

Connexion

Stay Connected

A PERIODIC NEWSLETTER FOR IIMC ALUMNI

Volume 4, Issue 3, November 2013



From the Editor's desk

It gives me immense pleasure in presenting the November 2013 issue of the Connexion. This issue is released during the Reminiscence 2013. This issue covers select activities of the institute and alumni during the period July – November 2013.

The biggest event during this period was the visit of UK Prime Minister, Mr. David Cameron on the

Foundation Day of the institute – 14 November 2013. Mr. Cameron spent about an hour with the students and the faculty of the institute and answered questions posed by students of IIM Calcutta during an informal interactive session. This is the first time that IIM Calcutta hosted a foreign Prime Minister.

I am also pleased to inform that your Alma Mater has been acknowledged by the Financial Times as one of the top 20 business schools in the world which offer Masters in management programme. It may also be added that IIM Calcutta was ranked no. 1 in Finance discipline and no. 2 in Economics in the same ranking report. This ranking vindicates IIM Calcutta's recent efforts to internationalise its academic programmes and other activities.

The 3rd major event during this period was the announcement of the Distinguished Alumnus Awards 2013. Four illustrious alumni of IIM Calcutta have won the award this year.

We would like to increase our engagement with you in supporting various activities of your Alma Mater. One of such engagements is the student alumni mentorship programme – Rishtey. Although the programme is in place, we would like to invigorate the programme with a technology enabled operating model which will facilitate handshaking between PGP students and alumni. The new operating model will be in place from January 2014. I would like you to support us in making Rishtey a memorable and productive experience.

I hope you will enjoy, as ever, reading this edition of Connexion. I wish you all a Happy, Colourful and Productive new year 2014.

Ashok Banerjee

Dean (New Initiatives & External Relations)

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IIM Calcutta, the chosen destination for UK Prime Minister

The November 14, 2013 will remain be a very special day in the glorious history of IIM Calcutta as UK Prime Minister, David Cameron came down to the premier B-School to address the students in an open session for questions and answers. For the students, it was indeed an once-in-a-lifetime opportunity to see Mr. Cameron in person and have the golden prospect of having their questions answered by the Prime Minister. Here we present some of the important moments to redeem the historic occasions as fresh as ever:



You may also visit to the following links for the videos on the subject:

David Cameron at IIM Calcutta (Part I)

<http://www.youtube.com/watch?v=1xnMyxsk2nI>

David Cameron at IIM Calcutta (Part II)

<http://www.youtube.com/watch?v=p8vjApAfOps>

IIM Calcutta ranks 19th in Financial Times

IIM Calcutta has been acknowledged by the Financial Times as the 19th best b-school offering programs in Masters in Management. The ranking process considered the top 70 b-schools across the world. Given the international nature of the rankings, IIM Calcutta's performance shows that it is quickly emerging to become a global powerhouse of management education. Besides the overall ranking of 19th, IIMC's PGP was rated as the best in Finance discipline and the second best in Economics across the world. The maxim that IIM Calcutta is the "Fin Campus" has attained global recognition now. The course rigour backed by quantitative focus has ensured that graduating students have the requisite background to succeed in fields where quantitative skills are highly desired, particularly finance. However, the institute has emerged as a powerhouse in other business disciplines as well in the past few years. With new courses in strategic management and marketing added every year, IIM Calcutta's program stands as one of the most academically balanced programs in the world that provides students the necessary career skills to succeed in any management function. This new emphasis towards balance has ensured that graduating students are highly successful relative to peers at other b-schools in India as well as the world. The Financial Times acknowledged this fact by ranking IIM Calcutta's program's career prospects to be the best amongst the programs considered. In a world clouded by prospects of low growth and recession, IIM Calcutta is a beacon of hope for students looking for lucrative careers post their education. The rankings suggest that a paradigm shift has been brought in the arena of management education. Asian b-schools, led by institutes like IIM Calcutta will become the major centres of management education in the coming decades. IIM Calcutta's rankings will make it the preferred destination for students not just in India, but across the globe. According to Professor Ashok Banerjee, Dean (New Initiatives and External Relations) at IIM Calcutta, "these rankings will put greater responsibility on us to perform even better in the years to come to further improve upon our ranking."

Finance No 1, Economics No 2 and Career No 1

This is further to add that the Financial Times ranking listed top 10 business schools under several subject categories. Specifically the 2013 ranking covered the following subject categories: General Management, Economics, Marketing, International Business, Organisational Behaviour, Finance, E-Business and CSR/Ethics/Environment. It is heartening to note that IIM Calcutta is ranked No 1 in Finance and No 2 in Economics among the top 70 global business schools that offer masters in management programme. This is a recognition of the quality of faculty, research and academic rigour that IIM Calcutta stands for. It may further be noted that IIM Calcutta is ranked No 1 in Career. This ranking is drawn based on career status of alumni 3 years after graduation.





Rishtey

the Student Alumni
mentorship program
launched



Rishtey is the Student-Alumni mentorship program launched by IIM Calcutta's Alumni Cell to help current students build long-lasting relationships with the alumni. In the current year of this initiative the program is divided into 2 Phases, A&B catering to PGP1 and PGP2 respectively. A total of over 255 students and 160 alumni have registered for the Phase A of the program. The whole program is divided into 4 phases, which are Allotment, Launch, Relationship and Feedback

Allotment

First, mentor-mentee preferences are taken. Preferred sector (like consulting, finance, marketing, general management, operations, systems), educational background and other interests of the mentees on one hand and similarly, past and current credentials of the mentors are taken. From this year, by taking qualitative inputs, location specific and company specific mentors were assigned to the students through a proper process of mapping of the credentials of mentors and mentees. Since the Mentorship team tries allocating mentors based on both mentor's as well as mentee's preferences, hence it is difficult to change the mentor. But, one can register again in the next phase to get a new mentor. Along with a mentor, a Rishtey – POC is also allotted, whom the mentee can contact for any query or clarification regarding the program. The mentee can contact the POC personally through phone or face to face meeting after sending an email.

Launch

After the program is launched, a Know your Mentor (KYM) program is launched where the mentee is encouraged to find out about his mentor before his/her first interaction with the mentor, through various media like social media profiles, website, and blogs. Then the mentee sends an introductory e-mail to the mentor, giving an introduction

and thanking him/her for being the mentor. Also, the mentee expresses his expectations from the program and fix up the mode and time of communication through such a mail. A mentee is expected to be in touch with the mentor once or twice weekly. Mentors and mentees can interact through mail, phone and/or Skype. Thus a Goal-setting program is established.

Relationship

This is the phase where the mentee applies himself and tries to find insight into mentor's own academic experience, his/her decision to change job, sector or industry, seek introduction to colleagues or contacts, guidance on how to seek a job or internship in the field, attending a professional meeting or program with mentor, discussion on how mentor navigated graduate schools and various other aspects. This program is officially up to the end of third term i.e. end of first year. However, one is encouraged to continue the relationship beyond this period as well. While it is a great way for students to connect with alumni for valuable career guidance and other support, this should not be used as a job search tool and one is expected to adhere to all the Placement Policies and Guidelines.

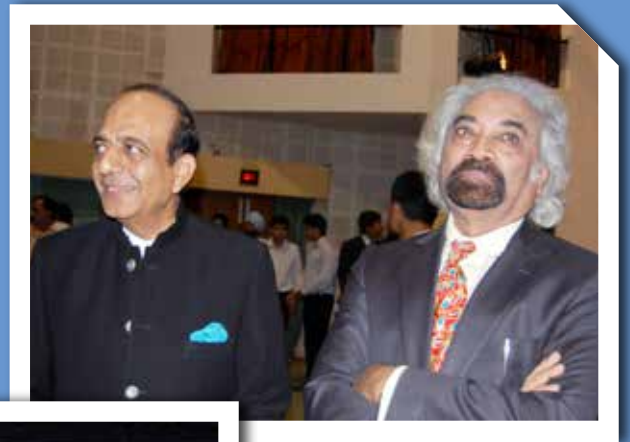
Feedback

This is the last phase where the mentee seeks feedback from his mentor as well as the feedback of the mentee about the whole process is taken.

This whole concept of Rishtey is expected to bring the rich alumni base of IIM Calcutta even closer to the current batches to nurture their growth and bring laurels to the institution just as the proud alumni have and continue to do so.

Dr Sam Pitroda on Foundation Day

Dr. Sam Pitroda, Chairman, National Innovation Council and Advisor to the Prime Minister of India, delivered the IIM Calcutta's Foundation Day Lecture on November 15. We present here a photo-feature of the event:



Foundation Day celebrated



IIM Calcutta celebrated its Foundation Day on 15th November, 2013. The event was graced by the presence of dignitaries such as Dr. Sam Pitroda, the Chairman of National Innovation Council 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 3rd Distinguished Alumnus Award to four alumni of the institute for their extraordinary achievements in academics, corporate world and social service. The recipients are Professor Ravi Dhar, an internationally acclaimed academic, Mr. Ravindra Dhariwal, CEO of Bennett Coleman & Co. Ltd, Mr Bhupendra Manilala, founder of Shape India, and Professor Venkatesh Shankar, PhD, Northwestern University.

Distinguished Alumnus Award 2013

Prof. Ravi Dhar



Prof. Ravi Dhar is the George Rogers Clark Professor of Management and Marketing and Director of the Center for Customer Insights at the Yale School of Management. He also has an affiliated appointment as professor of psychology in the Department of



Psychology, Yale University. He was nominated under the academic arena.

He has been a visiting professor at HEC Graduate School of Management in Paris, at Erasmus University in the Netherlands, and at the Business Schools at Stanford and New York University. His work has been published in top-tier magazines like Business Week, The New York Times, The Financial Times, The Wall Street Journal, The Economist and other popular media. He also serves on the editorial boards of leading marketing journals, such as Journal of Consumer Research, Journal of Marketing, Journal of Marketing Research and Marketing Science.

Shri Ravindra Dhariwal



Shri. Ravindra Dhariwal is the Chief Executive Officer of Bennett Coleman & Co.Ltd. He oversees the company's print business as the CEO and provides strategic oversight to all other businesses of Bennett Coleman. He served as the Vice President of Franchise for South-



East Asia at PepsiCo International after leaving Unilever as General Manager – Marketing. As a president of the world's foremost newspaper marketing organization (INMA), he has helped the worldwide print media industry introspect, ideate and work towards evolving new business models to compete in today's times. In his long and illustrious career he has successfully steered India's leading media group towards profitable growth and played a leadership role in the media industry at large. During the last three years, Times of India has become the World's largest broadsheet daily and Economic Times, the world's second largest business paper.

Shri Bhupendra Madhiwalla



Shri Bhupendra Madhiwalla is the Managing Trustee of Self-Help Aid plus Empowerment (SHAPE) and Partner of Overseas Trading Corporation. He was nominated under the arena of philanthropy, for promoting an NGO and for his individual contribution to



society. In 2003 he adopted Group Gram Panchayet at Chandore at Maharashtra, where his array of activities included irrigation and agriculture, drinking water, health care, electricity and sanitation among others. The vast array of activities that his Trust is engaged in has strengthened the value chain in the villages, helped to provide infrastructure and amenities and implement income generation programs to make the village self-reliant, self- sustaining and eco-friendly, which in turn declined the rate of migration to towns and cities. This also enabled SHAPE to adopt new areas for development and let the present area manage on its own. The successful results of his endeavours over the past decade (2003-2013) have been published in several newspapers and the Gram Panchayet has received eight awards – including the 'Nirmal Gaon Puraskar' in 2006 from the President of India Dr. A.P.J Abdul Kalam on behalf of the Ministry of Rural Development.

Prof. Venkatesh Shankar



Prof. Venkatesh Shankar is the Professor of Marketing & Coleman Chair in Marketing and Director of Research; Center for Retailing Studies at Mays Business School, Texas A&M University. He has received his nomination under the academic sphere. Prof. Shankar is an



internationally reputed academic with numerous publications in reputed journals and a distinguished career in USA in the field of teaching and research. He has been ranked eighth among the world's leading Innovation Management Scholars in terms of publications in top tier journals. Prof. Shankar has won the prestigious 'Retailing Lifetime Achievement Award' from the American Marketing Association for Lifetime contributions to retailing research and leadership. Since its inception there have been only four winners worldwide. He has also won the 'AMA Strategy Special Interest Group Mahajan Award' for Career Contributions to Marketing Strategy Research. Only thirteen prominent marketing scholars worldwide have received this distinction and he is the only IIM alumnus to have won two Lifetime Awards in the field of business management.

CSR Round Table



The Indian Institute of Management Calcutta, organized a Round Table on Corporate Social Responsibility on 22 August 2013, sponsored by ONGC through Management Centre for Human Values. Corporate leaders met to discuss the innovative approaches that their firms have undertaken to fulfill their social responsibilities. They reinforced IIMC students' motivation by demonstrating ways of incorporating CSR practices into business objectives. The Panelists represented a range of companies from MNC to

PSUs, which include Dr. Ashesh Ambasta, Vice President and head of social investments, ITC Foundation, Mr. Asis Mitra, Head Corporate Services TSPDL, Mr. Dinesh Agarwal, Former Head of CSR at NTPC, Mr. Sunil Duggal, Director Corporate Affairs at PepsiCo and Ms. Yashahsree Gurjar, CEO Avantha Foundation & Group Head CSR. The discussion was moderated by Mr. Shankar Venkateswaran, PricewaterhouseCoopers Ltd

Inspirational Lecture Series introduced



IIM Calcutta organized a session with iconic luminaries who overcame significant hurdles in life for an inspirational lecture series - Real Icons of Change. The first session of the series was held on September 27, 2013 at the Institute's auditorium. The speakers were Lt. Cdr Abhilash Tomy, first Indian, second Asian and seventy-ninth in the world to circumnavigate the globe, solo, non-stop, unassisted and under sail and Arunima Sinha, first Indian amputee to climb Mount Everest. Naval pilot Lt Cdr Abhilash started his historic journey on 1st Nov 2012 and returned after 5 months. This journey was true test of competence, bravery, resilience and the will to conquer. It brought prestige to the nation. It was an important

chapter to enrich the fine maritime traditions of India. Arunima, the former national-level volleyball player, who lost a leg after being thrown off a moving train, climbed her way into history books by becoming the first Indian amputee to conquer Mount Everest. She climbed it on 1st April 2013, took 52 days to reach the summit. Real Icons of Change was conceived and produced by Social Access Communications and the initiative was taken up by IIM Calcutta's Center of Entrepreneurship and Innovation (CEI). The aim of the initiative is to reach out to leaders of tomorrow as well as those who accomplished spectacular achievements through high levels of personal endeavor.

Reminiscence 2013

Like every year, IIM Calcutta will be organizing a reunion for the batch celebrating their Silver Jubilee on campus. The 23rd batch will visit during 27-28th December. Illustrious alumni of this batch from various fields of work will get together in campus to 'reminisce' about their glorious 2 years at IIM Calcutta. This is one of the flagship events for IIM Calcutta Alumni Cell and members of the cell are looking forward to organizing the event successfully.

27-28th
Dec
2013

The Second IIMC - Tata Social Enterprise Challenge

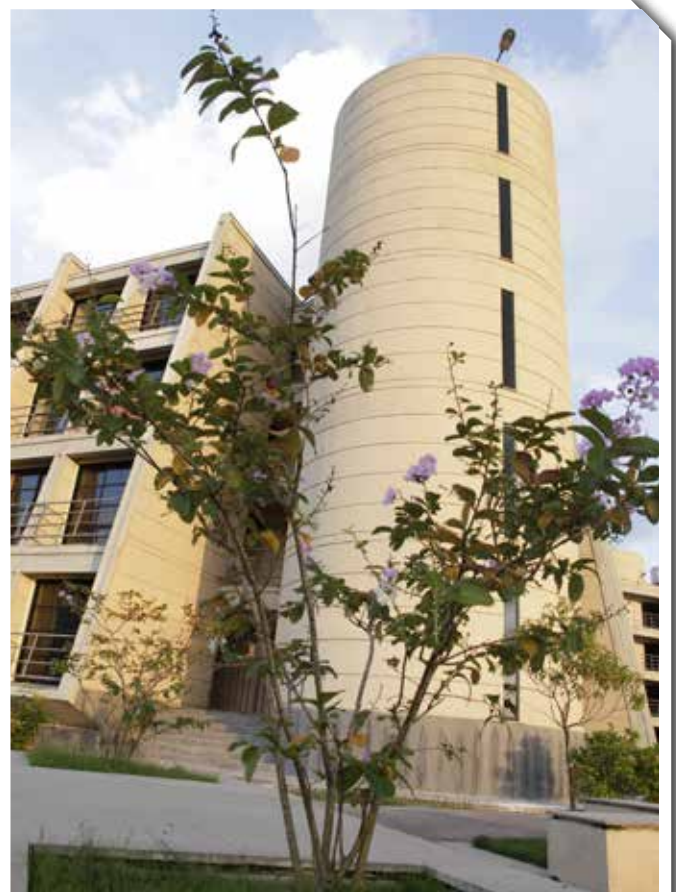
After having had scintillating success of the inaugural edition last year, the IIM Calcutta Tata Social Enterprise Challenge is becoming a bigger event this time. The Grand Finale followed by Summit on Social Entrepreneurship would be held at IIM Calcutta on January 17, 2014.

17th
Jan
2014

The Case Method Workshop by IIMCCRC

The IIM Calcutta Case Research Centre (IIMCCRC) is hosting a two day workshop on the Case Method during February 13 - 14, 2014. The workshop would hold on Case Writing and Teaching, Journey of a case writer and Case presentations. Dr. Phillip C Zerillo, Director of Postgraduate Programs; Director of the Case Writing Initiative at Singapore Management University and Havovi Joshi; Head of Communications and Dissemination for the Centre for Management Practice at Singapore Management University would conduct these sessions.

13-14th
Feb
2014



Workshop on Facilitating Ethics Education in Technical/Business Schools

IIM Calcutta is hosting a Two Day Workshop on "Facilitating Ethics Education in Technical/Business Schools" on the 17th & the 18th of February, 2014. The workshop is a means to extend further debates about

17-18th
Feb
2014

the contemporary state of pedagogy in ethics in institutes that are primarily established for imparting technical and managerial acumen to students who are also conditioned to aspire for technical and managerial excellence. The key speakers are Dr. Nien-hê Hsieh is Associate Professor of Business Administration at the Harvard Business School, Dr. Mary C. Gentile, Director of Giving Voice To Values and Senior Research Scholar at Babson College, Dr. C. Panduranga Bhatta of IIM Calcutta, Dr Subhash Sharma is Director of Indus Business Academy (IBA), Dr. Bijoy H. Boruah is Professor of Philosophy, Indian institute of Technology, Delhi, Dr. J. L. Gupta is Professor, Human Resource Management, Management Development Institute, Gurgaon and Dr. Mathai Baker Fenn is the CEO and Principal Consultant of the TalkShop.



Interview with Gopal Vittal

CEO of Bharti (AirTel)'s India Operation



Q. Being at the decision centre of a firm that has been the market leader in the telecom industry, you would certainly have a great bird's eye view of the scenario. Where do you think does the telecom industry stand today; how is it doing?

Telecom is truly at the centre of people's lives, and can play a defining role for consumers. In addition it has a transformative role in the economic growth of the country. Look at the category. With it you can connect with others, you can use it for a moment of entertainment, you can use it for improving the productivity of your business. It is ubiquitous. And the industry has come a very long way in the last 20 years with its rapid growth and ever expanding reach.

Having said that, the last couple of years have been tough due to brutal competition leading to tariff erosion, too many players, very fragmented spectrum holdings and regulatory uncertainty. The good news is that a lot of that is getting much clearer now across each of these areas. This is very important as the sector needs a large amount of investment. Take Airtel for example. Over the next five years we may have to invest nearly Rs. 50,000 crores. This is the investment that will fuel the access of services like Broadband. So as I look at it overall I feel very optimistic.

Q. Also, in the recent years, the innovation and growth in technology has been very rapid, moving from 2G to 3G, and now to 4G. How important role does the technology play and where do you think the industry is moving to?

Absolutely crucial, when I graduated from this campus, life was very different, things looked stable then, there were no tectonic shifts in technology, but today things are far more volatile. Look at devices. Five to seven years ago, Nokia was one of the most valuable companies globally; today it is gone, sold. Look at Blackberry, one of the most profitable companies in the world, and now almost reduced to nothing. Apple and Samsung have come from nowhere. Micromax has come from no where in India.

Look at the network. With improving technologies from 2G to 3G and increasingly 4G the capacity of consumers to connect on the mobile internet has changed profoundly. So in an eco system that is changing so rapidly, you have to always be on your toes. You have to keep your eyes and ears open, you have to be able to the right bets and make the investments that are needed. And all this must be done in a manner that makes economic sense.

Q. You have been in Unilever for nearly 2 decades, and are now you are in Airtel. How similar (or dissimilar) are the two companies? Or, were there any challenges that you faced during the transition?

Unilever is a fantastic company. I really enjoyed my 20 years working there. If I compare the Hindustan Lever that I joined as a young trainee two decades ago, I see a lot of similarity between that company and Airtel. There is incredible entrepreneurial energy, we are a young company, we are large but still young in terms of age and in the way we think. And there is a "can do" spirit that I find so amazing. So the business models are different. Ours is a capex heavy business while it is not so for FMCG. That is a big difference. Ours is a service business. But the biggest similarity is that both talk to consumers. And serving consumers is fun.

Q. Talking of your initiatives, you led 'Project Bharat', a one of its kind rural marketing initiative by Unilever...

This 'Project Bharat' initiative will chase me to my grave. It was just a rural sampling and education programme that was done when I was a young brand manager. For some reason it seems to be a big deal. It is not. How important are the rural markets for a telecom firm like Airtel? Similarly, what role can a telecom company play in the rural India – for its development?

Telecom in general and Airtel in particular has done a lot of work in rural areas. I recall a seminal programme

that was done by Airtel in partnering with Nokia to reach out to rural consumers. The distribution strategy that Airtel launched was based on the concept of a hub distributor serving a smaller spoke distributor was again a very important factor in spreading the growth of telecom. And once telecom spreads, it makes a very big difference to people in rural India – in the price they get for their produce, in the ease with which they connect to their families in the city and in opening up opportunities for employment.

Q. You also have been a Member of the Board of Governors at Advertising Standards Council of India. What is your opinion about the role of ethics in advertising?

Very important. ASCI is a self regulatory body that consists of members of the media and advertisers. The purpose of ASCI is to ensure that advertising that is produced is not misleading, obscene or that makes a poor impression on kids. The code of ASCI is very powerful. The founding members of ASCI, one of whom was Hindustan Lever set this up as a self regulatory body. Over time ASCI has become very influential and is extremely well governed. Advertising complaints can be made by anyone and these are assessed by a separate committee that comprises of people from various walks of life – civil society, activists, judges, engineers and professors. These members sit down collectively and decide whether a particular piece of advertising must be modified, allowed to continue or be stopped.

Q. Most of your career has been in Sales and Marketing. Now, as the CEO how important do you find is cross functionality within different BUs?

Hindustan Lever gave me the opportunity to do various jobs – in sales, marketing and in general management. But when you look at a business like Airtel there are so many linkages. What you do in one area, for example, pricing can have a seismic effect on your network, on the call centre, on your billing systems and on your overall operations. This industry is truly connected, so working cross functionally as a team is absolutely critical.

Q. It is commonly assumed that there is some amount of initial struggle in the sales and marketing jobs, while the youth aspires to be in a job with an AC – clad cabin. What is your take? And, what is your advice for the young budding managers?

It doesn't matter whether it is first sales, then marketing or

otherwise. It is important to be grounded, to be connected with reality and know what is happening in market. It is important to understand how the person in the front end works because any concept is useless, unless it is executed. I think at the end of the day, you can have a great strategy. But if it's not executed, then, it's not a strategy; it's a meaningless piece of paper. So, to execute, it's necessary for every professional to understand how all the moving parts work, how it is to be executed at the front end because, that's where the magic happens. And unless you are grounded, you can't realize how it is done. Business is all about making things happen.

Q. Also, you were recognized as one of India's Hottest Young Executives in 2006. So, how do you maintain the work-life balance amidst all these responsibilities?

I enjoy my work. I don't believe work and life is separate. I don't believe there are two compartments. There is life and you have to balance your life. I enjoy my work, look forward to coming in to work every day and am passionate about it. My wife is my best friend, and we have long conversations about everything. She's a classmate of mine, we graduated together, we go for long walks on weekends and talk. I read a lot, listen to music and play the guitar. So for me there is nothing like 12 hours of work followed by life. Your whole life has to be balanced.

Q. You said you play guitar. We know you were a guitarist in JBS BaroC in your days. How do you feel to be back at Joka?

I love this campus though I dislike how many crows are there now. But it is always fun to be back, always nostalgic to be back.





Interview with Prof. Ravi Dhar

The George Rogers Clark Professor of Management and Marketing and director of the Center for Customer Insights at the Yale School of Management.



Q. You have studied at IIM Calcutta and taught at various places such as Yale University. You have seen both sides of education. What do you think are the good things about life at IIM Calcutta and what can be improved?

The big difference is people in IIMs have less work experience when they come in. Raw talent at IIMs is one of the best in the world. Sometimes the business context isn't that strong because people do not have work experience. That is the key difference when you are teaching at the best US schools, where people have work experience of 4 or 5 years. That leads to certain level of questioning which if you have never worked you never get. The second difference is that the people often talk a lot in the other places; they are very open to challenging the professors, whereas in countries like China, Japan and India, students are less willing to do so. What we need to bring in the classrooms is the relevance that comes from work experience as well as the rigor.

Q. Are you suggesting that we should slightly change our selection criteria?

I came in to IIM as a fresher, but some work experience is needed. I'm not saying that four or five years should be the criteria, because what you do in the first five years is repetitive – you are not doing four different things. So, I'm not a big fan of having lot of work experience. But some work experience provides the context for coming up with better questions and discussion and hence learning.

Q. Most students at IIM Calcutta opt for corporate world over academics. But you were different in opting for academics. What motivated you to do that?

After graduating from IIM Calcutta, I worked for few months in ITC. My branch manager was about to retire, so I was unofficially handling his responsibilities, something which I should have been doing officially four-five years down the line. I realized then that the position

was not very motivating as I would be doing the same thing throughout my career – today I'm managing a few branch offices and tomorrow perhaps a region or country, but I'll still be stuck to the same function. I felt I needed to do something more substantive.

Q. What can we do to increase the amount of research done at IIMs? What can we do to attract students to opt for research?

Top business schools and law schools in the world have this tension between rigor and relevance. Rigor comes from research and relevance comes from the real world. I believe that you should have research based education otherwise business school teaching becomes story-telling. At the same time, IIMs need to be the leaders in building a cadre of scholar who will teach at the Indian b-schools. IIMs should be collaborating and getting best students for FP program and send them for short duration to other top global b-schools to get the exposure on research.

Q. You mentioned FP students and their role in research. What about the contributions of MBA students to research?

The idea of experiential learning, wherein students take part in teams in real-world company projects under faculty guidance, for academic credit, should be considered. It is challenging, given that 450 students will be participating and you will need lot of dedicated faculty for it, but across the world that is what students in b-schools are craving.

Q. IIM Calcutta is known as the finance campus of the country. What can we do to make it also known as a campus for other business functions, say marketing?

Part of that perception is the nature of the job market. Many students want to go into finance or consulting because of the higher salary. The challenge for marketing is to broaden the pool of students who realize that it is

the stairway to C-suite in most industries. What IIMs should do is introduce the new courses in marketing such as courses on Social Media and Big-Data analytics, to induce more students. At the same time the marketing club on campus should introduce initiatives to change the perception and make marketing career look more attractive to students.

Q. What triggered your interest in Marketing and especially in consumer decision making?

I think, as Steve Jobs also, said that “It’s hard to connect the dots in life by going forward. It’s only in retrospect that things make sense”. My theory about research interest is that it is a discovery process. During this process, you get interested in something. I entered the field of behavioural economics at a time when it was just taking off. It was attacking the rational model of choice which was very fascinating and at some level very intuitive that was something which got me very excited about this field.

Q. You talked about Steve Jobs. One of his famous quotes was that “People don’t know what they want until you show them”. Is there a systematic way to identify preferences people do not know they have?

This is the whole field of preference discovery. Design and technology attributes are like that. Consumers don’t know what type of design they want. Studies have shown that people like symmetry in the design. In technology, people may not know whether something is feasible or not. There are two aspects here. First aspect is the preferences that people have but don’t know. The second aspect is the preferences which are learnt over the period. The second type can be studied but the first type is very difficult. Companies are very interested in this but if consumer is unable to tell you his actual preference then how to go about it.

Q. Do you think companies and educational institutes like IIMs should collaborate to do more research on consumer preferences?

Yes, we need centres for collaboration. These centres will provide the necessary infrastructure for experiential learning courses. At the same time, it is important for research based faculty to understand a manager’s problems—what keeps them up at night. Thus, we need such centres to provide faculty with such research questions, and at the same time promote a student’s career through more in-depth company interactions.

Q. You have stressed a lot on consumer psychology. Do you think a course on consumer psychology should be mandatory for b-school students?

Yes, they should be part of the curriculum. In top b-schools in the US, one of the most popular courses over the last five years is decision making, which has elements of both behavioural economics and consumer psychology. Also, courses on behavioural marketing, behavioural finance is also very sought-after in the top US B-schools. We need these courses as most other courses talk of a rational world and rational consumers, whereas consumer and managerial behaviour can often be “irrational” in the sense of our traditional models.

Q. What message do you have for students of IIM Calcutta?

I would suggest them to take courses across disciplines instead of 10 courses in finance or marketing. In order to become an effective C-suite member or senior business leader, you need to know how to delegate and what exactly



motivates people. For some people it is intuitive, but for most it isn’t. So students should take courses in leadership, finance as well as marketing.

Cadbury's Kripalu joins Diageo



Anand Kripalu of Cadbury has joined Diageo as the world's largest drinks company plans to infuse an FMCG management into the leadership of the recently acquired United Spirits Ltd (USL), India's liquor heavyweight. An IIM Calcutta passout Kripalu

joined Cadbury in 2005 as its head after a 22-year stint at consumer goods giant Unilever.

Nishi Vasudeva becomes first woman to head Navratna Company



Nishi Vasudeva is becoming the first woman to head an oil company when she takes over the reins of Hindustan Petroleum Corporation Ltd. Vasudeva is the marketing director of the company and will succeed Subir Roychoudhury, who retires on February 28.

The Public Enterprises

Selection Board chose Vasudeva from among seven candidates. A graduate of IIM-Calcutta, Vasudeva began her career with state engineering consultancy firm, Engineers India Ltd. She has some 36 years of experience in the industry and will remain at the helm for three years before superannuating. In 2007, she became the first woman to get on the board of an Indian oil company.

Wipro appoints Ireena Vittal as Board Member



India's third-largest software services company, Wipro Ltd., named former McKinsey & Co. executive Ireena Vittal as a director on its board effective immediately. She is the company's first woman board member in three decades. Vittal, a former McKinsey partner whose areas of specialization include emerging

markets, agriculture and urban development, will serve as an independent director. She holds a business administration degree from the Indian Institute of Management Calcutta (25th batch), and serves as an independent director on the boards of Titan Industries Ltd. and Axis Bank Ltd.

T V Narendran appointed Managing Director of Tata Steel



The Board of Tata Steel appointed T V Narendran as Managing Director, India and South East Asia, inducting him into the board as an additional director. He succeeded H M Nerurkar, the Managing Director. Narendran was the Vice President (Safety & Flat Products), Tata Steel before inducting the

current position. He joined the company after completing his MBA from IIM Calcutta (23rd batch) in 1988. He takes charge on November 1, 2013.

Anirban Chaudhuri joins Draftfcb+Ulka as Head of Strategic Planning



Draftfcb+Ulka has recently taken on board Anirban Chaudhuri as the Head of Strategic Planning for its Delhi Operations. He comes in with 18 years of expertise in brand advisory and integrated marketing communications development, having worked with leading domestic and multinational players for India as well as South East Asia. Anirban is a gold medalist in MBA from Jadavpur University in Calcutta and has a PG Diploma in Journalism and Mass Communication. He did further studies on strategic management from IIM Calcutta. He has worked at Shining Strategic Consultancy, IMRB International, TNS, Dentsu and DDB Mudra Group in the past and most recently was experimenting in the digital space with a marketing knowledge portal. He has also been a contributory speaker to Wharton Future of Advertising Round Table in India. He is currently exploring three areas of interest - 'green' advertising, use of technology in developmental communication and "play" as a technique in developing creative strategy.

InMobi Appoints Manish Dugar Vice President of Finance and Legal



InMobi, a mobile-first technology company and the world's largest independent mobile advertising network, today announced the appointment of Manish Dugar as Vice President, Finance and Legal in a global capacity. Dugar joins InMobi from RPG Enterprises where he served as Group CFO. Prior to RPG

Enterprises, Dugar served in a variety of senior roles over a ten year period with Wipro Technologies where he held the post as CFO for the company's IT Business and the CEO for its BPO business globally. Manish holds an MBA from the Indian Institute of Management Calcutta.

Pratyush Prasanna & his associates acquires cross-messaging platform Plustxt for under \$2 mln



Mobile internet and VAS firm One97 Communications has recently acquired the cross-messaging platform Plustxt, run by Bangalore-based Plustxt Mobile Solutions for under \$2 million in a cash-and-equity deal. Set up in 2012 by IIM Calcutta alumnus Pratyush Prasanna along with

IIT Bombay graduate Lokesh Chouhan and IIT Delhi alumnus Parag Arora, Plustxt translates the sender's text to the language of the recipient. It is currently available on iPhone and Android OS-powered devices, but the company plans to extend the service to BlackBerry, Windows and Java phones soon. Earlier this year, the startup raised an undisclosed sum from Mumbai Angels and InMobi co-founder Amit Gupta. It had also been a part of the Microsoft Accelerator programme.



Summer Placement 2013: IIMC breaks its own record: 441 placed in 3 days

IIM Calcutta wrapped up its summer placements on the morning of 8th November 2013, successfully securing internship offers for all 465 students enrolled in the first year of its flagship management program. 155 firms recruited in all with 441 students securing job offers at the end of just 3 days – a feat, never achieved before in the history of all IIMs.

Despite the economic slowdown, the institute saw an unprecedented 282 offers in the first 2 days of the process itself (Slot 0) from the top firms across sectors. Leading banks like JP Morgan Chase, Bank of America Merrill Lynch, Royal Bank of Scotland, Citi Group, HSBC, Credit Suisse, Nomura, Goldman Sachs and Standard Chartered among others recruited for Investment Banking, Equities Research, Sales and Trading and Global Markets. McKinsey and Co, Boston Consulting Group, Bain and Co, AT Kearney, and Accenture Management Consulting were the top recruiters from the consulting domain.

Top FMCG recruiters like Hindustan Unilever Ltd, Procter&Gamble, Mondelez International, Nestle, Asian Paints, Johnson and Johnson, Coca Cola, PepsiCo, L'Oreal, Kellogg's offered roles in Marketing and Sales. TAS, Aditya Birla Group, Mahindra and Mahindra,

Shell, Reliance Industries Limited, C K Birla Group, and Cairn Energy selected students for General Management roles. Students also secured internship offers from global giants like Microsoft, Google and Amazon for multiple functions - Product Management, Operations, and Sales and Marketing.

This year's placement season at IIMC was noteworthy as several niche finance roles were offered by financial services firms such as Macquarie Group, Multiples Equity, Mizuho Securities, Monsoon Capital and Clearwater Capital. Dalberg Global Development Advisors, a boutique advisory firm, was a first-time recruiter and hired exclusively from IIM Calcutta. Unique roles were offered by recruiters like Bristol Myers-Squibb, Feedback Infra, Maersk Line, Eli Lilly and CEB. International roles were offered by Bank of America Merrill Lynch, Nomura, Goldman Sachs, MH Alshaya and Choppies Group.

The excellent placements this year are an affirmation by the industry of the high-standards of management education at IIM Calcutta. The placement process concluded in a record time of just over 3 days, with 100% of the batch securing summer internship offers from reputed organizations across industry sectors.



CEMS MIM Program unveils with block seminar on Social Entrepreneurship

The CEMS MIM Program started off with an introductory week of CEMS MIM Block Seminar on Social Entrepreneurship, which was held at the IIM Calcutta campus along with an offsite location “Raichak on Ganges” during September 2-7, 2013. The group had 21 participants of diverse nationalities, out of which 17 were the incoming students from other CEMS schools abroad and 4 were IIM Calcutta students. The seminar had a mix of academic, social and cultural sessions. Classroom lectures, video cases, screening of documentary films, student group presentations, case study analysis and other group activities were part of the sessions. Eminent

IIMC faculty and few other visiting faculty contributed to the academic sessions. Visit to “Paarivar”, a social enterprise working on the destitute children and founded by IIM Calcutta alumnus, Vinayak Lohani was a learning experience for the students. The evenings were lightened up by the social and cultural programs. Folk songs were rendered by Baul Fakiri Qawwali and Patachitra artists. Participants enjoyed the evening party at the tranquil and natural surroundings of Fort Raichak. The whole program of CEMS Block Seminar was coordinated by IIMC faculty Prof. Devi Vijay.





A mesmerizing session with Dr Sam Pitroda

IIM Calcutta celebrated its Foundation Day on November 15, 2013 and organized the 12th edition of Institute Lecture Series as part of the foundation day celebrations. The occasion saw the presence of Ajit Balakrishnan, Chairman of Board of Governors and was graced by a keynote lecture by Dr. Sam Pitroda, Chairman, National Innovation Council and Advisor to the Prime Minister. Dr Pitroda, who has a PhD in Electrical Engineering from Illinois Institute of Technology was the chairman of National Knowledge Commission in the past and played the key role in the Indian telecommunication revolution in late 80s.

The main theme of the lecture was how innovation can provide solution to the various issues by our country today and the students can contribute in the same. Dr. Pitroda began with talking about his journey and the hardships he had to face for education and during his work life. He emphasized on the importance of building a strong self, based on discipline and ethics as only a strong self can help one to overcome all the obstacles and move towards achieving one's goals. Another important point he brought out was the role of ignorance and how it can lead to discovery of new means and methods. On a lighter note, he advised the students not to listen to parents and

teachers and believe in their own abilities and thought process to move forward in life.

Talking about the country, he mentioned the work done by the government in the field of knowledge and improving collaboration among the various institutes. At this juncture in his speech, he put forward the role of strong institutions and the importance of the same in building a strong nation. He added that we have the largest young workforce in the world and providing employment to them is one of the biggest challenges India faces today and here that he made the case for innovation.

Being a great innovator himself, he quoted real life incidents which helped him in reviving his life and how it can do the same for each one of us. But for this, one has to realize that the change should come from within and instead of finding faults in others, one should follow the correct path and then expect the same from others. In the end, he reiterated the need for innovation in technology, public policy and other domains which can help to tackle the current issues efficiently and in a more productive manner. The thoughts and ideas shared during the lecture provided key insights into the future paths which can be pursued to help not only our nation but the society in general, to become a better place.



An Inspiring session with MP, Shri Dinesh Trivedi

Colloquia in coordination with the PGP office organized the 11th Institute Lecture Series on 3rd October, 2013. Mr. Dinesh Trivedi who is well known for his revolutionary Railway Budget of 2012 addressed the current students of IIM Calcutta on "Country before Self". He touched upon various points ranging from Rail budget to Indian politics. Mr. Trivedi encouraged students to be part of the political system which is in dire need of best minds. Mr. Trivedi believes that the entry of students and professionals will lead to paradigm shift in Indian politics and policy

making. He mentioned several examples of politicians from freedom struggle serving as a role model for today's youth. As a starting point for an aspiring politician, he suggested to develop a network of like-minded people which will help in achieving difficult goals. Mr. Trivedi expressed his willingness to involve students in live projects related to public policy as well as mentor them in their pursuit to join politics. Such a candid and inspiring speech will definitely give direction to those who want to work towards betterment of this great country.

KPMG's International Case Competition (KICC)



The year began with the fabulous performance displayed by Maharshi Patel, Siddharth Malhotra, Venayak Saran Gupta and Srihari Srivathsa in the globally renowned KPMG's International Case Competition. After qualifying for the national round at Mumbai, the team of four aced the nationals to win a ticket to Madrid and represent India at the international stage. At the international final round, the team held its own against the heavyweight teams from countries such as Germany, Australia and UK. Ultimately, the four won the second position in the competition, thereby boosting the international stature of the institute. The campaign fetched the team the first prize in a contest that saw participation from hundreds of teams nationally.

Networked Society Cities Case Competition

If the performance in KICC highlighted the strategy skills of students, the performance in Ericson's Networked Society Cities Case Competition was all about mastery of solving the world's most challenging urbanization problems. The team from IIM Calcutta comprising Rakesh Mishra, Akshay Mahajan and Sanket Agarwal outshone the competition in the national finals. The team will now fly to Miami to represent India at the global round.

Celebrating individual brilliance and public policy leadership



As a top Indian b-school, IIM Calcutta has always promoted individual brilliance in all walks of life. The institution imbues the students with the passion to achieve extraordinary results in their individual pursuits. Two competitions where the individual brilliance of students shone through are the ET – Power of Shunya and the Cognizant CXO challenge. Shankey Kapoor, representing IIM Calcutta is one of the 24 finalists selected for ET – Power of Shunya's national finals. Pratap Singh qualified as one of the only 8 finalists for the prestigious Cognizant CXO challenge, a competition that tested the ability of students to play the role of business leaders.

EXL Acumen and Ad-Quest 2013

IIM Calcutta displayed pure dominance in several national business domains. EXL Acumen and Ad-Quest 2013 are some of the notable examples of such victories. EXL Acumen, an annual case study competition organized by EXL held across top IIMs and b-schools in India, was won by IIM Calcutta's team of Kritika Garg, Bibhuti Anand and Suman. On the other hand Ad-Quest, a nationwide ad making competition brought out the creative best of students from IIM Calcutta. Team Netagiri – Pratap Singh, Samprati Motghare, Ankur Gupta and Ipsha Sinha created the popular "Gangs of Joka" campaign that can give even the original film-makers a run for their money! The campaign fetched the team the first prize in a contest that saw participation from hundreds of teams nationally.

Deloitte Maverick, a case competition

Deloitte Maverick, a case competition organized by Deloitte, held its Eastern Regional finals in the campus of IIM Calcutta. Against an enthusiastic and meticulous opposition, IIM Calcutta's Soumya Chakraborty, Tushar Gautam and Trisha Nandi prevailed over other teams from eastern India.

PGPEX students organized Lattice 2013



Lattice 2013 - India: The Time Ahead was held during 25th and 26th October with the objective of highlighting India's potential to grow, its increasing role in the world and its climate for entrepreneurial activities. It also aimed at exploring ideas to help resolve the complex issues troubling the Indian economy. The two day symposium was graced by esteemed guest speakers including Padma Bhushan Shri Shekhar Gupta (Editor-in-chief, The Indian Express), Prashant Panday (CEO, Radio Mirchi), Sudipta K Sen (Regional Director South East Asia, SAS), and E. Sarath Babu (CEO and founder of Foodking, winner of CNN-IBN Award for Young Indian Leader).



Kolkata Chapter's AGM

held on September 27

In presence of a large section of the alumni association members, Annual General Meeting of the Kolkata chapter was held on September 27th, 2013 at Bengal Club. Chaired by the outgoing Chairman Sri Devasis Gupta who was scheduled to step down at the end of his 3 year term, the Association elected a new Chairman, Mr. Asok Banerjee and a new Executive Committee. They welcomed Prof Saibal Chattopadhyay, the current Director of IIMC and felicitated Dr. Subir Chowdhury, Ex Director of IIMC with a plaque through Prof. Chattopadhyay. The evening was rounded off with networking, cocktails and dinner.



Kolkata Chapter organized Mini GuruSpeak on November 16

Dr Subir Chowdhury delivered a talk on an alternative development model for India followed by a Question and Answer session during the Mini GuruSpeak which was held on November 16th 2013 at Bengal Club. The Association also felicitated IIMC alumnus, Prof B.B. Chakrabarti on being appointed Director of IIM Ranchi. It was announced that the Guruspeak 2013-14 workshop in Kolkata would be held on February 1, 2014 and the Guru would be Prof. Venkatesh Shankar, an IIMC's Distinguished Alumnus Awardee in 2013. Incidentally, Guru Speak 2014 will be simultaneously held at Mumbai, Chennai and Delhi as well. The evening concluded with a dinner hosted by the IIMC Alumni Association Calcutta Chapter.



Round the year activities

at Chennai chapter



Prof. Saibal Chattopadhyay, Director of IIM Calcutta visited Chennai on August 30th and interacted with the members of Chennai chapter of IIMC Alumni Association. The director gave an overview of the happenings at the Institute. This was followed by a lively evening of fun, food and music. The chapter has volunteered to support IIM Calcutta on building industry case studies for the institute's case repository. In coordination with the faculty members of IIM Calcutta, work has already begun on two cases. The Chennai chapter held it's flagship event 'The Strategic Marketing Workshop' at IIM Calcutta campus on Sep. 28 & 29. The chapter also conducted one day Strategic Marketing Workshops at Thiagaraya School Of Management Madurai and Great Lakes Institute of Management Chennai. Currently the chapter is preparing for it's annual event GURUSPEAK and the inter B School cricket match.



Long Duration Programmes

AJAY JOSHI,

Business Head, Cashlink Global Systems,
Mumbai
EPBM 15



I was suggested by few of my colleagues for EPBM being conducted by IIMC. The major transformation from a Manager to a Leader started happening right from the day-1.

The scattered mind, concepts, ideas, skills, methodologies and rationale were disciplined, organized and formed to make all performed after completion. I had courage and hard work but EPBM helped me to know the purpose and direction of success. I feel, it's like me a misguided missile got a computer guided technology!

The intangible assets grew in a sizeable way in terms of

relationships, new connections; knowledge, jargon and mantras from management Gurus and which will keep on giving me returns throughout the life. This has created such nostalgia that I never want to come out of it! Being an IIMC Alumnus, which has always top rated me and professionally my growth hasn't got any upper limit, I am proud to be an IIMC Alumnus which has opened the gateways of success to Ad Infinitum heights!

I always remember this wonderful saying to recommend others for joining EPBM, "One day you will wake up and there won't be any more time to do the things you've always wanted. Do it now" - Paulo Coelho.

T P Singh,

Director- Sales, FLIR India
SMP 5



I am working as Director - Sales for Handheld products with FLIR India which is a US 1.4 Billion Dollar NASDAQ listed company. FLIR is World leader in the design, manufacture and marketing of Thermal Imaging Infrared Cameras. With overall experience of more than 20 years, I am presently dealing with Electrical power, automation, Law enforcement, R& D, oil and Gas and manufacturing industries. I completed SMP-5 of IIMC in 2010.

This program helped me to understand a holistic view of the business. This gave me an in-depth knowledge of Finance, Strategy, Marketing, execution and logistics. I

thoroughly enjoyed these sessions and would like to thank Prof B. B. Chakraborty, Prof Ashok Banerjee and Prof Ranjan Das in particular, for explaining the concepts in a nice and presentable way. It was an excellent experience which enhanced my capabilities to understand and execute the business responsibilities multi fold.

Halfway through the course, I got an opportunity to switch from my previous employment as Regional Manager (North India) with Tyco Electronics to Country Manager with FLIR. Whatever I learnt with this program before appearing for interview, helped me to get this job with very higher responsibilities.

Management Development Programmes

IIM Calcutta has been offering Management Development Programmes (MDPs) in traditional modes (Face-to-face classroom sessions) since its inception. Typically, these programmes are of shorter duration ranging from 3 days to 3 weeks. Every year the faculty members of IIM Calcutta offer Short-duration Management Development Programmes in their areas of expertise. This issue provides the MDP Calendar for the period January – March 2014

Sl. No.	Name of the Programme	Programme Directors	Duration	Venue
1	Leadership Revisited	Prof. C. Panduranga Bhatta & Prof. Pragyan Rath	January 06 - 08, 2014	Bengaluru (R)
2	Project Management	Prof. Subrata Mitra	January 06 - 10, 2014	Tata Hall, IIMC
3	Communication and Presentation Skills	Prof. Vidyanand Jha & Prof. Leena Chatterjee	January 06 - 10, 2014	Tata Hall, IIMC
4	Managing Financial Institutions	Prof. Rama Seth	January 11 - 14, 2014	Tata Hall, IIMC
5	Managerial Leadership & Conflict Resolution	Prof. B.N.Srivastava	January 13 - 18, 2014	Tata Hall, IIMC
6	New Frontiers in Marketing	Prof. Ramanuj Majumdar	January 15 - 18, 2014	Tata Hall, IIMC
7	Managerial Leadership for Women Managers	Prof. Nimruji Prasad J. & Prof. Leena Chatterjee	January 20 - 23, 2014	Tata Hall, IIMC
8	Managerial Leadership & Team Effectiveness	Prof. Leena Chatterjee & Prof. Rajiv Kumar	January 27 - 31, 2014	Tata Hall, IIMC
9	International Financial Markets, Institutions and Instruments	Prof. Rama Seth	February 01 - 02, 2014	Tata Hall, IIMC
10	Excellence in Managerial Communication	Prof. Pragyan Rath & Prof. Apoorva Bharadwaj	February 03 - 05, 2014	Tata Hall, IIMC
11	Selling and Negotiation Skills	Prof. Ramanuj Majumdar	February 06 - 08, 2014	Tata Hall, IIMC

Sl. No.	Name of the Programme	Programme Directors	Duration	Venue
12	Organisational Excellence through Leadership	Prof. C. Panduranga Bhatta	February 10 - 12, 2014	Tata Hall, IIMC
13	Knowledge Management for Competitive Excellence	Prof. Vidyanand Jha & Prof. Rajiv Kumar	February 13 - 15, 2014	Tata Hall, IIMC
14	Personal Growth and Team Building	Prof. B.N.Srivastava	February 17 - 21, 2014	Tata Hall, IIMC
15	Advanced Corporate Finance	Prof. Ashok Banerjee & Prof. B.B.Chakrabarti	February 17 - 22, 2014	Tata Hall, IIMC
16	Interpersonal Effectiveness and Leadership Excellence	Prof. Chetan Joshi & Prof. B.N.Srivastava	February 24 - 28, 2014	Tata Hall, IIMC
17	Management of Creativity and Innovation	Prof. Vidyanand Jha	February 24 - 28, 2014	Tata Hall, IIMC
18	Management of Organizational Change	Prof. Vidyanand Jha	March 11 - 14, 2014	Tata Hall, IIMC
19	Value Creation Through Operation Strategy	Prof. ParthaPriya Datta & Prof. Peeyush Mehta	March 12 - 15, 2014	Tata Hall, IIMC
20	Communication and Presentation Skills	Prof. Vidyanand Jha & Prof. Leena Chatterjee	March 24 - 28, 2014	Tata Hall, IIMC
21	Leadership Excellence	Prof. C. Panduranga Bhatta	March 31 - April 02, 2014	Tata Hall, IIMC



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