandate of IIMCCRC, while Prof. David

J. Sharp described case study related teaching and research activities at the Ivey Business School. Prof. Bose explained the program details of the workshop to the audience.

Prof. Sharp explained the nuances of case teaching and case writing over the first three days of the workshop. He effectively demonstrated various aspects of case teaching like preparation for the class, steering the discussion and challenges teachers face as facilitators. For the case writers, Prof. Sharp shared tips and tricks for writing effective and interesting case studies. He went on to discuss guidelines for publication of case studies as well as channels for such publication. The workshop sessions were lively with participants bombarding Prof. Sharp with hundreds of questions and Prof. Sharp responding to one and all. The sessions were rich in content, seamless in delivery and amply seasoned with humour.

On the last day of the workshop Prof. Indranil Bose shared the current activities of IIMCCRC with the audience including details about the large number of cases that were under development. Two faculty members, a doctoral student and two case writers interacted with the audience. A bouquet of excellent India based cases, developed under the banner of IIMCCRC, in different areas of management like finance and accounting, organizational behaviour, operations management, information technology, social entrepreneurship, etc. were presented. They highlighted IIMCCRC's commitment to developing rigorous and quality case studies. The event ended after having generated great enthusiasm among participants for adoption of case based learning and case writing.

I2I & E-Summit held under flagship platform, IIP



8TH ENTREPRENEURSHIP SUMMIT
Rise Of Unorthodox Entrepreneurship

Keynote Speaker: Praveen Sinha
Co-Founder, Jabong.com

An alumnus of IIM Calcutta, Praveen is currently the managing director of Jabong.com. He has a keen interest in new business initiatives. Under Praveen's leadership, Jabong won the "Online Retailer of the Year" award in the first eTailing India e-commerce industry awards. It also received the award for the "Most Impactful Launch of the year" at 'Pitch Brands 50 Awards 2013'

7th February

The i2I held on the February 8 at IIM Calcutta campus, created history by shifting the focus from prize money to seed funding. A seed funding of Rs 50 lakhs was committed by Govin Holdings Singapore for the top 3 teams. Amazon Web Services offered Rs 30,000/- package to each of the top 20 teams. In addition a 10x10 seed funding scheme was announced by Govin Holdings. For the next 5 years, each year, 10 startups associated with IIMC Innovation Park will be eligible for funding amounting to Rs 10 lakhs each. We believe that this scheme will motivate more IIMC students to take up entrepreneurship and attract better quality business plans to i2I next year. The i2I saw a fierce battle between 20 teams who presented interesting business ideas from diverse domains. The top three teams and their startup ideas are as follows:

- Magasool (Winner) - Making Agriculture viable for small and marginal farmers by introducing technology and providing agriculture as a service
- Freedu (First Runner up)- An adaptive online Exam creation and preparation platform
- Semantic Reviews (Second Runner Up) - Effective E-commerce decision making through consumer and product analytics tools

The E-Summit on the 7th February was attended by around 250 participants.

Reminiscence 2014



This year the 24th batch of Joka came down to campus during Reminiscence. The celebration stretched over two days and included a variety of activities – from interaction with the dean, director, a walk around the campus, cricket match, and cruise dinner on the first day to various cultural shows on the second day. These included performances by the present students, felicitations of faculty members

and a major highlight – called the Ignite talks started from last year.

Ignite is a fast-paced, fun, thought-provoking, and high energy session where teams or individuals with a passionate idea get a platform to present their idea in front of some of the smartest business professionals in the world and ignite their imagination. The mantra of Ignite is “Enlighten us, but make it quick”. Several alumni spoke about their experiences over the past 25 years – what they had been doing with life after they left campus. It started with a talk by Mr. Rajiv Vij, who spoke about his transition from the corporate world to becoming a life coach. He spoke to the audience about finding a purpose and achieving that purpose and how it would be instrumental in achieving a happy life. Some other talks included Mr. Puneet Narang’s who spoke about raising Third Culture Kids, kids of professionals who have lived in different countries. He spoke about the identity dilemma that they face, as well as the role of parents in raising them. He also spoke about the positives of living across different countries and cultures. Padmaja Alaganandan, a partner at PwC, who spoke on gender diversity at workplace and how it is best to have a policy of not distinguishing between men and women while making choices as against actively pursuing a goal of maintaining a specific gender ratio. Then, Ashish Gupta, an IPS officer who had joined the services right after graduating from IIM Calcutta spoke to the students on the difference between Bharat and India. Being from urban India, his several stints in the tribal village areas got him in touch with Bharat, which was a stark contrast from what he had known India to be. Dr. Ranjan who had played host during the entire session with witty introductions to all his batchmates, concluded the session with a story and the quote, “There is nothing as cool as having the courage to be you”.

Ignite was followed by a performance rare and quite unheard of at least in business schools - a concert by CP Sriram – one of the 24th batch and an established artist who in his batchmates’ words has been fiddling with the strings all his life. The concert was a fusion of Hindustani classical and Carnatic music, followed by a couple of Hindi songs from the 70's played mesmerizingly. The day ended with a Gala Dinner and performances by the college band. The best part for the present batches of Joka was how the alumni were able to take back two days that they would cherish for life.

29th batch reunion held on December 20



Alumni Cell organized a reunion of IIM Calcutta’s class of 1994 on December 20, 2014 at the campus. The day was filled with one activity after another to give the alumni a day they could cherish as much as they cherish their time spent here.

After an interactive session with the Director, Prof. Saibal Chattopadhyay and Dean – New Initiatives and External Relations, Prof. Ashok Banerjee, the alumni were guided for a tour of the campus. It was wonderful for the present batch students to see the excitement the alumni showed while going around the campus – happily posing for pictures and continuing the banter like they were picking it up from where they had left it just yesterday. They had several questions about what had been happening around the campus – regarding the new buildings that had come up, the current batch profile, placements and how the campus experience was different from their time.

During the post lunch the alumni interacted with the present Student Council and then started off with the session that was the highlight of the day – “ZaraaHatke” where a few alumni from the batch shared unique stories about what they had been doing with their life – both personal and professional. For example, Mr. George Thomas - a serious, buttoned-down banker, doing the usual bankerly things at Bank Muscat talked about his trekking adventure– to Everest base camp and back. Debashish Mohapatro or popularly known as Mops talked about the path of entrepreneurship that he chose and what the ups and downs had been for him.

This reunion was a great initiative with a lot of effort put in by the alumni of this batch in connecting and bringing together their batchmates. It was very fulfilling for the present students who interacted with them throughout the day to see them leave smiling like they had never left the campus, Joka, and were never going to.

International Conference on Managing Critical Resources: Food, Energy and Water

Centre for Development and Environment Policy (CDEP), an activity centre of IIM Calcutta would organize a 3-day International Conference on Managing Critical Resources: Food, Energy and Water during April 9-11, 2015. The two best papers, as chosen by a panel of experts, will be given the Best Paper Award. All accepted papers would be published as part of Conference Proceedings. Conference Themes would be on the lines of Case studies on international and local solutions for resource conservations, Climate change and sustainability of water, food or energy resource, Corporate environment responsibility, Economic approaches to conserving critical resources, Energy conservation and alternative energy sources, Governance and management gaps, ICT to optimize critical resources, Land resources management and use, Low-carbon energy and sustainable industry, Managing disputes over critical resources, Politics, public policy and regulatory framework, Poverty and food security, Public private partnership, Renewable energy, reusing water and reclaiming land for food production, Sustainable agriculture and food systems management, Sustainable and smart cities, Sustainable technologies and Water, biodiversity & food security for sustainable development.

Summer School in Empirical Finance and Accounting Research 1-9 May, 2015

The Financial Research and Trading Laboratory of IIM Calcutta is organizing a summer school on Empirical Finance and Accounting Research during 1-9 May 2015. This is a fully residential programme which will expose participants to ten classic papers published in top journals. These papers would contain the features, which include talk about interesting problems and focus on strong

methodology; and replicable empirical findings.

The participants will be guided by a team of eminent faculty from India and abroad to walk through these papers to understand the ‘the art of writing’ high quality papers and in the process learn some solid research methods. Assistant and Associate Professors in the area of Finance and Accounting and PhD students in relevant areas can apply for registration. Participants will have the following takeaways: Understand how to position a theme and identify valid research questions, Learn several research methods or concepts, Empirically test hypotheses of a paper and Learn the art of writing a paper

5th India Finance Conference 2015

Indian Institute of Management Calcutta will host the 5th India Finance Conference (IFC) during December 17-19, 2015 at Kolkata, India. The conference is a joint effort of Indian Institute of Management Calcutta (IIMC), Indian Institute of Management Bangalore (IIMB) and Indian Institute of Management Ahmedabad (IIMA). Academicians, researchers, doctoral students, and practitioners are invited and encouraged to submit research papers in all areas of Finance.

There will be three best paper awards given at the conference. These will be the “Emerald - IFC 2015 Best Paper” awards. The papers will be chosen by a panel of experts from the papers presented at the conference.

The “Emerald - IFC 2015 Best Paper” awards will comprise of a cash award and a certificate and shall be presented on the second day of the conference, i.e on 18th December, 2015.

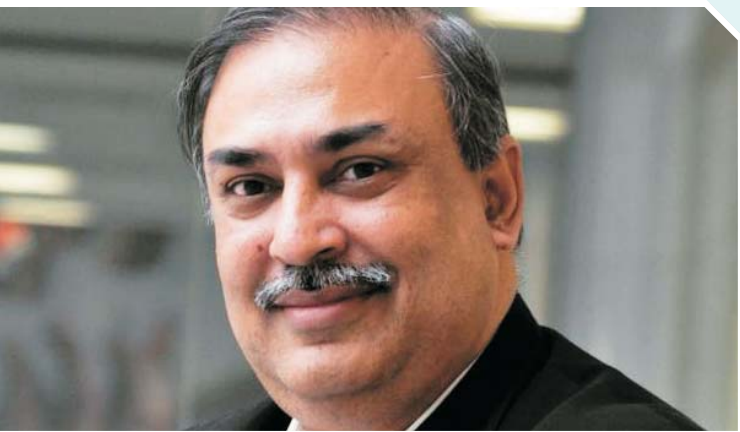
The papers to be presented at IFC 2015 have been classified into the broad categories like Asset pricing, Market volatility, Financial institutions, Financial innovation, Financial risk management, Investment management, High frequency finance, Financial econometrics, Capital structure and dividend policy, IFRS and reporting trends, Value creation and value based management, Corporate Governance, Financial crisis and Financial Inclusion.

Priyanka Khurana Goyal crowned as Mrs India Queen of Substance

Priyanka Khurana Goyal an alumna of the batch of 2006 won the Mrs India Queen of Substance pageant. Priyanka, Vice President, Nomura Securities, became the first Investment Banker to win the pageant. The pageant was organized by Handicapped Children and Women's Aid which promotes community service for Women Empowerment. Priyanka, mother to a 2 year old son, was also awarded as Mrs. Popular by the fellow contestants. Priyanka will now walk down the ramp at the prestigious Asia-Pacific Queen of Substance title to be held in Singapore in June 2015.



Sunil Sood becomes Vodafone's India CEO



Vodafone appointed the first Indian CEO, Sunil Sood, for its India operations to replace Martin Pieters who has been its chief executive since 2009. Pieters, the longest serving chief executive officer of a telecom firm in the country, will step down from April 1 and will be succeeded by Sood, presently COO of the company. Pieters has been serving Vodafone India as its managing director and CEO since February 2009. He will remain on the board of Vodafone India in a non-executive capacity. Sood joined Vodafone India's predecessor business, Hutch, in 2000 and has held roles leading the company's operations in Gujarat, Kolkata and Chennai. He had previously worked for Pepsi in a range of Indian and

international leadership roles. Sood graduated with a BTech from IIT Delhi and PGDM from IIM Calcutta and is also a graduate of the Harvard Business School Advanced Management Program.

Vikram Sakhujia as the Group Strategy Officer, Group M Worldwide



Vikram Sakhujia, a 23rd batch PGP alumnus of IIM Calcutta is currently designated as group strategy officer of GroupM Worldwide. He has been with Group M since 2002 and has since held various positions within the network, at Minshare, Maxus and the parent company level.

Vikram Sakhujia is an engineer from IIT Delhi, with an MBA from IIM Calcutta. He joined Procter & Gamble in 1988 where over his 8 years there, he held positions in Marketing Research and Media. He then joined Coca-Cola where over 5 years he went on to manage the brand marketing portfolio. After that Vikram spent a year with the Star TV Network (NewsCorp) setting up their marketing department as the Executive VP Marketing for India. From 2002 onwards he has been with the WPP group. He started there as the Managing Director of MindShare Fulcrum, went on to become the Managing Director of MindShare South Asia; and then the last six years was the CEO of GroupM South Asia.

Amiya K Pathak's ZipDial under first Indian start-up acquisition with Twitter

Twitter Inc. is acquiring Bengaluru-based mobile marketing and analytics company ZipDial Mobile Solutions Pvt. Ltd, its first acquisition in India—a move that is aimed at expanding its user base in the country. The acquisition will also pave the way for the micro blogging site's first engineering office in India, in Bengaluru. The purchase will help San Francisco-based Twitter increase its base



in a country where it has 33 million users, out of 284 million worldwide. Social media network Facebook Inc. has 100 million users in the country and 1.3 billion globally. Founded in 2010, ZipDial's mobile marketing platform gives information about businesses to users when they place a missed call. These interactions are useful in areas where people aren't always connected to the Internet or can access data only through intermittent Wi-Fi networks. ZipDial works with about 500 brands of companies such as Unilever Plc., Procter and Gamble Co., PepsiCo Inc., Coca-Cola Co., and Walt Disney Co., in emerging markets such as India, South-East Asia and Africa, where smartphone and Internet penetration is still low relative to their populations.

ZipDial's founder and chief executive officer Valerie Wagoner and co-founder and chief operating officer AmiyaPathak, an alumnus of IIM Calcutta, will be joining Twitter's product division.

Rahul Patwardhan join as the next CEO of NIIT



The Board of NIIT Limited has announced the appointment of Mr. Rahul Keshav Patwardhan as CEO designate of the company. Rahul has joined the company on October 6, 2014 and would take over from Vijay Thadani as CEO from April 1, 2015.

Mr. Rahul Keshav Patwardhan is a Production Engineer with an MBA from IIM Calcutta. He joined NIIT in 1984

from IIMC campus and began his career in Management Consulting, Corporate & Individual IT Training and Software Services. Rahul Patwardhan has earlier worked with NIIT group for close to 20 years. He was the President of Europe & APAC Software Business in NIIT Technologies Ltd. during his last assignment in 2004. From 2005, he served as CEO of Logica's India Offshore unit in Bangalore. He also served as the Global Director of Applications Management delivery across Logica Worldwide.

The NIIT Board also approved changes to take place at the beginning of the next financial year, i.e. with effect from April 1, 2015. Vijay Thadani shall become Vice Chairman and Managing Director. P Rajendran, who was the Chief Operating officer of NIIT would become the joint Managing Director.

Arun Malhotra becomes the New Managing Director of Nissan India



Nissan appointed Arun Malhotra as the new Managing Director for Nissan Motor India Pvt. Ltd. Malhotra will report to Guillaume Sicard, President - Nissan India Operations. Prior to joining Nissan, Malhotra was the chief of International Sales and Marketing for the automotive and farm sector of Mahindra & Mahindra.

In the new role, Malhotra will be responsible for developing business strategies to maximize Nissan's overall performance, managing product introduction and significantly increasing the presence and accessibility of the Nissan and Datsun brands through continuing network expansion. With over 30 years of experience in the Automotive industry, Malhotra has worked in different functions of sales, service, network expansion & development, brand building and customer centric initiatives in organizations including Bajaj Auto, and Maruti Suzuki. He has worked across the length and breadth of India.

Arun holds a degree in Mechanical Engineering and an MBA degree from IIM Calcutta.

Final Placements: More than 500 offers to 438 students in record 2.5 days

IIM Calcutta completed its final placement for the graduating batch of 2015 in a record 2.5 days with more than 500 offers being made to 438 students. There were as many as 134 pre-placement offers before the start of the final placements based on their performance during the summer internships. The lateral placement season for candidates with more than 22 months of work experience saw a total of 143 offers. With 18 offers, IT giant, Accenture was the largest recruiter this year.

This year's placement saw heavy recruitment from the finance sector with more than 100 offers from finance companies. Prominent recruiters included Bank of America Merrill Lynch, Goldman Sachs and Citibank. The e-commerce space saw heightened interest with 47 offers from e-commerce giants like Amazon, Snapdeal and Flipkart. Web-based start-ups like Ola cabs, GroupOn, Quikr, Urban Ladder were also prominent recruiters. New recruiters from the sector included Germany-based Rocket Internet and Nokia Networks Finland. Many students also chose to go to sales and marketing functions, and were extended offers by major consumer goods and services firms. Major recruiters in this category were P&G, Reckitt Benckiser, Kelloggs, ITC, Philips, Coca Cola, PepsiCo, Mondelez, Dabur. Major conglomerates like Tata Administrative Services (TAS), Aditya Birla Group (ABG), CK Birla Group, Reliance Industries Limited (RIL), Essar, Lodha Group, Wipro, Airtel hired for their leadership and general management roles.

Summer Placements close on a record-breaking note

IIM Calcutta placed over 450 students of the batch of 2014-16, one of the largest across all IIMs, in a record time of just over 2.5 days. A phenomenal 378 offers were made in Slot 0 - consisting of Day 0 and Day 1 - which is an all-time record across the IIM's. This has also been a clear indication of the overall optimism prevailing in the economy and the superior quality of student inflow into the institute. IIM Calcutta played host to many new recruiters during the summer placements, prominent among them being Moelis & Co, Roland Berger and Alvarez & Marsal.

The Consulting domain remains in the pink of health with 38 offers being made by McKinsey & Company, BCG, Bain & Company and A.T.Kearney, the highest in the last 3 years. Roland Berger, Europe's no.1 consulting firm recruited from IIM Calcutta for the first time. The maximum offer in the consulting sector was made by Accenture with 17, closely followed by The Boston Consulting Group at 15. Bullish hiring by the finance firms has helped IIM Calcutta solidify its position as "The Finance campus of India." Leading banks like Citi Bank, Morgan Stanley, JP Morgan, Bank of America Merrill Lynch, Goldman Sachs, UBS, Credit Suisse, Deutsche Bank, BNP Paribas, HSBC and Standard Chartered among others recruited for their front-end Investment Banking, Private Equity and Global Markets and Corporate Banking roles. Moelis & Co, Funds India, Decimus Financial, etc. hired exclusively from IIMC. Offers from finance contributed to 25% of the total offers.

The FMCG sector saw participation from industry majors such as Hindustan Unilever Ltd, Proctor & Gamble, Mondelez International, Asian Paints, PepsiCo, Coca Cola, L'Oreal, Reckitt Benckiser, Marico, Johnson & Johnson and Kellogg's which recruited for their Sales & Marketing division. The General Management sector had Tata Administrative Services, Mahindra and Mahindra, Aditya Birla Group, CK Birla Group and Airtel recruiting students. The Middle-east based Retailing giant M.H. Alshaya Co. recruited 13 students who would intern at their Kuwait and Dubai locations. The e-commerce boom in India translated into bumper offers being rolled out by Amazon as it emerged as the overall top recruiter with 22 offers being made across various leadership and Operations roles. Media houses like Star, Times Group, HT Media, Zee Media recruited in big numbers. Analytics offers were made by the likes of EXL and Cognilytics.

16th ILS: Paranjay Guha Thakurta on Crony Capitalism

The 16th ILS was held on February 11, 2015 and the speaker was Paranjay Guha Thakurta. He is an independent journalist and an educator. His work experience, spanning 37 years, has been across different media: print, radio, television and documentary cinema. He is a writer, speaker, anchor, interviewer, teacher and commentator in three languages: English, Bengali and Hindi. He has authored/co-authored books and directed/produced documentary films on the working of the political economy and the media



in India and the world. He teaches and speaks on these subjects as well. He is the author of the celebrated book – Gas Wars: Crony Capitalism and the Ambanis.

His subject for the day was Natural Resources and Crony Capitalism. His speech was a collection of stories of the scandals that have taken the country by storm in the past few years. He spoke on the scams surrounding coal block allocation, spectrum – telecom sector, oil fields exploration – the subject of his book as well. His speech was a journalist’s perspective, the background of all the scams and cronyism that surrounds the natural resources in our country. “Rich country with poor people” is how he started, describing India. The speech was punctuated by his subtle sense of humour and a cultivated, refined way of articulation and narration that kept the audience interested despite most of us being familiar with the stories in question. The session ended with questions from the students on cronyism and corporate ways of dealing with issues that come up and how we as tomorrow’s leaders would be responsible for what happens to the future of our country.

Entrepreneur Teacher-Practitioner, Dr H K Mittal on 15th Institute Lecture

IIM Calcutta conducted its 15th Institute Lecture on 14th November, 2014, hosting Dr.Harkesh Kumar Mittal, Adviser and Head of the National Science & Technology Entrepreneurship Development Board (NSTEDB). Amidst an eager crowd, Dr. Mittal started off on a hilarious note when he recounted his foray into teaching entrepreneurship rather than being an entrepreneur himself. A serendipitous one day seminar at the newly founded Entrepreneurship Development Institute of India on the insistence of his



professor during his IIM Ahmedabad days turned out to be a bit longer than the two year stint he had envisioned. And thus, he gives a very important message to budding entrepreneurs: “Action is more important than knowledge. Unless you act, knowledge is not going to be useful”.

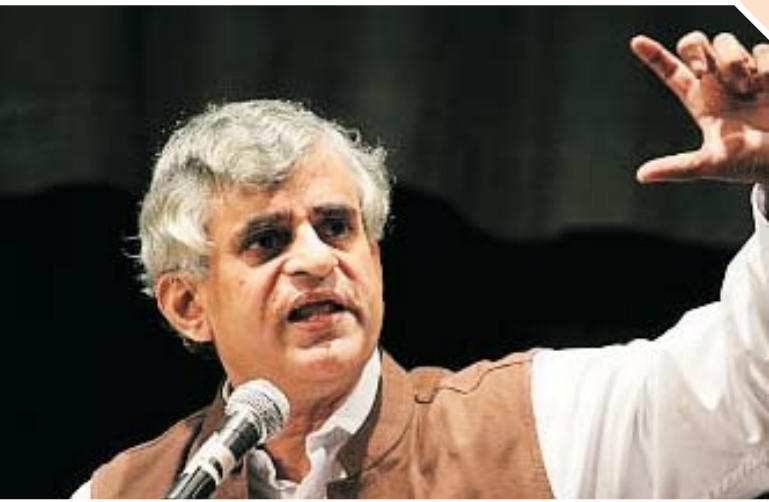
Dr. Mittal feels that India consistently produces top notch students, as can be seen by their exceptional performances in the international Olympiads but lacks the environment and the eco system to encourage these students to take risks. Indian entrepreneurs have been successful in developing solutions to local problems on both a local and global scale, along with tackling global problems, but haven’t been able to scale up their businesses. He cited examples of Shantha Biotech providing cheaper and viable solutions to fatal diseases like Hepatitis-B and a team at Nirma University developing a product to stop bleeding almost instantaneously among others. These are effective solutions but constant innovation is needed to scale these up to the global standards.

Yet, he is optimistic about the changing trends. He gave an example of SuhasGopinath, who at the age of 13, became the youngest CEO in the world. He shared interesting anecdotes about Suhas’ inspiring journey and how he turned Global Inc. into a multinational IT company. He also expressed happiness about the launch of the Innovation Park at IIM Calcutta. The innovation park would serve as a sounding platform for any ideas from the student community and would also be backed up by a seed support system to try out these ideas.

Dr. Mittal reminds us that we shouldn’t be bogged down by the sophisticated jargon surrounding business and entrepreneurship. He put it in a nutshell when describing business as ‘providing service to others’. He concludes, “It is possible to use technology and entrepreneurship for

the benefit of the masses. It's important to make money but it is also important to distribute and share it." After his inspiring lecture, the road less travelled seems to be an enthralling one.

Eminent Journalist Palagummi Sainath on 14th Institute Lecture series



On 8th October 2014, Eminent Journalist Mr. Palagummi Sainath gave an inspiring lecture on "A structural compulsion to lie". Ramon Magsaysay awardee Mr. Palagummi Sainath is a former Rural Affairs Editor of The Hindu. His lecture was focused on the changes in Indian media over the last two decades and how, we as a nation can fight to change the current scenario. Mr. Sainath talked about how the Indian media today is 'politically free but imprisoned by profit'. He feels that every media house has multiple industrial holdings and are frequently violating the first principle of full disclosure to its readers/viewers. Mr. Sainath said, to conclude, "Between fake optimism and cynical pessimism, there is a region called hope; and I like to live there."

IIMC Students excel in numerous national competitions

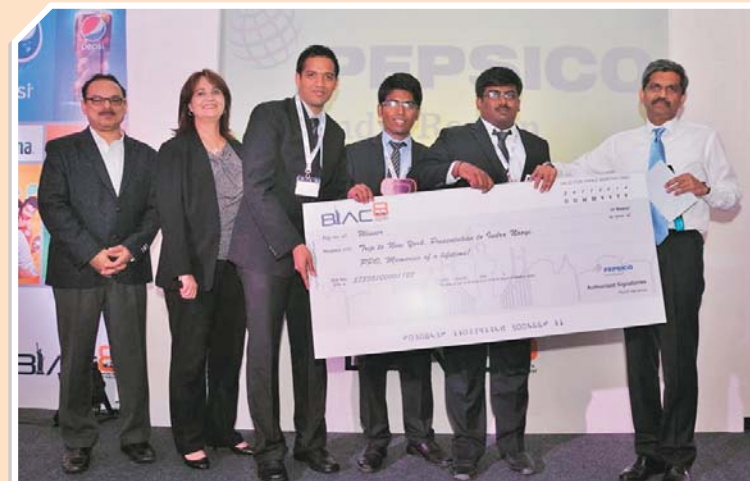
Students of Indian Institute of Management Calcutta have yet again demonstrated their acumen with numerous accolades in the recent past. Some of these are Nandakumar A, Vasanth R, Venkatesh Gopalkrishnan led team V.I.P., which won the eighth season of PepsiCo's 'Become Indra's Advisors' B-School Challenge. They will have an opportunity to go to New York to present their business

idea and receive the award from Ms. Indra Nooyi in addition to a Pre-placement offer. The topic for this year's competition was 'Seizing the e-commerce business opportunity', where PepsiCo encouraged participants to come up with recommendations towards making the most of the e-commerce space by giving them a business proposition that PepsiCo can work on.



In another big event, Subhash Shekhar, Tanay Kumar Pal and Sourav Saha of 'Team Joker' being awarded the National Champions of the RPG Blizzard 3.0 Case competition. RPG group of companies had assigned mentors to the 5 selected teams across IIMs. The participants were given a choice to select from a range of live case studies and provide practical insights on the case problem. The winners were awarded Pre-placement Interview offers and a prize money worth 50,000.

The team of Alok Ranjan, Manish Kumar and Mohd Arshad won "category management" in Amazon ACE Challenge 2014, an innovative case challenge across all Indian B-schools. Similarly, the IIMC students were 1st Runner-up in the National finale in the Amex Campus Centurion Challenge winning PPIs for Partha Pramanik, Amit Kothawade and Kranthi Kumar Yadav. These and several other achievements that IIM Calcutta has to its credit have proved time and again that only sky is the limit for the unfazed glory of this campus.



IIMC students on gender-safe ultrasound tech

Abhishek Biswas, who is now doing his MBA at IIM-Calcutta, identified ultrasound machines as primary facilitators in female foeticide and began working on ways to censor the image so that even doctors and lab technicians cannot identify the sex of a foetus. He has named his invention ‘Ultrasafe Ultrasound’. While ultrasound machines cost \$10,000-30,000 (Rs 6.2-18.5 lakh), the cost of installing the masking software is a mere \$500 (Rs 30,000). Biswas teamed up with IIM-Calcutta batchmate Aditya Pangtey to participate in the Tata Social Enterprise Challenge and came second runner’s up. But more importantly, it was the only idea to receive on-the-spot seed funding of Rs 5 lakh in addition to Rs 1.5 lakh from Tatas.

Intaglio 2015



IIM Calcutta hosted successfully the annual Business School summit, Intaglio from 9th to 11th January 2015. Intaglio, the largest business summit in Asia saw a footfall of 20000 participants from more than 60 countries and 40 International B-schools. Intaglio 2015, revolved around its theme “India in Focus” and witnessed the best minds in the country and abroad coming together to participate in this summit. The flagship event of the summit, Olympus aimed at identifying the one champion among all B-schools with exceptional leadership ability and overall personality was fought between representatives from more than 25 colleges in the grand finale. This year, Reverberations, a series of guest lectures by prominent leaders from various backgrounds saw Mr. Arjun Chakraborty, Head of Marketing Religare, Mr. Ambarish Dasgupta, COO, KPMG and Mr. D Shivakumar, CEO, Pepsico India gracing the occasion and shared their unique experiences. Students of IIM Calcutta also had the

opportunity to be a part of a thought provoking panel discussion on “Swacch Bharat - Anti Corruption - CSR” with panelists such as Mr. Gautam Mody, General Secretary, NJUI, Mr. Ashish Gupta, Joint Secretary, NATGRID and Mr. Jagdeep Chhokar, Founder, ADR. The business summit ended with a delightful stand-up comedy by Sorabh Pant, the ace comedian from the East India Comedy, followed by an energetic EDM Night by DJ Nyk.

Carpe Diem 2015



In its 14th edition, Carpe Diem, true to its name, gave the participants a chance to “Seize the Day” across a wide variety of events spanning from Art Arena to Fashion Shows over a period of 3 days. The festival started off with the culmination of Carpe Diem’s social initiative – Ummeed, thanks to Zindagi TV, with under-privileged students from 3 NGOs – Nabaprayas, Vision World & Mother’s coming to IIM Calcutta for a comprehensive medical camp and a fun-filled session with IIMC’s students. The inauguration event saw Mr. Vijay Kumar Shaw of Union Bank of India, the title sponsor for Carpe Diem ‘15, declaring the festival open followed by a graceful & spellbinding dance performance by Ms. Tithi Dutta and a riveting murder mystery play by the Dramatics Club of IIM Calcutta. The day was rounded off by the much anticipated Red Bull Tour Bus where Underground Authority, who had started their careers at the rock band competition at Carpe Diem, & Reggae Rajah made the crowd go crazy with their electric performance atop the 25ft Red Bull Tour bus.

Abhinay, the dramatics flagship competition, kept the audience hooked on with its mesmerizing performances both in the stage play and mime events. Joka Roadies gave the participants a flavour of adventure with challenging tasks which pushed the contestants to their mental & physical limits. Razzmatazz. Amid heavy competition, NIFT Kolkata, on the back of a unique

&powerpacked show, was adjudged the winner by Ms.Paromita Banerjee, a member of the Fashion Design Council of India. But the best was saved for the last with Coke Studio &Agam collaborating to put on a lively & energetic show.

The final day saw participants fighting it out to come up trumps in the most coveted flagship events, Raaga& Euphoria in the categories of music and dance. While Kolkata's biggest college bands battled out for supremacy in Armageddon – the western band competition, the Joka Idol participants mesmerized the audience through their powerful recitals ranging from classical to Bollywood. If Tarang with its instrumental solos provided a soothing feeling, Euphoria with its enthusiastic dance performances set the stage on fire. Both the solo & group dances provided entertainment to the packed auditorium with the judges having to resort to a face-off to pick the final winners. The starry Sunday night was witness to the finale act, sponsored by Zindagi TV, by the versatile MohitChuahana who had the audience grooving to his famous numbers to cap off the festival on a high.

Strategem - Simulation game by Operations Club

Strategem, the flagship event of the Operations Club of IIM Calcutta was held during the fourth week of August. The virtual simulation event was held at the Finance Lab and provided valuable insights in inventory management to its participants, attracting a huge amount of participation from the freshers. There were 3 rounds of personality test followed by 2 operational strategy challenges. During the challenges, participants had to make decisions to maximize sales of a product under given market conditions. Rapidly changing market dynamics and a strict time limit for making decisions, made it even more challenging and exciting. It was fascinating to see the first year students come up on top in both the challenges held during the event.

Mandi held in style with leading sponsors

Lo and Behold! The most sizzling event on the campus – an event which is looked upon by the entire tribe is here! Mandi, the biggest event on campus which provides complete marketing and brand building experience was conducted on 20th September. The event was sponsored by eBay, Business Standard and Jawed Habib. Stalls catered to foodies and fashionista. Small colorful patches of campaigning could be found everywhere. Social media sites were indeed flooded.

Excitement of census team infused throughout the campus. Audi Parking was a sight to watch. The stalls put up had quite many interesting names. Not only this, initiatives were taken

for NGOs also. As one entered, one could hear hues and cries all around. The DJ heated it up even more.

DesiTadka emerged as winners. The excitement; the true JOKA spirit was visible throughout Mandi.It indeed served its objective of giving a unique experiential marketing experience in a fun-filled way.

The World Bank Session at IIMC Campus

The World Bank Group's senior country economist, Dr. Denis Medvedev expressed his views on "The Next Wave of Economic Reforms in India" at Indian Institute of Management, Calcutta on 20th November, 2014. His talk focused mainly on the policy challenges that Indian economy faces against inclusive growth and on decreasing poverty levels across states. Dr. Medvedev also shed light on World Bank's support to India through special focus on low income states. He also cited that India's falling dependence ratio coupled with the fact that a larger proportion of the Indian population will be the labour force in the coming decades signals that India has the potential to become a manufacturing hub in the world economy. Finally, Dr. Medvedev emphasized that the World Bank's objective was to reduce world poverty and that India was central to achieving this goal. The one and a half hour talk and Q&A session was an eye opener for students on the challenges India faces in achieving its goals in the manufacturing sector and boosting overall growth.

High Time for Nostalgia 2015

Alumni Cell of IIM Calcutta, a group of students solely dedicated to facilitate institute-alumni interaction, organizes its' summer meets under the signifying name of 'Nostalgia' every year. The occasion gives an opportunity to the current students who are undergoing interns in respective cities to take a tip or two from the alumni. It is an event soaked in nostalgia, respect, love and admiration. Networking opportunity with the stalwarts creates enough space for the students aspiring to be the future corporate leaders. The stage is already set for Nostalgia 2015 to be conducted during last week of April and a reliving of some wonderful memories that keep the IIMC community together.

Nostalgia 2014, conducted last year, lived up to its expectation and brought together alums from various batches, all reminiscing about their time in Joka. The event was held in 6 Indian cities - Mumbai, Delhi, Bangalore, Hyderabad, Kolkata and Chennai and overseas cities of Dubai and Kuwait. Organized by summer interns with the support of the Alumni chapter of the respective city, the event was a wonderful celebration of the memories of IIM Calcutta with alums shedding their corporate image and singing and dancing along with the interns. It was also a wonderful opportunity for the interns to network with the alums and exchange contacts.

All-New Management Development Centre (MDC) at IIM Calcutta



You will be delighted to know that your loved campus at Joka has come up with a world-class facility, Management Development Centre, dedicated to the professionals who are at the look out of professional courses through the platforms of MDPs, INCs and LDPs. Their interest has been taken into as top priority and so we have not compromised ourselves in giving the best facilities forward to them. Now on all the Executive Education Programmes will be conducted within the Management Development Centre (MDC) premises. Six well equipped audio-visual and multimedia aided conference venues are there to host the programmes.

The residential section of Management Development Centre (MDC) has 137 well-furnished air-conditioned rooms and 14 suits, all with phones and private baths. You will be served with variety of good food in our multi-cuisine dining hall; you can also enjoy the variety of Bengali cuisine during your stay. The entire Management Development Centre (MDC) is Wi-Fi enabled. The PC Lounge at MDC is operational with the very latest personal computers networked and linked to the Internet over a 320 Mbps connection. IIM Calcutta is equipped with one of the finest information technology backbones in the country. A campus-wide network offers you remote logons to high-end servers that host bleeding edge software. You shall be delighted every moment of your stay at IIM Calcutta. As a guest in the 'City of Joy' you can discover fun places in Kolkata, experience local art & culture, all of them a short drive from our campus. Our appealing swimming pool is ideal for relaxation after a daylong training session. Our gymnasium is equipped with contemporary and strength-training equipment to take care of your health.



IIM Calcutta launches Healthcare Executive Management Program (HEMP)

IIM Calcutta in partnership with Glocal Healthcare launched the one year full-time residential management program for healthcare professionals. This program primarily aims to fulfill the dearth of leadership in healthcare. It creates an ideal platform to augment the existing skill sets of the participants as they endeavor to armor themselves for senior and top management roles



in the healthcare industry. The program intends to impart modern management skills to healthcare professionals. It seeks to offer a comprehensive grounding in different aspects of healthcare industry with a view to enhance their understanding of the contemporary issues in modern healthcare. The program commenced on February 2, 2015. The HEMP Class of 2015 comprises an eclectic mix of youth and experience. The batch of 30 brings together nearly 10 years of average work experience including 12 doctors and others from various domains in healthcare. This program is unique as it not only equips the participants with core managerial skills but also co-relates them with the intricacies of healthcare industry.

The overall program is divided into 4 segments, two of which are classroom focused and the other two are field based. While 6 months (3months + 3 months) of immersive classroom sessions on a fully residential basis are taking place at IIMC, the field based learning includes internship in Glocal Hospitals across India and externship at one of the top ranked international healthcare systems in Singapore. This program also gives the participants an opportunity to interact with top healthcare leaders during the leadership talk series at IIMC.

At IIMC, all participants are staying in the AC accommodation provided at the newly built Management Development Centre (MDC). The building is equipped with all amenities and the view from the balconies of the sun rising and setting against the serene waters of the lake is worth watching. The huge lush green campus of IIMC provides perfect environment not only for studies but also for rejuvenating oneself.

Vinoth Ramakrishnan



SMP10

Learning management principles from a top B-school was among my top priorities for many years. I was also at a decisive point in my career where I was looking at getting into leadership positions in the near future.

I was working as a Senior Manager with United Technologies Corp and

my responsibilities were to interact with the middle level managers, key accounts and channel partners to get the turnover done with responsibilities on the P & L.

I selected the Senior Management program-10, because of its outstanding faculty, emphasis on a high tech learning environment, curriculum, campus visits and a global perspective. Many thanks to Prof. Sudip Chaudhuri, Prof. Chetan Joshi, Prof. Ramendra Singh, Prof. B.B. Chakrabarti and Prof. Sahadeb Sarkar.

Also thanks to NIIT for their seamless backend infra support.

Since I had an MBA earlier before joining SMP10, I was not clear whether the program is application oriented or not. However, I found the program to be helpful in applying concepts in daily work life, relating management theories, moving from micro planning to macro planning, to be knowledgeable and best to understand different facets of management. Interactive sessions, campus visits & networking with fellow participants were the highpoints of the program. It helped in gaining access to knowledge for future.

Being part of doing this program, the inputs we got from the program and the branding helped me get into a strategic role as Regional Business Manager with another American MNC (Ingersoll Rand).

I believe my experience coupled with this program will enable me to achieve excellence in my current job.

Anup Kumar Kuiya

SMP 10



I joined Senior Management programme in October '13, during that period I was working with Flipkart heading FKL (Flipkart logistics BU) for Real estate, Facilities, Administration, and Infrastructure. During February, 2014 I got an opportunity in Amazon (World's largest e-commerce company & earth's most customer

centric company - in words of Jeff Bezos, founder of Amazon). I had 11 rounds of interviews in Amazon, as I was located in

Delhi (Gurgaon), I was continuously traveling for my interview rounds to Bangalore (Head quarter of Amazon India). Interviewers were keen to know my understanding on supply chain management. With the knowledge I got from SMP-10, I was able to share valuable inputs and convince my interviewers. Joining a company like Amazon is a dream come true, the father of e-commerce, Jeff B started the company 35 years ago. Amazon has stretched its wings to every part in the world, be it UK, USA, Australia, France, Germany, Japan, China & now in India. It's an honour to join this e-commerce Big Daddy and SMP-10 had made it happen. To conclude I must say that the SMP-10 was a milestone success in my career and I encourage all senior professionals to join this prestigious course to take their career to new heights.

B. Tripati Patro



SMP 10

I am a student of SMP10 batch, NIIT Centre Chandigarh, now in Malleswaram, Bangalore. I wish to share my personal experience about the SMP program. This program is a boon for the one who is undergoing not only for gaining the time tested knowledge through top quality

professors, but also the network we develop among our batch-mates...it is simply an amazing experience. It is a powerful course that has helped me to transform myself from VP-Sales in Legra Group to CEO of E&C. I am really thankful to all our professors for their responses and prompt clarification of any doubts. Also my sincere thanks to the programme directors and coordinators who have been a great support to me to bridge between IIMC and our batch mates through Google group and WhatsApp group.

The best thing is both IIMC and NIIT have a value for our feedback and take prompt action on genuine issues to set things right. The feedback through voice conference and through online student portal is to be utilised by the students for overall benefit of the course. The transit request and missed class recording etc. are simply flawless services one can avail.

Prof. Sudip Chaudhuri, Prof. Chetan Joshi, Prof. Ramendra Singh, Ms. Subhra Ma'am, Ms. Debarati Ma'am, and Subhash and Dr. Neeraj from NIIT are few of the special names I wish to record here for their tireless efforts to make this prestigious program a brand SMP, undoubtedly no.1 w.r.t. value for money and my heartiest gratitude and thanks to all of them and those who are associated with delivering this course.

I wish the future SMPians the very Best and Happy studies ahead.

Management Development Programmes 2015 - 2016

Sl. No.	Name of the Programme	Programme Directors	Duration	Fees*	Venue
1	Management Control Systems	Prof. Purusottam Sen	May 07-08, 2015	Rs. 25,000/-	Tata Hall, IIMC
2	Corporate Social Responsibility and Citizenship: Managing for Effectiveness	Prof. Nimruji Prasad J	June 15-19, 2015	Rs. 60,000/-	MDC, IIMC
3	Personal Growth and Team Building	Prof. B.N. Srivastava	June 22-26, 2015	Rs. 75,000/- (R) Rs. 65,000/- (NR)	MDC, IIMC
4	Emotional Intelligence	Prof. Vidyanand Jha	July 01-04, 2015	Rs. 60,000/- (R) Rs. 50,000/- (NR)	MDC, IIMC
5	Leadership and Team Building	Prof. B.N. Srivastava & Prof. Chetan Joshi	July 06-10, 2015	Rs. 75,000/- (R) Rs. 65,000/- (NR)	MDC, IIMC
6	Selling & Negotiation Skills	Prof. Ramanuj Majumdar	July 08-11, 2015	Rs. 40,000/-	Tata Hall, IIMC
7	Workshop on Entrepreneurship	Prof. Ramanuj Majumdar	July 16-18, 2015	Rs. 30,000/-	Chennai
8	Marketing to the Rural and Bottom of Pyramid (BOP) Markets	Prof. Ramendra Singh & Prof. Prashant Mishra	July 18-20, 2015	Rs. 30,000/-	MDC, IIMC
9	Strategic Brand Management	Prof. Ramanuj Majumdar	July 20-24, 2015	Rs. 40,000/-	Tata Hall, IIMC
10	Contemporary Communication Skills for Managers	Prof. Shantanu Dey	July 22-24, 2015	Rs. 50,000/-	MDC, IIMC
11	Interpersonal Effectiveness and Leadership Excellence	Prof. Chetan Joshi	July 27-31, 2015	Rs. 75,000/- (R) Rs. 65,000/- (NR)	MDC, IIMC
12	Management of Organisational Change	Prof. Vidyanand Jha	August 03-06, 2015	Rs. 60,000/- (R) Rs. 50,000/- (NR)	MDC, IIMC
13	Developing your teams for superior Performance	Prof. Vidyanand Jha & Prof. Amit Dhiman	August 10-14, 2015	Rs. 60,000/-	MDC, IIMC
14	Negotiating Your Way to Success	Prof. B.N. Srivastava	August 17-21, 2015	Rs. 75,000/- (R) Rs. 65,000/- (NR)	MDC, IIMC
15	Workshop on fundraising for NGOs	Prof. Nimruji Prasad J	August 21-22, 2015	Rs. 25,000/-	Tata Hall, IIMC
16	Workshop on Entrepreneurship	Prof. Ramanuj Majumdar	August 26-29, 2015	Rs. 40,000/-	Tata Hall, IIMC
17	Re-imagining Marketing- Exploring New Markets & Winning New Customers	Prof. Ramendra Singh	August 29-31, 2015	Rs. 50,000/-	MDC, IIMC
18	Managerial Leadership and Conflict Resolution	Prof. B.N. Srivastava	Sept 7-12, 2015	Rs. 80,000/- (R) Rs. 70,000/- (NR)	MDC, IIMC
19	Strategic Cost Management	Prof. Manju Jaiswal & Prof. Purushottam Sen	Sept 9-11, 2015	Rs. 40,000/-	MDC, IIMC
20	Conflict Resolution, Negotiation and Communication	Prof. Shantanu Dey	Sept 10-12, 2015	Rs. 60,000/-	MDC, IIMC
21	Excellence in Managerial Communication	Prof. Pragyan Rath & Prof. Apoorva Bharadwaj	Sept 14-17, 2015	Rs. 50,000/-	MDC, IIMC
22	Talent Management and Employee Engagement	Prof. Amit Dhiman	Sept 14-17, 2015	Rs. 40,000/-	MDC, IIMC
23	Becoming an Effective Sales Manager	Prof. Prashant Mishra & Prof. Ramendra Singh	Sept 16-19, 2015	Rs. 50,000/-	MDC, IIMC
24	Managerial Effectiveness	Prof. Leena Chatterjee Prof. Abhishek Goel	Sept 21-25, 2015	Rs. 70,000/- (R) Rs. 62,500/- (NR)	MDC, IIMC
25	Management of Creativity and Innovation	Prof. Vidyanand Jha	Sept 21-25, 2015	Rs. 75,000/- (R) Rs. 65,000/- (NR)	MDC, IIMC

Sl. No.	Name of the Programme	Programme Directors	Duration	Fees*	Venue
26	Managerial Leadership & Team Effectiveness	Prof. Leena Chatterjee & Prof. Rajiv Kumar	Oct 05-09, 2015	Rs. 70,000/- (R) Rs. 65,000/- (NR)	MDC, IIMC
27	Strategic Brand Management	Prof. Ramanuj Majumdar	Nov 16-20, 2015	Rs. 40,000/-	Tata Hall, IIMC
28	Communication and Presentation Skills	Prof. Leena Chatterjee & Prof. Vidyanand Jha	Nov 16-20, 2015	Rs. 75,000/- (R) Rs. 65,000/- (NR)	MDC, IIMC
29	Applied Corporate Finance	Prof. Ashok Banerjee	Nov 16-21, 2015	Rs. 75,000/-	MDC, IIMC
30	Marketing Strategies for Profitable Growth in India	Prof. Ramendra Singh & Prof. Prashant Mishra	Nov 21-23, 2015	Rs. 50,000/-	MDC, IIMC
31	Leadership and Team Building	Prof. B.N. Srivastava & Prof. Chetan Joshi	Nov 23-27, 2015	Rs. 75,000/- (R) Rs. 65,000/- (NR)	MDC, IIMC
32	General Management Programme for Senior and Middle-Level Executives	Prof. Subrata Mitra	Nov 23-27, 2015	Rs. 65,000/- (R) Rs. 55,000/- (NR)	MDC, IIMC
33	Managerial Effectiveness	Prof. Leena Chatterjee & Prof. Abhishek Goel	Nov 23-27, 2015	Rs. 70,000/- (R) Rs. 62,500/- (NR)	MDC, IIMC
34	Finance for Executive Decision Making Skills	Prof. Manju Jaiswal & Prof. Purushottam Sen	Nov 23-27, 2015	Rs. 60,000/-	MDC, IIMC
35	Strategic Intelligence and Applications using Big Data	Prof. Indranil Bose Prof. Debashis Saha Prof. Somprakash Bandyopadhyay Prof. Partha Sarathi Dasgupta Prof. Asim K. Pal Prof. Ambuj Mahanti	Nov 29-Dec 19, 2015	Rs. 1,95,000/-	MDC, IIMC
36	Selling & Negotiation Skills	Prof. Ramanuj Majumdar	Dec 01-04, 2015	Rs. 40,000/-	Tata Hall, IIMC
37	Management of Creativity and Innovation	Prof. Vidyanand Jha	Dec 01-05, 2015	Rs. 75,000/- (R) Rs. 65,000/- (NR)	MDC, IIMC
38	Managerial Leadership and Conflict Resolution	Prof. B.N. Srivastava	Dec 07-12, 2015	Rs. 80,000/- (R) Rs. 70,000/- (NR)	MDC, IIMC
39	Supply Chain Management	Prof. Balram Aviththathur & Prof. Preetam Basu	Dec 08-11, 2015	Rs. 40,000/- (R) Rs. 35,000/- (NR)	MDC, IIMC
40	Excellence in Managerial Communication	Prof. Pragyan Rath & Prof. Apoorva Bharadwaj	Dec 14-17, 2015	Rs. 50,000/-	MDC, IIMC
41	Communication and Presentation Skills	Prof. Leena Chatterjee & Prof. Vidyanand Jha	January 04-08, 2016	Rs. 75,000/- (R) Rs. 65,000/- (NR)	MDC, IIMC
42	Project Management	Prof. Subrata Mitra	January 04-08, 2016	Rs. 60,000/- (R) Rs. 50,000/- (NR)	MDC, IIMC
43	Interpersonal Effectiveness and Leadership Excellence	Prof. Chetan Joshi	January 11-15, 2016	Rs. 75,000/- (R) Rs. 65,000/- (NR)	MDC, IIMC
44	Improving Interpersonal Effectiveness	Prof. Leena Chatterjee & Prof. Abhishek Goel	January 18-21, 2016	Rs. 56,000/- (R) Rs. 50,000/- (NR)	MDC, IIMC
45	Value Creation Through Operations Strategy	Prof. Partha Priya Datta & Prof. Peeyush Mehta	January 21-24, 2016	Rs. 60,000/-	MDC, IIMC
46	Conflict Resolution, Negotiation and Communication	Prof. Shantanu Dey	January 28-30, 2016	Rs. 60,000/-	MDC, IIMC
47	Managerial Leadership & Team Effectiveness	Prof. Leena Chatterjee & Prof. Rajiv Kumar	Feb 01-05, 2016	Rs. 70,000/- (R) Rs. 65,000/- (NR)	MDC, IIMC
48	Marketing in Practice	Prof. Ramanuj Majumdar	Feb 03-06, 2016	Rs. 40,000/-	Tata Hall, IIMC
49	Contemporary Communication Skills for Managers	Prof. Shantanu Dey	Feb 11-13, 2016	Rs. 50,000/-	MDC, IIMC
50	Personal Growth and Team Building	Prof. B.N. Srivastava	Feb 22-26, 2016	Rs. 75,000/- (R) Rs. 65,000/- (NR)	MDC, IIMC

*Service Tax as applicable will be charged extra on above fees

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Guruspeak 2015

Brandstorm on Branding and Innovation

IIM Calcutta Alumni Association organized GURUSPEAK 2014-15" on the 7th of February 2015 at THE PARK, Kolkata. GuruSpeak is the largest annual endeavour of IIM Calcutta Alumni Association. It's an unique day long advanced knowledge workshop with a contemporary Global Guru - which is being successfully held since 2004. This year's Guru was internationally acclaimed professor on Brand and Marketing, Professor Amitava Chattopadhyay who spoke on "Brandstorm on Branding and Innovation". This special speech was hugely relevant to all brand managers, advertising managers and Marcom professionals of all corporates and advertising agencies.

Prof Amitava Chattopadhyay is The Glaxo Smith Kline Chaired Professor in Corporate Innovation-Professor of Marketing at INSEAD. Professor Chattopadhyay holds a Ph.D. from the University of Florida, a PGDM from the Indian Institute of Management Ahmedabad, and a B.Sc. (Honours) degree from Jadavpur University, India. He is the author of the award winning book The New emerging Market Multinationals: Four Strategies for



Disrupting Markets and Building Brands, published by McGraw-Hill in 2012. He has published over 60 technical articles which have appeared in leading international journals. For his research, he has been the recipient of several awards, including the Robert Ferber Award. He is a Fellow of the Institute on Asian Consumer Insights and the Ernst and Young Institute for Emerging Market Studies.



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